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MEDIATION EFFECT OF WORK ENVIRONMENT ON ORGANIZATIONAL CULTURE IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

This study aims to analyze the influence of work environment mediation on organizational culture in improving the performance of employees of BKPSDM South Buru Regency. This study uses a descriptive-quantitative approach with a causal correlation type. The research was conducted at BKPSDM South Buru Regency. The population used in this study were all employees at the BKPSDM South Buru Regency, consisting of 64 people. The method of determining the sample is full sampling. Data were analyzed using path analysis. The results of the study concluded that (1) organizational culture has a positive and significant effect on employee performance; (2) organizational culture has a positive and significant effect on the work environment of employees ; (3) the work environment has a positive and significant effect on employee performance ; (4) organizational culture has a positive and significant effect on performance through the work environment of employees.

Keywords: work environment, performance organizational culture

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh mediasi lingkungan kerja terhadap budaya organisasi dalam meningkatkan kinerja pegawai BKPSDM Kabupaten Buru Selatan. Penelitian ini menggunakan pendekatan deskriptif-kuantitatif dengan jenis korelasi kausal. Penelitian dilakukan di BKPSDM Kabupaten Buru Selatan. Populasi yang digunakan dalam penelitian ini adalah seluruh pegawai di BKPSDM Kabupaten Buru Selatan yang berjumlah 64 orang. Metode penentuan sampel adalah full sampling. Data dianalisis menggunakan analisis jalur. Hasil penelitian menyimpulkan bahwa (1) budaya organisasi berpengaruh positif dan signifikan terhadap kinerja pegawai; (2) budaya organisasi berpengaruh positif dan signifikan terhadap lingkungan kerja

pegawai; (3) lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai; (4) budaya organisasi berpengaruh positif dan signifikan terhadap kinerja melalui lingkungan kerja pegawai.

Kata kunci: lingkungan kerja, budaya organisasi kinerja

BACKGROUND

The implementation of government and development activities requires the role of civil servants. Because civil servants are state apparatus who carry out governance and development in an effort to achieve national goals. The human element is one of the important elements, because humans always play an active role in an organization. With reliable human resources, government and development activities will run smoothly. To form reliable human resources, quality education, mental guidance, training, and adequate employment are needed. The most important thing is how to create human resources that can produce optimal performance to achieve common goals in an organization.

An organization is formed to achieve a common goal. Success in achieving goals can be seen from the results of the organization's performance which cannot be separated from the performance of its human resources. Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization. To produce optimal performance within the organization can be measured from the results of the work that has been done compared to the standards set by government organizations/agencies, because the success of an organization is influenced by employee performance.

According to Riana, I Gede, Made Suprapta (2015), performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity. In another dimension,Saifullah (2020) suggests that performance is a universal concept which is the operational effectiveness of an organization, parts of the organization, and its employees based on predetermined standards and criteria. Thus, employee performance can be defined as a function of the interaction between ability and work motivation. Basically employee performance can affect how much employees contribute to an organization.

There are six characteristics used in measuring employee performance, including: (1). Quality, the level of results of activities carried out near perfect in the sense of adjusting some ideal ways of performing activities or meeting the expected goals of an activity; (2). Quantity, the amount or results of work that can be completed is expressed in the number, units, and number of completed activity cycles; (3). Timeliness, the level of an activity completed at the expected initial time; (4). Effectiveness, the level of use of organizational resources is maximized to increase profits or reduce losses; (5). Independence, the level of employees can carry out their work functions without asking for support or guidance from supervisors and (6). Work commitment, employee levels have a commitment to work with the organization and employee responsibilities towards the organization(Saifullah, 2020).

One of the factors that influence employee performance is organizational culture. Feel, Herlambang, & Rozzaid (2018) argue that organizational culture reflects the traits and characteristics that are felt to exist in the work environment and arise because of organizational activities that are carried out consciously or not, and are considered to influence organizational behavior and personality. Organizational culture is a structure that describes the beliefs, behaviors, knowledge, sanctions, values that govern the way of life of members of the organization.

