



Analysis of Organizational Culture, Motivation, Work Environment on Employee Performance at the Medan City DPRD Secretariat

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ABSTRACT

The Medan City DPRD Secretariat is in charge of handling financial and administrative administration tasks and serving the organization's leaders and members. This study aims to investigate the effects of work environment, motivation, and organizational culture on employees' performance in the DPRD Secretariat office in Medan City. This research uses a quantitative approach. The study's population comprises 50 individuals who work for the State Civil Apparatus of the Medan City DPRD Secretariat. Saturation sampling, which uses the entire population as the research sample, is the sampling approach employed. Primary data acquisition methods were used to gather the data sources, and these methods included conducting field research through interviews and distributing questionnaires to every employee at the Medan City DPRD Secretariat. Scholarly publications and papers that are relevant to the current situation are the source of secondary data. At the Medan City DPRD Secretariat, organizational culture (X1), work motivation (X2), and work environment (X3) all have a significant impact on employee performance (Y). The organizational culture, motivation, and work environment taken together account for 72.8% of the variation in employee performance at the Medan City DPRD Secretariat, according to the coefficient of determination, which stands at 0.728.

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Introduction

The strategic role of human resources is crucial in determining the success of a corporation. Skilled workers are essential for achieving organizational goals, and the competence of employees indicates the caliber of an organization or agency. Organizations should give priority to the requirements and desires that support the growth and development of their human resources in order to reach their full potential (Saretta, 2019).

Administrative services involve providing assistance to the DPRD secretary in fulfilling the responsibilities and obligations of the DPRD. The DPRD Secretary is responsible to the DPRD chairman for technical matters and to the regent through the regional secretary for administrative matters. The main duty of the Medan City DPRD secretary is to support the Regent in supervising the secretarial activities of the government, while also facilitating and aiding in the administration of the DPRD.

The Medan City DPRD Secretariat is accountable for a range of responsibilities, such as overseeing administrative and financial affairs, arranging DPRD meetings, facilitating the fulfillment of the DPRD's obligations and functions, and providing and coordinating specialized personnel as necessary to carry out its rights and functions. The Medan City DPRD Secretariat Office encounters comparable obstacles to other agencies in improving employee performance in providing services to Medan City DPRD members. The leadership and members of the Medan City DPRD express their satisfaction with the level of services provided by the Medan City Regional Secretariat, suggesting that the performance achievements are deemed mediocre. Therefore, in order to meet the responsibilities of the government, it is crucial to have a State Civil Apparatus (ASN) that is skilled, responsible, and dedicated to improving the welfare of society while achieving excellent performance. Improving employee performance can be accomplished by offering employment training that includes technical skills training, leadership development, and refining conduct and attitude. This is done to improve the ability to supervise and assess the performance of personnel, enabling them to efficiently fulfill their job responsibilities and commitments.

Organizational culture refers to the environment in which a group of individuals collaborate and compete in a reasonable and methodical manner, under guidance or direction, to accomplish a certain objective (Arie Ambarwati, 2018). Due to a recurring phenomenon, there are employees who fail to adhere to the established rules, specifically by arriving late to work. This behavior results in an increased workload that must be completed. Consequently, sanctions are imposed, such as salary deductions. Additionally, some employees who arrive on time only attend meetings and fill out absenteeism forms. Subsequently, the employee does not promptly fulfill his responsibilities.

As stated by Mohtar (2019:20), motivation refers to an internal force that compels an individual to take action in order to accomplish pre-established objectives. I conduct work motivation research to assess its influence on my work-related attitudes and behaviors. Ensuring that all employees are motivated can significantly enhance their performance and productivity. Presently, the issue at hand is that certain employees lack motivation to accomplish their duties as they have attained permanent employment status and no longer feel the need to enhance their professional growth. Allegedly, receiving Job Training can instill excitement for work and enhance performance. In order to enhance their performance, it is imperative to provide staff with support, as well as recognize their achievements with awards and promotions.

Afandi (2018) defines the work environment as the multitude of circumstances within the workplace that impact an individual's job performance. The parameters encompassed are humidity, temperature, air quality, ventilation, lighting, noise levels, cleanliness of the workspace, and availability of necessary equipment. Presently, the Medan City DPRD Secretariat is experiencing a phenomenon characterized by strained interactions among its personnel, as evidenced by divergent impressions of one another and a competitive environment fueled by disparities in working conditions. Furthermore, the administrative service process is impeded by insufficient information technology infrastructure, and personnel are also inhibited by slow internet connections and unreliable wifi, resulting in delays in task completion.

