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THE EFFECT OF WORK MOTIVATION, ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT CV ANDI OFFSET YOGYAKARTA

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Abstract

This research is entitled the influence of work motivation, organizational culture and work environment on employee performance at CV. Andi Offset Yogyakarta. The purpose of this research is to determine whether work motivation, organizational culture, and work environment have a partial and simultaneous effect on employee performance. In this study, the author used primary and secondary data. The sampling method used is Simple Random Sampling with a sample of 100 respondents. The analytical tools used include validity and reliability tests, percentage analysis, classical assumption tests (normality test, multicollinearity test, and heteroscedasticity test), simple regression test, t-test, F-test, and coefficient of determination test (R2). Based on the analysis results conducted, it indicates that partially work motivation has a significant effect on employee performance, organizational culture has a significant effect on employee performance, and work environment has a significant effect on employee performance.

Keywords: *work motivation, organizational culture, work environment, and employee perfomance*

Abstrak

Penelitian ini berjudul Pengaruh Motivasi Kerja, Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Karyawan di CV. Andi Offset Yogyakarta. Tujuan penelitian ini adalah untuk mengetahui motivasi kerja, budaya organisasi dan lingkungan kerja apakah memiliki pengaruh dan hubungan terhadap kinerja karyawan. Dalam peneitian ini, penulis menggunakan data primer dan sekunder. Metode pemilihan sampel yang digunakan adalah Simple Random Sampling dengan sampel yang digunakan sebanyak 100 responden. Alat analisis yang digunakan adalah uji validitas dan reliabilitas, anallisis persentase, uji asumsi klasik (uji normalitas, uji multikolinearitas dan uji heteroskedastisitas), uji regresi sederhana, uji t, uji F dan uji koefisien determinasi (R2). Berdasarkan hasil analisis yang dilakukan, menunjukkan bahwa secara parsial motivasi kerja berpengaruh signifikan terhadap kinerja karywan, budaya organisasi secara parsial berpengaruh signifikan terhadap kinerja karyawan, dan lingkungan kerja secara parsial berpengaruh signifikan terhadap kinerja karyawan. Hasil penelitian secara simultan berpengaruh signifikan terhadap kinerja karyawan.

Kata kunci: motivasi kerja, budaya organisasi, dan lingkungan kerja

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I. INTRODUCTION

Human resources (HR) are a crucial factor and are a key determinant of an organization's success. High-quality human resources can help a company achieve its vision, mission, and goals. HR is defined as "a resource consisting of people who possess the knowledge, skills, and abilities necessary to achieve organizational goals." Roberts & Roberts emphasizes the importance of training and development to improve the quality of HR. Therefore, management is crucial in managing these human resources. Employee performance is crucial for a company to achieve its goals. In the face of increasing competition, companies need to improve employee performance. Employee performance significantly impacts the growth and development of a company. Every employee's activity contributes to the company's development, reflecting their performance. Therefore, companies need to monitor the performance of each employee to determine whether they are performing well. Performance appraisals play a crucial role in fostering collaboration between employees and the company. Employee performance can be influenced by several factors, including work motivation, organizational culture, and the work environment. Motivation is the drive or desire to do something to achieve a goal. High motivation can encourage employees to work harder, innovate, and make maximum contributions to the organization. In addition to work motivation, there are other factors that influence performance, namely organizational culture. Organizational culture is one of the factors that determine employee performance. The creation of a clean, safe, and pleasant work environment is one of the company's goals at CV. Andi Offset Yogyakarta to be able to improve employee performance. The better the work environment, the more employee performance will increase. A good work environment is created if you understand the elements determined by the company itself. CV. Andi Offset Yogyakarta strives as much as possible to create a conducive work environment, so that all employees can work well and can achieve a company's goals. The work environment is the atmosphere or conditions around the location where the work environment can include space, layout, facilities and infrastructure, and working relationships with fellow coworkers. If the work environment can create a comfortable atmosphere and provide peace, it will create a conducive work atmosphere, so that it can improve one's work results to be better, working without interruption. There are several problems encountered at CV. Andi Offset Yogyakarta,

including: Lack of supporting facilities. Employees lack adequate access to facilities such as rest rooms, or narrow parking areas, lack of air circulation at CV. Andi Offset Yogyakarta, and limited work environment caused by the large number of used cardboard boxes and production tools. Lack of employee work motivation. In this case, employees have not fully received appreciation such as compensation from the targets given by the company. Related to organizational culture, the lack of effective communication between fellow employees within the internal scope of the organization. This ineffective communication has an impact on employee performance that is less than optimal. Based on the background above, it is interesting to study the topic: The Influence of Work Motivation, Organizational Culture and Work Environment on Employee Performance at CV. Andi Offset Yogyakarta.