Employee work environment is very important in influencing performance. The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. A good work environment can support performance implementation so as to improve employee performance. The better the work environment, the higher the performance of employees. Therefore, companies or organizations should provide a good work environment, such as physical and non-physical environments (Feel et al., 2018).

Every organization has an organizational culture that functions to form rules or guidelines for 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. Organizational culture also influences the attitudes and behavior of

organizational members which then determines member performance(Feel et al., 2018).

Organizational culture helps direct human resources to achieve the vision, mission and goals of the organization. Besides that, it will increase team cohesiveness between various departments, divisions or units within the organization, so that it can become the glue that binds people in the organization together. Therefore, a good organizational culture should be maintained or even need to be improved and adapted to the demands of the times, because organizational culture is one thing that we cannot just forget in an organization. With our organizational culture we can improve the behavior and motivation of human resources so that they can improve their performance and in turn improve organizational performance to achieve organizational goals(Kurniawan & Yani, 2019).

Organizational culture is the values and attitudes that have been believed by employees so that it has become employee behavior in everyday life. The attitudes and values that have crystallized in the organization will guide employees to behave in accordance with the attitudes and values that are believed. Culture will affect the extent to which organizational members achieve organizational goals. Successful and effective organizations are organizations with individuals who have good performance in them. An effective or successful organization will be supported by qualified human resources. Many organizations are successful or effective because they are supported by employee performance. Conversely, not a few organizations fail because of employee performance factors. Thus there is compatibility between organizational success or organizational performance with individual performance(Aryana & Tj., 2017).

Employee work environment is very important in influencing performance. The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. A good work environment can support performance implementation so as to improve employee performance. The better the work environment, the higher the performance of employees. Therefore, companies or

organizations should provide a good work environment, such as physical and non-physical environments (Kasmawati, Rianti, & Badaruddin, 2022).

Employee performance is determined to a greater extent by the environment in which they work. The work environment involves all aspects that act and react to the body and mind of employees. Under organizational psychology, the physical, mental and social environment in which employees work and whose jobs are to be analyzed for better effectiveness in improving performance. The main objective is to produce an environment that ensures ease of working and eliminates all causes of frustration, anxiety and worry. If the work environment is fun, fatigue, monotony and boredom are minimized and performance can be maximized(Hanafi & Yohana, 2017).

The work environment plays an important role in the good or bad performance of employees. If the work environment is comfortable and communication between employees runs smoothly, then we can be sure that the resulting performance will be maximized. Therefore the determination and creation of a good work environment will greatly determine the success of achieving organizational goals. Conversely, if the work environment is not good, it will reduce motivation and morale and can ultimately reduce employee performance (Kurniawan & Yani, 2019).

The growth and development of the organization depends on human resources. Therefore human resources are assets that must be improved effectively and efficiently so that optimal performance will be realized. Among the many factors that determine the success of employees in carrying out their work, the work environment factor is one of the factors that needs attention. The work environment is a means of supporting the smooth running of the work process, where comfort and safety at work are also very much taken into account in creating a conducive and pleasant working atmosphere for employees so that it can support the performance of employees in carrying out their work activities. (Siahaan & Bahri, 2019).

METHOD

he research approach used is quantitative which departs from theory towards presenting data in the form of numbers and analyzed statistically.

Based on the level of explanation, this research is an associative study to determine the effect or relationship between two or more variables. Meanwhile, based on data collection, this research is a survey research conducted on large and small populations, but the data studied is data from samples taken from the population, to find relative occurrences, distribution, and relationships between variables. Based on the type of data, the approach used in this study is cross sectional, namely the collection of research data conducted at a certain time period. The population used in this study were all employees at BKPSDM South Buru Regency, totaling 64 people. The sample is part of the number and characteristics possessed by the population. The sample is part of the number and characteristics possessed by the population. The method of determining the sample is full sampling. Data analysis techniques in this study, using descriptive analysis and path analysis.

