

The Influence of Organizational Culture, Quality of Human Resources and Work Motivation on Employee Performance at the Tangerang City Environmental Office

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Abstract

The performance of employees stands as a critical factor determining an organization's success. Strong employee performance plays a pivotal role in enabling an organization to attain its objectives, including enhancements in service quality, productivity, and customer satisfaction. The purpose of this study is to examine the influence of organizational culture, human resource quality, and work motivation on employee performance at the Tangerang City Environmental Agency. This research uses quantitative research methods. Data collection techniques in this study were questionnaires and literature studies. The data in this study were then analyzed using linear regression analysis. The results showed that organizational culture, human resource quality, and work motivation have a positive and significant influence on employee performance both partially and simultaneously. Therefore, these three factors need to be *managed properly to improve employee performance*.

Keywords: *Organizational Culture, Human Resource Quality, Motivation, Employee Performance.*



A. INTRODUCTION

Employee performance is a crucial factor that plays a role in organizational success. An optimal employee performance is beneficial on various aspects of the organization. First of all, it allows the organization to provide high-quality services or products to the customers or society to which it is intended. Good employee performance creates the foundation for efficient, professional, and satisfying service. In addition, high employee performance also contributes to increased organizational productivity. Employees who work efficiently and effectively can accomplish more in less time. They can contribute to the achievement of organizational goals in a more productive way, which ultimately influencing the organization's overall performance. No less important, good employee performance can also increase customer satisfaction. Employees who dedicate themselves to providing excellent service tend to create a positive experience for customers. This has an impact on customer loyalty, positive reviews, and the possibility of business growth.

The performance of these employees is influenced by various factors such as organizational culture. It reflects the identity and image of an organization in the eyes of external parties. When an organization has a positive culture, this will reflect the positive image attached to the organization in the eyes of the public. Conversely, if

the organizational culture does not work well, the image of the organization can become negative in the view of outsiders. In other words, organizational culture becomes a mirror that reflects how an organization is viewed and assessed by external parties, and this can affect perceptions of the organization (Wibowo, 2010).

Another factor that has the potential to affect employee performance is the quality of human resources. It refers to the abilities, skills, knowledge, and competencies of individuals in an organization or work environment. It includes factors such as education, experience, training, and interpersonal skills possessed by members of the organization. The quality of human resources is instrumental in determining the productivity, innovation, and overall performance of the organization. Organizations that have quality human resources tend to be better able to achieve their goals, solve problems, and adapt to changes that occur in the work environment. Therefore, human resource management and development is a critical component of corporate strategy (Bairizki, 2020).

Another contributing factor is work motivation. Work motivation is an individual's drive, passion, or passion to achieve a goal, complete a task, or do a good job in the work environment. Work motivation involves internal and external factors that encourage a person to work diligently and dedicatedly. These factors can be a desire to achieve success, a sense of personal accomplishment, recognition, salary, promotion, or various other forms of rewards or rewards (Adhari, 2021).

Motivation at work significantly impacts how individuals perform within the workplace setting. When someone is motivated, they tend to work harder, smarter, and focus more. High motivation can also increase productivity, creativity, and job satisfaction. Therefore, organizations often seek to understand what motivates their employees and create a work environment that supports high levels of motivation. Work motivation can come from a variety of sources, such as personal goals, financial rewards, recognition, and a sense of ownership of the work done.

Research conducted by (Muis et al., 2018) demonstrates that corporate culture and organizational commitment have a favorable and significant influence on employee performance. Another study by (Ratnasari et al., 2020) demonstrates that the working environment, organizational climate, motivation, and compensation all have a favorable and significant impact on employee performance. According to the analysis conducted by (Gerhana et al., 2019) show that the Quality of Human Resources and Work Professionalism not only exhibit a direct impact on Employee Performance but also exert an indirect influence on performance through their association with Organizational Commitment.

