

The Influence Of Organizational Culture And Work Environment On Employee Performance Through Work Motivation As An Intervening Variable At The Department Of Food Security, Agriculture, And Fisheries In Banten Province

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Abstract

This study aims to analyze the influence of organizational culture and work environment conditions on employee performance, with work motivation as a mediating variable, at the Food Security, Agriculture, and Fisheries Service in Banten Province. Employee performance is seen as an indicator of individual achievement in carrying out tasks according to their roles and responsibilities within the organization. The approach used is a quantitative method with a population of all employees at the Food Security, Agriculture, and Fisheries Service of Serang City, the Agriculture and Food Security Service of Pandeglang Regency, and the Fisheries Service of Serang Regency, totaling 386 people. Of the total population, 230 employees were designated as research samples. Primary data were obtained through questionnaires distributed via Google Forms, and the analysis employed statistical methods within a quantitative framework using Partial Least Squares (PLS). The research findings revealed that organizational culture significantly influences employee performance, while the work environment showed no significant direct effect. However, both variables were shown to significantly influence work motivation. Furthermore, organizational culture and the work environment also exert an indirect influence on performance through work motivation. Therefore, work motivation acts as an intervening variable that strengthens the relationship between organizational culture and the work environment and employee performance at the Banten Province Food Security, Agriculture, and Fisheries Service.

Kata Kunci: Organizational Culture, Work Environment, Work Motivation, Employee Performance

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INTRODUCTION

A crucial factor in managing a company or organization is employee performance, which aims to improve efficiency. Therefore, companies need to effectively manage and develop employee performance. The key to success lies not only in technological excellence and funding; employee performance plays a crucial role in the company's or organization's progress (Rizal et al., 2023). Performance can be considered good if it meets established standards to support the achievement of shared goals. An ideal organization is one that continually strives to develop the quality of its human resources. Improving employee

performance will positively impact the company's progress, thus becoming a crucial step in achieving success and realizing its goals for the company's survival. (Putra & Fernos, 2023)

Performance is the foundation and function of competence, attitude, and action. Performance is accumulated as the result of employee achievement in actualizing tasks through the responsibilities assigned to them to achieve hopes and goals, where highly competent employees are one of the most important human resources and contribute directly to increasing superior competitiveness (Kurnia and Andi, 2022). Performance is essentially something that allows employees to determine how much they contribute to the company through their work results in the company. In essence, performance greatly influences employee performance in the company, and performance also determines the level of success of a company's direction from year to year (Tsuraya and Fernos, 2023).

Performance can be assessed through the amount of work done, the quality of work results, loyalty to work, ability to carry out tasks, and achievements. Performance has become a key concept used as a driving force to achieve organizational goals. A company or organization can operate according to its intended objectives if it has adequate supporting elements and individuals who share the same goal: to make the workplace a means of earning a living while simultaneously encouraging increased profits and gradual development. Employee performance plays a crucial role in achieving organizational goals and targets that align with the company's vision and mission. Therefore, the achievement of organizational goals is highly dependent on the performance of tasks by employees. (Syahputra et al., 2020)

In 2017, the Department of Agriculture, Maritime Affairs and Fisheries changed its SOTK to become the Department of Agriculture based on the Mayor of Serang Regulation number 22 of 2017. The Department of Agriculture has the main task of carrying out selected affairs in the fields of food crops, horticulture, fisheries, livestock, plantations, and food security. After the change in the main tasks of the affairs of the field and the change in SOTK back to the Department of Food Security, Agriculture and Fisheries in accordance with Mayoral Regulation Number 20 of 2021, the Department of Food Security, Agriculture and Fisheries carries out affairs in the fields of food, agriculture, maritime affairs and fisheries in Serang City.