II. THEORETICAL STUDIES

A. Human Resource Management

Human resource management is a process consisting of planning, organizing, leading, and controlling activities related to job analysis, development, procurement, performance evaluation, and termination of employment to achieve predetermined goals. Human resource management can be defined as the utilization of human resources within an organization, carried out through the functions of human resource planning, recruitment and selection, career development, compensation and welfare, occupational safety and health, and industrial relations (Novitasari et al., 2021). Human resource management ensures that employees can function effectively, productively, and efficiently to achieve company goals.

B. Work Motivation

Work motivation is a specific energy drive from within and outside ourselves that helps us perform our best at work. Work motivation includes things like striving hard, remaining strong, and not giving up, even when circumstances are difficult. Motivation is the driving force that creates a passion for work, encouraging them to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Work motivation is a set of feelings and beliefs that motivate someone to do their best and achieve their goals. Hasibuan (2019) explains that work motivation is a set of feelings and beliefs that motivate someone to do their best and achieve their goals.

C. Organizational Culture

Within a company, employee performance is influenced by various factors, one of which is organizational culture. An organizational culture that creates a positive and enjoyable work environment encourages employees to feel satisfied with their work and participate in realizing their full potential. An organizational culture based on a high level of discipline and an adequate work environment can contribute to increased workforce productivity. In this case, individuals can voluntarily comply and carry out tasks without coercion. Every member of the organization is expected to adapt their behavior to the organizational culture to be accepted within the environment. Organizational culture serves as the standards and values that guide the behavior of its members. According to Kilman in Edy Sutrisno (2010:2) organizational culture can be defined as a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems.

D. Organizational Environment

The work environment is the social, physical, and psychological aspects within an organization or company that impact employee performance. The work environment is the entirety of the facilities and infrastructure surrounding employees that influence their work (Sutrisno, 2012:118). The work environment is the atmosphere or conditions surrounding the work location. The work environment can include the space, layout, facilities and infrastructure, and working relationships with coworkers. A conducive work environment, encompassing physical, social, and psychological aspects, can provide support and encouragement for employees to achieve optimal work performance. Therefore, organizations need to create a work environment that considers the welfare and interests of employees to optimize their work.

III. RESEARCH METHODS

This research is a quantitative descriptive study. This research was conducted at CV. Andi Offset Yogyakarta. The population in this study were all employees working at CV. Andi Offset Yogyakarta, with a total of 250 employees. The sampling technique in this study used a simple random sampling method. The sample in this study amounted to 100 respondents. Data Analysis Techniques were carried out by conducting Validity Tests and Reliability Tests. Validity tests are the level of validity of a measuring instrument or research.

Reliability testing is carried out to determine whether a questionnaire is said to be reliable if the answers given by respondents to statements are consistent or trustworthy. Percentage Analysis is used in this study to divide the data into several groups measured in percentages. Other tests are conducting Classical Assumption Tests in the form of Normality Tests and Heteroscedasticity Tests. Hypothesis Testing is carried out by Multiple Linear Regression Tests. Multiple linear regression analysis is used to determine the influence of independent variables consisting of work motivation, organizational culture and work environment simultaneously having a positive effect on employee performance. The formula used in multiple linear regression is as follows: Y = a + b1 + b2 X b3 X3. Description: X1 = Work Motivation; X2 = Organizational Culture; X3 = Organizational Environment; Y = Organizational Performance; b1 = regression coefficient of Work Motivation; b2 = regression coefficient of Organizational Culture; b3 = regression coefficient of Organizational Environment. F Test testing is also carried out, the F Test is used to see whether the independent variables simultaneously have a significant influence on the dependent variable. The F test analysis is carried out by comparing the calculated F with the F table at a 5% confidence level. The coefficient of determination is one of the statistical values used to measure how much the independent variable explains the dependent variable.

