

THE SIGNIFICANCE OF WORK MOTIVATION: THE IMPACT OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract

The objective of this study is to ascertain and examine the impact of Organizational Culture and Work Environment on Employee Performance, with Work Motivation serving as an intermediary factor. This study employs quantitative methodologies. The study sample included all individuals employed by the hospital. The study used a purposive sampling strategy, specifically targeting personnel who were neither general practitioners nor specialists. The whole study sample consisted of 130 participants. Statistical tests were conducted using path analysis with the SEM-PLS software 4. Source of information: Primary data was collected by the distribution of questionnaires, which were sent to and returned from 130 respondents. The findings of this study suggest that both Organizational Culture and Work Environment have a favorable and substantial direct impact on employee performance. Work has a favorable and substantial direct impact on motivation, and work motivation in turn exerts a favorable and substantial direct impact on employee performance. The impact of organizational culture on employee performance is mediated by motivation. This mediation is fully positive, as the indirect influence of organizational culture through motivation is greater than its direct influence. Similarly, the work environment affects performance through motivation, with the mediation being fully positive as well, as the direct influence is stronger. Given its limited indirect impact, it is desirable for Gresik Hospital to maintain and enhance a good corporate culture, while also striving to provide a favorable work environment that fosters motivation and ultimately maximizes employee performance.

Keywords : Organizational Culture; Work Environment; Motivation; Employee Performance

INTRODUCTION

According to Abdoellah (2016), Indonesia is one of the 57 nations now experiencing a shortage of healthcare professionals. Health human resources have a significant role, accounting for 80% of the success in health development. The insufficiency of health human resources in Indonesia may be seen as a deficit in both quantity and uneven distribution of health human resources (Afandi et al., 2019). The western area of Indonesia has a higher concentration of health people resources and more comprehensive health facilities compared to the central and eastern regions of Indonesia. At the national level, the quantity of healthcare professionals has not yet reached the desired level of one per 100,000 people. The number of newly appointed specialized physicians fell short of the aim by 1.27, while general practitioners fell short by 3.7. The number of nurses reached 157.75, just shy of the target of 158, while midwives reached 43.75, falling short of the target of 75 per 100,000 population (M. Z. Abidin, 2021).

Nevertheless, according to forecasts on the need for healthcare professionals, there is an anticipated deficit of around 40-50% in the workforce until 2025, particularly in the fields of general practice and specialized medicine (Beaulieu et al., 2020). In the service sector, companies, like hospitals, prioritize the management of human resources. This is crucial for the success of the firm, since most of its operational operations are performed by human beings. According to Assegaff & Pranoto (2020), human resources play a crucial role in pushing all organizational operations towards reaching objectives.

The Radegansari Husada Hospital is a medical facility operated by PT Radegansari Husada Barokah. It originated as the Radegansari Inpatient Clinic, which was founded in 2010. The clinic initially had 10 treatment rooms and was situated in Telapak hamlet, Randegansari village, Driyorejo sub-district, Gresik district, East Java. This clinic is sometimes referred to as the Medical Center (BP), Maternity Center (RB), and Maternal and Child Health Center (BKIA). In 2019, the Radegansari Inpatient Clinic was rebranded as Radegansari Husada Hospital, offering a range of amenities, including 65 treatment rooms for inpatient care. Additional services provided include an emergency room, outpatient facilities comprising general and specialist clinics, laboratory facilities, radiology facilities, pharmacy facilities, nutrition facilities, central surgical facilities, ICU (Intensive Care Unit), and NICU (Neonatal Intensive Care Unit). Radegansari Husada Hospital is classified as a category D

hospital and has an Accreditation Certificate issued on March 20, 2023, with a Plenary Graduation (KART-SERT/1026/III/2023).

According to the performance report of Radegansari Husada Gresik Hospital, fluctuations in staff performance are expected in 2022. Earlier, researchers received data on staff performance evaluation criteria at Radegansari Husada Hospital from the hospital's HRD (Human Resource Development). Employee performance evaluations are conducted quarterly, using many variables including employee discipline, autonomy, job accountability, knowledge and expertise, self-improvement, quality of work outcomes, and job efficiency. Performance evaluations are conducted on a regular basis, namely every three (3) months, to examine the quality of work and the employee's competence in fulfilling their assigned obligations. The outcomes of employee performance evaluations may serve as a point of reference for hospital management in implementing measures to enhance and elevate the standard of staff performance.

In order to get a better understanding of the reasons behind the decrease in employee performance, researchers performed preliminary observations due to concerns that elements related to the organizational culture were impacting the drop in employee performance at Radegansari Husada Hospital. According to data received from the hospital's Human Resources Department (HRD), the current organizational culture is functioning effectively. The organizational culture of Radegansari Husada Gresik Hospital is commendable, as shown by the statistics showing that the average rate of employee tardiness remains within the tolerance level established by management. Sufficient attendance demonstrates the effective implementation of organizational norms and obligations. The table below displays the data on staff tardy rates at Radegansari Husada Gresik Hospital in 2022.

