

## Performance Optimization through Work Motivation

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### Abstract

Today, a company's ability to successfully navigate the highly competitive advantage landscape depends solely on its ability to organize and manage its human resources effectively. Working with clear goals and organizational strategy linkages will result in human resource performance. So, performance is about what is done and how the work is done, as well as how the work is done and the results obtained from it. The results of this research are as follows; Organizational culture has a positive and insignificant effect on employee performance with the original sample of 0.054 and a p value of 0.293. Organizational culture has a positive and significant effect on work motivation with an original sample value of 0.606 and a p value of 0.000. Organizational climate has a positive and significant effect on employee performance with an original sample value of 0.137 and p-values of 0.039. Organizational climate has a positive and significant effect on work motivation with an original sample value of 0.222 and a p value of 0.003. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.779 and a p value of 0.000. Organizational culture has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.472 and a p value of 0.000. Organizational climate has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.173 and a p value of 0.003.

**Keywords:** Organizational Culture, Organizational Climate, Work Motivation, Employee Performance.

### INTRODUCTION

Human resource management will become increasingly important in the future. Today, a company's ability to successfully navigate the highly competitive landscape of excellence depends solely on its ability to organize and manage its human resources effectively. Working with clear organizational goals and strategic linkages will result in human resource performance. So, performance is about what is done and how it is done, as well as how the work is completed and the results obtained from it. An organization is a system whose components influence each other. If one of the other Subsystems is damaged, it will be affected. The company must function smoothly. A strong organizational culture provides employees with a clear understanding of the tasks assigned by an organization, has a great influence on the behavior of its members. Organizational culture is the attitude and behavior of the company including its employees in achieving its mission. These attitudes and behaviors are a reflection of the assumptions, values and norms that exist in the company where employees work. A positive environment has a significant direct or indirect impact on the organizational climate. In addition, the company will involve the environment as a system. Organizational Climate is the perception of climate and absolute actions. 'Climate' can be considered as something absolute and can be measured by instruments, but will be 'felt' differently by individuals. Although Organizational Climate is abstract in terms of concept, it is usually associated with employee performance and job satisfaction and morale. Covering the evolution of organizational climate, Good climate and bad climate, conceptual development, differences between culture and climate, dimensions of organizational climate. This strategy is based on the observation that the majority of people work in organizations

primarily to meet their basic financial needs and receive recognition for their achievements. Employees and their families feel secure when income or salary is paid regularly, and the possibility of career development helps them achieve their full potential and abilities (Gardjito 2014). Almost every company consistently strives to improve the performance of its workforce, in the hope of achieving organizational goals. Organizations that succeed in improving employee performance usually experience increased profits. Performance is the result obtained from the work done and carried out by someone in carrying out their obligations. If an employee's motivation comes from sources outside the workplace, such as achievements achieved by themselves, then they will be able to do their best. This end result will make an employee who is dissatisfied with their job intend to change jobs. Employees and agencies are two things that cannot be separated. Employees play a major role in running the wheels of organizational life and are active actors in every organizational activity. A good organizational wheel is when the organization has good employee performance which is ultimately able to create good organizational performance as well.

### **Formulation of the problem**

1. Does Organizational Culture have a positive and significant influence on Work Motivation at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Organizational Climate Have a Positive and Significant Influence on Work Motivation at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does Organizational Culture have a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Organizational Climate Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Work Motivation Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Organizational Culture Have a Positive and Significant Influence on Employee Performance through Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Organizational Climate Have a Positive and Significant Influence on Employee Performance through Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province?

### **Research purposes**

1. To determine and analyze the influence of Organizational Culture on Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Organizational Climate on Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To find out and analyze the influence of Organizational Culture on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
4. To determine and analyze the influence of Organizational Climate on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
5. To find out and analyze the influence of work motivation on employee performance at the Bank Indonesia Representative Office, North Sumatra Province.
6. To find out and analyze the influence of Organizational Culture on Employee Performance through Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province.

7. To find out and analyze the influence of Organizational Climate on Employee Performance through Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province.

