


# The influence of organizational climate and organizational culture on the performance of employees of the tourism and creative economy office of DKI Jakarta province with motivation as an intervening variable

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Article Info	ABSTRACT
<p><b>Keywords:</b> organizational climate, organizational culture, employee motivation, performance</p>	<p>The current condition of employee performance at the DKI Jakarta Provincial Tourism and Creative Economy Office is felt to be not optimal. This can be seen from the target performance targets, both specific and general targets, in some indicators that have not reached the target. It is indicated that several factors influence it, including organizational climate factors, organizational culture, and employee motivation in carrying out their duties. The research was carried out at the DKI Jakarta Provincial Tourism and Creative Economy Office with a research population of 84 employees; due to population limitations, the sample used was a saturated sample of 84 respondents for data collection using questionnaire method techniques and direct observation. For data analysis using the Smart Partial Least Square (PLS) analysis method version 3.0, the data tests used in this study are reliability tests, validity tests, statistical tests, and classical assumption tests. The direct influence of organizational culture is more dominant when compared to organizational climate, and the indirect influence of organizational culture is more dominant when compared to organizational climate. Organizational culture and organizational climate both directly and indirectly have the same influence. Implementing organizational culture through the development of innovation and risk-taking by giving freedom to employees to develop innovation and freedom of action also involves employees in making a vision and mission and discipline in carrying out their main duties for the organizational climate to create a harmonious relationship with the team. Employees are free to interact with the team to create relationships between teams, motivation to provide workload and responsibility in completing work results, awards for outstanding employees, and opportunities to advance.</p>
<p>This is an open access article under the <a href="#">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Trisha Miria Gayatri Master of Management Postgraduate Program, IPWIJA University <a href="mailto:miria_gayatri@yahoo.com">miria_gayatri@yahoo.com</a></p>

## INTRODUCTION

An organization, both government and private organizations, has human capital. The organization consists of a group of people who are interrelated and work together to

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achieve specific goals. Therefore, human resources are the most important assets in an organization because of their role as subjects in implementing policies and operational activities. For organizations to continue to exist, they must dare to face challenges and implications, namely, facing changes in improving services to the public. When technology is progressing very rapidly and various resources owned by the organization, such as capital, methods, and machines, cannot provide optimal results, other more crucial factors are often forgotten by organizations, namely the employees of the organization, such as superior human resources, enthusiasm, and high dedication, organizational goals are difficult to achieve.

According to Sari and Kusni (2014), organizations are created to achieve certain goals by establishing good cooperation between leaders and subordinates and between subordinates and subordinates. According to Suryati (2012), human resources are the main driver in carrying out all activities related to the organization's operational activities. According to Dewi & Agus (2013), employees become important assets if managed properly and correctly.

Employee performance, which is the result of the thought and energy of an employee toward the work he does, can be seen, seen, and counted. Still, in many cases, the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovations of a product or service, and the discovery of more efficient work procedures.

An open organizational climate encourages employees to express interests and dissatisfaction without hesitation in action and concern. Such dissatisfaction can be handled positively and wisely, so the organizational climate is important because it is a person's perception of what is given by the organization and serves as a basis for further behavior determination. The efforts that have been made by the DKI Jakarta Provincial Tourism and Creative Economy Office to create a harmonious organization can be seen in the following table

**Table 1.** Activities in creating an organizational climate

No	Activities	Volume/Year	Participants
1	Regular meetings	4 times	125
2	Discussion of the work plan	1 time	10
3	Holiday celebration activities	1 time	30
4	Halal bi halal	1 time	183

Source : Annual report of the DKI Jakarta Provincial Tourism and Creative Economy Office

In addition to organizational climate, other factors, namely organizational culture, also contribute to employee performance. According to Stephen Robbins in Wibowo (2016), organizational culture is a general perception held by members of the organization, a system of shared meaning. Organizational culture includes norms and habits that apply in an organization, both government and private organizations, that affect the performance of employees/employees of each member of the organization.

Relevant research conducted by Radianto A and Sunuharyo BS (2017) with the results of the study shows that organizational climate and organizational culture have a significant effect on employee performance. The next research was conducted by Tantowi R (2017), showing that organizational climate variables influence employee performance variables. Furthermore, research conducted by Sinar Ritonga (2019) shows that the results of work climate and work ethic have a significant positive effect on motivation, and work climate, work ethic, and motivation have a significant positive effect on employee performance.

