

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH THE WORK ENVIRONMENT AS A MODERATION VARIABLE (STUDY OF PUSKESMAS EMPLOYEES IN BREBES)

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ABSTRACT

This study aims to examine and determine the influence of organizational culture on employee performance; testing and knowing the effect of the work environment on employee performance and testing and knowing the influence of organizational culture on employee performance with the work environment as moderating variable. This study used quantitative methods, and the sample was taken using cluster sampling technique, with a total sample of 63 employees (doctors, nurses and midwives) at Pamaron, Jatibarang and Bumiayu Brebes Public Health Centers. The data collection method used a questionnaire consisting of statements about organizational culture, work environment and performance. While the data analysis technique uses a moderated regression analysis (MRA) model with the help of smartPLS. This results show that (1) organizational culture has no effect on employee performance because the P values > 0,005; (2) the work environment has no effect on employee performance with P values < 0,05; dan (3) organizational culture as no effect on employee performance with the work environment as a moderating variable, because the P values > 0,05. This study shows that organizational culture can grow and develop because there are human resources who have high morale who can improve performance, in addition to having a good work environment will be able to provide motivation to work and the achievement of performance can increase compliance with organizational culture even without intermediary work environment.

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1. INTRODUCTION

Puskesmas is a form of health service, which has a contribution in providing services to the community in their respective work areas, which indirectly encourages all stakeholders involved in it to always improve their performance and service quality optimally and [1].

Medical personnel and non-medical personnel, are very important human resources and support all activities at the Puskesmas, because human resources are one of the organizational resources that have a productive contribution to organizational results, and human resources are the driving force for various organizational resources, so they have an important role to determine the direction and development of the organization in the future. In addition, human resources are the determinants of organizational success, where organizations are required to manage them for the survival and development of the organization (Val and Berna, 2010 in [2]).

Organizations also need to take into account organizational culture that is in line with applicable boundaries, because with a strong organizational culture, it will have a good impact and can be applied well by members of the organization and can facilitate organizational activities. An organization with a strong culture will affect the behavior and effectiveness of employee performance, where employee performance will run in accordance with the culture it adheres to in the organization, besides that the application of culture in a company will also shape the character of employees by itself in carrying out tasks and achieving the goals of the company [3].

Organizational culture will increase staff motivation by giving them a feeling of loyalty, trust and values and encouraging them to think positively about them and the organization. With organizational culture, we can improve the behavior and motivation of human resources, thereby improving their performance and in turn improving organizational performance to achieve organizational goals [4].

For organizations engaged in public services, especially Puskesmas, employee performance is one of the things that must be considered. Puskesmas Pamaron, Jatibarang and Bumiayu are the technical

implementation units of the Brebes City Health Office and the first-level implementing units that have the task of providing services to the community optimally. Because with the large number of people visiting the puskesmas, the puskesmas need to have experts in their fields and demand extra performance.

One of the efforts in producing good employee performance or even improving the performance owned by employees is to create a comfortable, safe, conducive and pleasant work environment, so that employees will feel at home in their work environment and will affect their performance. In addition, the work will be completed properly, on time and employees feel happy with their work [5].

Because the work environment is a very important component in employees carrying out work activities, because by paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees to work [6]. In addition, the work environment for employees will have no small influence on the course of agency operations, where the work environment will affect employees so that it will directly or indirectly affect the productivity of the agency, because a good work environment will satisfy employees which of course will improve the performance of employees, but if the work environment is not good, it will reduce the performance of employees and indirectly will also reduce agency productivity [7].

The objectives to be achieved in this study are to find out and analyze (1) the influence of organizational culture on employee performance; (2) the influence of the work environment on employee performance and (3) the influence of organizational culture on employee performance with the work environment as a moderation variable

2. METHOD

This research uses quantitative research methods with statistical calculations as the basis for analysis. The samples were taken using the *cluster sampling* technique with a total sample of 63 employees of the Pamaran, Jatibarang and Bumiayu Brebes health centers, consisting of doctors, nurses and midwives. While the questionnaire method is used to collect data, where the questionnaire consists of statements about organizational culture, work environment and performance. The data analysis technique used in this study is quantitative data analysis using the Moderated Regression Analysis (MRA) model with the help of SmartPLS.