## LITERATURE REVIEW

### Employee Performance

#### Understanding Employee Performance

According to Sedarmayanti (2017), namely: "Performance means performance, work implementation, work achievement or work results/work performance/work appearance". According to Afandi (2018) Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

#### Employee Performance Indicators

According to Afandi (2018) employee performance indicators are as follows:

1. Quantity of work results All forms of units of measurement related to the amount of work results that can be expressed in numbers or other numerical equivalents.
2. Quality of work results All forms of units of measurement related to the quality or standard of work results that can be expressed in numerical measurements or other numerical equivalents.
3. Efficiency in carrying out tasks Various resources wisely and in a cost-effective manner.
4. Work discipline. Comply with applicable laws and regulations.
5. Initiative The ability to decide and do the right thing without having to be told, able to find out what should be done about something around you, trying to keep moving to do several things even though the situation feels increasingly difficult.
6. Accuracy The level of conformity of the work measurement results to whether the work has achieved its objectives or not.
7. Leadership The process of influencing or giving examples by leaders to their followers in an effort to achieve organizational goals.
8. Honesty One of the human traits that is quite difficult to apply.
9. Creativity A mental process that involves generating ideas or involving the generation of ideas.

### Organizational culture

#### Understanding Organizational Culture

According to Schein (2016), organizational culture is a pattern of shared assumptions learned by a group in solving problems through external adaptation and internal integration, which has worked well enough to be considered true.

According to Robbins and Coulter (2015), organizational culture is the values, principles, traditions and ways of working that are shared by members of the organization and influence the way they act.

#### Organizational Culture Indicators

Organizational culture indicators according to Robbins and Coulter (2016) consist of:

1. Innovation and risk taking means that an innovative attitude and the courage to take risks must exist within the organization;

2. Paying attention to detail means that within an organization you must pay attention to all provisions, analysis, and pay more detailed attention to things around you;
3. Result orientation means focusing on results or income rather than the techniques and processes used to achieve those results;
4. Individual orientation is defined as taking into account the influence of results on employees in the organization;
5. Team orientation means the ability to work together in a team;
6. Aggression means that individuals or people within the organization have a competitive nature;
7. Stability means that organizational activities are emphasized to maintain the status quo in order to continue to grow and develop.

## **Organizational Climate**

### **Understanding Organizational Climate**

According to Raja, Madhavi and Sankar (2019) Organizational climate is a set of unique characteristics that define an organization and differentiate it from other organizations. These characteristics remain intact for a long period of time and thus influence the behavior of people working in that environment.” According to Bassem, Maamari and Majdalani (2017) Organizational climate is how employees view their organization, and the type of attitude they have towards their organization. Organizational climate can influence motivation and achievement in the form of rewards.

### **Organizational Climate Indicators**

According to Bassem, Maamari and Majdalani (2017), organizational climate can be measured through seven indicators consisting of:

1. Structure, namely having clear and well-organized responsibilities and roles.
2. Responsibility, namely the extent to which employees are responsible for achieving their work, encouragement of individual discretion and assessment where employees are made to feel that they are “their own boss”.
3. Risk, namely the willingness to take risks and opportunities for employee ideas.
4. Rewards, namely employees believe that rewards are given fairly, depending on the quality of work and positive performance rewards are more significant than punishments in the organization.
5. Warmth, namely how employees interact to establish good communication within the company.
6. Support, namely how employees help each other and provide support to each other.
7. Conflict, namely maintaining good interpersonal relationships and avoiding conflict and disputes.

## **Work motivation**

### **Understanding Work Motivation**

According to Wahjosumidjo (2015) motivation is closely related to the success of a leader in moving others to achieve predetermined goals depending on the leader's obligations and also the leader's ability to create motivation in each subordinate, colleague or superior. According to Uno (2018) work motivation is the drive of an employee to do something in his work.

### Work Motivation Indicators

According to Uno (2018) the work motivation indicators are as follows:

#### 1. Internal motivation

- a) Responsibility in carrying out tasks
- b) Carry out tasks with clear targets
- c) Have clear and challenging goals
- d) There is feedback on the results of the work.
- e) Have a sense of pleasure in working.
- f) Always try to outdo others.
- g) Prioritize achievements in what is done.

