

The Influence of Organizational Culture, Work Environment and Work Motivation on Employee Performance of PT Perkebunan Nusantara IV Medan

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ABSTRACT

This research aims to determine the influence of Organizational Culture, Work Environment and Work Motivation on Employee Performance at the Head Office of PT Perkebunan Nusantara IV Medan. This type of research is quantitative research. The population used in this research was 290 employees of the head office of PT Perkebunan Nusantara IV Medan. The number of respondents consisted of 168 people, with sample determination using the Slovin formula. The results of this research show that Organizational Culture, Work Environment and Work Motivation have a significant and influential effect on the performance of PT Perkebunan Nusantara IV Medan Head Office employees, both partially and simultaneously. The results of the R square research show that the variables Organizational Culture, Work Environment and Work Motivation influence employee motivation by 2.

Keywords : *Organizational Culture, Work Environment, Work Motivation and Employee Performance*

INTRODUCTION

Human resource management is a system designed to influence the attitudes, behavior and performance of employees so that they are able to provide optimal contributions to achieving the goals set by the company. As the company develops, the quality and quantity of the workforce in the company must be maintained and improved. Labor is an important aspect of a company's progress. Performance is the result of a process that is referred to or measured within a certain period of time based on previously agreed provisions, standards or provisions. Performance has another, broader meaning where performance is not only assessed by work results but also by how the work process takes place. Performance obtained by an organization, both oriented and non-oriented, is produced within a certain period of time. Performance can also be interpreted as organizational behavior that is directly related to product production or service delivery. Information about organizational performance is very important for evaluating whether the performance process carried out by the organization so far is in accordance with the expected goals.

Therefore, increasing employee performance can be used as material for companies to consider developing human resources in the future. Companies that have employees who meet good standards will improve company performance. Increasing employee performance will encourage the organization to progress in the corporate environment and thus be able to survive in the turbulent job competition. Low employee performance is a problem that every business needs to pay attention to, because employee performance will affect the quality and

quantity of the company in facing business competition. PT Perkebunan Nusantara IV Medan is a subsidiary of PT Perkebunan Nusantara III (Persero) which is one of the State-Owned Enterprises (BUMN) which operates in the Agrobusiness and Agro-industry business sectors. This company has the main values or core values of State-Owned Enterprises (BUMN) which are adhered to by its employees. These values or core values are AHLAK. The values of AHLAK are Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. This is a challenge for companies, namely how efforts are made so that workers properly understand and use AHLAK as a guideline in carrying out their assigned duties and responsibilities.

The work environment plays an important role in the quality of employee work results. Unhealthy working environment conditions can affect employee performance which can cause employees to become easily stressed, lack enthusiasm for work, arrive late and vice versa, if the working environment is healthy it will affect the employee's mood at work, employees will be enthusiastic about working, employees will not get sick easily. so that it can achieve company targets more in line with targets. A healthy and comfortable work environment will influence communication between employees, so that it can be ensured that the resulting performance will be maximized. Within PT Perkebunan Nusantara IV Medan the work environment is divided into 2, namely the physical work environment and the non-physical work environment. The physical work environment includes room coloring, lighting, cleanliness and spatial layout that supports employee performance for the better. Non-Physical work environments include employee welfare, atmosphere when working, relationships between fellow employees and between employees and superiors that are well established, influencing employee performance at PT Perkebunan Nusantara IV to be good and enthusiastic at work. The organization must be able to provide these two dimensions in good condition. so that it is able to keep employees working productively and working together well with each other and with the leadership to achieve organizational goals.

LITERATURE REVIEW

Organizational culture

According to Sustrisno (2018:1) Organizational culture is a system of values, or norms (beliefs), assumptions, or norms that have long been in effect, agreed upon and followed by members. an organization as a guide to behavior and solving organizational problems. According to Killman et al (1998) in the book Organizational Culture (2018:2), in Organizational Culture, values are socialized and internalized within members, animating each person in the organization. Thus, organizational culture is the soul of the organization and the souls of the organization's members.

Organizational Culture Indicators

Organizational culture indicators according to Robbins (2015) in Ritonga, Anisyah Riaki (2020) are as follows:

- a. *Innovation and risk taking* namely, related to the extent to which organizational members or employees are encouraged to be innovative and dare to take risks.
- b. *Attentionto details*namely, relating to the extent to which members of the

organization or employees are expected to demonstrate accuracy, analysis and attention to details.

- c. *Outcome orientation* that is, the extent to which management focuses on results, not on the techniques and processes used to obtain those results.
- d. *People orientation* namely the extent to which management decisions take into account the effects of outcomes on people within the organization
- e. *Team orientation* that is, related to the extent to which organizational work activities are carried out in work teams, not in individuals.
- f. *Aggressiveness* that is, the degree to which people in the organization display aggressiveness and competitiveness, rather than relaxing.
- g. *Stability* that is, so far where activity organization emphasize maintenance of the status quo as opposed to growth or innovation.

Factors That Influence Motivation

According to Sutrisno (2015) Motivation is a psychological process within a person that will be influenced by several factors. These factors can be differentiated into internal and external factors originating from employees.