The study conducted by Al-Adwan et al. (2022) demonstrates that a positive organizational culture has the potential to shape employee attitudes and behavior. This is because the culture of a company encompasses the values, beliefs, and behavioral norms that workers adopt and use in response to various situations they encounter. According to Altinay et al. (2019), research supports the idea that the organizational culture at Kindergarten Hospital has an impact on employee performance. III Baladhika Husada Jember. In addition to corporate culture, the work environment is another aspect that influences employee performance. It is believed that work environment characteristics have an impact on the

performance of employees at Radegansari Husada Gresik Hospital. A study conducted by Aguayo et al. (2019) elucidates that a favorable work environment is characterized by workers feeling a sense of belonging and ease in their surroundings, as well as experiencing happiness and enthusiasm in performing their responsibilities. According to Caesarianty & Sutha (2017), the performance of employees at the Banjarmasin Islamic Hospital is affected by the work environment.

At Radegansari Husada Hospital, there is another aspect that affects staff performance, namely the job motivation element. The salary of permanent workers at Radegansari Husada Gresik Hospital are determined based on the Regency Minimum Wage (UMK). Permanent employees are those who have worked for at least two (2) years, have acceptable performance ratings, and have been officially labeled as permanent employees. In order to stimulate staff productivity, the hospital administration has implemented rules pertaining to incentives and bonuses, such as medical treatment incentives, zero late absence rewards, incentives per outpatient, and bonuses awarded if the hospital surpasses its revenue goals, particularly the yearly income objectives. The presence of BPJS health insurance for workers and their families instills a sense of ease and enthusiasm among staff, as it signifies that the hospital is actively prioritizing the well-being of its employees and their families. Work uniforms foster a feeling of camaraderie among workers, enhance self-assurance, and serve as a gesture of care for employees. These factors may cultivate job motivation, leading to enhanced employee performance (Agyabeng-Mensah et al., 2020).

The study conducted by Albalush & Devesh (2023) elucidates that augmenting high levels of motivation may provide a favorable influence on employee performance. This is because the absence of sufficient motivation among workers poses challenges for firms in attaining ideal outcomes. According to Arifin et al. (2018), their study demonstrates a clear and substantial positive effect of motivation factors on performance variables. This indicates a direct and impactful link between motivation and actual performance. Given the discrepancies in prior study findings about the impact of organizational culture and work environment on employee performance, with motivation as a mediating factor, it is essential to do more research in order to have a clearer understanding of the results. The discrepancy in the findings of prior studies represents an empirical void that serves as a foundational aspect of our study.

From the pre-research data, it was found that the gap phenomenon was employee performance which fluctuated and had not yet reached the targets set by the management of Radegansari Husada Gresik Hospital and the factors of organizational culture, work environment and work motivation which were thought to influence it were good. Apart from that, there is an empirical gap, namely there are differences in research results in previous research according to the same title as this research. Thus, most previous research on the influence of organizational culture, work environment and work motivation is linear without any mediation on employee performance.

METHODS

This study employs a quantitative methodology. The study was carried out at Radegansari Husada Gresik Hospital from August to December 2023. Quantitative data analysis is a statistical process that involves articulating and testing specified hypotheses. The study identified the target demographic as the whole workforce of Radegansari Husada Gresik Hospital, consisting of a total of 159 individuals. The researchers used a data gathering methodology in which questionnaires were disseminated via the use of Google Form. Out of the given surveys, 130 respondents returned them and completed them in their whole. The sample size for this research consisted of 130 respondents.

Data analysis methods are used after collecting data from all respondents. The actions included in this process involve categorising data according to variables and respondent type, organising data based on variables from all respondents, displaying data for each variable examined, doing calculations to address the issue formulation, and conducting tests to evaluate the presented hypotheses. The researchers used the Partial Least Square (PLS) data analysis approach in this study. The PLS approach encompasses several data analysis methods, including descriptive statistical tests, measurement model tests (also known as outer models), inner models, and hypothesis testing.

RESULT

1. Evaluation of the Measurement Model Test or Outer Model

The outer model is used to test construct validity and reliability. The PLS output results in the SmartPLS PLS Algorithm can be shown in Figure 1 below:

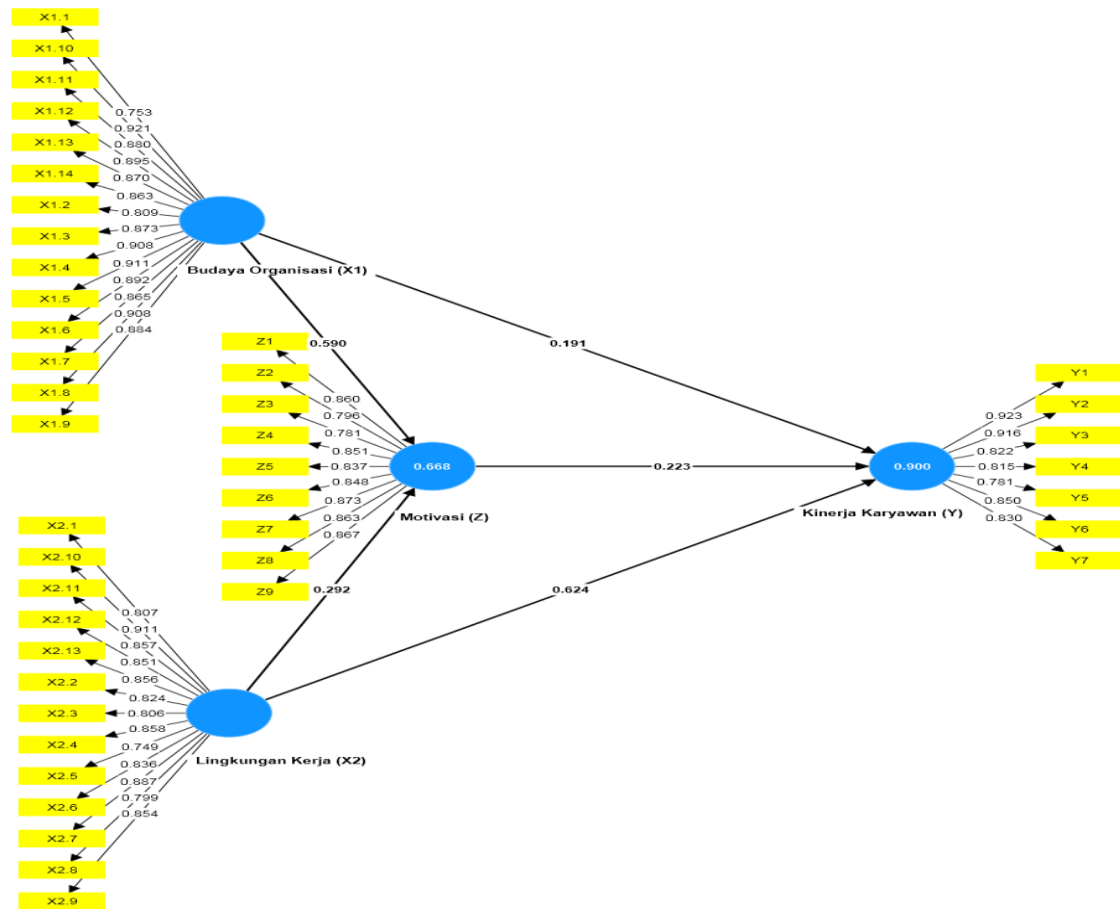


Figure 1. Outer Model Test Results

2. Convergent Validity Test Results

The following are the outer factor indicator values of the research variables in Table 1.

Table 1. Outer Loading Convergent Validity

Items	Organizational culture	Employee performance	Work environment	Motivation
X1.1	0.753			
X1.2	0.809			
X1.3	0.873			
X1.4	0.908			
X1.5	0.911			
X1.6	0.892			
X1.7	0.865			
X1.8	0.908			
X1.9	0.884			
X1.10	0.921			
X1.11	0.880			
X1.12	0.895			
X1.13	0.870			
X1.14	0.863			

X2.1	0.807	
X2.2	0.824	
X2.3	0.806	
X2.4	0.858	
X2.5	0.749	
X2.6	0.836	
X2.7	0.887	
X2.8	0.799	
X2.9	0.854	
X2.10	0.911	
X2.11	0.857	
X2.12	0.851	
X2.13	0.856	
Z1		0.860
Z2		0.796
Z3		0.781
Z4		0.851
Z5		0.837
Z6		0.848
Z7		0.873
Z8		0.863
Z9		0.867
Y1.1	0.923	
Y1.2	0.916	
Y1.3	0.822	
Y1.4	0.815	
Y1.5	0.781	
Y1.6	0.850	
Y1.7	0.830	

Based on the display of data analysis results in Table 1, the convergent validity test values show good construct value results in compiling each variable, because in this table the loading value is above 0.7. In this way the indicators are declared valid and correlated for research and can be used to carry out further analysis.

Next is the Average Variant Extracted (AVE) assessment which can be seen in Table 2.

Table 2. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
Organizational culture	0.765
Employee performance	0.722
Work environment	0.704
Motivation	0.710

From the results of the data in table 2, the results obtained show that each variable has a good value, because the Average Variant Extracted (AVE) value is greater than 0.5.

3. Discriminant Validity Test Results (Discriminant Validity)

This validity is related to the principle that different construct measures should not be highly correlated, the test results of which can be seen in Table 3.

Table 3. Cross-loading Discriminant Validity

Items	Organizational culture	Employee performance	Work environment	Motivation
X1.1	0.753	0.637	0.609	0.620
X1.2	0.809	0.629	0.578	0.597
X1.3	0.873	0.733	0.623	0.666
X1.4	0.908	0.681	0.580	0.632
X1.5	0.911	0.657	0.519	0.662
X1.6	0.892	0.607	0.477	0.694
X1.7	0.865	0.679	0.572	0.724
X1.8	0.908	0.692	0.569	0.737
X1.9	0.884	0.664	0.571	0.719
X1.10	0.921	0.656	0.507	0.664
X1.11	0.880	0.610	0.457	0.648
X1.12	0.895	0.665	0.557	0.730
X1.13	0.870	0.853	0.809	0.760
X1.14	0.863	0.863	0.819	0.756
X2.1	0.615	0.791	0.807	0.599
X2.2	0.605	0.739	0.824	0.504
X2.3	0.662	0.757	0.806	0.530
X2.4	0.570	0.781	0.858	0.622
X2.5	0.583	0.707	0.749	0.590
X2.6	0.648	0.781	0.836	0.638
X2.7	0.522	0.769	0.887	0.589
X2.8	0.535	0.753	0.799	0.595
X2.9	0.539	0.771	0.854	0.558
X2.10	0.499	0.783	0.911	0.570
X2.11	0.585	0.764	0.857	0.611
X2.12	0.547	0.746	0.851	0.528