#### 2. External motivation

- a) Always try to fulfill your living and work needs.
- b) Happy to receive praise for what he does.
- c) Working with the desire to obtain incentives.
- d) Working with the hope of getting attention from friends and superiors.

### Conceptual Framework

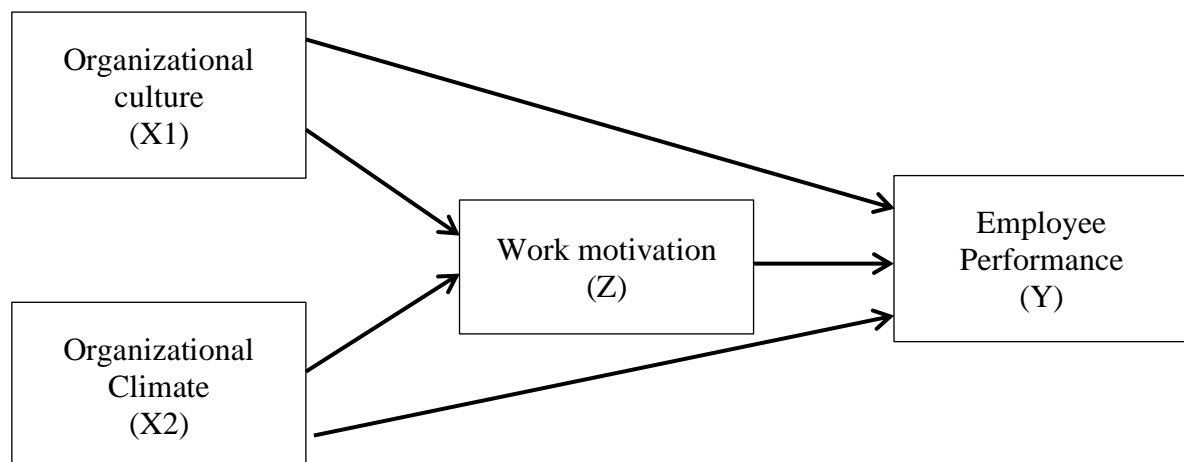


Figure 1. Conceptual Framework

### Hypothesis

- H1 Organizational Culture has a positive and significant influence on Work Motivation at the Bank Indonesia Representative Office, North Sumatra Province.
- H2 Organizational Climate has a positive and significant influence on Work Motivation at the Bank Indonesia Representative Office, North Sumatra Province.
- H3 Organizational Culture has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H4 Organizational Climate has a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Work Motivation has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 Organizational Culture has a positive and significant influence on Employee Performance through Work Motivation at the Representative Office of Bank Indonesia, North Sumatra Province.

H7 Organizational Climate has a positive and significant influence on Employee Performance through Work Motivation at the Bank Indonesia Representative Office, North Sumatra Province

## **METHOD**

### **Types of research**

According to Sugiyono (2020), quantitative research methods are research methods based on the philosophy of positivism, used to examine certain populations or samples and collect data using research tools, analyze quantitative or statistical data with the aim of testing predetermined hypotheses.

### **Time and Location of Research**

This research was conducted from September to October 2024. This research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province, precisely on Jalan Balai Kota No. 4 Medan.

### **Population**

The research population used was 70 employees of the Bank Indonesia Representative Office of North Sumatra Province. Population is a general area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions are drawn (Sugiyono, 2020).

### **Sample**

This study uses a sample of all populations to be sampled as many as 70 employees and the sampling technique used is the saturated sampling technique. According to Sugiyono (2020), a sample is part of the number and characteristics possessed by a population.

### **Research Data Sources**

This study uses primary data sources as its data sources. According to Sugiyono (2020), primary data is data obtained from the first source or object location which is carried out directly by researchers without going through intermediaries.

### **Data collection technique**

The data collection technique used is a questionnaire, the researcher distributed questionnaires to respondents to be filled in. This study uses a survey method obtained from the original scene by distributing questionnaires (Sugiyono, 2020). A questionnaire is a data collection technique carried out by providing written questions or statements submitted to respondents (Sugiyono, 2020).