Performance refers to the tangible outcomes that an individual has accomplished in relation to their assigned job responsibilities. The issue of employee performance at the Medan City Secretariat arises from the presence of numerous indicators suggesting inadequate quality and competence in the human resources. The inadequate performance of the workers at the Medan City DPRD Secretariat in delivering services to DPRD members is clearly apparent. Hence, enhancing employee performance can be achieved by augmenting strong work motivation, fostering extraordinary interpersonal dynamics in the workplace, and cultivating a positive corporate culture.

Literature Review

Organizational culture

Organizational culture refers to the shared values, beliefs, and behaviors that shape the way an organization operates. Arie Ambarwati (2018) "Organizational culture refers to the environment in which a group of individuals collaboratively and methodically work towards a specific objective, following established guidelines or regulations." According to Suaksono (2019:4), organizational culture refers to the principles that employees depend on when fulfilling their responsibilities and duties inside a company. According to Suaksono (2019: 14), the indicators of organizational culture include being innovative, taking calculated risks, paying meticulous attention to every problem during work, being focused on achieving results, prioritizing the interests of all employees, being proactive in work, and ensuring work stability.

Employee motivation

Ferdinatus (2020:3) asserts that work motivation is contingent upon the cultivation of a strong personality or character. This is because fostering work motivation through sound ideas and compelling reasoning yields both personal and organizational benefits. According to Afandi daam (Zutihansyah & Haryanti 2020), motivation is a psychological state that emerges in an individual when they are inspired, encouraged, and driven to engage in activities with sincerity, happiness, and seriousness, resulting in high-quality outcomes. The work motivation indicators, as defined by Robbins (2006) and Amustofa (2015), include rewards, social relations, life needs, and success at work.

Workplace

Afandi (2018) defines the work environment as the collective factors within a workplace that impact an individual's ability to perform their job, including factors such as humidity, temperature, air quality, ventilation, lighting, noise levels, cleanliness, and the time required for work preparation. According to Kurniawan (2020:21), a work environment is defined as a state that offers a feeling of safety, comfort, and

enjoyment, both physically and emotionally, resulting in a peaceful atmosphere for work. According to Afandi (2018, p. 18), the work environment indicators include lighting, color, air quality, and sound.

Performance of employees

Abduah (2014:3) defines performance as the successful accomplishment of work tasks, resulting from the execution of work plans developed by institutions and carried out by leaders and employees (HR) in agencies or firms, with the aim of achieving organizational goals. According to Mangkunegara (2015), performance is the outcome of work, encompassing both the quality and quantity of tasks completed by an individual in accordance with their assigned responsibilities and time constraints. The employee performance metrics identified by Siaen (2021:6) include Work Quality, Work Quantity, Timeliness, Effectiveness, and Commitment.

Research Hypothesis

Sugiyono (2019:99) explains that a hypothesis is a temporary answer to the formulation of a research problem and is based on empirical facts obtained through data collection. The hypothesis in this research is as follows:

- H1 : Organizational culture has a significant effect on employee performance at the Medan City DPRD Secretariat.
- H2 : Work motivation has a significant effect on employee performance at the Medan City DPRD Secretariat.
- H3 : work environment has a significant effect on employee performance at the Medan City DPRD Secretariat.
- H4 : Organizational culture, work motivation and work environment have a significant effect on employee performance at the Medan City DPRD Secretariat.

Method

This research methodology employs a quantitative approach. Quantitative research methods are employed to study populations and involve the use of research equipment and statistical data processing to test predetermined hypotheses. The population for this study comprises all 50 employees working at the Medan City DPRD Secretariat office. The writer employed a side-by-side methodology due to the relatively small population size, utilizing a sample of 50 individuals for this research. The employed method for data analysis is multiple linear regression.

Results

Reliability Test Results

Table 1 Reliability Test

Variables	Cronch Apha	N of Items	Information
Organizational culture	0.752	8	Accepted
Work motivation	0.730	8	Accepted
work environment	0.840	8	Accepted
Employee Performance	0.853	8	Accepted

The results of the reliability test for all research variables produced Cronch Apha > 0.60. So all research variables are declared reliable or reliable and are used as a reliability test.