Next, research was conducted by Jajang and Mulyanto (2015). The results of this study show that (1) the work environment has a positive but not significant influence on motivation, and (2) there is a negative and significant influence between motivation and performance. The formulation of the problem is the influence of organizational climate and organizational culture on employee performance, the influence of organizational climate and organizational culture on motivation, and the influence of motivation on employee performance. This study aims to determine and analyze the influence of organizational climate and organizational culture on employee performance, the influence of organizational climate and organizational culture on motivation, and the influence of motivation on employee performance.

## METHODS

### Research Design

This research was conducted to test existing hypotheses in the hope that this research can strengthen the theory used as a foothold. Related to this, the type of research used is "explanatory research," or research that is explaining, meaning that this study emphasizes the relationship of research variables by testing hypotheses whose descriptions contain descriptions. Still, the focus is on the relationship between variables (Prasetyo, 2008). The scope of this study is to examine Organizational Climate (X1), Organizational Culture (X2), Against Performance (Y) and Motivation as intervening variables characterized by (Z).

The empirical model uses three variables: the independent variable, the dependent variable and the moderation variable. The independent variables are marked with X1 and X2. While the dependent variable Y and the Intervening variable Z.

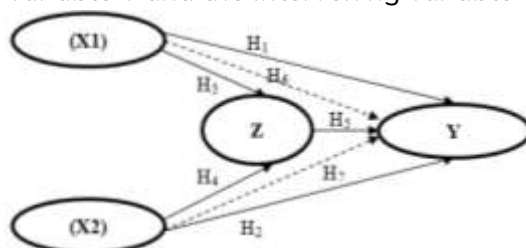


Figure 2 Research Design

Information:

X1 = Independent variable (Organizational Climate)

X2 = Free variable (Organizational Culture)

Z = Intervening variables (Work Motivation)  
 Y = Dependent variable (Employee Performance).

### Variable Operationalization

The variables in this study consist of independent variables and dependent variables. Independent variables are variables that affect other variables. The independent variables in this study tested Organizational Climate (X1), Organizational Culture (X2), Performance (Z), and motivational intervening variables.

**Table 3.** Research Indicators

No	Variable	Variable Operational Definition	Indicator
1	Employee Performance (Mangkunegara 2016)	Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him	1. Quality 2. Quantity 3. Cooperation 4. Initiative (Mangkunegara, 2016)
2	Organizational Climate Source: Kusnan in Darodjat (2015)	Organizational climate is something that can be measured in the work environment, either directly or indirectly affecting employees and their work where they work.	1. Responsibility 2. Individual Identity in the Organization 3. Warmth between employees 4. Backing 5. Conflict (Darodjat, 2015)
3	Organizational Culture source: Robbins in Wibowo (2016)	Organizational culture is a common perception held by members of an organizational system about shared meaningfulness	1. Innovation and risk-taking 2. Attention to Detail (perhatian pada hal detail) 3. Outcome Orientation 4. People Orientation 5. Team Orientation 6. Aggressiveness (Agresivitas) 7. Stability (Stabilitas) (Wibowo, 2016)
4	Motivation (M) Source : Anwar Prabu Mangkunegara in Bayu Badilah (2013), Robbins (2016)	Motivation is the willingness to make high efforts to achieve organizational goals conditioned by the ability of the effort to meet specific individual needs	1. Responsibility 2. Work Performance 3. Opportunity to progress 4. Recognition of its performance 5. Challenging work (Anwar Prabu Mangkunegara in Bayu Badilah, 2013 Robbins, 2016)

Source: Data processed by the author

### Population and Sample

The population in this study is all employees working at the DKI Jakarta Provincial Tourism and Creative Economy Office, totaling 86 employees. The sample is a portion of

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the population taken from the entire object studied and is considered representative of the entire population of Notoadmojo (Yusuf Muri, 2014). Therefore, in this study the sample used as respondents was as many as 84 respondents because leaders and researchers were not made respondents. Because leaders are policy makers and decision makers.

## Data Analysis Methods

### Validity Test

To test the validity of this questionnaire measuring tool, the Principle of this construct is used, the higher the level of construct validity, the more complete the components of research attributes measured by research tools. This can be known when  $r$  results are greater than  $r_{table}$ . Where  $r$  is a number contained in the Correlated Item Total Correlation column and  $r_{table}$  is the result of calculations using free degrees (df) using a significance level of 5%. To test the validity used SPSS 16 software help.

