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## The Influence of Organizational Culture, Information Technology, Work Environment and Compensation on Employee Performance Which is Moderate by Work Motivation at PT XYZ

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**Abstract** In the national medium-term development plan (RPJM) for 2020 to 2024, the achievement of the vision for 2045 is through economic transformation supported by industrial downstreaming by utilizing human resource development. Currently, human resources are recognized as resources that create valuable competitive advantages for organizations, because employees provide human experience and human capital as well as human intellectuals for achieving organizational goals which will contribute value to the long-term sustainability of the company's business, both for the interests of shareholders and stakeholders. In this research, we analyze the influence of organizational culture, information technology, work environment and compensation on employee performance which is moderated by work motivation. This research is a quantitative research method where the objects used are permanent employees who work at PT XYZ. The number of samples used was 170 respondents. Data collection through questionnaires and data analysis techniques used in hypothesis testing using Sem Smart PLS Version 4.0.9. The results of this research indicate that (1) Organizational culture has a significant influence on employee performance (2) Information technology has no influence on employee performance (3) The work environment has no influence on employee performance (4) Compensation has no influence on employee performance (5) Work motivation moderates the influence of organizational culture on employee performance (6) Work motivation moderates the influence of information technology on employee performance (7) Work motivation moderates the influence of the work environment on employee performance (8) Work motivation moderates the influence of compensation on employee performance (9) Work motivation has a significant influence on employee performance. It is hoped that this research can provide input so that in the future, human resource development can pay more attention to factors that can improve performance so that employees can contribute optimally to the company's progress.

**Keyword:** Organizational Culture, Information Technology, Work Environment, Compensation, Work Motivation, Employee Performance.

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## INTRODUCTION

The national medium-term development plan (RPJM) for 2020 to 2024 is to achieve the vision for 2045 through economic transformation supported by industrial downstreaming by utilizing human resource development. And in the national long-term development plan (RPJPN) from 2025 to 2045, one of the vision targets of the national long-term development plan (RPJPN) is to increase the competitiveness of human resources. Improving the quality of human resources is measured by the human capital index score (RPJM 2020-2024 and RPJPN 2025-2045).

Today, human resources are recognized as a resource that can create valuable competitive advantages for an organization. Competitive advantage can be achieved through employees and various human resource management activities. However, to achieve competitive advantage, organizations must use tools to attract, retain, and motivate their human resources, which is called human resource strategy. Otherwise, they will lose the ability to adapt to today's complex environment and the ability to use human resources effectively (Nafari & Rezaei, 2022).

Success in human resource management requires the development and application of appropriate human resources. Strategic human resource management is considered as the link between human resources and an organization's business strategy. The goal of strategic human resource management is how organizations can use their human resources to improve competitive performance (Nafari & Rezaei, 2022).

Human resource strategy is a model of human resource system policy decision making in the field of business strategy and competitive context. These strategies reflect what the organization wants to do regarding various aspects of its human resource management policies and practices. Sustainable development of human resources is a key factor in achieving sustainable competitive advantage for every organization (Nafari & Rezaei, 2022).

PT XYZ as a subsidiary of PT ABC which operates in the field of natural gas transmission and distribution. PT XYZ has a total number of employees as of October 2023 of 1,796 people (excluding directors), consisting of organic employees totaling 84 people and assistance from PT.ABC totaling 128 people, as well as outsourced staff of 1,584 people. PT.XYZ oriented to the service sector which consists of: 1). Engineering, procurement, construction, installation and commission services, 2). Natural gas infrastructure operation and maintenance services, 3). Supply chain, namely management services for various activities including information, funds and other resources that are interrelated in the movement of a product or service from supplier to customer, 4). Calibration, fabrication, assembly and repair of gas pipeline network facilities, warehousing management used for the process of replacing gas pipe equipment and instruments in maintenance and operation activities, PE manufacturing which is a business producing gas pipes and subduct pipes (Annual Report Year 2022, PT XYZ).

The existence of reliable human resources for the sustainability of the business in facing competitive business challenges is an obligation and is the key to good corporate governance as a State-Owned Enterprise. Therefore PT XYZ in human resource management, we continue to innovate according to rapidly changing business situations, full of uncertainty, very complex and sometimes ambiguous (Annual Report Year 2022, PT XYZ).

Human Capital at PT XYZ boils down to the Employee Value Proposition (EVP) and BUMN Employer Branding according to the Circular Letter Number SE-11/MBU/08/2020 Minister of State-Owned Enterprises that is, every employee learns, grows and contributes. Employees are expected to provide performance that is in line with organizational goals,

competencies that are in line with strategy and behavior that is in line with organizational culture. All of this can be achieved by managing human resources in harmony with the support of a talent development system, capability development system and appreciation for the contribution that has been made to the company's progress and will provide value to the company for the interests of shareholders and stakeholders (Annual Report Year 2022, PT XYZ).