The Pandeglang Regency Agriculture and Food Security Service is a regional agency responsible for implementing government affairs in the fields of agriculture, livestock, plantations, extension services, and food security. This service is under the coordination of the Regent through the Regional Secretary and plays a crucial role in improving food security and supporting agricultural sector development in Pandeglang Regency. In 2022, it was renamed the Agriculture and Food Security Service, with an additional focus on regional food security.

The Serang Regency Fisheries Service (Diskan) is a Regional Apparatus in Serang Regency led by a Head of Service who is positioned under and responsible to the Regent through the Regional Secretary. The Serang Regency Fisheries Service was established based on Regional Regulation Number 7 of 2022 Amendment to Regional Regulation Number 11 of 2016 concerning Regional Apparatus of Serang Regency and Serang Regent Regulation Number 108 of 2022 concerning the Organizational Structure and Work Procedures of the Serang Regency Fisheries Service.

Organizational culture is the strength possessed by individuals in supporting the achievement of organizational performance (Setyorini et al., 2021). Organizational work culture also encompasses the values and habits that shape an organization's behavior. An organizational work culture created through appropriate management processes will help the organization achieve its goals. Organizational work culture plays a role in supporting the achievement of organizational goals. Every company in Indonesia has a different organizational work culture influenced by factors surrounding the company. One of the

objectives of this study is to determine the level of influence of organizational structure on work culture within the organization (Sembiring & Sofiyani, 2021).

Furthermore, the importance of organizational structure lies in the human resources within the structure, who will drive the organization to achieve its goals through its vision and mission. However, the role of organizational structure in organizational work culture still requires further research. This means that organizational work culture is also influenced by the placement of human resources within the organizational structure, where the organizational structure contains human resources with varying characteristics and will bring different work cultures to the organization (Sembiring & Sofiyani, 2021).

The work environment is a crucial factor influencing employee performance levels. Conducive working conditions can increase productivity, while less supportive conditions can potentially decrease it. Therefore, companies need to create a healthy, safe, and comfortable work environment to ensure effective employee activities and optimal performance (Oktavia & Fernos, 2023).

Motivation is what drives someone to take action. In this context, motivation is often associated with a person's attitude as an activist. Due to the psychological processes within a person, every employee's action is always linked to various interconnected activities, needs, and goals. A leader must use appropriate motivational methods to keep employees enthusiastic about their work. A superior must be able to direct and motivate their employees effectively. The absence of inspiration from superiors can affect employee performance. The success of an organization is greatly influenced by employee morale, which can be seen and assessed concretely. When carrying out tasks and objectives, the organization sets standards for employees that are appropriate for their jobs. Thus, employee motivation in carrying out their work duties plays a crucial role in achieving every established business goal. Self-motivation can be defined as the drive that comes from within or outside a person to complete work with enthusiasm and utilize their abilities and skills (Tsuraya & Fernos, 2023).

In recent years, employee performance in government agencies, including the Serang City Department of Food Security, Agriculture, and Fisheries, has come under scrutiny due to low service effectiveness and program target achievement. These issues include weak implementation of organizational culture, such as a lack of discipline, responsibility, and employee integrity. Furthermore, inadequate work environments, both in terms of facilities and atmosphere, often create discomfort and reduce productivity. Furthermore, employee motivation appears unstable, influenced by a lack of recognition, unclear career paths, and low participation in decision-making. These conditions indicate the need for further study to understand how the interaction between organizational culture, work environment, and motivation can affect overall employee performance in these institutions.

State Of The Art

Based on a review of previous literature, three research gaps can be identified that underlie the importance of this research. First, there is an evidence gap, which requires attention to the inconsistency of previous research findings regarding the impact of organizational culture on employee performance. Some studies, such as those by Alam (2020), show that organizational culture has no significant effect on employee performance. However, other studies, such as those by Datau et al. (2022), found a positive and significant effect. These discrepancies in results indicate the need for additional empirical evidence to strengthen or challenge existing findings.