The novelty of this research is from the object of research itself which has never been studied before, namely the Environmental Office of the city of Tangerang. The results of this study provide an empirical basis for the management of the Environmental Agency to improve the performance of their employees. By focusing on aspects such as organizational culture, quality of human resources, and work motivation, organizations can achieve their goals more effectively. In addition, these findings can also be a reference for human resource management policies in similar

environments. The purpose of this study is to examine the influence of organizational culture, human resource quality, and work motivation on employee performance at the Tangerang City Environmental Agency.

B. METHODS

This study employed quantitative research methods, as outlined by Sugiyono (2018). Quantitative research, grounded in positivism and involving concrete data, utilizes numerical data that can be statistically measured to draw conclusions related to the research problem. Data for the study were gathered through observations and questionnaires. The study focused on employees at the Tangerang City Environmental Office, selected as samples through the random sampling technique—a method derived from the population members. The selection process was random and did not consider the strata within the population (Sugiyono, 2018). A total of 50 respondents were obtained. The collected data were then subjected to analysis using linear regression, facilitated by the SPSS program.

C. RESULT AND DISCUSSION

1. Validity Test

Validity testing refers to a measurement procedure employed to assess the extent to which a measuring tool or assessment accurately gauges the specific attributes or constructs it is designed to measure (Novikasari, 2016).

Table 1. Validity Test

		Correlations				
		Culture Organization	HR Quality	Motivation Work	Performance Officers	Total
Organizational Culture	Pearson Correlation	1	.669**	.544**	.408*	.830**
	Sig. (2-tailed)		.000	.002	.025	.000
	N	30	30	30	30	30
HR Quality	Pearson Correlation	.669**	1	.536**	.401*	.840**
	Sig. (2-tailed)	.000		.002	.028	.000
	N	30	30	30	30	30
Work Motivation	Pearson Correlation	.544**	.536**	1	.461*	.821**
	Sig. (2-tailed)	.002	.002		.010	.000
	N	30	30	30	30	30
Employee Performance	Pearson Correlation	.408*	.401*	.461*	1	.669**
	Sig. (2-tailed)	.025	.028	.010		.000
	N	30	30	30	30	30
Total	Pearson Correlation	.830**	.840**	.821**	.669**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	30	30	30	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

According to the data presented in Table 1, it's evident that all the tools exhibit Pearson correlation values surpassing the listed r-value of 0.230 (N= 50). Additionally, the significance level of correlation (2-tailed) for all items is below 0.05. Therefore, the conclusion is that all statements in the questionnaire are considered valid and can be used in this study.

2. Reliability Test

Reliability testing is a process to assess the extent to which a measurement instrument or test kit produces consistent and reliable results (Darma, 2021).

Table 2. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.800	4

According to the reliability assessment presented in Table 2, the Cronbach's Alpha value obtained was 0.698. Although this value falls below the 0.800 threshold, it still indicates a reasonably good level of consistency and reliability for the questionnaire's future use in research.

3. Simple Linear Regression Test

This test is used to assess the relationship between two variables: the dependent variable and the independent variable (Darma, 2021).

Table 3. Partial Test of Organizational Culture Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.885	3.845		1.270	.214
	Budaya Organisasi	.323	.136	.408	2.365	.025

a. Dependent Variable: Kinerja Pegawai

Based on Table 3, a significance value of $0.025 < 0.05$ was obtained, which means that organizational culture has a favorable and considerable impact on employee performance.

Table 4. HR Quality Partial Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.276	3.326		1.887	.070
	Kualitas Sdm	.276	.119	.401	2.316	.028

a. Dependent Variable: Kinerja Pegawai

Based on Table 4, a significance value of $0.028 < 0.05$ was obtained, which means that the quality of human resources has a positive and significant effect on employee performance.

Table 5. Partial Test of Work Motivation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	8.332		4.052	.000
	Motivasi Kerja	.309	.461	2.753	.010

a. Dependent Variable: Kinerja Pegawai

Based on Table 5, a significance value of $0.010 < 0.05$ was obtained, which means that work motivation has a good and significant impact on employee performance.

4. Double Linear Regression Test

This test is used to assess the relationship between a single dependent variable and two or more independent variables (Darma, 2021).