IV. RESEARCH RESULTS

a. Work Motivation Validity Test (X1). The workload variable validity test aims to determine the level of validity of the statement or question items from the workload indicator.

TABLE 4.1 WORK MOTIVATION VALIDITY TEST

Variabel	Item	R Hitung	R Tabel	Keterangan
Motivasi Kerja (X1)	X1.1	0,743	0,361	Valid
	X1.2	0,548	0,361	Valid
	X1.3	0,676	0,361	Valid
	X1.4	0,670	0,361	Valid
	X1.5	0,578	0,361	Valid

Source: processed primary data (2025)

b. Organizational Culture Validity Test (X2)

TABLE 4.2 ORGANIZATIONAL CULTURE VALIDITY TEST

Variabel	Item	R Hitung	R Tabel	Keterangan
Budaya organisasi (X2)	X2.1	0,593	0,361	Valid
	X2.2	0,638	0,361	Valid
	X2.3	0,640	0,361	Valid
	X2.4	0,571	0,361	Valid
	X2.5	0,680	0,361	Valid

Source: processed primary data (2025)

Based on the results of the Organizational Culture validity test in Table 4.2, it shows that all organizational culture validity test results for all statement items are valid, with calculated r > table r.

c. Work Environment Validity Test (X3)

TABLE 4.3 WORK ENVIRONMENT VALIDITY TEST

Variabel	Item	R Hitung	R Tabel	Keterangan
Lingkungan kerja (X3)	X3.1	0,571	0,361	Valid
	X3.2	0,707	0,361	Valid
	X3.3	0,731	0,361	Valid
	X3.4	0,724	0,361	Valid
	X3.5	0,559	0,361	Valid

Source: processed primary data (2025)

d. Employee Performance Validity Test (Y)

TABLE 4.4 EMPLOYEE PERFORMANCE VALIDITY TEST

Variabel	Item	R Hitung	R Tabel	Keterangan
Kinerja Karyawan (Y)	Y.1	0,691	0,361	Valid
	Y.2	0,734	0,361	Valid
	Y.3	0,794	0,361	Valid
	Y.4	0,648	0,361	Valid
	Y.5	0,466	0,361	Valid

Source: processed primary data (2025) Reliability Test. Reliability testing aims to measure the extent to which a measuring instrument is trustworthy and reliable.

TABLE 4.5 REABILITY TEST

Variabel	R Hitung	R tabel	Keterangan
Motivasi kerja	0,631	0,60	Reliabel
Budaya organisasi	0,594	0,60	Reliabel
Lingkungan kerja	0,675	0,60	Reliabel
Kinerja karyawan	0,692	0,60	Reliabel

Source: processed primary data (2025)

Based on Table 4.5, the results of the reliability test conducted at a significance level (α) of 0.60 indicate that all calculated r values are greater than 0.60. Therefore, the reliability test results for the research questionnaire, namely the variables of work motivation, organizational culture, work environment, and employee performance, are declared reliable. Thus, the questionnaire items are able to provide accurate and objective information through respondents' answers in the research conducted with employees of CV. Andi Offset Yogyakarta.

Percentage Analysis

1. Respondent Characteristics by Gender

TABLE 4. 6 RESPONDENT CHARACTERISTICS BY GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LAKI LAKI	54	54.0	54.0	54.0
	PEREMPUAN	46	46.0	46.0	100.0
	Total	100	100.0	100.0	

Source: processed primary data (2025)

Based on Table 4.6, it shows that the majority of employees at CV. Andi Offset Yogyakarta are male, at 54 employees.

2. Respondent Characteristics by Age

The characteristics of respondents by age can be seen in the following table:

TABLE 4.7 CHARACTERISTICS BY AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-26 TAHUN	6	6.0	6.0	6.0
	27-30 TAHUN	22	22.0	22.0	28.0
	31-35 TAHUN	33	33.0	33.0	61.0
	>35 TAHUN	39	39.0	39.0	100.0
	Total	100	100.0	100.0	

Source: processed primary data (2025)

Table 4.7 shows that the majority of CV. Andi Offset Yogyakarta employees (39 employees) are over 35 years old.