The role of human capital in optimizing business strategy is realized through the following: 1). Optimizing human resource management in employee placement planning strategies for both the long and short term, 2). Optimizing the talent management system in accordance with the needs analysis of the company's business strategy, 3). Optimizing the individual performance management system with various aspects of assessing human resource capabilities on competencies that are in line with the company's goals, strategies and work programs, 4). Optimize superior performance for increased productivity (Annual Report Year 2022, PT XYZ).

The success of the PT XYZ company seen from the profits obtained in the last five years from 2018 to 2022 It appears that the profits and income obtained each year are very fluctuating, this also depends on the number and value of the project. For details, see table 1 below.

**Table 1. Total Projects, Profits and Revenue at PT XYZ Year 2018-2022**

Year	Project	Profit (in billions of rupiah)	Revenue (in billions of rupiah)
2022	694	69,54	2.208,83
2021	759	25,01	2.215,62
2020	616	46,89	1.483,20
2019	1.133	44,10	2.219,01
2018	887	123,94	1.623,30

Source: Annual Report Year 2022, PT XYZ

Based on the description of the company's performance results seen from the aspects of revenue, profit and number of projects, of course it is also related to employee performance. From the initial survey conducted regarding employee performance at PT XYZ By looking at the last five years from 2018 to 2022, it appears that the percentage of the highest level of performance (very good) will be in 2021, Meanwhile, from revenue in 2019 and profit in 2018, this can mean that the level of employee performance in 2022 will decrease. As an illustration of the level of performance of permanent employees (excluding outsourced workers) at PT XYZ from 2018 to 2022 can be seen in table 2 below.

**Table 2. Permanent Employee Performance Level at PT XYZ Year 2018-2022**

Year	Very Good	Good Plus	Good	Total Workers
2022	43 (20,67%)	66 (31,73%)	99 (47,60%)	208
2021	51 (24,76%)	74 (35,92%)	81 (39,32%)	206
2020	22 (10,63%)	97 (46,86%)	88 (42,51%)	207
2019	16 (7,84%)	130 (63,73%)	58 (28,43%)	204
2018	8 (3,92%)	116 (56,87%)	80 (39,21%)	204

Source: PT XYZ

Based on the percentage of performance level of permanent employees at PT XYZ which year tends to rise and fall, management needs to pay attention to reviewing the influencing factors. As stated by Wahdiyatomoko (2021), that the company's efforts to improve employee performance so that it is more optimal, management routinely carries out performance assessments. Carrying out a performance assessment in an organization's business unit will of course be carried out with the hope that the results of the performance assessment can be used as a way to assess employee work progress which has an impact on the progress of an organization. Organizational performance will be measured and evaluated with the aim of knowing whether the organization's strategy has been implemented well or not (Wahdiyatomoko, 2021).

### **Formulation of the problem.**

Based on the background of the problem, the problem formulation in this research is:

1. Does Organizational Culture influence Employee Performance at PT XYZ?
2. Does Information Technology influence Employee Performance at PT XYZ?
3. Does Work Environment influence Employee Performance at PT XYZ?
4. Does Compensation influence Employee Performance at PT XYZ?
5. Does Work Motivation moderate the influence of Organizational Culture on Employee Performance at PT XYZ?
6. Does Work Motivation moderate the influence of Information Technology on Employee Performance at PT XYZ?
7. Does Work Motivation moderate the influence of the Work Environment on Employee Performance at PT XYZ?
8. Does Work Motivation moderate the influence of Compensation on Employee Performance at PT XYZ?
9. Does Work Motivation influence Employee Performance at PT XYZ?

## **THEORITICAL REVIEW**

### **Performance**

Mangkunegara (2017:67) states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance according to Kasmir (2016:182) is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period.

### **Organizational culture**

Culture is known as company culture or work culture, because it cannot be separated from employee performance. Organizational culture is needed in a company as a value system that forms rules or guidelines in thinking and acting to achieve goals. An organizational culture that grows and is well maintained will be able to move the organization towards better development. Organizational culture is a system of values or norms that are believed to be learned, applied and developed along with the dynamics of business sustainability. Organizational culture functions as a glue, unifier, identity, image, brand, motivator, development that is different from other organizations that can be studied and passed on to the next generation and can be used as a reference for employee behavior in the organization that is oriented towards achieving the company's vision and mission (Syarif F., 2020).

### **Information Technology**

According to Sutarman (2012), the definition of information technology is the study, design, development, implementation and support or management of computer-based information systems, especially computer hardware and software applications. Kadir & Triwahyuni (2013) information technology is a set of tools that help work with information and carry out tasks related to information processing. The information system functions to support the provision of information and as a means of supporting the company's daily operational activities (Muzakki, 2016). Furthermore, according to Retriana (2013), the use of information technology can be done effectively if all members of the organization can use it well.

