

INFLUENCE OF WORK ENVIRONMENT, ORGANIZATIONAL CULTURE, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE JAKARTA EYE CENTER (JEC) EYE HOSPITAL

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***Abstract** – Business competition between companies is increasing. Competition is caused by the influence of the market, technology and human resources owned by the company. Companies must be able to maintain good human resources in order to maintain company performance. This study aims to analyze the effect of work environment, organizational culture and motivation on employee performance at the Jakarta Eye Center (JEC) Eye Hospital. The research method used in this research is descriptive quantitative analysis research method by distributing questionnaires to 50 employees of JEC respondents. The analytical tool used is Multiple Linear Regression.*

Keywords: work environment, organizational culture, motivation, employee performance

I. INTRODUCTION

Competition in the business world between various companies is increasing. This increase in competition is not only caused by market influences and technology but is also influenced by the company's human resources. As an organization, a company also relies heavily on the quality of its human resources. Apart from building assets in the form of fixed assets or current assets, companies must also be able to develop and empower human resources as a driving force to achieve the company's vision and mission.

As humans and as social beings, employees can also experience performance dynamics which can be caused by several aspects, both internal to the company where they work and external to the company. This needs to be paid attention to and analyzed by companies, especially policy holders within the company, so that as far as possible they can carry out innovations that can increase employee comfort at work so that it is hoped that employees can be more productive and innovative which will have an impact on increasing employee performance.

The physical environment at the Jakarta Eye Center Eye Hospital or commonly known as JEC, is to pay attention to adequate lighting by installing glass windows around the room so that the work area gets sunlight. Furthermore, cleanliness is carried out every morning, afternoon and evening with a janitor who regularly makes rounds. JEC also provides a pantry as a means where employees can carry out eating and drinking activities so that it does not disturb the comfort of other employees because the spread of excessive food aromas in the work room can disturb comfort. JEC also provides one telephone at each desk with a predetermined extension number to facilitate communication between

employees. The non-physical work environment implemented at JEC is to maintain relationships between superiors and subordinates and relationships between employees by holding weekly meetings (weekly reports) with the aim of facilitating and helping work relationships and maintaining communication in carrying out each task in achieving company goals.

The work environment can affect employee performance. A comfortable work environment will increase employee concentration at work, with these conditions it will increase employee productivity. This is supported by research results which state that the work environment has a significant influence on employee work productivity (Haryo & Waloejo, 2018).

The next factor that can influence employee performance is organizational culture. Organizational culture has an important role in creating smooth running in all aspects of a company. Without a good company culture, employee performance in a company cannot run optimally. JEC prioritizes maximum service quality for all its patients (service excellence), therefore the organizational culture at JEC starts with discipline, such as not arriving late for shifts and being obedient in adhering to company operational standards.

Apart from the work environment and organizational culture, employee motivation also plays a role in employee performance. The better and stronger the motivation an employee gets, the higher his performance will be. JEC motivates its employees by implementing bonuses every year on a prorata basis based on the KPI results of each employee. The better the KPI score obtained, the higher the bonus received, so it is hoped that employees can work well and diligently so that the KPI assessment carried out by their superiors reaches a very good level.

This research aims to study, test, analyze and find out whether: (1). Does the work environment (X 1) have a positive and partial effect on employee performance (Y) at JEC, (2). Does organizational culture (X 2) have a positive and partial effect on employee performance (Y) at JEC, (3). Does motivation (X 3) have a positive and partial effect on employee performance (Y) at JEC.

II. THEORITICAL REVIEW

Human Resource Management is very much needed by companies to achieve their goals, therefore good and competent management of human resources and company structure with the specific aim of managing human resources by improving employee performance and supported by the existence of a work environment, organizational culture and good motivation. It's also very necessary in a company. Human Resource Management (HRM) is the process of managing the use of human resources in planning, directing, organizing, evaluating and maintaining to achieve company goals. The aim of Human Resources Management is to manage the relationship between employees and the company where they work so that a good relationship can be established and bring benefits to both parties. The Human Resources Management function is the task of managing people effectively and efficiently in order to achieve company goals.

A. Employee Performance

In a company, good employee performance is expected to support the company's goals. Performance is assessed as a result of the balance of development and training provided by the company. The better the employee performance produced, the better impact it will have on the company's business development. On the other hand, poor and inadequate employee performance will also have a negative

impact on the company's success. Therefore, companies must be able to monitor and assess the performance of each employee in carrying out their duties and obligations while working.