Descriptive Statistics Test Results

Table 2 Descriptive Statistical Test

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational culture	50	14	40	30.48	5,339
Work motivation	50	17	36	27.38	4,155
work environment	50	19	40	30.72	4,267
Employee Performance	50	17	40	30.46	5,474

The descriptive statistical test results are displayed in the following table, which enables us to describe the properties of the collected data as follows:

1. According to the data, the Organizational Culture Variable (X1) has the following values: 14. is the lowest, 40 is the highest, 30.48 is the average, and 5.339 is the standard deviation.
2. The work incentive variable (X2) has a range of values from 17 to 36 at lowest and maximum, respectively. With a standard deviation of 4.155, the work motivation data's variability is measured, with a mean value of 27.38.
3. The work environment variable (X3) has a mean value of 30.72, a standard deviation of 4,267, a minimum value of 19, a maximum value of 40, and so on.
4. The Employee Performance Variable (Y) has a range of values from 17 to 40, as indicated by the provided data. The employee performance data is expected to have a mean value of 30.46 and a standard deviation of 5,474.

Normality Test Results

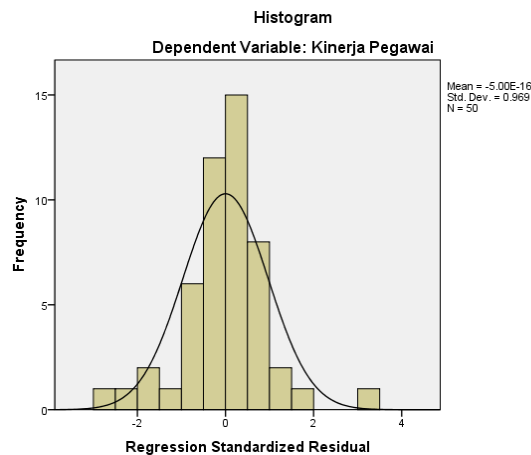


Figure 1 Normality Test with Histogram Graph

According to the graphic provided, the curve line is positioned precisely in the center of the histogram, indicating that the residual data in this study follows a normal distribution.

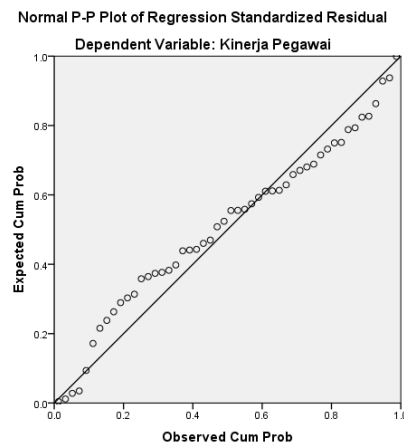


Figure 2 Normality Test with P-Pot Graph

From the above image, it is evident that the data is distributed along and adheres to the diagonal line, indicating that the residual data has a normal distribution.

**Table 3 Komogorov-Smirnov Normality Test
One-Sample Komogorov-Smirnov Test**

		Unstandardize d Residua
N		50
Norm Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	4.04231148
Most Extreme Differences	Absoute	.114
	Positive	,086
	Negative	-.114
Statistical Tests		.114
Asymp. Sig. (2-tailed)		.118 ^c

The results of the Komogorov-Smirnov norm test indicate that the Asymp.Sig (2-tailed) value of 118 is greater than 0.05, suggesting that the residual data follows a normal distribution.

Muticolinearity Test Results

Table 4 Muticolinearity Test Results

Model		Coinearity Statistics	
		Toerance	VIF
1	(Constant)		
	Organizational culture	,674	1,484
	Work motivation	,562	1,778
	work environment	,592	1,689

According to the findings of the multicollinearity test, the tolerance values for all study variables were 0.674, 0.562, and 0.592, which are all greater than 0.1. Additionally, the VIF values for these variables were 1.484, 1.778, and 1.689, all of which are less than 10. No multicollinearity was detected among the independent variables in the regression model. Therefore, all three independent variables were included as test subjects and their data were utilized.