### **Data Research Techniques**

Latent variables that have many indicators are used in this study to measure other variables. In addition, the existence of a relationship between variables requires mediation testing so that the study can run This is appropriate for PLS-SEM analysis. Using Partial Least Squares Structural Equation Modeling (PLS-SEM) is one of the partial approach statistical analysis techniques used to model the relationship between variables in a model. It can also be used to analyze correlational or causal relationships between variables in a model (Hair et al., 2017).

### **Test Measurement Model (Outer Model)**

To ensure that the variables, measuring instruments, and indicators used in this study have sufficient validity and reliability and that the measurements carried out are consistent across all research samples, this study uses a measurement model test as an external model. In PLS-SEM data analysis, the test measurement model consists of validity and reliability tests.

#### **Validity Test**

##### **a. Convergent Validity Test**

One method to assess the correlation, or relationship between a measuring instrument and its research construct, is the convergent validity test (Cohen et al. 2018). This convergent validity test is intended to assess whether the measuring instrument in a questionnaire can measure certain variables reliably and consistently (Morling, 2017). The average variance extracted (AVE) and loading factors can be used to evaluate the convergent validity test. According to Latan's research (2015), an indicator is strongly correlated with the construct being tested if the factor loading value is greater than 0.6 and the AVE value is greater than 0.5.

##### **b. Discriminant Validity Test**

To ensure that an instrument has validity that is able to measure a variable accurately and is not mixed with other variables, discriminant validity testing is a technique used to determine the extent to which a measuring instrument in a study can distinguish the measured variable from other variables that should be different (Sugiyono, 2020). The availability of cross-loading values for each evaluated indication provides an overview of the discriminant validity testing process. A variable is said to be valid according to Kock & Lynn (2012) if each indicator has a greater cross-loading value than other variables that are not measured.

#### **Reliability Test**

The process of determining how consistent and reliable a research measuring instrument is in assessing the same variables over time and among respondents is known as reliability testing. Reliability testing Its application in this study was by testing the composite reliability (CR) and Cronbach's alpha value. Henseler et al. (2016) stated that a variable can be If the composite reliability (CR) of a measuring instrument is greater than 0.7 and its Cronbach's alpha value is greater than 0.7 then it is considered reliable.

### **Structural Model Test (Inner Model)**

The structural model in this study is used as an inner model in the PLS-SEM analysis to examine the relationship between constructs of the research model. This structural model will determine the relationship between constructs in terms of the magnitude and significance of the path coefficients between the constructs used in the study through several stages.

#### **PLS-SEM Inner Model Assumptions**

According to Henseler et al., (2016), the assumption or requirement of the inner model in PLS-SEM is the absence of multicollinearity problems between constructs measured using measurement instruments in the research model. The assumption of the PLS-SEM inner model can be seen by evaluating the VIF (Variance Inflation Factor) value. The VIF value will show how strongly the independent variable is influenced by other independent

variables in the research model and a VIF value below 5 will indicate that multicollinearity between constructs does not occur in the research model (Hair et al., 2017).

### Coefficient Of Determination Test (R<sup>2</sup>)

In the structural model, the R-Square (R<sup>2</sup>) test in PLS-SEM is a metric to evaluate the variability of the dependent variable that can be explained by the independent variables (Henseler et al., 2016). Hair and colleagues (2017) clarified When assessing variability, the word "R-Square" can have a value between 0 and 1, with values of 0.75, 0.50, and 0.25, respectively, indicating categories of values that are considered strong, moderate, and weak in terms of explaining the variation of the dependent variable.

### Hypothesis Testing

Hypothesis testing in the inner model of PLS-SEM is carried out using the bootstrapping technique in the SmartPLS application. After performing the bootstrapping technique, hypothesis testing can be carried out by looking at the path coefficient value, t-statistic, and p-value where a positive path coefficient value indicates a positive relationship between two variables and conversely a negative value indicates a negative relationship between variables (Hair et al., 2017). Then the t-statistic value greater than 1.96 and the p-value less than 0.05 indicate that the coefficient is statistically significant and reliable (Hair et al., 2017).