3. Respondent Characteristics Based on Length of Service

TABLE 4.8 RESPONDENT CHARACTERISTICS BASED ON LENGTH OF SERVICE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1-5 TAHUN	11	11.0	11.0	11.0
	6-10 TAHUN	29	29.0	29.0	40.0
	11-15 TAHUN	23	23.0	23.0	63.0
	16-20 TAHUN	16	16.0	16.0	79.0
	> 21TAHUN	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

Source: processed primary data (2025)

Table 4.8 shows that the majority of CV. Andi Offset Yogyakarta employees (23 employees) have worked for 11-15 years.

C. Classical Assumption Test. The normality test is conducted to examine whether the data for both independent and dependent variables are normally distributed or not.

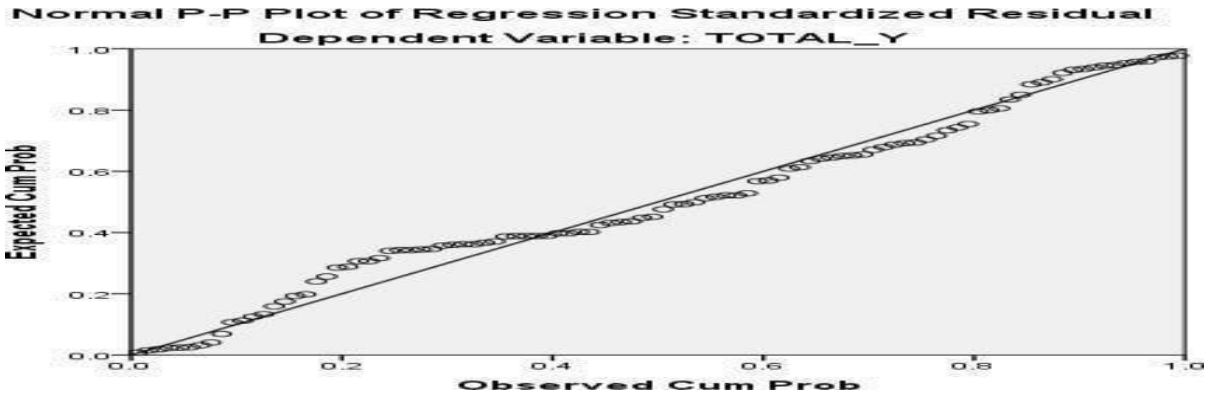

FIGURE 4.1 NORMALITY TEST

Based on the graph in Figure 4.1, the data are spread around the diagonal line and follow the direction of the diagonal line. This indicates that the data used are normally distributed and the regression model in this study meets the assumption of normality. Furthermore, a multicollinearity test was conducted. The multicollinearity test aims to determine whether the regression model finds a correlation between the independent variables.

TABLE 4.9 MULTICOLLINEARITY TEST

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.599	3.197		4.567	.000		
	TOTAL_X1	.148	.110	.137	1.340	.184	.955	1.048
	TOTAL_X2	.110	.109	.105	1.012	.314	.927	1.079
	TOTAL_X3	.049	.110	.048	.449	.654	.886	1.128

a. Dependent Variable: TOTAL_Y

Based on the results of the multicollinearity test in Table 4.10, the VIF value for X1 is 1.048, the VIF value for X2 is 1.079, the VIF value for X3 is 1.128, and the tolerance value for X1 is 955, the tolerance value for X2 is 927, and the tolerance value for X3 is 886. Therefore, it can be concluded that there are no symptoms of multicollinearity based on the VIF value being below 10 and the tolerance value being greater than 0.10.

3. **Heteroscedasticity Test.** The heteroscedasticity test is used to determine if there is unequal variance in the residuals from one observation to another within a regression model.