3. RESULT AND DISCUSSION

Composite Reliability

Table 1 Composite Reliability

	Composite Reliability
Organizational Culture	0,851
Performance	0,818
Work Environment	0,855
Cultural Moderation*Environment	1,000

Source : Primary Data processed (2022)

The outer model can be seen from the composite reliability value of the construct, where the composite reliability results for each construct can be seen in table 1 above. The composite reliability of each construct is very good, which is > 0.70.

Cronbach's Alpha

Table 2 Cronbach's Alpha

	Cronbach's Alpha
Organizational Culture	0,738
Performance	0,730
Work Environment	0,805
Cultural Moderation*Environment	1,000

Source : Primary Data processed (2022)

Judging from the value of cronbach's alpha in table 2 above, all values of cronbach's alpha for each construct > 0.6.

Average Variance Extracted (AVE)

Table 3 AVE

	AVE
Organizational Culture	0,656
Performance	0,532
Work Environment	0,561
Cultural Moderation*Environment	1,000

Source : Primary Data processed (2022)

The validity of each construct value can be tested with average variance extracted (AVE). Table 3 above, shows the AVE value of each construct > 0.5 which means that the probability of a construct entering into another variable is higher. This result is combined with the results of the outer loading test so that it can be concluded that the entire construct is valid.

Path Analysis

Table 4 Path Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Performance	0,0085	0,0085	0,145	0,587	0,557
-> Performance Work Environment	0,618	0,643	0,214	2,882	0,004
Cultural Moderation*Environment ->Performance	0,019	-0,042	0,226	0,085	0,932

Source : Primary Data Processed (2022)

From table 4 above, it can be seen that hypothesis 1, Organizational Culture does not affect Performance because the P Values value > 0.05. While hypothesis 2, the Work Environment affects Performance with a P Values value of < 0.05 and an O value = 0.618, which means that the better the work environment, the higher the performance value of Puskesmas employees in Brebes. Moderation between Organizational Culture and Work Environment does not succeed in affecting Performance, because the P Values value > 0.05. Or in other words Organizational Culture does not affect Performance with the Work Environment as a coding variable.

R-Square

Table 5 R Square

	R Square	R Square Adjusted
Performance	0,453	0,379

Source : Primary Data Processed (2022)

Table 5 above shows that 37.9% of performance variability can be explained by variations in organizational culture, work environment and moderation of the work environment with organizational culture, while 62.1% is explained by other causes outside the model.

Discussion

The Effect of Organizational Culture on Employee Performance

Judging from the P Values value > 0.05; shows that organizational culture has no effect on employee performance. The results of the study are not in accordance with the research conducted [8]; [9]; [10]; [11]; [12], but according to research [13]; [14].

The results of the study prove that organizations can grow and develop because the organizational culture contained in them is able to stimulate the morale of human resources in it, so that performance increases [15]. Organizational culture essentially serves to organize employees so that they understand how they should (1) behave towards their profession; (2) adapting to colleagues and their work environment and (3) behaving reactively to the policies of their leaders [16]. Organizations with a strong and positive culture will allow people to feel motivated to develop, learn and improve themselves [15].

The Effect of the Work Environment on Employee Performance

Judging from the P Values value < 0.05 ; shows that the work environment affects employee performance. The results of this study are in accordance with the research conducted [8]; [11]; [12]; [13]. The results of the study prove that by paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the excitement or enthusiasm of employees to work [6]. This shows that the better the working environment conditions such as lighting, air circulation, security at work, employee relations at the Pamaran, Jatibarang and Bumiayu Brebes Health Centers have been fulfilled, it will improve employee performance [12].

The Effect of Organizational Culture on Employee Performance with the Work Environment as a Moderation Variable

Judging from the P Values value > 0.05 ; indicates that Organizational Culture has no effect on Performance with the Work Environment as a Moderation Variable. The results of the study are not in accordance with the research [10]; but according to research [9]. The results showed that the achievement of better employee performance is prioritized to increase a sense of compliance with a better organizational culture, which has been implemented by the company without having to be mediated by the work environment [9]. An organizational culture that is well implemented as a management tool will result and motivate employees to behave productively, dedicatively and productively, where the cultural values are not visible, but are a force that encourages employee behavior in improving the effectiveness of employee performance [17].

4. CONCLUSION

The conclusions of this study are organizational culture has no effect on employee performance, the work environment affects employee performance and organizational culture has no effect on performance with the work environment as a moderation variable. For future research, it is recommended to increase the number of samples and expand the object of study and be able to add variables that are not yet contained in this study.

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