### Reliability Test

Reliability is a measure of the stability and consistency of respondents in answering things related to question constructs which are indicators of a variable and are arranged in the form of questionnaires with the Cronbach alpha formula ( $\alpha$ ) and can provide relatively no different results when re-measuring the same symptoms at different times.

The calculation is by using the SPSS application. According to Uma Sekaran. The results of the reliability test are as follows:

1. Cronbach alpha  $< 0.6$  : poor reliability
2. Cronbach alpha  $0,6 - 0,79$  : Acceptable Reliability
3. Cronbach alpha  $0,8$  : Good Reliability

### Classical Assumption Test

#### Normality Test

Ghozali (2013) explained that the normality test is carried out to test whether the independent and bound variables have normal districts in the regression model. A good regression model is when it has a normal or near-normal distribution. The Kolmogorof Smirnov normality test is carried out to find out normal or not. As for the criteria:

1. The significant number (sig)  $> 0.05$  then the data is normally distributed
2. The significant number (sig)  $< 0.05$  then the data is not normally distributed.

#### Multicollinearity Test

The multicollinearity test was conducted to see if there was a correlation between independent variables in the regression model. If correlation occurs, there is a multicollinearity problem, so regression models cannot be used. (Ghozali, 2013) this test can be seen through:

1. Tolerance Value

The tolerance value, the cutoff value commonly used to indicate multicollinearity is a tolerance value of  $\leq 0.10$ .

2. Nilai Variance Inflation Factor (VIF)

- If the value of  $VIF \geq 10$  then there is multicollinearity between independent variables.

- If the value of VIF  $\leq 10$  then there is no multicollinearity problem between independent variables.

### Heteroscedasticity Test

A good regression model does not occur heteroscedasticity or is called homokedasticity. heteroscedasticity occurs when there is a common standard deviation of the value of the dependent variable in the independent variable. The results of heteroscedasticity can be tested by scatter plots, with decision making, that the points of the calculation result spread randomly above and below the origin point.

### Partial Least Square (PLS)

The data used in PLS SEM does not necessarily meet the requirements of the assumption of data normality, thus PLS-SEM gives leeway to data that is not normally distributed. Data processed using PLS SEM should be data with an interval measurement scale. However, PLS SEM allows users to use measurement scales other than intervals which is not allowed in covariance-based SEM (Jonathan & Umi, 2015).

### Hypothesis Testing

Testing the influence between the independent variable (X) and the dependent variable (Y) requires hypothesis testing or significance testing. Test the hypothesis will lead to a conclusion to accept or reject the hypothesis. Partial testing of the hypothesis is carried out using the t-test formula. The hypothesis proposed by the researcher is as follows:

H0:  $\beta=0$ : There is no effect of variable X on variable Y

H1:  $\beta\neq 0$ : There is an influence of variable X on variable Y

To find out whether the relationship found is generalizable or not, the hypothesis testing formula used is as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Information:

T: Calculate T Value

n: number of samples

r: the value of the correlation coefficient

The calculated t value is compared to the table t as the critical point or area. The criteria used are:

1. H0 is rejected and H1 is accepted, if  $t_{count} > t_{table}$  is declared significant (accepted) or the value of sig.  $< \alpha$ .
2. H0 is accepted and H1 is rejected, if  $t_{count} \leq t_{table}$  is declared insignificant (rejected) or the value of sig.  $\geq \alpha$ .

### Coefficient of Determination

The coefficient of determination will produce a percentage that shows the percentage of the independent variable in influencing the change in the value of the dependent variable in the regression model. The calculation is to use the formula of Muhidin (2010) as follows:

$$KD = r^2 \times 100\%$$

Information:

KD : Coefficient of Determination

r : Correlation Coefficient  
100% : Fixed Number

## RESULTS AND DISCUSSION

### Inferential Statistics

Inferential statistics describes the relationship between variables to each other (Sekaran & Bougie, 2016). Inferential statistics can describe a study's conclusions by describing the relationship between two variables. This study's inferential statistics describe the interrelation of independent, intervening, and dependent variables. The description of the interrelationships of these variables aims to derive conclusions on the entire population based on the acquisition of data obtained from the sample studied. Inferential statistics are statistical results using sample data to conclude populations of interest to researchers (Current, 2016). Data obtained from questionnaires distributed to 84 respondents from this study will be processed using the SmartPLS 3.0 calculation tool. This program has external model methods and inner models as inferential statistical analysis tools.