A gap in knowledge exists: most previous studies have examined the relationships between variables separately, without simultaneously examining the role of work motivation as a mediator in the relationship between organizational culture and the work environment and employee performance. Most studies have focused on the direct impact of each variable,

ignoring the indirect relationship mechanisms that can occur through work motivation as a mediator. However, in the fields of organizational psychology and human resource management, understanding the mediation process is crucial for more fully explaining how both organizational culture and the work environment contribute jointly to influencing employee performance. Therefore, a research framework that integrates these four variables is needed to fill the theoretical gap and enrich scientific research in this field. This study attempts to address this gap by developing a more comprehensive and integrated conceptual model that simultaneously examines not only direct but also indirect relationships between variables.

In addition, there is population gap, because the majority of previous research focuses on the private sector, educational institutions, or health services, while the context of public sector organizations, especially in local government agencies such as the Food Security, Agriculture and Fisheries Service of Serang City, is still rarely studied.

Based on the phenomena and research gaps that have been explained, the problem formulation in this study includes 1) Does Organizational Culture have a direct effect on Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province?, 2) Does the Work Environment have a direct effect on Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province?, 3) Does Organizational Culture have a direct effect on Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province?, 4) Does the Work Environment have a direct effect on Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province?, 5) Does Work Motivation have a direct effect on Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province?, 6) Does Organizational Culture have an indirect effect on Employee Performance through Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province?, 7) Does the Work Environment have an indirect effect on Employee Performance through Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province? Food Security, Agriculture and Fisheries in Banten Province?

Novelty

The novelty of this study lies in the integration of three variables: organizational culture, work environment, and work motivation in analyzing employee performance in the public sector, specifically at the Department of Food Security, Agriculture, and Fisheries in Banten Province. This study helps fill a previously undiscussed gap by examining the role of work motivation as a variable mediating the relationship between organizational culture and work environment on employee performance simultaneously. Furthermore, this study has a specific context, namely a regional ranking agency with complex and cross-sectoral tasks, namely food, agriculture, and fisheries. This provides a unique contribution to the development of human resource management theory in the public sector, which is usually studied more in the private sector or education. This approach provides a new perspective in understanding the dynamics of ASN work in the context of regional autonomy and more effective public services.

THEORITICAL REVIEW

Work Culture on Employee Performance

Previous research has shown that organizational culture has a positive influence on employee performance. Improving organizational culture tends to improve employee performance, while removing this factor can decrease performance. The influence of organizational culture on performance can be seen through healthy competition within the organization, both among employees, which in turn improves the quality of achievement of predetermined performance targets. This finding is consistent across various sectors, including education, manufacturing, and government agencies. Based on this, this study

aims to analyze the influence of organizational culture on employee performance at the Department of Food Security, Agriculture, and Fisheries of Banten Province.

Work Environment on Employee Performance

The work environment, both physical and non-physical, plays a crucial role in improving employee performance. A non-conducive work environment can reduce performance, as physical and non-physical aspects influence each other in supporting daily work. Conversely, a conducive work environment provides a sense of security and enables employees to perform optimally. Furthermore, the work environment also influences emotions, work enthusiasm, time effectiveness, and employee performance and achievement. Therefore, creating a good and comfortable work environment is key to improving performance effectively and efficiently. Based on this, this study aims to analyze the influence of the work environment on the performance of employees at the Food Security, Agriculture, and Fisheries Service in Banten Province.

Organizational Culture on Work Motivation

Every organization inherently has a work culture that can be either positive or negative. A positively formed organizational culture tends to have a constructive impact on its members, while an unhealthy culture has the potential to have the opposite effect. A conducive organizational culture not only increases morale and motivation but also plays a crucial role in driving optimal employee performance. Therefore, a positive organizational culture will create a strong motivational drive in daily work activities. In line with this, this study focuses on analyzing the extent of the influence of organizational culture on employee work motivation at the Banten Province Food Security, Agriculture, and Fisheries Service.