X2.13	0.526	0.769	0.856	0.614
Z1	0.789	0.778	0.643	0.860
Z2	0.674	0.728	0.624	0.796
Z3	0.706	0.685	0.555	0.781
Z4	0.609	0.661	0.576	0.851
Z5	0.613	0.617	0.542	0.837
Z6	0.639	0.675	0.588	0.848
Z7	0.607	0.654	0.608	0.873
Z8	0.623	0.670	0.597	0.863
Z9	0.686	0.617	0.504	0.867
Y1.1	0.738	0.923	0.873	0.794
Y1.2	0.768	0.916	0.869	0.789
Y1.3	0.548	0.822	0.803	0.518
Y1.4	0.506	0.815	0.794	0.556
Y1.5	0.513	0.781	0.761	0.521
Y1.6	0.819	0.850	0.651	0.803
Y1.7	0.796	0.830	0.644	0.783

Table 3 shows the results that the research variables have the largest cross-loading values on the variables they form compared to the cross-loading values on other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good Discriminant Validity Test Cross-loading values in compiling their respective variables. This data shows that the cross-loading value of each construct was evaluated to ensure that the correlation of the construct with the measurement items was greater than that of other constructs.

4. Reliability Test Results (Cronbach's Alpha and Composite Reliability)

The values of Cronbach's Alpha and Composite Reliability from this research can be seen in Table 4.

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Composite reliability
Organizational culture	0.976	0.979
Employee performance	0.935	0.948
Work environment	0.965	0.969
Motivation	0.949	0.956

Based on the data display in the table, it can be seen that the Cronbach's alpha and composite reliability values for all research variables are > 0.7 . So the construct is declared reliable because the Cronbach's alpha and composite reliability values are above 0.70 (Ghozali, 2016). These results can show that each variable has met Cronbach's alpha and composite reliability, which in the end can be concluded that all variables have a high level of reliability.

5. Structural Model or Inner Model Test Results

Based on the description of these results, it shows that all variables in this model have path coefficients with positive numbers. This shows that the greater the path coefficient value of an exogenous variable on the endogenous variable, the stronger the influence of the exogenous variables on the endogenous variable. The categorization of the Path Coefficient Test is seen if the test value is more than 0.67 then it is in the Good category, if the result is 0.33 - 0.67 it is in the Medium category and if the result is 0.01 - 0.33 it is in the Weak category.

Table 5. Path Coefficient

Construct	Original Sample	Information
Organizational Culture -> Employee Performance	0.191	Weak
Work Environment -> Employee Performance	0.624	Currently
Organizational Culture -> Motivation	0.590	Currently
Work Environment -> Motivation	0.292	Weak
Motivation -> Employee Performance	0.223	Weak

The path coefficient results that have results in the medium category are the relationship between the work environment and employee performance, and organizational culture and motivation. The weak result category is the relationship between organizational culture and employee performance, and the relationship between the work environment and motivation and the relationship between motivation and employee performance.

Next, the results of the R-Square values are presented in Table 6.

Table 6. R-Square

Variable	R-Square	Adjusted R Square
Employee performance	0.900	0.898
Motivation	0.668	0.663

From the results of the R-Square calculation in table 6, it shows that employee performance is 90% influenced by organizational culture, work environment and work motivation variables, while the remaining 10% is influenced by other variables outside research, and it can be concluded that exogenous variables have a strong influence in predicting employee performance. And the work motivation variable is influenced by 66.8% by organizational culture and work environment variables, while the remaining 33.2% is influenced by other variables outside the research, and it can be concluded that exogenous variables have a moderate influence in predicting work motivation. The R-Square value for Employee Performance is 0.900, which is greater than the R-Square Motivation value of 0.668, so it is stated that this model is acceptable.

The goodness of fit assessment is observed from the Q-Square value. The Q-Square value has the same meaning as the determination coefficient (R-Square) in regression analysis, where the higher the Q-Square, the better the model can be stated. The results of calculating the Q-Square value are:

$$\begin{aligned}
 Q\text{-}Square &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,900) \times (1 - 0,668)] \\
 &= 1 - (0,1 \times 0,332) \\
 &= 1 - 0,0332 \\
 &= 0,9668
 \end{aligned}$$

Based on the calculation results above, the Q-Square value is 0.9668, meaning that it shows the large diversity of research data that can be influenced by the research model, namely 96.68%. Meanwhile, the remaining 3.32% was explained by other factors outside the research model. Thus, from these results, this research model can be stated to have good goodness of fit.

6. Hypothesis Test Results

The following are the results of research hypothesis testing based on the results of data analysis tested via SmartPLS 4 as follows:

Table 7. Direct and Indirect Effect Test

Effect			Original sample	Sample mean	Standard deviation	T statistics	P values
Organizational Culture	->	Employee Performance	0.191	0.188	0.060	3.211	0.001
Work Environment	->	Employee Performance	0.624	0.628	0.041	15.102	0.000
Organizational Culture	->	Motivation	0.590	0.591	0.074	7.935	0.000
Work Environment	->	Motivation	0.292	0.283	0.089	3.258	0.001
Motivation	->	Employee Performance	0.223	0.223	0.054	4.114	0.000
Organizational Culture	->	Employee Performance	0.132	0.131	0.034	3.844	0.000
Work Environment	->	Employee Performance	0.065	0.064	0.027	2.433	0.015