RESULT AND DISCUSS

Result

This study seeks to examine the extent to which organizational culture variables influence performance through the mediation of work environment variables. For this reason, a path analysis statistical test is carried out which is expressed by the following equation:

Substructural equation 1 :

$Y_1 = py1.\ X_1 + e_1$

Substructural equation 2 :

$Y_2 = py2.\ Y_1 + py2.\ X_1 + e_2$

Where :

Y2 = Employee Performance

Y1 = Work environment

X1 = Organizational Culture

Py2.Y1 = Path coefficient Y1

Py2.X1 = Path coefficient X1

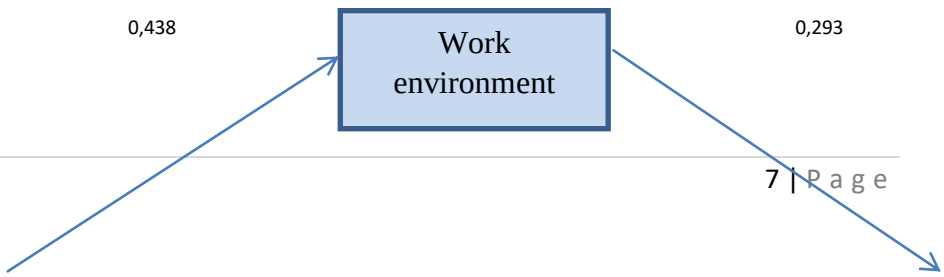
e2 = Unrevealed variable (error term)

To find out the magnitude of the path coefficient between variables X to Z, as well as the path coefficient from Z to Y can be seen in the following table:

Table 1
Path Analysis Statistical Test Results

Parameter Structure	Path Coeff. (beta)	t. count	t. table	Sig.	Decision
X to Z (pZ.X)	0,438	3,838	2,000	0,000	Ha, accepted
Zto Y (pY.Z)	0,511	4,975	2,000	0,000	Ha, accepted
Xto Y (pY.X1)	0,293	2,853	2,000	0,001	Ha, accepted
R^2 (X,Z to Y)		0,479	F c_{ount}		14,731
R^2 (X to Z)		0,438	F $_{count}$		28,048

he results of the analysis in the table show that the path coefficient of the simultaneous test results is significant so that a decision can be taken to reject H0 and accept H1, which means it can be forwarded to testing individually. From the results of individual testing, for the first path, the path coefficient of the variable X to Z is statistically significant, so that H0 is rejected and Ha is accepted. Likewise for the second path, the path coefficient of the variables X1 and Z to Y is significant. Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:



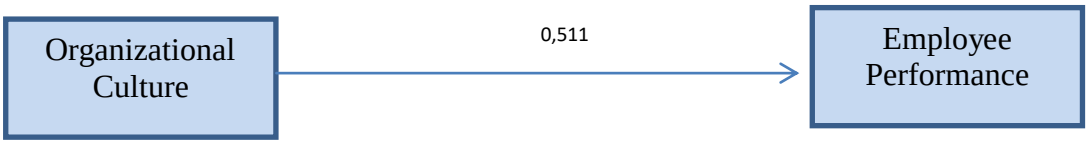


Figure 1
Relationship Structure Between Variable X with Variable Y through the Intervening variable Z

Based on the table and figure above, the direct and indirect effects of each variable can be explained as follows:

Table 2.
Direct and Indirect Effects of Organizational Culture Variables on Work Environment and Performance

Effect	Organizational Culture (X)	Work Environment (Z)
Direct to Z	0,192	-
Direct to Y	0,261	0,085
Indirect Through to Z	0,538	-
Total Effect	0,991	0,085

he table above shows that the biggest direct effect is the influence of organizational culture variables on performance of 0.261 which indicates that every 1 percent increase in organizational culture will increase employee performance 26.1%. While the direct effect of the work environment on performance is 0.085 which indicates that every 1 percent increase in the work environment will increase performance only by 8.5%; assuming other variables are constant or do not change. Likewise, the direct effect of organizational culture on the work environment is 0.192 which indicates that every 1 percent increase in organizational culture will improve the quality of the work environment by 19.2%; assuming other variables are constant or do not change.