According to Robbins (2015), employee performance is what a person gets in accordance with their functions and duties. According to Mathis and Jackson (2016), things that employees do not do or do in carrying out their work are basically the definition of performance.

According to Gomes (2013) employee performance is the result, efficiency and effectiveness related to productivity. Meanwhile, according to Hasibuan (2016), it is the output produced by a person in carrying out their duties based on their skills. It is explained according to Hasibuan (2016) that performance is the result of the work a person does in carrying out the tasks given to him which is based on experience, ability, seriousness and time. Then, Hasibuan also believes that performance is a combination of three important factors, namely ability and acceptance of the explanation of task delegation, ability and role as well as the level of employee motivation and interest of a worker. If employee performance is good, the results provided for the company will also be good.

Based on the opinion above, it can be explained that performance is the output provided by an employee in accordance with the work given to him within a certain period of time. Performance is also a manifestation of the work carried out to be used as an assessment of employees. The main step that must be taken to achieve an organizational goal is good employee performance.

B. Work Environment

The environment is one of the things that influences employee performance. If the work environment is not good, it can trigger employee morale to decline and have an impact on decreasing their performance. The work environment consists of physical and non-physical. These two types of work environment have the same influence on employee performance.

The work environment is something that exists in the workers' environment which can have an influence on carrying out work, such as air temperature, humidity level, lighting, ventilation, co-workers, cleanliness and completeness of work tools (Afandi, 2016).

The work environment is a place for a group where support facilities are available to achieve goals in accordance with the company's vision and mission (Sedarmayanti, 2017). In practice, company management must have good management. Good management in carrying out work is by managing the work environment. A conducive work environment has a significant influence on employees at work. Based on the opinions expressed by the experts above, it can be said that the work environment greatly influences a person's performance.

According to Sidanti (2015), the work environment is everything in the personal environment related to work and employees, including physical and non-physical factors.

C. Organizational Culture

Organizational culture is an important thing within a group of agencies. This is a mutual agreement within the company and is a guideline for each employee to improve employee performance.

According to Robbins and Judge (2015) argue that "organizational culture is a positive, dominant and strong system carried out by members that differentiates an organization from other organizations, such as a culture that emphasizes individual growth, expresses the noble values given and intensively widely adopted and disseminated."

Based on this description, it can be explained that organizational culture is a form of good habits for each employee so that it can be used as a commitment within the company.

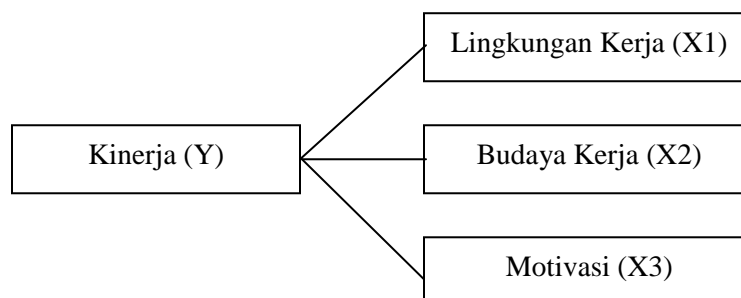
D. Motivation

According to Robbins and Judges (2015), "motivation is a process that explains a person's strength, direction and persistence in an effort to achieve goals." Furthermore, according to Widodo (2015) explains that "motivation is the power that exists within a person, which encourages individuals to take action". According to Gardjito (2015) explains that "motivation is a drive (idea, emotion or physical need) that causes someone to take action".

Based on this theory, it can be explained that work motivation is an urge that arises from oneself to work and channel all the skills one has so that the company's goals can be achieved. The higher the motivation, the more optimal the work produced and vice versa. Motivation has an important role because it is hoped that every employee will work hard and be enthusiastic to achieve high work productivity (Sunnyoto, 2015).

Framework

Based on the background of the problem, problem formulation and previous research with varying results, a framework for thinking with research variables is then determined as follows:



Research Hypothesis

Based on the conceptual framework above, the hypotheses in this research are:

H 1.1 Does the work environment have a positive and significant effect on employee performance?

H 1.2 Does organizational culture have a positive and significant effect on employee performance?

H 1.3 Does motivation have a positive and significant effect on employee performance?