Heteroscedasticity Test Results

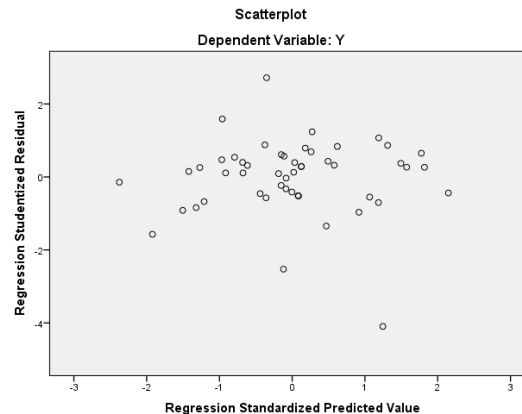


Figure 3 Heteroscedasticity test results with scatter pot

Figure 3 displays a scattered distribution of dots in different orientations, lacking a distinct pattern or structure. This criterion signifies that the research data is devoid of heteroscedasticity phenomena, hence necessitating the use of filtered data.

Table 5 Heteroscedasticity Test Results using the Gedjer test
(data processed in SPSS 2024)

Variables	Sig	Usage limit	Information
Organizational culture	0.102	0.05	Accepted
Work motivation	0.516	0.05	Accepted
work environment	0.541	0.05	Accepted

The significance values of all research variables in table 3.9 are greater than 0.05, specifically 0.102, 0.516, and 0.541. The Gedjer test is utilized as a heteroscedasticity test, where filtered data is employed.

Multiple Inear Regression Test Results

Table 6 Results of multiple linear regression analysis

Variables	Unstandardized Coefficient	
	B	Standard Error
Constant	2,605	2,499
Organizational culture	0.302	0.094
Work motivation	0.283	0.120
work environment	0.354	0.112

The interpretation of multiple linear analysis through the linear equation is

$$Y = 2.605 + 0.302 X_1 + 0.283 X_2 + 0.354 X_3$$

The following is an explanation of the multiple linear formation:

1. The constant value (a) is 2.605, indicating that the employee performance (Y) value is 2.605 as a result of the organizational culture (X1), motivation (X2), and work environment (X3) variables having a coefficient of zero (0).
2. The results of the regression analysis show that the organizational culture coefficient is 0.302. This indicates that there is a 0.302 rise in employee performance for every unit increase in the organizational culture variable.
3. A one-unit increase in the work motivation variable will result in a corresponding gain in employee performance of 0.283, according to the work motivation regression coefficient of 0.283.
4. The work environment variable has a regression coefficient of 0.354, which indicates that an increase of one unit in the work environment variable will result in a corresponding rise of 0.354 in employee performance.

Hypothesis Test Results

Partial test results (t-test)

Table 7 Partial Test Results
Coefficients^a

Mode	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,605	2,449		1,064	,293
Organizational culture	,302	,094	,320	3,232	,002
Work motivation	,283	,120	,273	2,364	,022
work environment	,354	,112	,386	3,166	,003

a. Dependent Variable: Employee performance

The outcomes of the partial test mentioned above are as follows:

1. The Tcount value for the organizational culture variable is 3.232, which exceeds the crucial T value of 2.012. This indicates statistical significance at the 0.05 level, with a significance level of 0.002. Thus, the hypothesis is affirmed, suggesting that corporate culture exerts a beneficial and significant influence on employee performance. Based on this discovery, Ha is considered valid and Ho is considered invalid.
2. The variable of work motivation produces a Tcount value of 2.364. The value of T.tabe is 2.012 and the significance level is 0.022, which is below the threshold of 0.05. Thus, the hypothesis (Ha) asserting that motivation has a positive and substantial influence on employee performance is upheld, while the null hypothesis (Ho) is refuted.
3. The work environment variable produces a Tcount value of 3.166. The T-value is 2.012 and the significance level is 0.003, which is below the threshold of 0.05. Thus, the hypothesis is affirmed, suggesting that the work environment exerts a beneficial and significant influence on employee performance. This indicates that the hypothesis Ha is substantiated and the hypothesis Ho is refuted.

Simultaneous test results (f-test)

Table 8 Simulation Test Results
ANOVA^a

Mode	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	691,021	3	230,340	44,821	,000 ^b
Residua	236,399	46	5,139		
Total	927,420	49			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), work environment, organizational culture, work motivation

The simultaneous test yielded an Fcount value of 44.821, which is greater than the Ftabe value of 2.81, and a significance level of 0.000, which is less than 0.05. This indicates that Ha is accepted and Ho is rejected. Therefore, it can be concluded that the variables of organizational culture, motivation, and work environment have a positive and significant influence on employee performance at the Medan City DPRD Secretariat.