TABLE 4.10 GLEJSER TEST

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.886	2.021		-.933	.353		
	TOTAL_X1	.081	.070	.120	1.163	.248	.955	1.048
	TOTAL_X2	.041	.069	.062	.593	.554	.927	1.079
	TOTAL_X3	.050	.069	.077	.718	.475	.886	1.128

a. Dependent Variable: abs_RES

Source: processed primary data (2025)

Based on the data in Table 4.10, the results of the heteroscedasticity test using the Glejser test yielded residual significance results for the work motivation variable of 0.248, Organizational Culture of 0.554, and Work Environment of 0.475, all of which are greater than the 0.05 significance level.

FIGURE 4.2 HETEROSKEDASTICITY RESULTS



Source: processed primary data (2025)

Based on Figure 4.2, it can be seen that the points in the scatterplot are spread in an unclear pattern below and above the 0 mark on the Y-axis. It can be concluded that this regression model does not have heteroscedasticity issues.

D. Data Analysis Results

T-Test (Partial Test). To determine significance, a t-table was used with the following formula: df=N-K-2=100-3-2=95. The resulting t-table was 1.985.

TABLE 4.11 T-TEST

NO	Hipotesis	Nilai	Keterangan
1	Variabel Motivasi Kerja berpengaruh signifikan terhadap kinerja karyawan CV. Andi Offset Yohyakarta	thitung = 4.155 ttabel =1,985 sig t = 0,001	HO1 Ditolak/ H,1 Diterima
2	Variabel Budaya Organisasi berpengaruh signifikan terhadap kinerja karyawan CV. Andi Offset Yogyakarta	thitung =29,659 ttabel =1,985 sig t = 0,001	HO1 Ditolak/ H,1 Diterima
3	Variabel Lingkungan Kerja berpengaruh signifikan terhadap kinerja karyawan CV. Andi Offset Yogyakarta	thitung= 0,217 ttabel =1,985 sig t = 0,030	HO1 Ditolak/ H,1 Diterima

Source: processed primary data (2025)

The effect of work motivation on employee performance is shown in Table 4.15. The calculated t-value is 4.155 and the table t-value is 1.985. Therefore, the calculated t-value is > t-value. The significant t-value is 0.001 < 0.005. Therefore, Ho1 is rejected and Ha1 is accepted. This means that the work motivation variable has a significant effect on employee performance. The Effect of Organizational Culture on Employee Performance is shown in Table 4.15. The calculated t-value is 29.659 and the table t-value is 1.985. Therefore, the calculated t-value is > t-value. The significant t-value is 0.001 < 0.05. Therefore, Ho1 is rejected and Ha1 is accepted. This means that the Organizational Culture variable has a significant effect on Employee Performance. The influence of Work Environment variables on Employee Performance is shown in Table 4.15. The calculated t-value is 0.217 and the table t-value is 1.985. Therefore, the calculated t-value is greater than the table t-value, while the Sig. t-value is 0.030 <0.05. Therefore, Ho1 is rejected and Ha1 is accepted. This means that the Work Environment variable has a significant effect on Employee Performance.

E. F-Test (Simultaneous Test). The F-test analysis is performed by comparing the calculated F-value with the table F-value at a 5% confidence level. If the calculated F-

value is greater than the table F-value, Ho is rejected and Ha is accepted, meaning that variable X simultaneously influences variable Y. Conversely, if the calculated F-value is less than the table F-value, Ho is accepted and Ha is rejected, meaning that variable X does not significantly influence variable Y simultaneously. The F-value is df1 = k-1, meaning df1 = 3-1 = 2, and the degrees of freedom for the denominator df2 = n-k, meaning df2 = 100-3 = 97. The F-value is 3.09.

TABLE 4.12 F TEST

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.836	3	48.282	18.282	.000[b]
	Residual	254.601	96	2		
	Total	399.440	99			

a. Dependent Variable: TOTAL_Y

a. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

Source: processed primary data (2025)

Based on Table 4.18, the calculated F value is 18.282 and the F table value is 3.09. This means that the calculated F value is greater than the F table value, and the F Sig value is 0.000, which is below or < the significance value of 0.05. Therefore, Ho is rejected and Ha is accepted. Therefore, it can be concluded that the variables of work motivation, organizational culture, and work environment simultaneously have a positive and significant effect on employee performance at CV. Andi Offset Yogyakarta.