III. METHOD

Research design

The design of this research is quantitative descriptive research, the aim is to provide a description of a situation, event, object, or anything related to variables that can be explained either with numbers or sentences. Besides that, this research is a type of explanatory research which is used to explain the size and direction of the causal influence between variables through hypothesis testing on the same data. Meanwhile, at the explanatory level, researchers use an associative research approach which aims to determine and analyze whether there is influence and direction of the relationship between two or more research variables.

According to Sugiyono (2017), quantitative research aims to conduct research on a certain population or sample to test a predetermined hypothesis. The main purpose of using this method is to describe the

true nature of an organization and examine the causes of a particular thing.

Unit of Analysis

According to Sekaram and Bougie (2017), the unit of analysis is defined as the unit of data collected during the next stage of data analysis. Based on the following definition, it can be concluded that the unit of analysis is data collected as the next stage of analysis. Therefore, the unit of analysis in this research is operational employees at JEC.

Variable Operations

Dependent Variable

The dependent variable (y) in this research is Employee Performance. Employee performance is measured using a questionnaire which has an assessment in the form of a Likert scale to determine the respondents' views regarding the performance they achieved during a certain period.

Independent Variable

The independent variables (x) in this research are Work Environment, Organizational Culture, and Motivation. The work environment is a factor that influences employees in carrying out their work, such as air temperature, ventilation, humidity, lighting, co-workers, cleanliness and completeness of facilities.

Variable Measurement Scale

Variable measurement in this study uses an interval scale, namely a Likert scale. The Likert scale is used to measure a person's opinions, attitudes and perceptions regarding existing phenomena. According to Sugiyono (2017), with a Likert scale, the variables to be measured are described as indicator variables, then used as benchmarks in preparing statements. The Likert scale uses five levels of answers using scale variables 1-4.

Respondent Opinion Score

Scale	Score
Strongly Agree (SS)	4
Agree (S)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Population

Population is a whole area consisting of objects/subjects that have certain characteristics and qualities determined by researchers to be studied and conclusions drawn (Sugiyono, 2017). The population in this study were all operational employees at JEC.

Sample

Part of the number and characteristics possessed by the population is the definition of the sample according to Sugiyono (2017). A sample is part of a characteristic number belonging to a population. Learning from a sample, the conclusions will be used for the population. According to Sugiyono (2017), samples taken from the population must be representative. The sample in this study was 50 respondents using *random sampling*. The sample in this research were employees of PT. XYZ.

The formula used to determine the number of samples from a population uses the Slovin formula, namely:

$$n = \frac{N}{1+N (e^2)}$$

Information :

n = Sample Size
 N = Population Size
 E = Critical Value

$$n = \frac{N}{1+N (e^2)}$$

$$n = \frac{57}{1+57 (0,05^2)}$$

$$n = \frac{57}{1,1425}$$

$$n = 49,89$$

So, the sample used was 50 respondents. The sample uses a purposive sampling technique with the following requirements: JEC employees, permanent employees, and employees who have worked at JEC for at least 2 years.

Data Types and Sources

This research uses subjective data. Subjective data is data obtained from respondents as an opinion about situations and events which in this study was obtained from questionnaires distributed to respondents. Meanwhile, the data source in this research is primary data. Primary data is individual data collection directly from the object under study for the purposes of the study in question in the form of a questionnaire. According to Sugiyono (2017), what is meant by primary data is data that is sourced directly from the data collector.

Method of collecting data

This research collects data by distributing questionnaires. According to Sugiyono (2017), data collection was carried out by giving statements to respondents to be answered using a questionnaire technique.

Research Instrument

The data that has been collected will be measured using a Likert scale. According to Sugiyono (2017), the Likert scale functions to measure a person's attitudes, opinions and perceptions about events or phenomena that occur, so that they can be converted into numbers to make it easier to draw conclusions.

Evaluation	Score/Weight
Strongly Disagree (STS)	1
Disagree (TS)	2
Disagree (KS)	3
Agree (S)	4
Strongly Agree (SS)	5

Source: Sugiyono (2017:93)

The table above shows that the Likert scale will contain an assessment with a score or weight for each assessment. The results obtained will produce information that will help this research in each variable.

Validity test

According to Sugiyono (2017), "Validity is the degree of accuracy between the data that occurs on the research object and the data reported by the researcher." A measurement instrument is declared valid if the instrument can measure the construct in accordance with the researcher's objectives. The validity test in this research was used on the entire sample without going through a pilot test because the sample used was not large, so validity testing will be carried out simultaneously with the data processing process and will be presented in the discussion.

