

ISRG Journal of Economics, Business & Management (ISRGJEBM)



ISRG PUBLISHERS

Abbreviated Key Title: Isrg J Econ Bus Manag

ISSN: 2584-0916 (Online)

Journal homepage: <https://isrgpublishers.com/isrgjebm/>

Volume – II Issue-III (May – June) 2024

Frequency: Bimonthly



THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH MOTIVATION AS AN INTERVENING VARIABLE AT PKU MUHAMMADIYAH WONOSOBO HOSPITAL

Elita Khairunnisaa¹, Sri Wahyuni^{2*}, Suyoto³, Suryo Budi Santoso⁴

^{1,2,3,4} Department of Magister Management, Faculty of Economic and Bussines, Universitas Muhammadiyah Purwokerto, Indonesia

| Received: 23.04.2024 | Accepted: 25.04.2024 | Published: 14.04.2024

*Corresponding author: Sri Wahyuni

Department of Magister Management, Faculty of Economic and Bussines, Universitas Muhammadiyah Purwokerto, Indonesia

Abstract

This research aims to examine the influence of organizational culture, leadership and work environment on employee performance with motivation as an intervening variable at PKU Muhammadiyah Wonosobo Hospital. This research uses a quantitative approach, namely research using data in the form of numbers, and analysis using statistics. The population in this study were all employees apart from the board of directors and doctors and had worked for more than 6 months, totaling 395 people. The technique for determining respondents uses non-probability sampling techniques with the Purposive Sampling method. Using Slovin resulted in 199 respondents. This research uses primary data or data obtained directly from respondents, by providing a questionnaire in the form of a written statement. The data analysis technique uses the structural equation modeling (SEM) method with PLS statistical software. Each variable is measured using predetermined indicators. The research results show that (1) organizational culture and work environment have a significant effect on employee motivation and performance. (2) Leadership has no significant effect on employee motivation and performance. (3) motivation has a positive effect on employee performance. (4) motivation is able to mediate the influence of organizational culture and work environment on employee performance (5) motivation is unable to mediate the influence of leadership on employee performance.

Key Words: Employee Performance, Leadership, Motivation, Organizational Culture, Work Environment.

INTRODUCTION

Human resources are fundamental assets in an organization as they influence every activity and are essential for the management of the organization (Sinambela, 2016). The presence of human resources is one of the factors that can contribute to the progress and success of an organization (Sutrisna, 2023). For an organization to succeed, it must effectively manage its human resources to cultivate skilled and high-performing employees (Kasmir, 2016).

Employee performance is a crucial aspect of any organization, as it is directly linked to the success of the organization. Performance is measured by the quality of work and the behavior demonstrated by employees while completing their assigned tasks and responsibilities within a specified timeframe (Kasmir, 2016). Performance is about achieving work and results and doing it well (Wibowo, 2016). Performance appraisal involves comparing an employee's performance with their duties and standards (Dessler, 2017).

Various factors can impact an employee's performance, including their skills, job design knowledge, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016). Research by (Nguyen et al., 2020) states that employee performance is influenced by motivation, leadership, environment, organizational culture, work achievement, competence, and compensation.

Research by (Pane, 2019) has discussed the influence of organizational culture, leadership, work environment, and motivation as intervening variables on lecturer performance, giving results that all variables have a positive influence on employee performance and motivation can become an intervening variable. The research evaluated the underperformance of lecturers based on their poor quality work and lack of discipline which hindered efficiency and effectiveness. Different factors affecting employee performance at PKU Muhammadiyah Wonosobo Hospital were identified, including motivation, organizational culture, leadership, and work environment.

During preliminary investigations and interviews with the Human Resources Management of PKU Muhammadiyah Wonosobo on Thursday, April 6, 2023, it was discovered that there were issues regarding employee motivation and performance. Several issues need to be addressed within the organization. These issues include customer complaints about the quality of service provided by various departments, lack of employee participation in organizational events, and the reluctance of employees to engage in leisure activities or stay during working hours.