Work Environment on Work Motivation

The majority of previous research indicates that the work environment is related to work motivation, with the better the work environment, the higher the employee motivation. However, other research findings indicate that the work environment does not always have a significant effect on work motivation (Manao, 2022). In general, most studies emphasize the importance of paying attention to the quality of the work environment within an organization. Based on this, this study aims to analyze the influence of the work environment on work motivation in the public sector, specifically employees of the Banten Province Food Security, Agriculture, and Fisheries Service.

Work Motivation on Employee Performance

Motivation is a condition that drives individuals to move towards achieving certain goals. Therefore, providing motivation to employees needs to be done continuously to improve their performance and produce optimal work quality. Putra and Fernos (2023) stated that work motivation plays a crucial role because good motivation has a positive impact on employee and organizational performance. Conversely, a lack of motivation can decrease employee productivity. Syahputra et al. (2020) added that one factor influencing work effectiveness is providing motivation and encouragement to spur employees to work well. This study aims to analyze the effect of work motivation on employee performance at the Food Security, Agriculture, and Fisheries Service of Banten Province.

METHODOLOGY

Research design

The first research took place at the Department of Food Security, Agriculture, and Fisheries of Serang City, Jalan Jendral Sudirman No. 15, Penancangan Village, Cipocok Jaya District, Serang City, Banten Province. The second research took place at the Department of Agriculture and Food Security of Pandeglang Regency, Jl. Mayor Widagdo No. 10, Kabayan,

Pandeglang District, Pandeglang Regency, Banten 42212, Indonesia. The third research took place at the Department of Fisheries of Serang Regency, Jl. Brigjen KH. Syam'un No. 7 Serang - Banten. This research uses an explanatory approach, namely an approach that aims to explain the causal relationship between variables that have been determined in the framework of thought. This research is classified as survey research, namely a research method carried out by taking samples from a population to then be analyzed quantitatively in order to draw conclusions about the population.

Population and sample

In this study, the population in question is all employees at the Food Security, Agriculture, and Fisheries Service of Banten Province, with a focus on employees at the Food Security, Agriculture, and Fisheries Service of Serang City, the Agriculture and Food Security Service of Pandeglang Regency, and the Fisheries Service of Serang Regency. The population was selected based on certain criteria so that the data obtained is relevant to the research objectives. In this study, the population members were 386 ASN employees. Sample determination was calculated using the following formula:

Data collection techniques and instrument development

The data collection technique in this study used a survey through a closed-ended questionnaire as the primary instrument to obtain quantitative data. The questionnaire was compiled based on theoretical indicators of organizational culture, work environment, work motivation, and employee performance variables, and was measured using a five-point Likert scale. The instrument included data on respondent identity, organizational culture (Adiawaty, 2020), physical and non-physical work environment (Jopanda, 2021), employee performance (Safitri, 2022), and work motivation. Data collection was conducted offline and online via Google Forms to increase efficiency, while still ensuring respondent understanding, data confidentiality, and anonymity of responses.

Data analysis techniques

The data analysis technique in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software. This method was chosen because it is able to analyze the relationship between variables simultaneously, does not require a normal distribution, and is suitable for relatively small sample sizes. PLS-SEM analysis is carried out in two main stages, namely evaluation of the measurement model (outer model) to test the validity and reliability of the constructs through convergent validity, discriminant validity, and composite reliability, and evaluation of the structural model (inner model) to test the relationship between constructs using path coefficients, R^2 , Q^2 values, and significance tests through bootstrapping. The results of the analysis are then interpreted to test hypotheses and draw conclusions based on empirical evidence.

RESULT AND DISCUSSION

To see the measurement accuracy of each indicator and describe the value of the variance of each indicator in the construct captured by the variable is greater than the variance caused by measurement error interpretation, the AVE value is declared valid if it is greater than 0.50. The reliability test in this study was carried out by testing composite reliability And Cronbach's alpha. Composite Reliability used to describe the consistency of the indicators used to measure constructs where the interpretation of the indicators is considered to have high consistency if it has Composite Reliability above 0.70. The results of processing the AVE and CR data values are presented in Table 1.