According to Ghozali (2016), the statement is said to be valid if the value of $r_{count} \geq r_{table}$ and is positive.

According to Ghozali (2016) "The validity test is used to measure whether a questionnaire is valid or not." Pearson Correlation can be used to test validity, namely by calculating the correlation between the values obtained from the statements. A question is said to be valid if the significance level is below 0.05.

Reliability Test

According to Sugiyono (2017), Reliability Test is a test that will produce the same data if used several times to measure the same object. The higher the level of reliability, the more reliable the results will be. The reliability coefficient is a number that shows the high or low reliability of an instrument.

The reliability test in this research uses Cronbach Alpha with decision making criteria according to (Ghozali, 2016), namely if the Cronbach Alpha coefficient is > 0.70 then the statement is declared reliable.

Processing and analysis of data

After obtaining answers from the research, respondents were grouped into calculation intervals. According to Sugiyono (2017), interval data is used to analyze by finding the average answer based on the score of each answer. The four variables from this study were measured using a Likert scale with an interval size of 4. If the respondent chooses the number 1, it indicates strongly disagree, and the number 4 indicates strongly agree. The value limits are calculated as follows:

$$\text{Intervals} = \frac{\text{highest score} - \text{highest weight}}{\text{numerous classes}}$$

Where,

- a. Highest score = respondent x highest weight
 $= 50 \times 4 = \mathbf{200}$
- b. Lowest score = respondent x lowest weight
 $= 50 \times 1 = \mathbf{50}$

So, calculating the interval distance:

$$\text{Intervals} = \frac{200 - 50}{5} = 30$$

5

Based on the interval distance, respondents' answers to the statements contained in the questionnaire regarding the variables examined in this research can be grouped as follows:

Data Intervals

Limitation	Category
50 - 80	Very Not Good
90 - 120	Not good
130 - 160	Good
170 - 200	Very good

Source: Processed

Testing Classical Assumptions Normality test

The aim of the normality test is to test the regression model, confounding variables have a normal distribution, according to Ghozali (2016). There are two ways to detect whether the residuals are normally distributed or not, namely through graphic analysis and statistical analysis according to Ghozali (2016), but in this research normality testing will be carried out using a statistical approach.

The Kolmogrov Smirnov (KS) test was carried out to test residual normality with statistical analysis using a hypothesis.

H₀ : residual data is normally distributed

H_a : residual data is not normally distributed

Normality testing is carried out by looking at *Asymp.Sig* (2-tailed). If the significance level is greater than 0.05, it can be concluded that H₀ is accepted, so it is said that the residual data is normally distributed.

Heteroscedasticity Test

The Heteroscedasticity Test is to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. It is called homoscedasticity if the variance from the residuals from one observation to another observation is constant. The Glejser test detects the presence or absence of heteroscedasticity. The Glejser test is carried out by regressing the absolute residual value on the independent variable with the following equation:

$$|U_t| = \alpha + \beta X_t + v_t$$

There is an indication of heteroscedasticity if the independent variable statistically significantly influences the dependent variable and vice versa. This can be seen from the probability of significance above the 5% confidence level (Ghozali, 2016).

Multicollinearity Test

The purpose of the multicollinearity test is to test whether the regression model finds a correlation between the independent variables. In this research, multicollinearity can be seen from the *tolerance value* and *Variance Inflation Factor* (VIF). Multicollinearity occurs if *the tolerance value* is ≤ 0.1 and

the VIF value is ≥ 10 in the model (Ghozali, 2016).

Autocorrelation Test

To test whether in the regression model there is a correlation between confounding errors in period t and confounding errors in period $t-1$ (previously). The autocorrelation test was carried out using the Durbin Watson (DW) method.

According to Ghozali (2018: 112) the basis for determining whether there is an autocorrelation case or not is based on the following rules:

- a) $0 < d < dl =$ there is positive autocorrelation
- b) $dl \leq d \leq du =$ no positive autocorrelation
- c) $4 - dl < d < 4 =$ there is negative autocorrelation
- d) $4 - du \leq d \leq 4 - dl =$ no negative autocorrelation
- e) $du < d < 4 - du =$ no positive or negative autocorrelation.

Coefficient of Determination Test (R^2)

The coefficient of determination test (R^2) is used to measure the model's ability to explain variations in the dependent variable. The Coefficient of Determination (R^2) basically measures the proportion or percentage contribution of the independent variables, namely the variables Organizational Culture (X1), Work Motivation (X2), Work Environment (X3), and Work Stress (X4) to variations in the ups and downs of the dependent variable, namely Employee Performance. (Y) simultaneously, where $0 \leq R^2 \leq 1$. The smaller the value of R^2 means the more limited the ability of the independent variables to explain variations in the dependent variable. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2016).