PKU Muhammadiyah Wonosobo has implemented a RAMAH culture (religiosity, adaptive, moral, appreciative, and happiness) which must be understood and implemented by all employees at the hospital. However, many employees are still unwilling to adopt this culture and consider it unimportant as it falls outside their job responsibilities. At PKU Muhammadiyah Wonosobo Hospital, there are leadership issues that need to be addressed. Some leaders lack the necessary knowledge and skills to effectively lead their teams, while others fail to communicate with their employees. Additionally, some leaders exhibit poor leadership patterns, such as ignoring problems and failing to provide adequate guidance for their employees. These issues must be addressed to improve the overall effectiveness of leadership at the hospital. There are several

issues related to the work environment at PKU Muhammadiyah Wonosobo Hospital. These include an unbalanced ratio of beds to employees, a surplus of employees, negative influences of colleagues leading to misconduct, and inadequate employee safety measures to prevent disease contamination due to limited personal protective equipment.

By the regulation of the Minister of Health of the Republic of Indonesia number 4 of 2018, a hospital is defined as a healthcare facility that provides comprehensive medical services, including inpatient, outpatient, and emergency care. A hospital is an establishment that provides a range of medical services to patients. The success of a hospital can be assessed based on the quality of its services. Therefore, human resources in hospitals are required to be able to improve the quality of service and performance of their employees. Increasing employee performance in this case means that employees are expected to be able to improve their performance to the maximum to provide satisfactory service under established procedures or even exceed them. Hospital employee performance is crucial, as it directly impacts a patient's health.

Based on the background of this problem, this research aims to investigate the impact of organizational culture, leadership, and work environment on employee performance at PKU Muhammadiyah Wonosobo Hospital. This study will also examine motivation as an intervening variable.

HYPOTHESIS DEVELOPMENT AND RESEARCH FRAMEWORK

Fritz Heider proposed the theory of attribution in 1958 as a means of explaining human behavior. The term "attribution theory" describes a person's explanation for why they behave the way they do, or why other people behave the way they do, whether the explanation is internal—such as character traits and attitudes—or external—such as pressure or environmental (Robbins & Judge, 2017). The researchers will be using attribution theory in their study to analyze the impact of organizational culture, leadership, work environment, and motivation on employee performance. The variables chosen for the study represent both internal and external factors that may affect individual behavior.

The influence of organizational culture on motivation

Organizational culture is a deeply ingrained culture that can improve the efficacy of the organization's vision, mission, and goals (Busro, 2018). Organizational culture in an organization can influence a person's motivation at work. A strong and positive organizational culture can increase employee motivation, where employees feel part of the organization, thereby encouraging employee involvement and high dedication to the organization (Mangkunegaran, 2016). According to research (Firanti et al., 2021; and Sutoro, 2020), employee work motivation is positively and significantly impacted by organizational culture. This implies that an individual's motivation at work can increase with a company's superior organizational culture. Thus the hypothesis proposed is:

H1: Organizational culture influences employee motivation

The influence of leadership on motivation

Leadership involves influencing people to understand and agree on what needs to be done and how to do it, as well as facilitating individual and collective efforts to achieve common goals. (Yulk, 2013). A leader must have a firm and authoritative attitude because it can indirectly influence a person's motivation at work (Fadhila &

Yuniawan, 2021), as research results (Novita et al., 2022; and Sukaisih et al., 2022), state that leadership has a significant effect on motivation. Thus, it can be concluded that the better the leadership in an organization will increase a person's motivation. Thus the hypothesis proposed is:

H2: Leadership influences employee motivation

The influence of the work environment on motivation

The work environment is everything around the employee that can influence the employee in carrying out work (Mulia & Saputra, 2021). The work environment influences motivation because a person's motivation at work can be influenced by several factors such as colleagues, space for work, air temperature, and safety in the workplace (Serdamayanti, 2011). Research results (Sukaisih et al., 2022; and Wiryawan et al., 2020), state that the work environment has a significant effect on motivation. This means that the better the work environment, the better a person's motivation will be. Thus the hypothesis proposed is:

H3: The work environment influences employee motivation

The influence of motivation on performance

Motivation is the driving force behind efforts to influence someone's behavior to achieve specific goals or results (Purwanto, 2014). The motivation that exists within a person can influence his performance because someone carries out their duties well if they have work enthusiasm, a sense of responsibility, high initiative, and creativity (Syahyuti, 2010). Research (Gunawan et al., 2022; Hanafi & Syah, 2021; and Sutrisna, 2023), shows that a person's motivation has a significant effect on a person's performance. This means that the better the motivation, the better the performance will be. Thus the hypothesis proposed is

H4: Motivation influences employee performance

The influence of organizational culture on performance

Organizational culture is one of the factors that can influence employee performance. An employee who feels related to the organization and has high dedication will work well and seriously (Mangkunegaran, 2016). As research (Dunggio, 2020; Pracoyo et al., 2022), Studies indicate that a company's organizational culture has a significant impact on employee performance. Thus, a positive organizational culture can improve employee performance. Thus the hypothesis proposed is:

H5: Organizational culture influences employee performance

The influence of leadership on performance

Leadership is an important thing in an organization that can influence employee performance. An employee will work well if their leader can carry out their duties well, such as having good communication skills, creativity, and knowledge of good human resource management (Kartono, 2005). Research results (Hasni et al., 2020; and Mutiaram & Iqbal, 2021), state that leadership influences employee performance. This means that the better the leadership in the organization, the better employee performance can be. Thus the hypothesis proposed is:

H6: Leadership influences employee performance

The influence of the work environment on performance

The work environment is something that management must pay attention to because it can affect employee performance (Hanafi & Syah, 2021). Employee performance can be good if the work environment has comfortable space for movement, good co-workers, and a safe workplace (Serdamayanti, 2011). Research

(Pracoyo et al., 2022; Sukaisih et al., 2022; and Yanuari, 2019), also explains that employee performance can be influenced by the work environment. This means that a positive work environment has a direct correlation with employee performance. Thus the hypothesis proposed is:

H7: The work environment influences employee performance

The influence of organizational culture on performance with motivation as an intervening variable

Organizational culture is one of the factors that can influence a person's motivation and performance, as well as motivation that can influence a person's performance. Therefore, it is hoped that motivation can act as a mediator to increase the influence of organizational culture on performance. Such research (Mutiaram & Iqbal, 2021; and S & Hariyanto, 2021), states Motivation can play an important role in connecting organizational culture with employee performance. Thus the hypothesis proposed is:

H8: Organizational culture influences employee performance through motivation

The influence of leadership on performance with motivation as an intervening variable

Leadership can influence a person's motivation and performance. Leadership is essentially the ability to use power to carry out the process of influencing, motivating, and supporting someone's efforts to contribute to the achievement of organizational goals (Wibowo, 2016b). These factors can be related to each other. This means that leadership motivation has a positive effect both directly and indirectly on performance. If leadership does not have a direct effect on performance, then through motivation it is hoped that leadership will affect performance. Some studies (Febriansyah et al., 2020; and Mutiaram & Iqbal, 2021), indicate that motivation can act as a mediator between leadership and employee performance. Thus the hypothesis proposed is:

H9: Leadership influences employee performance through motivation

The influence of the organizational environment on performance with motivation as an intervening variable

Work environment and motivation are factors that can influence performance. The work environment can also influence a person's motivation. According to studies (Iis et al., 2022; S & Hariyanto, 2021; and Sukaisih et al., 2022), motivation can mediate the relationship between a work environment and an employee's performance. Thus the hypothesis proposed is:

H10: The work environment influences employee performance through motivation

Based on the hypothesis that has been mentioned, the research framework used is:

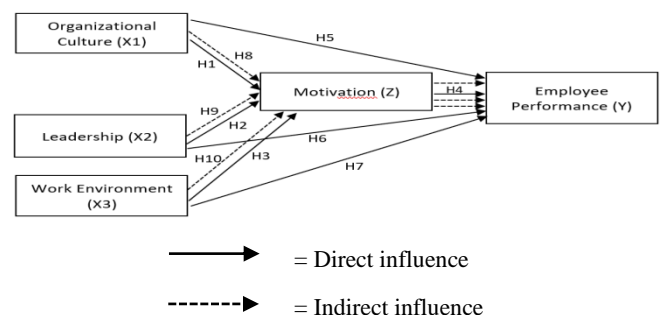


Figure 1. Research Framework

RESEARCH METHODOLOGY

This study takes a quantitative approach, meaning that numbers are used as research material, and statistics are used for analysis (Sugiyono, 2019). The population in this study were employees with a minimum of 6 months of work, excluding doctors and the board of directors, totaling 395 people. This study's methodology combines the Purposive Sampling method with a non-probability sampling technique to identify respondents. Respondents were determined using Slovin with an error tolerance of 5%, resulting in 199 respondents.

This research uses primary data or data obtained directly from respondents, by providing a questionnaire in the form of a written statement. The answers from respondents become the basis for research data. The respondent's answers were assessed using a Likert scale assessment score (Prasetya, 2022). The data analysis technique uses PLS (Partial Least Square). The analysis method is Validity and Reliability Test, R-Square, and hypothesis testing for direct and indirect effects.

A validity test is a test used to assess the level of accuracy of questions in the questionnaire that has been distributed. A research instrument is said to be valid if it has an Average Variance Extracted (AVE) value > 0.5 (Hair et al., 2011). Meanwhile, the reliability test is a measuring tool used to measure respondents' consistency in filling out the questionnaire. A questionnaire can be said to be reliable or reliable if the Cronbach Alpha value is > 0.6 and the composite reliability value is > 0.7 (Ghozali, 2016).

The R-Square metric is utilized to assess the extent to which the model can account for fluctuations in the impact of the independent variables on the dependent variable (Ghozali, 2016). The direct influence test is utilized to ascertain how much the independent variable directly influences the dependent variable. In the meantime, indirect influence uses intermediary or indirect variables to calculate the degree to which the independent variable affects the dependent variable. According to (Hair et al., 2011), a significant relationship between variables is indicated by a t-statistics value greater than 1.96 or a p-value less than 0.05.

The indicators used to measure in this study are:

Table 1. Indicator of each variable

Variable	Indicators
Employee performance (Dessler, 2017; and Mathis & Jackson, 2006)	<ol style="list-style-type: none"> 1. Quality of work 2. Quantity of work 3. Necessary supervision 4. Presence 5. Effectiveness
Motivation (Syahyuti, 2010)	<ol style="list-style-type: none"> 1. Drive to achieve goals 2. Work enthusiasm 3. Initiative 4. Creativity 5. Sense of responsibility
Organizational culture (Hari, 2019)	<ol style="list-style-type: none"> 1. Innovative, taking into account risks 2. pay detailed attention to problems 3. results-oriented 4. oriented toward employee interests 5. aggressive at work 6. maintaining work stability

Leadership (Kartono, 2005)	<ol style="list-style-type: none"> 1. Cultural flexibility 2. Communication skills 3. Human resource management skills; 4. Creativity
Work environment (Serdamayanti, 2011)	<ol style="list-style-type: none"> 1. Lighting 2. Air temperature 3. Noise level 4. Use of color 5. Space for movement 6. Security 7. Work relationships

RESULTS AND DISCUSSION

Validity and Reliability Test

A research instrument is said to be valid if it has an Average Variance Extracted (AVE) value > 0.5 (Hair et al., 2011). A questionnaire can be said to be reliable if the Cronbach Alpha value is > 0.6 and the composite reliability value is > 0.7 (Ghozali, 2016). The validity and reliability test results, which were computed on 199 respondents with 34 statements total, are as follows.

Table 2. Results of validity and reliability calculations

Variable	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture (X1)	0.846	0.883	0.519
Leadership (X2)	0.869	0.899	0.559
Work Environment (X3)	0.806	0.861	0.509
Employee Performance (Y)	0.881	0.907	0.583
Motivation (Z)	0.859	0.892	0.541

Table 2 shows that all variables have an AVE value of more than 0.5, Cronbach Alpha has a value of more than 0.6, and composite reliability has a value of more than 0.7. These findings state that the questionnaire used in this research is valid and reliable.