Table 1 AVE and CR test

Variabel	Nilai AVE	Keterangan	Composite Reliability	Keterangan
Organizational Culture (X1)	0,590	Valid	0.941	Reliable
Work Environment (X2)	0,645	Valid	0.918	Reliable
Work Motivation (Y)	0,574	Valid	0.938	Reliable
Employee Performance (Z)	0,617	Valid	0.908	Reliable

Source: Results of SmartPLS Data Processing (2025)

Table 1 shows the test results convergent validity and construct reliability using values Average Variance Extracted (AVE) And Composite Reliability (CR) All research variables, namely Organizational Culture, Work Environment, Work Motivation, and Employee Performance, have AVE values above the minimum limit of 0.50. This indicates that each construct is able to explain more than 50% of the variance of its indicators, so it can be stated that convergently valid.

In addition, the Composite Reliability value for all variables was above 0.70, indicating a very good level of internal consistency of the instrument. Thus, it can be concluded that all constructs in this study have met the criteria. valid and reliable, so it is suitable for use for testing structural models and further analysis of relationships between variables.

Furthermore, to prove the hypothesis, hypothesis testing was carried out to answer the problem formulation in this study, which will be explained in Table 2.

Table 2. Hypothesis Test

Variable Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Employee Performance	0.565	0.566	0.073	7.750	0.000
Organizational Culture -> Work Motivation	0.624	0.620	0.042	14.917	0.000
Work Environment -> Employee Performance	-0.016	-0.012	0.048	0.337	0.368
Work Environment -> Work Motivation	0.339	0.342	0.041	8.197	0.000
Work motivation -> Employee Performance	0.273	0.272	0.084	3.235	0.001
Organizational Culture -> Work Motivation -> Employee Performance	0.170	0.169	0.054	3.138	0.001
Work Environment -> Work Motivation -> Employee Performance	0.092	0.093	0.032	2.852	0.002

Source: SmartPLS Data Processing Results (2025)

Based on Table 2. The first hypothesis tests whether Organizational Culture directly influences Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province. Based on the results of the hypothesis testing, H01 is rejected and Ha1 is accepted because path coefficient 0.565 with t-statistics 7,750 > 1.96 and p-value 0.000 < 0.05, These results indicate that there is a significant direct influence between Organizational Culture on Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province.

The first hypothesis tests whether the work environment directly influences employee performance at the Department of Food Security, Agriculture, and Fisheries in Banten Province. Based on the results of the hypothesis testing, H02 is accepted and Ha2 is rejected because path coefficient -0.016 with t-statistics 0.337 > 1.96 and p-value 0.368 < 0.05, These results indicate that there is no significant direct influence between the Work Environment and Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province.

The third hypothesis tests whether Organizational Culture directly influences Work Motivation at the Food Security, Agriculture, and Fisheries Service in Banten Province. Based on the results of the hypothesis testing, H03 is rejected and Ha3 is accepted because path coefficient 0.624 with t-statistics 14,917 > 1.96 and p-value 0.000 < 0.05, These results indicate that there is a significant direct influence between Organizational Culture and Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province.

The fourth hypothesis tests whether the Work Environment directly influences Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province. Based on the results of the hypothesis testing, H04 is rejected and Ha4 is accepted because path coefficient 0.339 with t-statistics 8,197 > 1.96 and p-value 0.000 < 0.05, These results indicate that there is a significant direct influence between the Work Environment on Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province.

The fifth hypothesis tests whether Work Motivation directly influences Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province. Based on the results of the hypothesis testing, H05 is rejected and Ha5 is accepted because path coefficient 0.273 with t-statistics 3.235 > 1.96 and p-value 0.001 < 0.05, These results indicate that there is a significant direct influence between Work Motivation on Employee Performance at the Food Security, Agriculture and Fisheries Service in Banten Province.