DISCUSSION

1. The Influence of Organizational Culture on Employee Performance

The impact of organisational culture on employee performance is demonstrated by the initial sample value of the variable, which is 0.191. This positive value indicates that the influence is above zero. The t-statistic value of 3.211 surpasses the critical value of 1.960, indicating that the results are statistically significant. Additionally, the p-value of 0.001 is lower than the significance level of 0.05, further supporting the acceptability of the findings. Organisational culture has a significant impact on employee performance. The respondents' answers for the Organisational Culture Variable yielded a total mean of 4.10, indicating agreement according to the criteria. The mean value for each indicator is split into the lowest average, namely 3.86. This division is based on the criterion that the leadership must actively promote and support employee creativity. Conversely, the criterion of firmly believing that they have a suitable work environment yields the highest average of 4.46.

The administration of Radegansari Husada Gresik Hospital has made commendable efforts to motivate staff by offering them chances to collaborate and express their opinions on

enhancing employee performance and hospital growth. This will promote and stimulate active employee engagement and cultivate a feeling of ownership in executing tasks in alignment with their assigned duties. During regular hospital meetings, employees have the opportunity to communicate the performance of each activity unit, share experiences, and trade the finest ideas. Employees of Radegansari Husada Gresik Hospital have the ability to communicate about inefficiencies in the workplace. This information can be utilised by the leadership to enhance the overall efficiency by motivating the employees to seek innovative solutions to work-related issues, thereby improving employee performance. It is crucial to sustain and enhance employee creativity in order to enhance the quality of their performance and effectiveness in their job.

The objective of hospital management is to cultivate a favourable work environment through the cultivation of a positive organisational culture. This is achieved by fostering strong interpersonal relationships among employees and between employees and leaders, promoting a culture of hard work and healthy competition, prioritising employee career development, offering tailored guidance and training programmes, and recognising and rewarding outstanding employee performance. In addition, leaders must establish initiatives to foster camaraderie among colleagues and between workers and leaders, such as organising social events inside the hospital, including religious activities, social meetings, and other such activities. Leaders must also organise extracurricular activities outside the hospital setting, specifically gatherings that involve both leaders and employees, as well as their families. These activities serve to foster communication, unity, and rapport between leaders and employees, while also demonstrating the hospital's care and concern for its staff. An optimistic and enjoyable work atmosphere may provide a favourable work setting that fosters employee comfort and enthusiasm, ultimately leading to the optimal contribution to Radegansari Husada Gresik Hospital.

This study aligns with the research done by Gan & Yusof (2020), indicating that organisational culture has a favourable and substantial impact on employee performance. Organisational culture is often shaped by the variety of available resources in this particular environment. The increasing fervour among workers at work will also influence the output generated by the employees themselves, since a robust culture will foster a feeling of affiliation and enhance performance. A study conducted by Daniel (2019) found that organisational culture has a beneficial and substantial impact on employee performance. An affirmative organisational culture will have a significant impact on employee performance,

enabling them to enhance and uncover their full potential. It is crucial to acknowledge that every organisation has its own culture, and its influence on employee performance might differ. Management must possess a thorough understanding of and skillfully handle organisational culture to provide a work environment that fosters employee support and motivation.

2. Influence of the Work Environment on Employee Performance

The initial sample result of the factor effect of the Work Environment on Employee Performance is 0.624, indicating a positive relationship. This is supported by the fact that the t-statistic value of 15.102 exceeds the critical value of 1.960, indicating statistical significance. Additionally, the p-value of 0.000 is less than the significance level of 0.05, further confirming the acceptability of the result. It may be said that the work environment has an impact on employee performance. The respondents' answers for the work environment variable yielded a total mean of 4.33, indicating a significant agreement with the criteria. The mean for each indication was split into the lowest average, namely 3.98, based on the criterion of agreement. The ambiance of the work environment was pleasant. Concurrently, the most elevated mean score is 4.50, obtained from those who firmly concur that there is effective collaboration among workers.

According to the survey findings, employees expressed agreement with the favourable work environment at Radegansari Husada Hospital Gresik. Within the Comfortable Workplace indication, there are two statements that have criteria strongly indicating agreement. These statements pertain to the cleanliness of the workplace and the sense of safety experienced by workers while working in it. This indicates that the employee's workplace is satisfactory, however it requires enhancements to enhance comfort, such as the installation of air conditioning (AC) in all employee workspaces.

In addition to the tangible aspects of the work environment, it is also important to consider intangible characteristics such as fostering and enhancing interpersonal interactions and collaboration among workers, as well as between managers and their subordinates. Leaders at Radegansari Husada Gresik Hospital should actively engage their subordinates in work discussions and decision-making processes. This will facilitate the development of more robust connections between those in positions of authority and their subordinates, fostering a peaceful and cooperative work environment. An amicable connection between

supervisors and subordinates fosters a feeling of assurance and ease, hence enhancing employee performance.