Coefficient of Determination Test Results

Table 9 Coefficient of Determination Test Results
Mode Summary^b

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,863 ^a	,745	,728	2,267

a. Predictors: (Constant), work environment, organizational culture, work motivation

b. Dependent Variable: Employee performance

Table 9 shows that the determination test result (*Adjusted R Square*) is 0.728. This means that organizational culture, motivation, work environment contribute to employee performance at the Medan City DPRD Secretariat by 72.8% while the remaining 27.2% is influenced by other variables.

Discussion

The impact of company culture on employee performance

The partial testing of organizational culture variables yielded a T-count value of 3.232 and a significance value of 0.002. The result indicates that the calculated T value (3.232) is more than the tabulated T value (2.012), and the significance level (0.002) is less than the predetermined threshold of 0.05. The acceptance of H1 indicates that corporate culture characteristics have a partially favorable and considerable impact on employee performance. The findings of this study align with the research conducted by Jufrizen & Rahmadhani (2020), which affirms that corporate culture exerts a favorable and substantial impact on employee performance. This demonstrates that work motivation significantly impacts performance. It is imperative for the organization to take into account the organizational culture, as it will facilitate effective management and inspire employees to align their actions with the established culture. This, in turn, will lead to profound transformation within the organization.

The impact of work motivation on employee performance

The partial testing of work incentive variables yielded a T-count value of 2.364 and a significance value of 0.008. The result indicates that the calculated T value (2.364) is more than the tabulated T value (2.012), and the significance level (0.022) is less than the predetermined threshold of 0.05. Therefore, H2 is supported, indicating that the variables related to work motivation have a partially favorable and considerable impact on employee performance. The findings of this study align with the research conducted by Sandi and Satria (2021), which indicates that work motivation variables have a substantial impact on employee performance to some extent. This demonstrates that motivation has a significant role in performance. Leaders should prioritize work motivation in order to inspire employees to enhance their performance in fulfilling their obligations and responsibilities.

The impact of the work environment on employee performance

The partial testing of work environment factors yielded a T value of 3.166 and a significance value of 0.003. The result indicates that the estimated T value (3.166) is greater than the tabulated T value (2.012), and the significance level (0.003) is less than the threshold of 0.05. Therefore, H3 is supported, indicating that work environment variables have a partially positive and considerable impact on employee performance. The findings of this study are consistent with the research conducted by Deni, Idya, et al (2021), which indicates that work environment factors have a notable impact on employee performance. This demonstrates that the environment exerts an impact on performance. The company must take into account the work environment, including the interrelationships among employees. All employees strive to maintain effective work coordination with their colleagues to provide optimal performance and excellent outcomes for the organization.

Conclusion

The research findings suggest that organizational culture has a positive and significant influence on employee performance at the Medan City DPRD Secretariat. Hence, the degree of employee performance is strongly linked to the caliber of the corporate culture that is formed. The research findings suggest that work motivation has a positive and significant influence on the performance of workers in the Medan City DPRD Secretariat. Therefore, there is a direct relationship between an employee's level of job motivation and their performance. Put simply, a strong correlation exists between an individual's level of work motivation and their level of performance. The more motivated a person is, the more outstanding their performance tends to be. The research findings suggest that the work environment has a significant and beneficial influence on employee performance at the Medan City DPRD Secretariat. Therefore, there is a direct relationship between the quality of interpersonal relationships among workers in the workplace and their level of performance. The research findings suggest that the combined influence of organizational culture, motivation, and work environment has a positive and significant effect on employee performance at the Medan City DPRD Secretariat.

The study's findings present strong evidence that the Medan City DPRD Secretariat can improve employee motivation through the implementation of motivational training, acknowledging and rewarding high-performing employees, and cultivating a motivational culture among leaders and superiors to inspire all employees to achieve their highest potential. To improve the work environment at the Medan City DPRD Secretariat, it is recommended to increase the availability of workplace facilities, such as internet/wifi connections. An effective solution would involve the installation of internet/wifi connections in every room, enabling staff to carry out their responsibilities with more efficiency. To improve employee performance in the Medan City DPRD Secretariat, future researchers can incorporate additional variables based on advanced theories and reinforce academic publications. The objective of this technique is to generate more accurate research findings in the field of enhancing employee performance.

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