The sixth hypothesis tests whether Organizational Culture directly influences Employee Performance Through Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province. Based on the results of the hypothesis testing, H06 is rejected and Ha6 is accepted because path coefficient 0.170 with t-statistics 3.138 > 1.96 and p-value 0.001 < 0.05, These results indicate that there is a significant direct influence between Organizational Culture on Employee Performance through Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province.

The seventh hypothesis tests whether the work environment directly influences employee performance through work motivation at the Department of Food Security, Agriculture, and Fisheries in Banten Province. Based on the results of the hypothesis testing, H07 is rejected and Ha7 is accepted because path coefficient 0.092 with t-statistics 2,852 > 1.96 and p-value 0.002 < 0.05, These results indicate that there is a significant direct influence between the Work Environment on Employee Performance through Work Motivation at the Food Security, Agriculture and Fisheries Service in Banten Province.

The Influence of Organizational Culture on Employee Performance

Based on the results of hypothesis testing using the method bootstrap In SmartPLS, the findings show that the first hypothesis shows a direct and significant influence between Organizational Culture and Employee Performance at the Food Security, Agriculture, and Fisheries Service of Banten Province. This is indicated by the value path coefficient of 0.565 with a value of-statistics 7,750 > 1.96 and p-value 0,000 < 0,05.

Furthermore, the R-Square (R²) value for Employee Performance of 0.626 indicates that 62.6% of the variation in Employee Performance can be explained by exogenous

variables, namely Organizational Culture, Work Environment, and Work Motivation. The remaining 37.4% is influenced by other factors outside this research model.

The implications of these findings confirm that implementing a strong organizational culture is a crucial aspect for the Banten Province Food Security, Agriculture, and Fisheries Service to improve employee performance. These findings also align with the views of Jufrizen & Ramdhani (2020), who assert that strengthening organizational culture is directly proportional to improved employee performance. Conversely, a decrease in organizational culture strength leads to decreased work performance.

Furthermore, the results of this study are consistent with the findings of Datau et al. (2022) in a study entitled "The Influence of Organizational Culture on Employee Performance at the Pohuwato Regency Agriculture Service", which concluded that organizational culture has a positive and significant effect on employee performance. Similarly, Edmizar et al.'s (2024) research entitled "The Influence of Organizational Commitment, Organizational Climate, Organizational Culture, and Person-Organizational Fit on the Performance of Employees at the Population and Civil Registration Service of Kerinci Regency" also supports this finding, with the result that organizational culture makes a significant positive contribution to improving employee performance.

The Influence of Work Environment on Employee Performance

Based on the results of testing the second hypothesis, it was found that work environment does not have a significant direct influence on employee performance at the Banten Province Food Security, Agriculture, and Fisheries Service. The work environment coefficient value was recorded at $-0,016$ with t -statistic $0,337 < 1,96$ as well as p -value $0,368 > 0,05$. This indicates that the work environment does not significantly contribute to improving employee performance and even shows a negative influence. Therefore, this finding aligns with the research hypothesis that the work environment does not significantly influence employee performance.

This finding aligns with research by Sarip & Mustangin (2023), which showed that the work environment had no significant effect on employee performance at PT. ABC Persada. However, the authors were limited in finding other studies supporting a direct, negative effect of the work environment on employee performance, given that most previous studies found a positive relationship. Nevertheless, this study's findings corroborate those of Pradipta & Suhermin (2020), which stated that the work environment had no significant effect on employee performance.

In other words, the worse the quality of the work environment, the more likely employee performance is to decline. This demonstrates that the work environment is a crucial factor in determining the smooth operation of an organization. Therefore, efforts to improve and create a conducive work environment are strategic steps to help employees perform their duties more effectively and productively.