Adjusted R-Square

The R-Square metric is utilized to assess the extent to which the model can account for fluctuations in the impact of the independent variables on the dependent variable (Ghozali, 2016). If the coefficient of determination value is close to 1, it means that the independent variable provides almost all the information needed to predict the dependent variable. Meanwhile, if the coefficient of determination value is close to 0, it means that the ability of the independent variables is quite low or limited (Ghozali, 2016). The adjusted R^2 , or coefficient of determination, has the following value:

Table 3. Adjusted R Square calculation results

Variable	R^2 Adjusted
Employee Performance (Y)	0.820
Motivation (Z)	0.556

Table 3. explains the magnitude of the influence of the independent variable on the dependent variable. The R-square value for the employee performance variable (Y) is 0.820, meaning that the organizational culture (X1), leadership (X2), work environment (X3), and motivation (Z) variables can explain 82% of the variance in employee performance and the remaining 18 % is explained by other variables.

The R-square value for the motivation variable (Z) is 0.556, meaning that the organizational culture (X1), leadership (X2), and work environment (X3) variables can explain 55.6% of the motivation variance and the remaining 44.4% is explained by other variables.

Direct and Indirect Effect Test Results

Determining the degree of influence between variables is the aim of the analysis. According to (Hair et al., 2011), a significant relationship between variables is indicated by a t-statistics value greater than 1.96 or a p-value less than 0.05. The following table displays the findings from this study's direct and indirect influence analyses:

Table 4. Calculation Results of Direct and Indirect Effects

	t- statistics	p- values	Result
X1 → Z	8.613	0.000	Accepted
X2 → Z	1.545	0.123	Rejected
X3 → Z	5.432	0.000	Accepted
Z → Y	2.892	0.004	Accepted
X1 → Y	3.632	0.000	Accepted
X2 → Y	0.440	0.660	Rejected
X3 → Y	15.145	0.000	Accepted
X1 → Z → Y	2.757	0.006	Accepted
X2 → Z → Y	1.148	0.252	Rejected
X3 → Z → Y	2.607	0.009	Accepted

Table 4. Shows the research results based on the t-statistic value and p-value. The results and discussion for each variable are as follows,

The influence of organizational culture on motivation

The analysis of the direct relationship between organizational culture (X1) and motivation (Z) produced a path coefficient value of 0.490, a t-statistic of 8.613 > 1.96 (8.613 > 1.96), and a p-value of 0.000 less than 0 .05 (0.000 < 0.05). In light of this, it can be said that either Hypothesis 1 is true or organizational culture significantly influences motivation. It follows that higher employee motivation will result from a stronger organizational culture. These findings are corroborated according to research by (Pane, 2019; Riyanto et al., 2021; and Todo et al., 2023), organizational culture significantly affects employee motivation.

The research results prove that an employee who implements and implements organizational culture well, will have good motivation too. PKU Muhammadiyah Wonosobo Hospital is a hospital that is not only oriented towards profit but is a hospital that is oriented towards Islamic values. Therefore, implementing a good RAMAH (religiosity, adaptive, moral, appreciative, and happiness) organizational culture for all hospital employees is appropriate so

that it can influence employee work motivation. Most of them feel enthusiastic about doing their work, have the drive to achieve goals, have initiative and creativity, and have a sense of responsibility toward their work. The relationship between attribution theory and these findings is that an employee's motivation-increasing behavior can be influenced by external factors, namely organizational culture. This condition is in line with the opinion of (Mangkunegaran, 2016) which states that a strong and positive organizational culture can increase employee motivation, where employees feel part of the organization, thereby encouraging employee involvement and high dedication to the organization.