Simultaneous Significance Test (F Test)

According to (Ghozali, 2016), the F test aims to test the model's joint influence on the dependent variable or dependent variable. Table F is used to test significance manually. Formulation of statistical hypotheses is as follows:

- 1) $H_0 : \beta_1 = \beta_2 = \beta_3 = 0$, meaning that the Work Environment, Organizational Culture and Motivation together do not have a significant influence on Employee Performance.
- 2) $H_a : \text{at least one } \beta_1 \neq 0$, meaning that the Work Environment, Organizational Culture and Motivation together have a significant effect on Employee Performance.

The following decision-making criteria are:

- 1) H_0 is accepted, if $F_{\text{count}} \leq F_{\text{table}}$ or $\text{sig } F \geq \alpha (0.05)$
- 2) H_0 is rejected, if $F_{\text{count}} > F_{\text{table}}$ or $\text{sig } F < \alpha (0.05)$

t-test

The t-test aims to test the partial influence of the independent variable on the dependent variable. This test was carried out to determine whether the independent variables consisting of Work Environment (X1), Organizational Culture (X2), and Motivation (X3) partially have a positive and significant influence on the dependent variable (Y), namely Employee Performance.

This research was conducted with a significance level of 0.05.

- 1) $H_0 : \beta_i \leq 0$, meaning that partially the independent variables, namely Work Environment (X1), Organizational Culture (X2), and Motivation (X3) have a positive and insignificant effect on the dependent variable (Y), namely Employee Performance.
- 2) $H_a : \beta_i > 0$, meaning that partially the independent variables, namely Work Environment (X1), Organizational Culture (X2), and Motivation (X3) have a positive and significant effect on the dependent variable (Y), namely Employee Performance.

The criteria for acceptance or rejection of H_0 are as follows:

- 1) H_0 is accepted, if $t_{\text{count}} \leq t_{\text{table}}$ or $\text{sig } t \geq \alpha$ (0.05)
- 2) H_0 is rejected, if $t_{\text{count}} > t_{\text{table}}$ or $\text{sig } t < \alpha$ (0.05)

IV. RESULTS AND DISCUSSION

Research is still conceptual and focuses on developing a theoretical framework. Because this research has not yet been conducted, the following results and discussion are based on the conceptual framework and review of existing literature. The following is a description of the research results expected by researchers:

- a. The Influence of the Work Environment on Employee Performance
There is a positive and significant influence between the Work Environment and the Employee Performance variable. Therefore, employee performance will greatly increase if the work environment pattern is improved. This is supported by the results of research by Haryo and Waloejo (2018) that the work environment has a significant effect on employee work productivity, but this is different from research conducted by Wulan (2020) that the work environment has no effect on employee performance.
- b. The Influence of Organizational Culture on Employee Performance
There is a positive and significant influence between Organizational Culture and the Employee Performance variable. This provides an explanation that employee performance can be improved through improving the organizational culture system. This is supported by previous research by Agustini (2018) which explains that organizational culture has a significant effect on company performance, but according to Girsang (2019) explains that organizational culture does not have a significant effect on employee performance.
- c. The Influence of Motivation on Employee Performance at PT XYZ
There is a positive and significant influence between Motivation and Employee Performance variables. So, employee performance will greatly increase if employee motivation patterns are improved. This is supported by previous research by Laia (2019) which explains that motivation has a positive and significant effect on employee performance, however according to Siahaan and Bahri (2019) explains that motivation does not have a significant effect on employee performance.

V. CONCLUSION

This research aims to analyze the influence of the work environment, organizational culture and motivation on employee performance at the Jakarta Eye Center (JEC) Eye Hospital. The research method used in this research is a quantitative descriptive analysis research method by distributing questionnaires to 50 JEC employee respondents. The work environment can affect employee performance. A comfortable work environment will increase employee concentration at work, with these conditions it will increase employee productivity. The next factor that can influence employee performance is organizational culture. Organizational culture has an important role in creating smooth running in all aspects of a company. Without a good company culture, employee performance in a company cannot run optimally. Apart from the work environment and organizational culture, employee motivation also plays a role in employee performance. The better and stronger the motivation an employee gets, the higher the employee's performance will be.

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