Table 6. Simultaneous Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	4.269		1.095	.284
	Budaya Organisasi	.119	.150	.631	.534
	Kualitas Sdm	.094	.136	.576	.570
	Motivasi Kerja	.205	.307	1.465	.155

a. Dependent Variable: Kinerja Pegawai

Based on Table 6, the multiple regression equation can be deciphered as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = (4.269) + 0.119X_1 + 0.094X_2 + 0.205X_3 + e$$

The constant value (a) has a positive value of 4.269. This shows that if all independent variables including organizational culture (X1), human resource quality (X2), and organizational work motivation (X3) are 0 percent or unchanged, then the employee performance value is 4,269.

The coefficient for the variable organizational culture (X1) is 0.119. This metric demonstrates a favorable relationship between corporate culture characteristics and employee performance. This means that if the corporate culture variable rises by 1%, the employee performance variable rises by 0.119 points. Assume all other variables remain unchanged.

The coefficient for the human resource quality variable (X2) is 0.094. This indicates a positive relationship between the human resource quality variable and employee performance. In practical terms, a 1% increase in the human resource quality variable is associated with a 0.094 increase in the employee performance variable, provided that other variables remain constant.

The coefficient for the variable organization of work motivation (X3) is 0.205, indicating a positive relationship between organizational aspects of work motivation and employee performance. In essence, a 1% increase in the organization of work motivation variable is associated with a 0.205 increase in the employee performance variable, holding other variables constant.

5. Coefficient of Determination Test (R^2)

R-squared (R^2), serves as a metric within regression analysis to indicate the degree of fit between the regression model and the dataset (Darma, 2021).

Table 7. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507 ^a	.257	.172	1.08165

a. Predictors: (Constant), Motivasi Kerja, Kualitas Sdm, Budaya Organisasi

Table 7 displays an R Square value of 0.257, which translates to 25.7%. This signifies that the combined contribution of organizational culture, quality of human resources, and organizational work motivation to employee performance within the Tangerang City Environmental Office is 25.7%. The remaining 74.3% of the variance in employee performance is influenced by external factors not addressed within this study.

6. The Influence of Organizational Culture on Employee Performance

The results showed that Organizational Culture has a positive and significant effect on Employee Performance. This culture reflects the values, norms, and attitudes upheld throughout the organization. When organizational culture is well-managed and conforms to principles such as integrity, collaboration, and engagement, employees tend to perform better. They feel motivated to give their best because this culture fosters a sense of trust, recognition, and a feeling of being cared for. It also gives them clear guidelines on how to behave and interact in a work environment. A positive organizational culture encourages collaboration, improved teamwork, and strong identification with the organization's goals and values. As a result, employees perform better, especially because they feel more involved in achieving organizational goals. In addition, a low employee turnover rate is also a result of a good organizational culture. When employees experience satisfaction and a strong connection to the organizational culture, they tend to exhibit a higher probability of remaining with the organization for an extended duration, creating stability and beneficial continuity. Thus, organizations need to understand and maintain a culture that supports employee performance to achieve better results.

This is consistent with past findings (Rivai, 2020) showing that transformational leadership and organizational culture have a positive and significant effect on the performance of employees of PT Federal International Finance Medan.

Another study by (Rosvita et al., 2017) partially variables of organizational culture, have a significant effect on employee performance variables with a termination coefficient value of 0.827. Similar research by (Muis et al., 2018) demonstrates that corporate culture and organizational commitment have a favorable and significant influence on employee performance.

7. The Effect of Human Resource Quality on Employee Performance

The results showed that the quality of human resources (HR) in an organization has a positive and significant impact on employee performance. When organizations can recruit, develop, and retain quality human resources, employees tend to perform better. Excellent HR includes aspects such as knowledge, skills, experience, and competencies that correspond to their duties and responsibilities. Employees who have good human resources can be more effective in carrying out their jobs and overcoming challenges that may arise in the work environment. They feel more confident in taking initiative and taking responsibility for their tasks. Organizations can also provide appropriate training and development to enrich employee human resources. In addition, qualified human resources can make an important contribution to innovation and improvement of work processes. Finally, high-quality human resources often have a positive impact on employee motivation. They feel valued and allowed to improve, which in turn improves their performance. Therefore, organizations that focus on improving the quality of human resources will find that overall employee performance also improves significantly.