F. Coefficient of Determination (R2). The coefficient of determination analysis aims to predict and determine the contribution of variable X (work motivation, organizational culture, and work environment) to variable Y (employee performance).

TABLE 4.16 COEFFICIENT OF DETERMINATION (R2):

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907a	.806	.822	1.299

The coefficient of determination analysis in Table 4.19 yields an R-square value of 0.806. This means that the independent variables (work motivation, organizational culture,

and work environment) can explain 80.6% of the dependent variable (employee performance), with the remaining 19.4% explained by variables outside the study.

G. Discussion

1. The Effect of Work Motivation on Employee Performance

The results of the work motivation variable on employee performance test indicate that work motivation has a positive effect on employee performance. Table 4.11 shows that the calculated t-value is greater than the t-value of 1.985. This proves that the calculated t-value is greater than the t-value, indicating that Ho is rejected and Ha is accepted. The significance level in Table 4.11 is 0.001, meaning that 0.001 <0.005, therefore, Ho is rejected and Ha is accepted. This indicates that the work motivation variable has a partial positive effect on employee performance. Therefore, work motivation plays a significant role in employee performance at CV. Andi Offset Yogyakarta. The hypothesis that work motivation has a positive effect on employee performance at CV. Andi Offset Yogyakarta can be proven. Employees at CV. Andi Offset receive motivation from their leaders, but the company needs to strengthen its reward and recognition system, not only financially but also non-financially (appreciation, career opportunities).

2. The Influence of Organizational Culture on Employee Performance

Based on the results of testing the Organizational Culture variable on employee performance, organizational culture has a positive effect on employee performance. Table 4.11 shows that the calculated t-value is 29.659 and the t-table value is 1.194. This proves that the calculated t-value is greater than the table t-value, meaning Ho is rejected and Ha is accepted. This indicates that organizational culture has a significant effect on employee performance. Employees at CV. Andi Offset Yogyakarta experience positive behavior, work patterns, and performance effectiveness from superiors to employees. However, improvements in effective communication between employees are still needed to avoid conflict at work.

3. The Influence of the Work Environment on Employee Performance

The test results for the work environment variable show a calculated t-value of 0.217 and a table value of 1.984. This proves that the calculated t-value is greater than the table value, indicating that Ho is rejected and Ha is accepted. The individual characteristics variable influences employee performance. The significance level in Table 4.21 is 0.000,

with 0.000 <0.05, so Hp is rejected and Ha is accepted. This indicates that the individual characteristics variable has a partial positive effect on employee performance. The work environment plays a crucial role in employee performance at CV. Andi Offset Yogyakarta. Harmonious working relationships between employees and superiors need to be strengthened through open communication. The hypothesis that the work environment has a positive effect on employee performance at CV. Andi Offset Yogyakarta can be proven.

4. The Influence of Work Motivation, Organizational Culture, and Work Environment on Employee Performance.

The results of the data analysis concluded that work motivation, organizational culture, and the work environment simultaneously influence employee performance at CV. Andi Offset Yogyakarta. Based on the results of the study in Table 4.16, the F-test results were 18.282 and 3.09, indicating that the calculated F-value is greater than the F-value. The hypothesis is accepted. The variables simultaneously have a positive and significant effect on employee performance at CV. Andi Offset Yogyakarta.

V. CONCLUSION

Based on the results of research conducted by researchers regarding the influence of Work Motivation, Organizational Culture, and Work Environment on Employee Performance at CV. Andi Offset Yogyakarta, it can be concluded as follows: Work motivation has a positive and significant effect on employee performance at CV. Andi Offset Yogyakarta. The higher the work motivation of employees, the higher the resulting performance. Organizational culture has a positive and significant effect on employee performance at CV. Andi Offset Yogyakarta. Values, norms, and work habits that are consistently applied will be able to encourage increased employee performance. The work environment has a positive and significant effect on CV. Andi Offset Yogyakarta. A comfortable, safe work environment that supports good work interactions can improve employee performance. Based on the results of Multiple Regression analysis strengthened by the F test, it shows that Work Motivation, Organizational Culture, and Work Environment simultaneously have a significant positive effect on Employee Performance at CV. Andi Offset Yogyakarta.

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