The influence of leadership on motivation

Analysis of the direct relationship between motivation (Z) and leadership (X2) produced a path coefficient value of 0.086 and a t-statistic of 1.545, which is less than 1.96 (1.545 < 1.96) and a p-value of 0.123, greater than 0.05 (0.123 > 0.05). Thus, it can be said that either Leadership does not affect motivation, or Hypothesis 2 is rejected. This is different from research results by (Febriansyah et al., 2020; Sukaisih et al., 2022; and Todo et al., 2023), which state that leadership can influence an employee's work motivation. This means that good or bad leadership at PKU Muhammadiyah Wonosobo Hospital cannot influence employee motivation.

The ability to adapt to different cultural norms, communicate effectively, manage human resources, and exercise personal creativity are all important components of leadership in this situation. The relationship with attribution theory is that external factors in the form of leadership are unable to influence employee attitudes or behavior in increasing their motivation. The existence of employees' distrust of their leaders may be one of the factors that causes the behavior of their leaders to not affect work motivation. Employees think whatever their leaders do has nothing to do with them and don't care about it.

The influence of the work environment on motivation

Analysis of the direct relationship between motivation (Z) and work environment (X3) produced a path coefficient value of 0.331, a t-statistic of 5.432 > 1.96 (5.432 > 1.96), and a p-value of 0.000 < 0 .05 (0.000 < 0.05). Thus, it can be said that either Hypothesis 3 is true or leadership significantly affects motivation. Thus, higher levels of work environment will translate into higher levels of employee motivation. According to research by (Ingsiyah et al., 2019; Sukaisih et al., 2022; and Wiryawan et al., 2020), the work environment has a positive and significant impact on employee motivation.

The connection with attribution theory is that external factors in the form of the work environment can influence employee attitudes or behavior in increasing their motivation. Therefore, organizations must create good environmental conditions that comply with standards so that they can bring good work motivation from their employees and stimulate them to work better. Environmental conditions that can influence work enthusiasm and motivation are space for movement, noise levels, and relationships between co-workers. The current working conditions at PKU Muhammadiyah Wonosobo Hospital are still not completely good. This happens because the building construction process is still ongoing which causes noise and bad air. It is normal for this to influence a person's motivation at work. However, this may change as the development process is completed.

The influence of motivation on employee performance

The analysis yielded a path coefficient value of 0.157, a t-statistic of 2.892 greater than 1.96 ($2.892 > 1.96$), and a p-value of 0.004 smaller than 0.05 ($0.004 < 0.05$) based on the direct influence between motivation (Z) and employee performance (Y). Therefore, it can be said that either Hypothesis 4 is true or employee performance is significantly impacted by motivation. This implies that an individual's performance will improve with increased motivation. For an individual's work motivation to affect their performance, it must be raised. This is consistent with studies by (Basuki et al., 2022; Hustia, 2020; and Sembiring, 2020), which show that employee performance is positively and significantly impacted by motivation.

The study's findings demonstrate that a motivated worker will receive positive reinforcement for doing his or her job. If linked to attribution theory, motivation as a combination of external and internal factors can influence and encourage better employee performance. Other findings in this research are the work environment and organizational culture at PKU Muhammadiyah Wonosobo Hospital are two factors that can affect employee motivation. When properly executed, work-related motivation and performance will both be high.

The influence of organizational culture on employee performance

As a consequence of examining the direct relationship between organizational culture (X1) and employee performance (Y), the analysis yielded a path coefficient value of 0.152, a t-statistic of $3.632 > 1.96$ ($3.632 > 1.96$), and a p-value of $0.000 < 0.05$. In light of this, it can be said that either Hypothesis 5 is true or organizational culture significantly affects worker performance. Therefore, higher employee performance will result from higher organizational cultures. (Bagis et al., 2023; Dunggjo, 2020; and Ningrum et al., 2021) have all conducted research that demonstrates the positive and significant impact that organizational culture has on employee performance.

According to (Wahjoedi, 2021), a company's culture has a significant impact on how its employees behave and perform. If linked to attribution theory, organizational culture as an external factor can influence and encourage better employee performance. When an organization has a positive culture, employees will perform well, which will help the organization reach its objectives. The research results prove that PKU Muhammadiyah Wonosobo Hospital has implemented its organizational culture well and strongly. Most employees have done their work optimally, under existing standards, are responsible for what they do, and accept criticism and suggestions given. Employees consider the criticism and suggestions they receive from customers or patients as evaluation and input to work better.