### Convergent Validity Actual Test

In the first convergent validity test to contain factors, all indicators were declared valid because their values were above the rule of thumb of  $> 0.70$ . Table 5. The following shows the results of the convergent validity of the actual test.

**Tabel 4.** Convergent Validity Test

	Organizational Culture (X2)	Organizational Climate (X1)	Employee Performance (KP)	Work Motivation (MK)
BO1	0.762			
BO10	0.727			
BO2	0.700			
BO3	0.864			
BO4	0.790			
BO5	0.881			
BO6	0.860			
BO7	0.746			
BO8	0.851			
BO9	0.800			
IO1		0.873		
IO10		0.704		
IO2		0.834		
IO3		0.840		
IO4		0.881		
IO5		0.823		
IO6		0.855		
IO7		0.834		
IO8		0.712		
IO9		0.738		

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KP1	0.712	
KP10	0.790	
KP2	0.808	
KP3	0.834	
KP4	0.745	
KP5	0.864	
KP6	0.795	
KP7	0.788	
KP8	0.715	
KP9	0.805	
MK1		0.725
MK10		0.810
MK2		0.812
MK3		0.900
MK4		0.729
MK5		0.775
MK6		0.742
MK7		0.745
MK8		0.803
MK9		0.762

Source: Research data processed 2023

Convergent validity using the AVE test also indicates that all variables are valid. Organizational culture variables are declared valid because the value is above the rule of thumb, which is 0.70, the smallest is 0.700 and the greatest is 0.881. It is valid for organizational climate because the value is above the rule of thumb of 0.70 with the lowest value of 0.704 and the highest value of 0.873. For employee performance is also declared valid because the value is above the rule of thumb which is 0.70 and the lowest value is 0.712 and the highest value is 0.864. Work motivation is also said to be valid with the lowest value of 0.725 and the highest value of 0.900.

**Tabel 5.** Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture	0.937	0.942	0.947	0.641
Organizational Climate	0.942	0.952	0.951	0.659
Employee Performance	0.931	0.934	0.942	0.619
Work Motivation	0.929	0.940	0.940	0.611

Source: Research data processed 2023

From the table above, Cronbach's Alpha and composite reliability values are all variable values greater than 0.7, indicating that all variables in the table have good or



reliable reliability. Also from Average Variance Extracted (AVE) based on criteria, variable values are more than 0.5, then all variables have good reliability.

**Discriminant Validity Actual Test**

Test Discriminant Validity as shown in table 6. shows the results of the value of the top latent variable in each group is greater, which shows that the validity of the discrimination is good.

**Table 6.** Discriminant Validity

	Organization al Culture (X2)	Organization al Climate (X1)	Employee Performance (KP)	Work Motivation (MK)
Organizational Culture (X2)	0.800			
Organizational Climate (X1)	0.463	0.812		
Employee Performance (KP)	0.676	0.610	0.787	
Work Motivation (MK)	0.584	0.672	0.663	0.782

Source: Research data processed 2023

Discriminant validity indicates all cross-loads between indicators and variables are valid as their values are above 0.70 which is a rule of thumb for discriminant validity using cross loading. A measure of construct discriminatory validity that theoretically should not be interrelated, whereas a construct convergent validity that theoretically should be related to each other. Both convergent and discriminatory validity are forms of construct validity. Therefore, with it being proven that all indicators are valid, the construct is said to be valid.

The validity of the discriminant with cross-load that all variables show levels to validity below 0.70 is both organizational culture with organizational climate and organizational climate with motivation. The next discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) is shown in table 6 below:

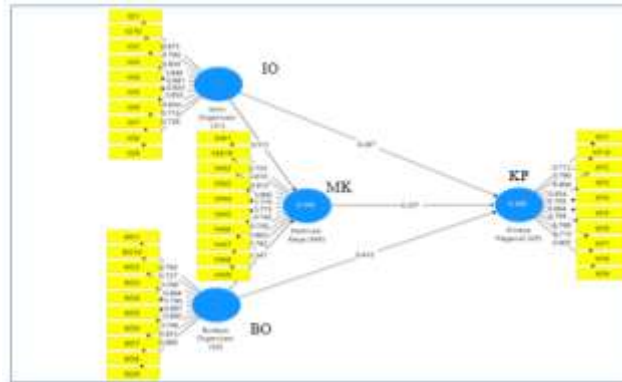
**Tabel 7.** Heterotrait Monotrait

	Organizational Culture (BO)	Organizational Climate (IO)	Employee Performance (KP)	Work Motivation (MK)
Organizational Culture				
Organizational Climate	0.476			
Employee Performance	0.717	0.636		
Work Motivation	0.599	0.692	0.673	

Source: Data processed Research 2023

By Measurement Heterotrait-monotrait ratio or HTMT shows that all variables in this study are good because they do not touch number 1 which is the measurement limit (Latan & Noonan, 2017).