The Influence of Organizational Culture on Work Motivation

Based on the results of testing the fourth hypothesis, it was found that Organizational Culture has a significant direct influence on Work Motivation at the Food Security, Agriculture, and Fisheries Service of Banten Province. This is indicated by the path coefficient value of $0,624$, with t -statistics $14,917 > 1,96$ as well as p -value $0,000 < 0,05$. This means that the stronger the organizational culture that is built, the higher the employee's work motivation in carrying out their duties.

This finding is consistent with Firanti et al.'s (2021) opinion, which explains that a conducive organizational culture can create a positive work environment, thereby fostering employee motivation. A strong and healthy culture leads to increased employee morale,

motivation, and even performance, while a weak or negative culture actually decreases work motivation.

In addition, research by Putra & Prianggono (2022) also supports these results through a study entitled "The Influence of Leadership Style and Organizational Culture on the Work Motivation of Members of the Indonesian National Police Mobile Brigade Corps" The results of this study indicate that organizational culture plays a significant role in increasing work motivation, thus concluding that organizational culture is an important factor that encourages employees to work more optimally.

The Influence of Work Environment on Work Motivation

Based on the results of testing the fourth hypothesis, it was found that Work Environment has a significant direct influence on Work Motivation on employees of the Food Security, Agriculture, and Fisheries Service of Banten Province. These results are supported by a path coefficient value of 0,339, with t-statistics 8,197 > 1,96 and p-value 0,000 < 0,05 This finding proves that the more conducive the work environment created, the higher the employee's work motivation in carrying out their duties.

The results of this study are in line with the opinion of Amalia (2021) who stated that Physical and non-physical work environments have a positive and significant influence on employee work motivation at the Bulukumba Regency Regional Revenue Agency Office. A comfortable, safe, and supportive work environment will increase employee motivation.

Furthermore, the research results of Purnama et al. (2020) also support this finding through a study entitled "The Influence of the Work Environment on the Work Motivation of Employees at the Public Works and Construction Department of Lampung Province" The study concluded that the work environment plays a significant role in increasing employee motivation in the agency.

Thus, it can be emphasized that the quality of the work environment is a determining factor that encourages the creation of employee work motivation, both through physical aspects such as facilities and infrastructure, as well as non-physical aspects such as interpersonal relationships and a harmonious work atmosphere.

The Influence of Work Motivation on Employee Performance

Based on the results of testing the fourth hypothesis, it is known that Work Motivation has a direct and significant influence on Employee Performance at the Food Security, Agriculture, and Fisheries Service of Banten Province. This finding is proven by the path coefficient value of 0,273, with t-statistics 3,235 > 1,96 as well as p-value 0,001 < 0,05 This means that the higher the level of work motivation an employee has, the better the performance they will demonstrate in carrying out their official duties.

The results of this study are consistent with the opinion of Antoni (2021) who stated that Employee work motivation is an important factor in encouraging the achievement of optimal performance. In his research at Cafe Miltie Bubble Banjarmasin, Antoni found that employee motivation was in the good category, reflected in their sincerity and enthusiasm in carrying out assigned tasks. This indicates that high motivation can encourage employees to work more effectively and productively.

In line with this, Caissar et al.'s (2022) research entitled "The Influence of Work Motivation and Work Discipline on Employee Performance (A Study at a State-Owned Enterprise in West Java)" also strengthens these findings. The study proves that work motivation, along with work discipline, has a significant influence on improving employee performance.

Thus, it can be concluded that work motivation is a key factor in achieving employee performance. High levels of motivation will encourage employees to work with greater commitment, enthusiasm, and focus on achieving maximum results, thereby optimally achieving organizational goals.

The Influence of Organizational Culture on Employee Performance through Work Motivation

The results of the first mediation path test indicate that organizational culture has a significant indirect effect on employee performance through work motivation. This is indicated by a coefficient value of 0.170, a T-statistic of 3.138, and a p-value of 0.001, thus Hypothesis 6 can be accepted. Thus, organizational culture not only has a direct influence on performance but also plays a role in increasing work motivation, which ultimately drives improved employee performance.