## RESULTS AND DISCUSSION

### Outer Model Analysis

Measurement in model evaluation is divided into three stages of testing such as convergent validity test, composite reliability test and discriminant validity test. The following is a description of each test in the evaluation of the measurement model.

Table 1. Outer Model Stage 1

	Organizational Culture (X1)	Organizational Climate (X2)	Employee Performance (Y)	Work Motivation (Z)
X1.1	0.894			
X1.2	0.834			
X1.3	0.849			
X1.4	0.820			
X1.5	0.889			
X1.6	0.876			
X1.7	0.746			
X2.1		0.781		
X2.2		0.908		
X2.3		0.912		
X2.4		0.913		
X2.5		0.868		

X2.6		0.853		
X2.7		0.911		
Y.1			0.773	
Y.2			0.813	
Y.3			0.865	
Y.4			0.810	
Y.5			0.767	
Y.6			0.831	
Y.7			0.654	
Y.8			0.812	
Y.9			0.806	
Z.1				0.799
Z.10				0.744
Z.11				0.837
Z.2				0.688
Z.3				0.871
Z.4				0.832
Z.5				0.767
Z.6				0.810
Z.7				0.757
Z.8				0.844
Z.9				0.835

Source: Smart PLS 3.3.3

It can be seen in table 1 that the outer loading value of each variable and its respective indicators show a value greater than 0.7, but as seen in the table, there are still indicators whose outer loading is not greater than 0.7, which means that the indicator will be deleted and the calculation will continue in stage 2 as follows:

**Table 2. Outer Model Stage 2**

	Organizational Culture (X1)	Organizational Climate (X2)	Employee Performance (Y)	Work Motivation (Z)
X1.1	0.894			
X1.2	0.834			
X1.3	0.849			
X1.4	0.820			
X1.5	0.889			
X1.6	0.877			

X1.7	0.746		
X2.1		0.781	
X2.2		0.908	
X2.3		0.912	
X2.4		0.913	
X2.5		0.868	
X2.6		0.853	
X2.7		0.911	
Y.1			0.760
Y.2			0.808
Y.3			0.864
Y.4			0.831
Y.5			0.757
Y.6			0.848
Y.8			0.829
Y.9			0.815
Z.1			0.805
Z.10			0.748
Z.11			0.836
Z.3			0.873
Z.4			0.838
Z.5			0.775
Z.6			0.819
Z.7			0.731
Z.8			0.844
Z.9			0.841

Source: Smart PLS 3.3.3

After removing the invalid indicators, the researcher obtained the outer loading results with a value greater than 0.7. So it is determined that the indicators in each variable have a value greater than 0.7 so that each indicator is declared valid and can continue the research in the next stage.

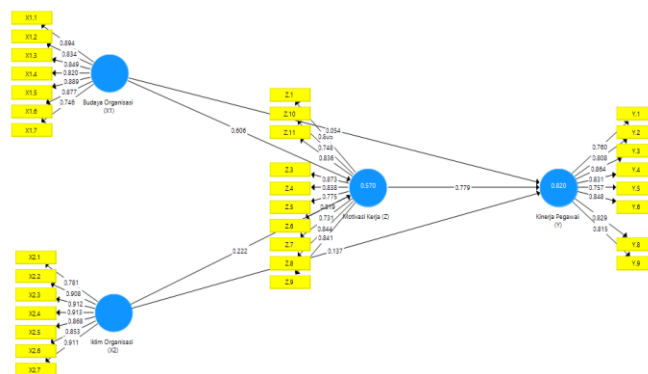


Figure 2. Outer Model

In this research there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.606 X_1 + 0.222X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_3Z + e_2$$

$$Y = 0.054X_1 + 0.137X_2 + 0.779Z + e_2$$

### Discriminant Validity Test

Discriminant validity on reflective indicators is used to compare cross loading values. In principle, the value of discriminant validity of different construct measurements does not have to be highly correlated. indicators in this study seen from the discriminant validity value can be seen in the table below:

**Table 3. Discriminant Validity**

	Organizational Culture (X1)	Organizational Climate (X2)	Employee Performance (Y)	Work Motivation (Z)
X1.1	<b>0.894</b>	0.486	0.622	0.698
X1.2	<b>0.834</b>	0.446	0.517	0.574
X1.3	<b>0.849</b>	0.518	0.590	0.599
X1.4	<b>0.820</b>	0.480	0.620	0.636
X1.5	<b>0.889</b>	0.583	0.673	0.702
X1.6	<b>0.877</b>	0.431	0.613	0.614
X1.7	<b>0.746</b>	0.439	0.502	0.479
X2.1	0.340	<b>0.781</b>	0.466	0.418
X2.2	0.607	<b>0.908</b>	0.569	0.556
X2.3	0.486	<b>0.912</b>	0.528	0.496
X2.4	0.564	<b>0.913</b>	0.551	0.509
X2.5	0.461	<b>0.868</b>	0.514	0.506
X2.6	0.482	<b>0.853</b>	0.584	0.501
X2.7	0.562	<b>0.911</b>	0.539	0.507
Y.1	0.629	0.527	<b>0.760</b>	0.742
Y.2	0.615	0.503	<b>0.808</b>	0.796
Y.3	0.626	0.495	<b>0.864</b>	0.723
Y.4	0.552	0.491	<b>0.831</b>	0.725
Y.5	0.470	0.501	<b>0.757</b>	0.690
Y.6	0.592	0.490	<b>0.848</b>	0.708
Y.8	0.532	0.551	<b>0.829</b>	0.758
Y.9	0.556	0.411	<b>0.815</b>	0.684
Z.1	0.642	0.504	0.738	<b>0.805</b>
Z.10	0.520	0.438	0.677	<b>0.748</b>
Z.11	0.681	0.614	0.813	<b>0.836</b>
Z.3	0.628	0.466	0.744	<b>0.873</b>
Z.4	0.526	0.426	0.682	<b>0.838</b>

Z.5	0.688	0.368	0.769	<b>0.775</b>
Z.6	0.551	0.523	0.773	<b>0.819</b>
Z.7	0.568	0.314	0.611	<b>0.731</b>
Z.8	0.569	0.433	0.718	<b>0.844</b>
Z.9	0.545	0.496	0.718	<b>0.841</b>

Source: Smart PLS 3.3.3

It can be seen in the results of the table above that the cross loading value for each variable has a value that is greater than the cross loading value for other latent variables, meaning that the research is considered discriminantly valid.

### Evaluating Reliability and Average Variance Extracted (AVE)

Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if its value is 0.70 and AVE is above 0.50. Table 7 will present the Composite Reliability and AVE values for all variables.

**Table 4. Composite Reliability and Average Variance Extracted**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<b>Organizational Culture (X1)</b>	<b>0.933</b>	<b>0.946</b>	<b>0.715</b>
<b>Organizational Climate (X2)</b>	<b>0.951</b>	<b>0.960</b>	<b>0.773</b>
<b>Employee Performance (Y)</b>	<b>0.927</b>	<b>0.940</b>	<b>0.664</b>
<b>Work Motivation (Z)</b>	<b>0.942</b>	<b>0.951</b>	<b>0.660</b>

Source: Smart PLS 3.3.3

Based on table 4 above, there is a value from the Cronbach alpha column, each variable has a value greater than 0.7, which means that this study is reliable in terms of Cronbach alpha and seen from the composite reliability column with the value of each variable there is a value greater than 0.6 so that the reliability of each variable is stated and in the AVE column it looks greater than 0.7 so that this study is considered valid by the SVE column, it can be interpreted that all variables have valid values in all sectors.

### Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

### Coefficient of Determination (R2)

Evaluation of the structural model in SEM with PLS was carried out by conducting the R-squared (R2) test and significance test through path coefficient estimation. The output for the R2 value using the smartPLS 3.0 computer program was obtained:

**Table 5. R Square Results**

	R Square	Adjusted R Square
<b>Employee Performance (Y)</b>	0.820	0.812
<b>Work Motivation (Z)</b>	0.570	0.557

Source: Smart PLS 3.3.3

There are R square values in table 5 which will be explained for the R square value on the employee performance variable of 0.820 if it is expressed as a percentage of 82.0%, meaning that the influence of organizational culture, organizational climate and work motivation variables on employee performance is 0.820 or 82.0%, the rest is on other variables. The R square value on the work motivation variable is 0.570 if expressed as a percentage of 57.0%, meaning that the influence of organizational culture and work climate is 0.570 or 57.0% and the rest is on other variables.

### Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is  $> 1.96$  and P-Values  $< 0.05$ . The following are the results of the Path Coefficients of direct influence:

**Table 6. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Organizational Culture (X1) -&gt; Employee Performance (Y)</b>	0.054	0.544	<b>0.293</b>	<b>Rejected</b>
<b>Organizational Culture (X1) -&gt; Work Motivation (Z)</b>	0.606	7,982	<b>0,000</b>	<b>Accepted</b>
<b>Organizational Climate (X2) -&gt; Employee Performance (Y)</b>	0.137	1,769	<b>0.039</b>	<b>Accepted</b>
<b>Organizational Climate (X2) -&gt; Work Motivation (Z)</b>	0.222	2,807	<b>0.003</b>	<b>Accepted</b>
<b>Work Motivation (Z) -&gt; Employee Performance (Y)</b>	0.779	9,592	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

After getting the results from the hypothesis, the research will explain the results obtained, as follows;

1. Organizational culture has a positive but insignificant effect on employee performance with an original sample of 0.054 and p values of 0.293, meaning that organizational culture does not have a major effect on this study so that employee performance is still running well.
2. Organizational Culture has a positive and significant effect on Work Motivation with an original sample value of 0.606 and p values of 0.000, the higher the good organizational culture, the higher the work motivation given, if it decreases, work motivation will decrease.

3. Organizational climate has a positive and significant effect on employee performance with an original sample value of 0.137 and p-values of 0.039. If the organizational climate improves, employee performance will improve, conversely, if it decreases, employee performance will decrease.
4. Organizational climate has a positive and significant effect on work motivation with an original sample value of 0.222 and p values of 0.003, meaning that if the organizational climate improves, if the organizational climate decreases, work motivation will decrease.
5. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.779 and p values of 0.000. If motivation increases well, employee performance also increases well. If there is a decrease, employee performance also decreases.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Organizational Culture (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0.472	6,113	0,000	Accepted
Organizational Climate (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0.173	2,755	0.003	Accepted

Source: Smart PLS 3.3.3

The indirect hypothesis results are in table 7 and the hypothesis results will be explained below:

1. Organizational Culture has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.472 and p values of 0.000, meaning that work motivation is an intervening variable because it is able to influence significantly, meaning that motivation is able to improve organizational culture on employee performance.
2. Organizational climate has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.173 and p values of 0.003, meaning that work motivation is an intervening variable because it is able to significantly influence organizational climate and employee performance so that motivation is able to indirectly improve organizational climate on employee performance.

## CLOSING

### Conclusion

After getting the results of this research, the conclusion of this research is as follows:

1. Organizational Culture has a positive but insignificant effect on Employee Performance with an original sample of 0.054 and p values of 0.293.
2. Organizational Culture has a positive and significant effect on Work Motivation with an original sample value of 0.606 and p values of 0.000.
3. Organizational Climate has a positive and significant effect on Employee Performance with an original sample value of 0.137 and pvalues of 0.039.
4. Organizational Climate has a positive and significant effect on Work Motivation with an original sample value of 0.222 and p values of 0.003.
5. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.779 and p values of 0.000.

6. Organizational Culture has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.472 and p values of 0.000.
7. Organizational climate has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.173 and p values of 0.003.

### Suggestion

After drawing conclusions from the research results, the suggestions that will be given are as follows:

1. Organizations must develop a good organizational culture for every employee for organizational development.
2. Organizations must create a good organizational climate for employee comfort.
3. Organizations must provide motivation to employees to increase their desire to work harder.
4. It is hoped that this research will be used as input and suggestions to develop this research by making this research a reference material for new research.

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