An ergonomically designed work space, complemented with state-of-the-art work amenities, will enhance workers' productivity. The findings from other participants indicated that the collaboration among employees at Radegansari Husada Gresik Hospital was commendable. This was evident in the Organisational Culture aspect, where team cooperation was well-established and issues were resolved collectively with a high level of effectiveness, as indicated by a mean score of 4.03, meeting the criteria for agreement. Radegansari Hospital management should prioritise the cultivation of harmonious working relationships among staff via diligent monitoring and evaluation of employee performance. The quality of the collaborative connection directly impacts the ease of the task, particularly in the context of teamwork. Leaders or superiors must provide sufficient time to personally observe the actions performed by workers in the execution of their tasks. Additionally, if deemed essential, provide counsel based on current work-related issues. It is essential to ensure and sustain effective collaboration among workers, with the expectation that leaders or supervisors would make efforts to enhance both job performance and workplace satisfaction.

This finding is corroborated by prior research which asserts that the work environment has a substantial impact on employee performance. According to Abu-Elsaad et al. (2022), the work environment has a beneficial and substantial impact on employee performance. Contrary to Albay's (2019) research findings, which suggest that there is an influence but not a statistically significant relationship between the work environment and employee performance, it is noted that there is a need for improvement in terms of fostering effective collaboration among employees. However, there are still dissenting opinions among respondents regarding the second indicator of this relationship. Astiti & Surya (2020) did study that found no correlation between the work environment and employee performance at the Demak Regency Special Education Foundation. Nevertheless, it is important to consider that each person may react to the work environment in varying ways. Certain individuals may exhibit a higher level of sensitivity towards certain elements of the work environment compared to their colleagues. Hence, it is crucial for organisations to comprehend employee demands and preferences in order to provide a comprehensive, helpful, and stimulating work environment.

3. The Influence of Organizational Culture on Motivation

The initial sample result of the variable influence of Organisational Culture on Motivation is 0.590, indicating a positive relationship. This is supported by the fact that the value is above zero. Additionally, the t-statistic value of 7.935 exceeds the critical value of 1.960, confirming its acceptance. Furthermore, the p-value of 0.000, which is less than the significance level of 0.05, also supports its acceptance. Organisational culture has a significant impact on motivation. The respondents' answers for the Organisational Culture Variable yielded a total mean of 4.10, indicating agreement according to the criteria. Additional findings indicate that work motivation yielded an overall mean score of 4.04, indicating agreement with the criteria. The mean for each indication was split into the lowest average, namely 3.75, based on the criterion of agreement. The hospital ensures the security of its staff. Conversely, the highest mean score recorded was 4.29, indicating a considerable agreement among respondents about the hospital's provision of an organisational forum for its personnel.

The responses from Radegansari Husada Gresik Hospital ensured the findings. This security is associated with comments related to the Organisational Culture variable, namely indicating that the organisation has a well-defined plan for employee career development and provides a favourable working environment. The presence of Hospital Regulations pertaining to employee careers and a favourable work environment at Radegansari Husada Gresik Hospital may instill a feeling of assurance among the workers. In addition to that, the presence of healthcare assurances in the form of BPJS Health and employment foster a sense of ease among workers about health funding for both themselves and their families. The presence of clear career paths and a supportive work environment, together with the provision of health finance guarantees (BPJS), instills a sense of security and comfort among workers at Radegansari Hospital Husada Gresi, hence fostering their work motivation. Employees that are motivated will use their utmost effort to accomplish the objectives of Radegansari Husada Gresik Hospital. It is important to maintain and provide strong and consistent security measures. It is anticipated that leaders or supervisors will provide enhanced security assurances to workers in the future.

The management of Radegansari Husada Gresik Hospital establishes an organisational platform for workers to voice their thoughts, advocate for employee ambitions, safeguard and uphold employee rights and interests, and enhance the well-being of employees and

their families. This organisational forum serves as a valuable platform for aligning the interests of workers with those of the Hospital, particularly for employees who perceive that their interests are being negatively affected by the Hospital. This organisational forum aims to foster collaboration between staff and leadership, with the goal of resolving any issues that may exist between the Radigansari Husada Gresik Hospital and its leadership. In addition, hospital executives may communicate their interests via employee organisational platforms, which include sharing the organization's vision, purpose, cultural values, and hospital programmes with members of the organisation. Effective communication between workers and hospital leadership, facilitated by employee organisations, may enhance employee engagement, leading to improved employee performance. It is necessary to sustain the performance and consistency of a well-functioning organisational platform, with the expectation of expanding its use for various purposes in the future.

According to Ali et al.'s (2021) study, the work environment has a beneficial impact on employee performance. An optimal work environment is essential since it fosters a sense of comfort and enthusiasm among workers, enabling them to effectively fulfil their responsibilities. Ingsih et al. (2021) did further study which concluded that the work environment has a favourable and substantial impact on employee performance. An optimal and gratifying work atmosphere for workers will undeniably enhance employee performance, enabling them to proficiently and conscientiously do specified responsibilities. Similarly, if the work environment fails to meet workers' expectations, it will result in a less serene mood, leading to an elevated frequency of errors made by the employees. The cultivation of motivating organisational cultures might differ based on the circumstances and particular requirements of the organisation. Hence, comprehending and skillfully overseeing organisational culture is a pivotal element in establishing a work milieu that inspires people.