The total effect of organizational culture and work environment variables is 99.1% which indicates that the work environment is an intervening variable that strengthens the influence of organizational culture on employee performance. This means that performance will increase if the

organizational culture is supported by the high quality of the physical and non-physical work environment.

Based on the results of the analysis above, the direct influence of organizational culture and work environment on employee performance is obtained. Likewise, the indirect effect is mediated by the work environment. This indicates the role of work environment variables in mediating the influence of organizational culture on performance. To test the significance of the role of the work environment in mediating the influence of organizational culture on performance, the Sobel test can be carried out. In this test, the work environment variable is stated to be significant in mediating the effect of organizational culture on performance if the p value of the Sobel test results is <0.05.

Table 3
Sobel Test Results The Role of Work Environment Variables in Mediating the Influence of Organizational Culture on Performance

Independen Variable	Dependen Variable	Mediating Variable	P Value	Decision
Organizational Culture	Performance	Work Enviroment	0,00304	Significant

Based on the results of the Sobel test above, a p value of 0.0034 <0.05 was obtained, it was concluded that the work environment was significant in mediating the influence of organizational culture on performance.

Discussion

1. Direct Influence of Organizational Culture on Performance

Based on the above calculations, it is known that the direct influence of organizational culture on the work environment is 0.261 or 26.1% with a t count > t table value of 2.853 > 2.000. This is also reinforced by a significance value of 0.000 which is less than the confidence level of 0.05. So the first hypothesis is accepted. This is in line with research (Feel et al., 2018)that every organization has an organizational culture that functions to form rules or guidelines for thinking and acting in achieving set goals. This means that an organizational culture that grows and is well maintained will be able to spur the organization towards better development. Organizational culture

also influences the attitudes and behavior of members of the organization which then determines the performance of members.

Likewise(Kurniawan & Yani, 2019)hat organizational culture helps direct human resources to achieve the vision, mission and goals of the organization. Besides that, it will increase team cohesiveness between various departments, divisions or units within the organization, so that it can become the glue that binds people in the organization together. Therefore, a good organizational culture should be maintained or even need to be improved and adapted to the demands of the times, because organizational culture is one thing that we cannot just forget in an organization. With our organizational culture we can improve the behavior and motivation of human resources so that they can improve their performance and in turn improve organizational performance to achieve organizational goals

Organizational culture is the values and attitudes that have been believed by employees so that it has become employee behavior in everyday life. The attitudes and values that have crystallized in the organization will guide employees to behave in accordance with the attitudes and values that are believed. Culture will affect the extent to which organizational members achieve organizational goals. Successful and effective organizations are organizations with individuals who have good performance in them. An effective or successful organization will be supported by qualified human resources. Many organizations are successful or effective because they are supported by employee performance. Conversely, not a few organizations fail because of employee performance factors. Thus there is compatibility between organizational success or organizational performance with individual performance(Aryana & Tj., 2017).

2. The Direct Effect of Organizational Culture on the Work Environment

Based on the calculation above, it is known that the direct influence of organizational culture on the work environment is 0.192 or 19.2% with a t count > t table value of 3.838 > 2.000. This is also reinforced by a significance value of 0.000 which is less than the confidence level of 0.05. So the second hypothesis is accepted. This is in line with Jauhari (2015),

organizational culture is formed from the beliefs, hopes, values and norms of togetherness carried out by members. Culture has a number of functions in an organization. First, culture has a boundary-setting role; that is, culture creates a clear distinction between one organization and another. Both cultures bring a sense of identity to the members of the organization. Third, culture facilitates commitment to something wider than one's self-interest. Fourth, that culture increases the stability of the social system.