1. Internal factors

- a). The desire to live is a need for every human being living on this earth. The desire to survive includes the need for adequate compensation and safe and comfortable working conditions.
- b). The desire to own objects can encourage someone to want to do work. We experience this a lot in our daily lives, that a strong desire to be able to have this can encourage people to want to work.
- c). The desire to gain appreciation, someone is willing to work because of the desire to be recognized, respected by many people, to gain a lot even though he has to work hard.

2. External factors

Condition The work environment is the overall work environment and infrastructure around employees who are carrying out work which can influence the implementation of the work. This work environment includes: workplace, facilities and work aids, cleanliness, lighting, energy, including working relationships between people in that place.

METHOD

The type of research used in this research is quantitative research using the explanatory survey method. Research according to the explanatory survey level is research that explains the position of the variables studied with other variables. At the explanatory level, this research is included in associative research, namely research that combines two or more studies to see the influence of each variable through hypothesis testing.

RESULT AND DISCUSSION

Hypothesis Test Results

Coefficient of Determination Test (R^2)

The coefficient of determination test is used to determine how much influence the variables organizational culture (X1), work environment (X2) and work motivation (X3) have on employee performance at the Head Office of PT Perkebunan Nusantara IV Medan. The following are the results of the coefficient of determination test using SPSS 26 data processing.

Table 1 Test of Determination Coefficient (R^2)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,881 ^a	,777	,767	3,006

a. Predictors: (Constant), X3, X2, X1

Based on the table above, it can be seen that the R^2 value is 0.748 so it can be concluded that the employee performance variable (Y) gets a contribution from the variables organizational culture (X1), work environment (X2) and work motivation (X3) of 0.767 or 76.7% and the rest 23.3% is explained by other variables not included in this research.

Simultaneous Test

The F test is carried out to determine the effect of the independent variable on the dependent variable. The conditions for the F test are:

- If $F_{count} > F_{table}$ then H_1 is accepted
- If $F_{count} < F_{table}$ then H_1 is rejected

The following are the results of the F test analysis or Anova which were processed using SPSS version 26.

Table 2 Simultaneous Test (F)
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2199,874	3	733,291	81.146	,000 ^b
	Residual	632,572	70	9,037		
	Total	2832,446	73			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Based on the table above, it can be seen that the F value is 81.146 with a significance level of $0.000 < 0.05$. To determine the effect of the independent variable on the dependent variable, the F_{count} value is compared with the F_{table} value.

Partial Test (t Test)

The partial test (t test) is used to determine the effect of each independent variable on the dependent variable. The conditions for the t test are:

- If $t_{count} > t_{table}$ at $\alpha = 5\%$, then H_a is rejected.
- If $t_{count} < t_{table}$ at $\alpha = 5\%$, then H_a is accepted. The formula for finding the t table is:

$$Df = t(a, nk) = t(0,05,70)$$

Information:

α = significance value (0.05)

n = number of samples

k = number of independent variables

So, the t_{table} value based on the formula above is 1994. The following are the results of the t test using the SPSS version 26 program in managing data in this research.

**Table 3 Partial Test (t Test)
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	4,030	3,916		1,029	,307
	X1	,251	,072	,218	3,491	,001
	X2	,063	,060	,064	1,055	,295
	X3	,723	,064	,740	11,358	,000

a. Dependent Variable: Y

- Based on the results of partial calculations (t test) in the table, it can be concluded that:
- Can be concluded according to the Organizational Culture variable table (X_1) on the Employee Performance variable (Y) at the Head Office of PT Perkebunan Nusantara IV Medan with $t_{count} < t_{table}$ amounting to $0.251 < 1.994$. The Organizational Culture variable influences the Employee Performance variable (Y).
 - It can be concluded between the Work Environment variables (X_2) on the Employee Performance variable (Y) Head Office of PT Perkebunan Nusantara IV Medan with $t_{count} < t_{table}$ of $0.063 < 1.994$. Work Environment Variables (X_2) influences employee performance (Y).
 - It can be concluded that the Work Motivation variable (X_3) on the Employee Performance variable (Y) Head Office of PT Perkebunan Nusantara IV Medan with $t_{count} < t_{table}$ of $0.723 < 1.994$. Work Motivation Variable (X_3) influences employee performance (Y).

CONCLUSION

From the results of this research it can be concluded as follows:

1. Based on the results of multiple linear regression calculations, it can be concluded that the influence of the independent variables (organizational culture, work environment and work motivation) is 76.7% on the dependent variable (Employee Performance) and the remaining 23.3% is influenced by other variables that were not studied.
2. The F test obtained from calculations using the SPSS 26 program obtained the calculation of the Fcount value and Ftable value with a significance level of 5%, this means that each independent variable (Organizational Culture, Work Environment and Work Motivation) together (simultaneously) has an influence significant to the dependent variable (Employee Performance).
3. T test obtained research results:
 - a. The calculated value of the organizational culture variable (X1) does not exceed the ttable value, then it can be concluded that the organizational culture variable (X1) influences employee performance.
 - b. The calculated value of the work environment (X2) does not exceed the ttable value, so it can be concluded that the work environment (X2) influences employee performance.
 - c. The tcount value of work motivation (X3) does not exceed the ttable value, so it can be concluded that the work motivation variable (X3) has an effect on performance.

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