These findings confirm the position of work motivation as a strategic mediating variable in strengthening the relationship between organizational culture and performance. Furthermore, the results of this study demonstrate that a work culture built through inspirational and trust-based leadership can create a motivating work environment, support productivity, and encourage employees to achieve optimal work results.

The Influence of Work Environment on Employee Performance through Work Motivation

The results of the indirect path analysis indicate that work motivation functions as an intermediary variable in the relationship between the work environment and employee performance. This fact is demonstrated by a coefficient value of 0.092, a T-statistic of 2.852, and a p-value of 0.002, which indicates a positive and statistically significant influence (Hypothesis 7 is accepted). In other words, although the direct influence of the work environment on employee performance is insignificant and even tends to be negative, through increasing work motivation, the work environment can make a positive contribution in boosting employee performance.

These findings clarify that the influence of the work environment on performance will be more optimal when mediated by motivation. Thus, work motivation plays a crucial role as a bridge between work environment conditions and performance outcomes. Environmental factors only truly have a significant impact when they successfully enhance individual motivation.

CONCLUSION

Based on the results of the data analysis and discussion in the previous chapter, several important conclusions can be drawn, 1) Organizational culture has a positive and significant effect on employee performance at the Food Security, Agriculture and Fisheries Service in Banten Province. Organizational culture plays an important role in improving employee performance, both directly and indirectly through work motivation. This means that the stronger the organizational culture that is built, the higher the employee performance. 2) The work environment does not have a direct and significant effect on employee performance at the Food Security, Agriculture and Fisheries Service in Banten Province. This shows that the physical and non-physical conditions of the work environment do not automatically improve employee performance, perhaps because other factors are more dominant, such as motivation or organizational culture. 3) Organizational culture has a positive and significant effect on work motivation at the Food Security, Agriculture and Fisheries Service in Banten Province. This means that a positive culture can encourage employees to be more motivated in carrying out their duties. 4) The work environment has a positive and significant effect on work motivation at the Food Security, Agriculture and Fisheries Service in Banten Province. Thus, comfortable, safe, and supportive working conditions can increase employee work motivation. 5) Work motivation has a positive and

significant effect on employee performance at the Food Security, Agriculture, and Fisheries Service in Banten Province. This means that the higher the motivation of employees, the better the performance shown. 6) Organizational culture has a positive indirect effect on employee performance through work motivation at the Food Security, Agriculture, and Fisheries Service in Banten Province. This means that organizational culture can improve employee performance if it is first able to foster employee work motivation. 7) The work situation has a positive indirect effect on employee performance achievement through motivational encouragement at the Food Security, Agriculture, and Fisheries Service in Banten Province. This means that although the work environment does not directly affect performance, but through increasing employee work motivation, the work environment can still have a positive impact on performance.

Limitation

This research was conducted optimally, but it still has several limitations. The scope of the study was limited to three Food Security, Agriculture, and Fisheries Services in Banten Province, so the results cannot necessarily be generalized to other regions. The sample size of 230 respondents was also relatively limited, so further research is recommended to involve a larger number of respondents to obtain more diverse results. Furthermore, the use of path analysis was not able to provide comprehensive information regarding the validity and reliability of the indicators. Therefore, future research can use the Structural Equation Modelling (SEM) approach for more in-depth analysis.

Implication

The results of the study indicate that organizational culture plays a significant role in improving employee performance, both directly and indirectly through increased work motivation. The work environment does not directly affect performance, but still contributes indirectly by strengthening employee motivation. A positive organizational culture and work environment have been shown to boost work motivation, while work motivation itself is a key factor in improving employee performance. Thus, achieving optimal performance depends heavily on the synergy between a strong organizational culture, a conducive work environment, and high work motivation as the main connecting variables.

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