Organizational culture is a set of assumptions, beliefs, values and norms that are shared by members of an organization. Organizational culture refers to the shared meaning of beliefs and understanding held by a particular organization or group about issues, practices and goals. Organizational culture can function as an adhesive system and behavioral reference to achieve organizational goals. Conversely, a bad organizational culture will hinder the running of the organization (Yuliastanti, 2013).

3. Direct Effect of Work Environment on Performance

The direct effect of the work environment on performance is 0.085 or 8.5% with t count > t table value, namely 4.975 > 2.000. This is also reinforced by a significance value of 0.001 which is smaller than the confidence level of 0.05. So the third hypothesis is accepted. This is in line with research. This is in line with research(Kurniawan & Yani, 2019)that the work environment plays an important role in the good and bad performance of employees. If the work environment is comfortable and communication between employees runs smoothly, then we can be sure that the resulting performance will be maximized. Therefore the determination and creation of a good work environment will greatly determine the success of achieving organizational goals. Conversely, if the work environment is not good, it will reduce motivation and morale and can ultimately reduce employee performance

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higher the performance of employees. Therefore, companies or organizations should provide a good work environment, such as physical and non-physical environments(Feel et al., 2018).

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The growth and development of the organization depends on human resources. Therefore human resources are assets that must be improved effectively and efficiently so that optimal performance will be realized. Among the many factors that determine the success of employees in carrying out their work, the work environment factor is one of the factors that needs attention. The work environment is a means of supporting the smooth running of the work process, where comfort and safety at work are also very much taken into account in creating a conducive and pleasant working atmosphere for employees so that it can support employee performance in carrying out their work activities(Siahaan & Bahri, 2019).

4. Indirect Influence of Organizational Culture on Performance ThroughWork Environment Mediation

The direct indirect influence of organizational culture on performance through the mediation of the work environment is 0.538 or 53.8% with a p value on the Sobel test of 0.00304 less than 0.05. This indicates that the work environment variable is significant in mediating the effect of organizational culture on performance. So the fourth hypothesis is accepted. This is in line with research(Ratnasari & Sutjahjo, 2017)that the work environment is internal and external conditions that can affect morale so that work can be completed faster with better results. The work

environment is something that can affect directly and indirectly a person or group of people in carrying out their activities. Based on the description above, it can be concluded that the work environment is something that influences a person or group of people in carrying out their activities.

The work environment is everything that exists around workers who can influence themselves in carrying out assigned tasks, for example relations between employees, facilities, working conditions and so on. The physical work environment in an organization is a condition of work to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by an organization. Poor working conditions have the potential to cause employees to become easily stressed, have difficulty concentrating and decrease work productivity. A good and pleasant work environment will be able to generate enthusiasm and enthusiasm for work, and vice versa if an unpleasant work environment will reduce enthusiasm and enthusiasm for work(Pasaribu, 2017). he work environment is everything that is around employees and can affect them in carrying out the tasks assigned to them(Santika & Antari, 2020).

he physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The dimensions used are the physical work environment by looking at the indicators, namely space, air circulation, and cleanliness(Permaningratna, 2013).

Conclusion

Based on the results of the analysis using path analysis and discussion, it is concluded that:

1. Organizational culture has a positive and significant effect on employee performance at BKPSDM South Buru Regency
2. Organizational culture has a positive and significant effect on the work environment of employees at BKPSDM South Buru Regency
3. The work environment has a positive and significant effect on employee performance at the South Buru Regency BKPSDM
4. Organizational culture has a positive and significant effect on performance through the work environment of employees at BKPSDM South Buru Regency

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