### Outer Model



Source processed (2023)

**Figure 3.** Outer Model

### R-square

R-square evaluation should be done in measuring structural model research, still based on SmartPLS 3.0 software - PLS algorithm, Rsquare output can be seen for Endogenous Employee Performance variables and Endogenous Work Motivation variables, as Table 8 below.

**Table 8.** R-Square

	R Square	R Square Adjusted
Employee Performance (KP)	0.599	0.579
Work Motivation (MK)	0.546	0.531

Source: Research data processed 2023

Table 7 above shows that the R-square Adjusted value of the Employee Performance variable is 0.579, meaning that the Employee Performance variable can be explained 57.90% by the Work Motivation variable. While the R-Square value adjusted Work Motivation is 0.531, meaning that the variable Work Motivation can be explained by 53.10% of the variables Organizational Climate and Organizational Culture. Variables outside the model can explain the rest.

### Hasil Inner VIF

Correlations between independent variables versus other independent variables should not exist in a good regression model. The following is table 9 results of the inner VIF

**Table 9.** Inner VIF

	Organizational Culture (BO)	Organizational Climate (IO)	Employee Performance (KP)	Work Motivation (MK)
Organizational Culture			1.538	1.272
Organizational Climate			1.847	1.272
Employee				

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Performance	
Work Motivation	2.202

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Source: Research data processed 2023

Table 8 shows below All VIF results showing smaller than 5.00 indicate no multicollinearity between variables in the study.

**Hipotesis**

The hypothesis that has been given must be measured for significance. This can be obtained by looking at the T-statistic > 1.65 (one tailed) and P-value <0.05 because this study used a confidence level of 95%. Here is a table of hypothesis testing results Organizational culture on employee performance through work motivation amounted to 2,123 with a significance of 0,034. The organizational climate for employee performance through work motivation is 2.021 with a significance of 0.044 less than 0.05.

**Table 10.** Results of the Direct Influence Hypothesis

Hipotesa	Original Sample	T- statistic	Sig P- value	Analyzes Hypothesa
H1: There is an influence of organizational climate on employee performance	0.378	3.798	0.000	Accepted
H2: There is an influence of organizational culture on employee performance	0.501	5.635	0.000	Accepted
H3: There is an influence of organizational climate on work motivation	0.511	5.052	0.000	Accepted
H4: There is an influence of organizational culture on work motivation	0.347	3.077	0.002	Accepted
H5 : There is an influence of work motivation on employee performance	0.257	2.529	0.012	Accepted

Source: Data processed (2023)

The table above shows that the influence of organizational climate on employee performance of 3,798 is greater than 1.65 with a significant 0.000 smaller than 0.05, so H1 is accepted. There is an influence of organizational culture on employee performance of 5,635 greater than the table of 1.65 with a significant 0.000 so that H2 is accepted. The effect of organizational climate on work motivation of 5,052 is greater than table 1.65 with a significance of 0,000, so H3 is accepted. There was an influence of organizational culture on work motivation of 3,077 with a significance of 0.002, so H4 was accepted. There is work motivation for employee performance of 2,529 greater than 1.65 with a significant 0.012, so H5 is accepted. The table above shows that H2 is more dominantly arranged with H3, H1, H4 and H5.

**Table 11.** Results of the Indirect Influence Hypothesis

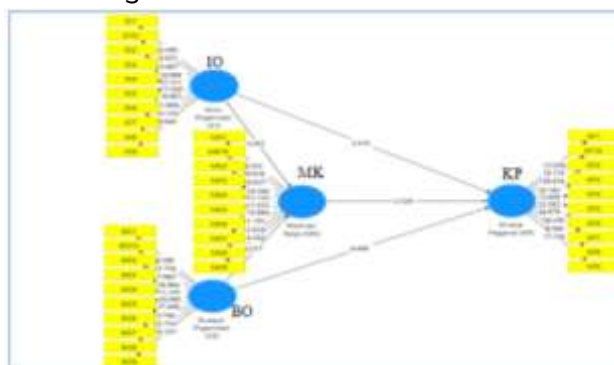
Hipotesa	Original Sample	T- statistic	Sig P- value	Analyzes Hypothesa
H6: There is an influence of organizational	0.378	3.798	0.000	Accepted