The influence of leadership on employee performance

The analysis of the direct relationship between employee performance (Y) and leadership (X2) produced a path coefficient value of 0.015 with a t-statistic of 0.440, which is less than 1.96 ($0.440 < 1.96$) and a p-value of 0.660, greater than 0.05 ($0.660 > 0.05$). Thus, it can be said that either Hypothesis 6 is untrue or there is no relationship between leadership and worker performance. This indicates that employee performance at PKU Muhammadiyah Wonosobo Hospital is not greatly impacted by good or bad leadership. These findings are consistent with research by (Todo et al., 2023), who argue that employee performance is not significantly impacted by leadership. This result is different from

the findings of (Fadhila & Yuniawan, 2021; and Hustia, 2020) which stated that leadership influences employee performance.

According to attribution theory, leadership as an external factor is unable to influence and encourage employee performance to be better. This demonstrates that a leader's role, which encompasses cultural sensitivity, communication abilities, human resource management expertise, and creativity, has less of an effect on raising employee performance. This result may also help to explain why members of the organization do not find it problematic with the leader they choose. Workers generally don't give a damn about the identity or manner of their superiors; they will carry out their assigned duties without complaint.

The influence of the work environment on employee performance

The analysis of the direct relationship between work environment (X3) and employee performance (Y) produced a path coefficient value of 0.698, a t-statistic of $15.145 > 1.96$ ($15.145 > 1.96$), and a p-value of 0.00 less than 0.05 ($0.00 < 0.05$). Thus, it can be said that either Hypothesis 7 is true or employee performance is greatly impacted by the workplace. This implies that workers will perform better if they work in a better environment. The findings of this study support those of studies by (Mutiarum & Iqbal, 2021; and S & Hariyanto, 2021), who similarly found a positive and significant impact of the work environment on employee performance.

The analysis's findings indicate that employee performance is most influenced by the work environment. This happens because Hospitals have a large number of work units that require a comfortable and supportive work environment. Especially those related to aspects of ensuring safety against infectious diseases, relationships with co-workers, space for working, and noise levels in the workspace. Concerning attribution theory, the work environment as an external factor can influence and encourage employee performance to be better. An employee's performance can be impacted by their work environment because a positive and supportive work environment encourages employees to feel at ease and enthusiastic about their work.

The influence of organizational culture on employee performance with motivation as an intervening variable

After using motivation (Z) as an intervening variable, the analysis of the indirect relationship between organizational culture (X1) and employee performance (Y) produced a path coefficient value of 0.077, a T-statistic of 2.757 greater than 1.96 ($2.757 > 1.96$), and P-Values of 0.006 less than 0.05 ($0.006 < 0.05$). In light of this, it can be said that either Hypothesis 8 is true or organizational culture has a significant effect on employee performance through motivation. In keeping with studies by (Mutiarum & Iqbal, 2021; and S & Hariyanto, 2021), which claim that motivation can act as a mediator between organizational culture and employee performance.

These results indicate that with a strong organizational culture, it is hoped that it will encourage and increase employee work motivation so that performance will increase as well. The implementation of a strong organizational culture by PKU Muhammadiyah Wonosobo Hospital employees makes them have enthusiasm, strong drive, initiative, innovation, and increased and better responsibility for their work, thereby causing employee performance to also increase. Employee performance in this case is quality that meets standards, accepts criticism and suggestions, arrives on time, uses Company facilities effectively and efficiently,

and can work together with all colleagues. However, when compared, the direct influence between organizational culture and employee performance has a coefficient value that is greater than the indirect influence. So it can be concluded that the real influence is direct. This means that although motivation can be an intervening variable between organizational culture and employee performance, what happens is that organizational culture has a direct influence on employee performance.