This study's findings align with prior research by (Lubis et al., 2019), indicating that the level of knowledge and skills significantly and positively impacts employees' work effectiveness, while attitudes toward work show insignificant effects. The most substantial influence comes from the skill variable, signifying that skills exert a more dominant impact on the effectiveness of employees' tasks, accounting for a total influence of 62.74% (where the direct influence constitutes 56.7%). Moreover, the overall quality of human resources (knowledge level, attitude toward work, and skills) directly and indirectly contributes positively and significantly to the work effectiveness of implementing employees. The impact of HR quality on work effectiveness amounts to 70.17%, with a direct influence of 58.01%. The impact of employee work effectiveness on the performance of implementing employees at PT. Perkebunan Nusantara III (Persero) is notably positive and significant, accounting for a total influence of 80.28%. This suggests that alterations in the performance of implementing employees are largely influenced by changes in work effectiveness, amounting to 80.28%. Employee work effectiveness serves as an intervening variable between HR quality factors and the performance of implementing employees, leading to an increase of 10.11% in the influence of HR quality factors on employee performance when mediated through work effectiveness variables.

Another study by (Aisyah et al., 2017) shows that partially and simultaneously the variables of human resource quality, professionalism, and commitment have a significant positive effect on the performance of PDAM employees in Jember Regency.

The results of the analysis (Gerhana et al., 2019) show that the impact of both Human Resource Quality and Work Professionalism directly influences Employee Performance. Beyond their direct influence, these factors also exert an indirect impact on performance, operating through Organizational Commitment.

8. The Effect of Work Motivation on Employee Performance

The findings revealed that job motivation has a favorable and considerable impact on employee performance. When organizations can create a motivating environment, employees tend to work more productively and perform better. Work motivation involves a variety of factors, including recognition of achievement, appropriate incentives, development opportunities, and a supportive work environment. Employees who feel motivated have a strong internal drive to achieve their goals and tasks. They tend to be more focused, innovate, and strive to give their best in their work. In addition, work motivation also plays a role in maintaining employee morale and commitment. Employees who feel valued and motivated tend to be more loyal to the organization. By implementing good work motivation, organizations can create teams that are high performers and able to achieve targets more efficiently. Therefore, management that understands the importance of work motivation will produce more productive employees and, in turn, will improve overall organizational performance.

The findings of this study find support from earlier research conducted by (Brury, 2016) revealed that leadership has a significant effect on employee performance with a value of 0.000. Similarly, organizational culture, work motivation, and job satisfaction individually show a significant influence on employee performance, at 0.012, 0.010, and 0.007, respectively. In addition, when combined simultaneously shows a value of 0.000. Another study by (Ratnasari et al., 2020) demonstrated that individual characteristics, work environment, organizational climate, motivation, and compensation collectively showed a positive and significant influence on employee performance.

D. CONCLUSION

Organizational culture, quality of human resources, and work motivation are three important elements that have a positive and significant impact on employee performance in an organization. A healthy organizational culture, which reflects values such as transparency, integrity, and collaboration, creates an environment where employees feel motivated to work better. The quality of human resources, including the expertise, competence, and capacity of employees, plays a major role in determining the extent to which tasks can be carried out efficiently and effectively. High-quality human resources can face challenges better and contribute more to the achievement of organizational goals. In addition, work motivation, which includes factors such as rewards, recognition, and development opportunities, is an internal driver that encourages employees to work with passion and dedication. Motivated employees have higher focus, better productivity, and seriousness in achieving goals.

Therefore, smart and effective management must prioritize the management of a positive organizational culture, investment in human resource development, and continuous efforts to motivate employees. These actions will help improve the performance of employees and, in turn, the overall contribution of the organization to the achievement of its strategic goals.

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