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Hipotesa	Original Sample	T- statistic	Sig P- value	Analyzes Hypotesa
climate on employee performance through work motivation H7: There is an influence of organizational culture on employee performance through work motivation	0.501	5.635	0.000	Accepted

Source: Data processed (2023)

The indirect influence hypothesis from the table shows that organizational climate influences employee performance on work motivation of 3,798 greater than 1.65 with a significant 0.000 so that H6 is accepted. Furthermore, organizational culture influences employee performance through work motivation of 5,635 with a significance of 0,000 so that H7 is accepted. From the results of the indirect influence hypothesis that H7 is more dominant than H6 As seen in figure 4 below is the inner model.



Research processed sources 2023

Gambar 4. Inner Model

### Discussion of Results

H1: There is an influence of organizational climate on employee performance

From table 9 it shows that the t-statistic is 3.798, implying a positive direct impact of the organizational climate on employee performance because the t-statistic is greater than the t-value of 1.96. The original sample was 0.378 indicating that the impact of the organizational climate is positive on employee performance Also, the p-value is 0.000 implying that the impact of the organizational climate is significant on employee performance because the pvalue is less than 0.05.

This study succeeded in proving previous research from Kurniawati (2018), Nur Hasanah, Trininawati (2022) Renil Fortuntely, Asmendri, Haviz M (2019) Hartati (2015) Ripda Erwin (2018) that there is a positive influence of organizational climate on Employee Performance. The hypothesis is accepted.

H2: There is an influence of organizational culture on employee performance.

From table 9 it shows that the T-statistic is 5.635, implying a positive direct influence of organizational culture on employee performance because the T-statistic is greater than the T-value of 1.96. The original sample of 0.501 indicates that the impact of organizational

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culture on employee performance is positive. Also, the p-value is 0.000 implying that the impact is significant because the pvalue is smaller than 0.05. This research successfully proves research from Triana Rijanti, Agus Budi Santoso, Kis Indriyaningrum, Dyna Kurnia (2021) Stefanie Iggried Gorap, Siti Haerani, Wardani Hakim (2019) Hasanuddin, Surati, Amir Tengku Ramly (2020) Jufrizen, Khairani Nurul Ramadhani (2020) that there is a significant positive influence of organizational culture on employee performance. The hypothesis is accepted.

H3: There is an influence of work climate on work motivation

From table 9 it shows that the T-statistic is 5.052, implying a direct impact of organizational climate on work motivation because the T-statistic is greater than the T-value of 1.96. The original sample was 0.511 indicating that the organization's climate influence on work motivation was positive, Also, the p-value was 0.000 implying that the impact was significant because the pvalue was smaller than 0.05.

This research succeeded in proving research from Garaiaka (2020), Febri Efrin Ardianti (2018), Umi Nadiroh (2019), Desi Nur Hayati (2019), Alfiani Tri Angga Dewi (2018) that there is a positive influence of organizational climate on work motivation. The hypothesis is accepted.

H4: There is an influence of organizational culture on work motivation

From table 9 it shows that the T-statistic is 3.077, implying a direct impact of organizational culture on work motivation because the T-statistic is greater than the T-value of 1.96. The original sample was 0.347 indicating that the organizational culture's effect on work motivation was positive, Also, the p-value was 0.000 implying that the impact was significant because the pvalue was smaller than 0.05. Which means that the higher the value of organizational culture, the higher the value of work motivation

This research successfully proves research from Triana Rijanti, Agus Budi Santoso, Kis Indriyaningrum, Dyna Kurnia (2021) Stefanie Iggried Gorap, Siti Haerani, Wardani Hakim (2019) Hasanuddin, Surati, Amir Tengku Ramly (2020) Jufrizen, Khairani Nurul Ramadhani (2020) that there is a positive influence of organizational culture on work motivation. The hypothesis is accepted.

H5: There is an effect of work motivation on employee performance

From table 9 it shows that the T-statistic is 2.529 implying that there is a positive direct impact of work motivation on employee performance because the T-statistic is greater than the T-value of 1.96. The original sample was 0.257 indicating that the work motivation effect on employee performance was positive, Also, the p-value was 0.012 implying that the impact was significant because the pvalue was smaller than 0.05. Which means that the higher the value of work motivation, the higher the value of employee performance.