The influence of leadership on employee performance with motivation as an intervening variable

The analysis of the indirect relationship that exists between employee performance (Y) and leadership (X2) through the use of motivation (Z) as an intervening variable produced a path coefficient value of 0.013 and a t-statistic of 1.148, which is less than 1.96 ($1.148 < 1.96$) and p-values of 0.252 are greater than 0.05 ($0.252 > 0.05$). Thus, it can be said that either motivation cannot mediate the impact of leadership on employee performance, or Hypothesis 9 is rejected. According to research by (Shodikin, 2018; and Sukaisih et al., 2022), motivation cannot mediate the effect of leadership on worker performance. These findings are consistent with their findings. However, this is different from the findings (Febriansyah et al., 2020; Mutiarum & Iqbal, 2021), which state that motivation can mediate the influence of leadership on employee performance.

Motivation employees cannot act as a mediating factor between leadership and work output when evaluating this indirect influence. This has to do with how tests measuring the direct impact of leadership on performance and motivation turned out, with negligible findings in both cases. This indicates that the ability of a leader to influence employee motivation and improve performance—which includes cultural acuity, communication skills, human resource management abilities, and inventiveness—is limited. In contrast to the opinion (Wibowo, 2016b) which states that Leadership is essentially the ability to use power to carry out the process of influencing, motivating, and supporting someone's efforts to contribute to the achievement of organizational goals. Concerning attribution theory, the findings show that leadership as an external factor has not been able to encourage the motivation and performance of employees at PKU Muhammadiyah Wonosobo Hospital.

The influence of the work environment on employee performance with motivation as an intervening variable

The study found that motivation (Z) is an intervening variable that indirectly influences work environment (X3) and employee performance (Y). The path coefficient value of 0.052 was obtained, the t-statistic was 2.607 greater than 1.96 ($2.607 > 1.96$), and the p-values were 0.009 less than 0.05 ($0.009 < 0.05$). Thus, it can be said that either Hypothesis 10 is true or employee performance is significantly impacted by the work environment through motivation. This is consistent with studies by (Iis et al., 2022; and S & Hariyanto, 2021), which show motivation can act as a mediator between the effects of the work environment and employee performance.

It is hoped that a pleasant and supportive work environment will encourage and ease employees to perform better by making them feel at ease and motivated to do their jobs. A conducive work environment in this case is an environment that is free from noise, adequate space for movement, appropriate light and temperature, good relationships with co-workers and leaders, as well as workplace safety which can influence a person's enthusiasm,

encouragement, initiative, and innovation in work. However, when compared, the direct influence between the work environment and employee performance has a coefficient value that is greater than the indirect influence. So it can be concluded that the real influence is direct. This means that although motivation can be an intervening variable between the work environment and employee performance, what happens is that the work environment has a direct influence on employee performance.

CONCLUSIONS

This study uses motivation as an intervening variable to examine the effects of organizational culture, leadership, and work environment on employee performance. The findings of the study demonstrate that employee motivation and performance are directly and significantly impacted by organizational culture and the work environment. The results of the indirect influence test show that motivation can mediate the influence between organizational culture and the work environment on employee performance. However, the coefficient value of the direct influence is greater than the coefficient value of the indirect influence. Additional findings indicate that there is no discernible impact of leadership on the work environment or employee motivation. Furthermore, leadership's impact on worker performance cannot be mediated by motivation.

RECOMMENDATIONS

The analysis's findings indicate that the work environment is the factor with the biggest impact. This occurs as a result of the large number of work units in hospitals that require a comfortable and supportive work environment. It is therefore hoped that PKU Muhammadiyah Wonosobo Hospital's management will constantly take into account and pay attention to the working environment of its staff. On the other hand, leaders who should be a motivational driving factor to improve employee performance are not found at PKU Muhammadiyah Wonosobo Hospital. This should be a concern for the management of PKU Muhammadiyah Wonosobo Hospital to increase the role of true leaders in the hope of becoming a driver of motivation and improving the performance of their employees.

This research still has several limitations. These include: There are limitations in research time, energy, and researcher abilities; This research only examines the influence of several factors so further research needs to be developed to examine the influence of other factors that have not been studied on employee performance. Based on several limitations of this research, the researcher suggests that future researchers conduct further and in-depth research on employee performance by adding other variables.

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