4. Influence of the Work Environment on Motivation

The initial sample result of the variable influence of the Work Environment on Motivation is 0.292, indicating a positive relationship. This is supported by the fact that the t-statistic value of 3.258 is greater than the critical value of 1.960, suggesting statistical significance. Additionally, the p-value of 0.001 is less than the significance level of 0.05, further confirming the acceptance of the relationship. It may be said that the work environment has an impact on motivation. The respondents' responses on the work environment

variable yielded a total mean score of 4.33, indicating a good agreement with the criteria. According to table 4.8, the respondents' answers for the work motivation component had a total mean score of 4.04, indicating agreement. The mean for each indication was split into the lowest average, namely 3.75, based on the criterion of agreement. The hospital ensures the provision of security assurances for its staff. Conversely, the criterion of strongly agreeing that the hospital offers an organisational forum for staff had the highest average of 4.29.

The responses from Radegansari Husada Gresik Hospital ensured the findings. Gresik offers reliable security assurances. The survey findings from Radegansari Husada Gresik Hospital provide assurances on the hospital's environmental safety measures, including the provision of fire extinguishers as a precautionary step in case of a fire. The personal protective equipment (PPE) supplied by Radegansari Husada Gresik Hospital is comprehensive and in excellent condition. Nevertheless, under critical or exigent circumstances, there are instances when some nurses still neglect to use personal protective equipment (PPE). Supervision from K3RS management is mandatory at Radegansari Husada Gresik Hospital. In addition to monitoring, ongoing education on possible hazards, factors contributing to workplace accidents, and the usage of personal protective equipment (PPE) is necessary. Healthcare professionals, such as physicians, nurses, laboratory workers, and other medical staff, are required to adhere to hospital laws in order to avoid workplace accidents. Another finding from the respondents indicated that Radegansari Husada Gresik Hospital offers a platform for staff to engage in organisational discussions. The organisational environment of Radegansari Husada Gresik Hospital is highly structured, fostering collaboration among personnel to efficiently accomplish their tasks. workers may use this organisational platform to express their opinions and ideas pertaining to the interests of both workers and Radegansari Husada Gresik Hospital. The presence of facilities that promote efficient, secure, and conducive work environments, along with the availability of an employee organisation forum that serves the interests of both employees and Radegansari Husada Gresik Hospital, can enhance employee motivation and consequently improve their performance.

The aforementioned study aligns with the research done by Ingsih et al. (2021), indicating that the work environment has a favourable and substantial impact on motivation. Companies that provide working circumstances that meet or exceed criteria may effectively

enhance worker motivation, resulting in higher work productivity, heightened loyalty to the organisation, and improved job performance.

5. The Effect of Motivation on Employee Performance

The initial sample result of the variable influence of motivation on employee performance is 0.223, indicating a positive impact as it exceeds zero. The t-statistic value of 4.114 is higher than the critical t-table value of 1.960, indicating statistical significance and acceptability. Additionally, the p-value of 0.000 is less than the significance level of 0.05, further supporting the acceptance of the hypothesis. It may be said that motivation has an impact on employee performance. The respondents' scores on the work motivation component yielded a mean of 4.04, indicating agreement with the criteria. Additional findings indicate that the overall average score is 4.30, based on the criterion of substantial agreement. The mean value for each indication is subdivided into the lowest average, namely 4.04, based on the criterion of agreement with workers' ability to accomplish work using the provided equipment. Conversely, the criterion of firmly agreeing that workers excel in their area of work had the highest average of 4.63.

The survey findings indicate that the workers of Radegansari Husada Gresik Hospital consented to personnel carrying out the tasks using the equipment that is now accessible. Radegansari Husada Gresik Hospital offers sufficient work amenities that align with the employees' respective professions. The provided amenities encompass medical personnel's requisite tools, finance and management tools that adequately cater to their needs, digital attendance tools that streamline employee attendance tracking, a canteen, a place of worship, and ample parking facilities. An establishment that provides a serene, secure, and hygienic setting, together with harmonious interpersonal dynamics among staff members and between superiors and subordinates, will cultivate a sense of contentment and well-being among workers, hence enhancing their work motivation. Employee motivation leads to their enthusiasm in using available equipment, resulting in best job outcomes.

According to the responses of other participants, it was found that workers demonstrate expertise in their respective areas of work. The majority of personnel of Radegansari Husada Gresik Hospital had bachelor's degrees, indicating their adherence to the government's educational requirements for hospital employment. In addition, an individual who has completed their undergraduate education have a strong foundation of knowledge and critical thinking abilities, enabling them to effectively analyse and resolve complex

situations. In addition, the workers of Radegansari Husada Gresik Hospital has 5-8 years of professional experience and have exceptional expertise and understanding. This pertains to the provision of motivation to workers, whereby senior professionals typically excel in leading their peers, experienced employees can effectively communicate and address any issues to their colleagues, and leaders are capable of fostering motivation in order to cultivate a positive work environment. This will foster a strong sense of work ethic and motivation among workers. Furthermore, individuals that are driven have a propensity to generate superior job outcomes. Robust motivation may foster workers' commitment to maintain exemplary levels of quality in their job. Motivation may stimulate both initiative and creativity. Driven personnel possess the inclination to make more contributions, pursue inventive resolutions, and engage in creative thinking to surmount work-related obstacles.

Hartati & Purba's (2020) study findings demonstrate that motivation has a significant impact on employee performance. However, contrary to the findings of Dar et al. (2014), motivation did not provide a favourable impact on the performance of PT staff. Tunas Hijau Samarinda implies that motivation is not the primary determinant in enhancing employee performance. Theodora (2015) and Siahaan & Bahri (2019) conducted research that corroborated the same finding.