This study succeeded in proving research from Garaiaka (2020), Febri Efrin Ardianti (2018), Umi Nadiroh (2019), Desi Nur Hayati (2019), Alfiani Tri Angga Dewi (2018) that there is a positive influence of work motivation on employee performance.

H6: There is an influence of organizational climate on employee performance through work motivation

From table 10 it shows that the T-statistic is 3.798, implying a positive direct impact of the organizational climate on employee performance through work motivation because the T-statistic is greater than the T-value of 1.96. The original sample of 0.378 showed that the impact of organizational climate on employee performance through work motivation also had a positive effect. Also, the p-value is 0.000 implying that the impact is significant because the pvalue is smaller than 0.05.

This study succeeded in proving research from Kurniawati (2018), Nur Hasanah, Trininawati (2022) Renil Fortuntely, Asmendri, Haviz M (2019) Hartati (2015) Ripda Erwin (2018) that there is a positive and significant indirect influence of organizational climate on employee performance through work motivation The hypothesis is accepted.

H7 : There is an influence of organizational culture on employee performance through organizational commitment 0.501 5.635 0.000 Accepted

From table 10 it shows that the T-statistic is 5.635, which implies a positive direct impact of organizational culture on employee performance through work motivation because the T-statistic is greater than the T-value of 1.96. The original sample of 0.501 showed that the impact of organizational culture on employee performance through work motivation also had a positive effect. Also, the p-value is 0.000 implying that the impact is significant because the pvalue is smaller than 0.05.

This research succeeded in proving research from Rosmaini, Hasrudy Tanjung (2019) Ahdiati Rohmatiah, Dwi Nor Amadi (2019) Ujang Jaya, Marnis, Harlen (2018) Dian Rahmawaty (2017) Mawar Ratih Kusumawarhadi, Brahma Wahyu, Kurniawan (2018) that there is a positive and significant indirect influence of organizational culture on employee performance through work motivation The hypothesis is accepted.

### **Managerial Implications**

Work climate and organizational culture are important pillars for developing the organization's spirit in the current competitive era. Management is advised to apply the results of this research to support existing theories about work climate and organizational culture to improve employee performance because it has proven to have a significant and positive effect.

The application of variables in the organization is as follows:

1. The direct influence of organizational culture on employee performance from the hypothetical results shows that organizational culture on employee performance directly amounted to 5,635 with a significant 0.000 indicating the first dominant compared to other variables. The application is through the development of innovation and risk taking by giving freedom to employees to develop innovation and freedom in action also involves employees in making vision and mission and discipline in carrying out their main duties, creating a harmonious relationship with the team.
2. The indirect influence of organizational culture on employee performance through work motivation shows the second dominant value as for its application in addition to the development of organizational culture, employees are also given the responsibility to improve their work results, besides that employees are allowed to

improve performance well are also given opportunities to advance to develop themselves.

3. The influence of organizational climate on work motivation shows the third dominant as for its application through tasks by the expected targets, according to SOPs, employees are given the freedom to interact with the team, can create relationships between teams.
4. Motivation for employee performance is applied through the workload given by the organization, given responsibility in completing work results, achievement, opportunities for employees to progress and develop themselves, recognition from leaders of employee work, workload.

## CONCLUSION

Based on the results of research and discussion, the general conclusion that can be drawn is the positive and significant influence of Organizational Climate and Organizational Culture on Employee Performance. The findings also show that Organizational Climate directly affects Work Motivation and Organizational Culture. Work Motivation also has a positive and significant influence on Employee Performance. In addition, there is an indirect influence of Organizational Climate and Organizational Culture on Employee Performance through Work Motivation. Specific conclusions highlight the dominance of Organizational Culture in its direct influence on Employee Performance, with a significant value of 5,635. Its application involves developing innovation, risk-taking, giving freedom to employees, and creating harmonious relationships with the team. The indirect influence of Organizational Culture on Employee Performance through Work Motivation shows the second dominant value, involving the development of organizational culture, the provision of responsibility, opportunities to improve performance, recognition of outstanding employees, and the provision of challenging work. Therefore, it is recommended that agencies use these findings to guide employee performance, focusing on developing Organizational Climate, Organizational Culture, and Work Motivation.

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