6. The Influence of Organizational Culture on Employee Performance through Motivation

The initial sample result of the variable influence of Organisational Culture on Employee Performance through Motivation is 0.132, which is considered positive because it exceeds zero. The t-statistic value of 3.844 is greater than the critical value of 1.960, indicating that the result is statistically significant and can be accepted. Furthermore, the p-value of 0.000 is less than the significance level of 0.05, confirming its acceptability. Organisational culture has effect on employee performance by means of incentive. When examining the direct impact on H1, the t-statistic of 3.211 is lower than the t-statistic of 3.844 for the indirect influence. This indicates the presence of complete mediation.

Motivation, when used as a mediating factor, may effectively enhance employee performance by fostering a drive for achievement and surpassing elevated performance benchmarks. This, in turn, can stimulate employee enthusiasm and promote optimum job output. The leaders of Radegansari Husada Gresik Hospital has the ability to maintain and

enhance an existing organisational culture, hence fostering optimum employee performance. Enhancing employee performance may be achieved by fostering healthy interpersonal interactions with supervisors, colleagues, and patients. The findings of this study have practical relevance for Radegansari Husada Gresik Hospital in formulating and enhancing the organisational culture, which may be achieved via the implementation of standard operating procedures (SOPs) and staff training. Radegansari Husada Gresik Hospital offers comprehensive social security and employment benefits, including bi-monthly incentives and exceptional service. In addition, staff at Radegansari Husada Gresik Hospital are entitled to holiday allowances prior to Eid al-Fitr. Furthermore, if they are required to work beyond the designated work hours, they get compensation for overtime. This will serve as an additional incentive for workers, hence resulting in an enhancement in employee performance.

The findings of the aforementioned study align with the research conducted by A. A. Abidin & Murtadlo (2020), which asserts that organisational culture does not have a direct impact on employee performance through motivation. This implies that employees' perception of the culture can influence their work behaviour within the organisation, as they perceive the work environment to be conducive, characterised by mutual respect and trust among colleagues in task execution. However, the influence is not statistically significant. Nevertheless, the findings of Widodo (2017) and Sagita et al. (2018) diverge from this study, since they assert that organisational culture affects employee performance by means of motivation.

7. Influence of the Work Environment on Employee Performance through Motivation

The initial sample result of the variable influence of the Work Environment on Employee Performance through Motivation is 0.065, which is considered positive because it is greater than zero. The t-statistic value of 2.433 is higher than the critical value of 1.960, indicating that the result is statistically significant. Additionally, the p-value of 0.015 is less than the significance level of 0.05, further supporting the acceptability of the result. The work environment has an impact on employee performance by means of motivation. When examining the impact of H2, the t-statistic value of 15.102 for the direct influence is higher than the t-statistic value of 2.433 for the indirect influence. This indicates the presence of a partial mediation effect. The role of motivation as a partial mediating element is insufficient

to effectively enhance employee performance. The executives of Radegansari Husada Gresik Hospital must assess the factors contributing to the lack of employee motivation in the work environment. In the future, hospital administrators may aim to optimise work environmental characteristics to maximise the impact of the work environment on employee performance.

Adapting the organisational environment to suit workers' circumstances may be beneficial in motivating them and enabling them to perform effectively and meet the organization's expectations. An atmosphere inside a hospital that offers prospects for job advancement and promotion might serve as a catalyst for motivation. Leaders must prioritise the requirements of workers for efficient work, a feeling of safety, convenience, and the welfare of employees and their families. In order to cultivate job motivation and achieve optimum employee performance.

The findings of this study align with the research done by Albalush & Devesh (2023) titled "The Impact of the Work Environment on Employee Performance through Motivation." The study establishes that there is a significant effect on all three factors. This contradicts the findings of Ingsih et al. (2021), who concluded that the impact of the work environment on performance via work motivation in the Wonosalam District, Demak Regency, was not supported. Consequently, enhancing the work environment in Wonosalam District, Demak Regency will lead to an improvement in the performance of village authorities, but not due to increased work motivation. Performance may be directly proportional to performance. In this study, it was shown that work motivation did not act as a mediator between the work environment and performance.

CONCLUSION

Based on the results of the analysis described above, the following conclusions can be drawn:

1. Organizational culture has a direct influence on employee performance at Radegansari Husada Gresik Hospital.
2. The work environment directly influences employee performance at Radegansari Husada Gresik Hospital.
3. Organizational culture has a direct influence on motivation at Radegansari Husada Gresik Hospital.

4. The work environment directly influences motivation at Radegansari Husada Gresik Hospital.
5. Motivation has a direct effect on employee performance at Radegansari Husada Gresik Hospital.
6. Organizational culture has an indirect effect on employee performance through work motivation at Radegansari Husada Gresik Hospital.
7. The work environment has an indirect effect on employee performance through work motivation at Radegansari Husada Gresik Hospital.

This research suggests that the management of Radegansari Husada Gresik Hospital should strive to uphold and enhance a favourable organisational culture and a supportive work environment. This will help cultivate work motivation and foster enthusiasm among employees, ultimately leading to optimal performance. The Radegansari Husada Gresik Hospital aims to establish and enhance effective communication and collaboration among its leaders and staff, with the goal of cultivating strong work motivation and ultimately improving employee performance.

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