### **Work environment**

Jain and Kaur (2014) define the work environment as all aspects that act and react on an employee's body and mind. The work environment is a comprehensive concept because it includes aspects of physical, psychological and social working conditions. The work environment is everything that surrounds employees and can influence them in carrying out the tasks assigned to them.

Ahmadi (2021) stated that the work environment consists of a physical work environment and a non-physical work environment. The physical work environment refers to the physical conditions that exist around the workplace directly or indirectly, such as the facilities in the office, temperature, noise, lighting, coloring, security and cleanliness. The non-physical work environment is all conditions that occur that are related to work relationships, both relationships with superiors, relationships between co-workers or relationships with subordinates (Moulana et al. 2017).

### **Compensation**

Compensation is generally a form of company remuneration to employees for their output and productivity in relation to employment. According to Dessler (2017:221) compensation is something in the form of payment to be given to employees and matters related to employees. Compensation is a part of the reward or recognition that is only related to the economic part, but after there is a belief that individual behavior is influenced by a wider spectrum system, compensation cannot be separated from the rewards provided by the organization (Widodo, 2014: 160).

### **Work motivation**

Motivation is a process that explains a person's strength, direction and persistence in efforts to achieve goals. Strength (intensity) describes how hard a person tries. Great power is unlikely to provide satisfactory performance results unless the effort is channeled in a direction that provides benefits for the organization. Perseverance (persistence) measures how long someone can maintain their efforts, so that motivated individuals will persist long enough with their tasks to achieve the goals of Robbins and Judge (2015).

Colquitt et al. (2015), motivation is a series of energetic forces originating from within and outside the individual employee, initiating work-related efforts and determining their direction, intensity and persistence. Motivation is an important consideration because effective performance often requires high levels of ability and motivation.

## **METHODS**

This research aims to analyze the influence of organizational culture, information technology, work environment and compensation on employee performance which is moderated by work motivation. This research uses a quantitative method, where the objects

used are permanent employees who work at PT XYZ. The total sample is 170 respondents. Data collection through questionnaires and data analysis techniques used in hypothesis testing using SEM Smart PLS Version 4.0.9.

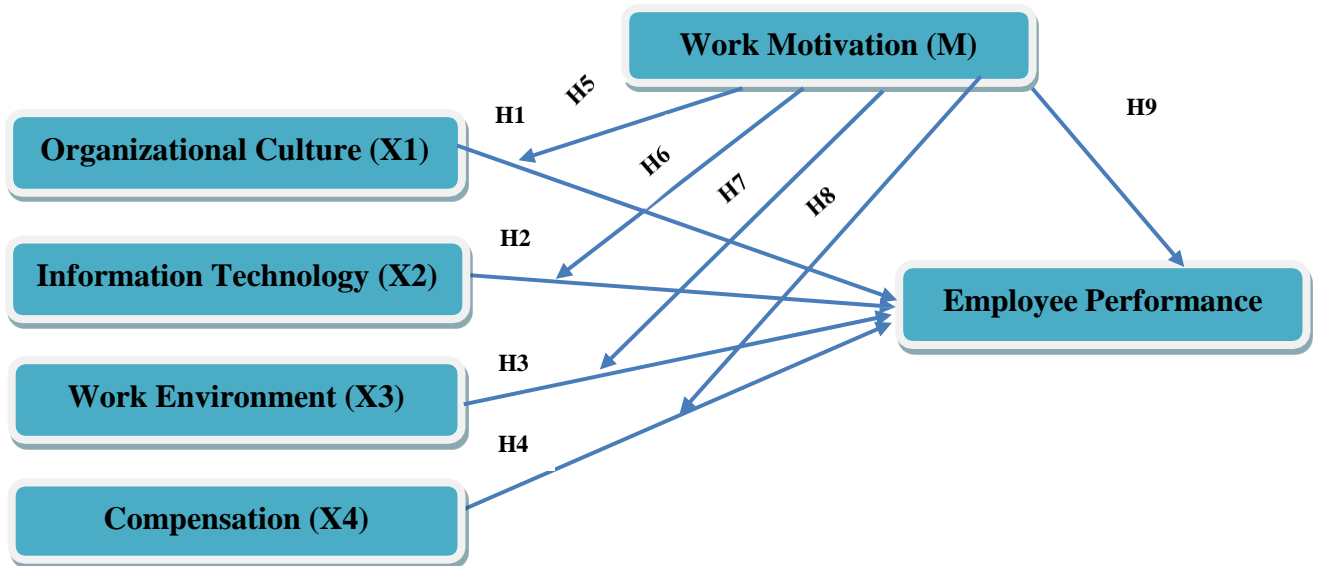


Figure 1. Conceptual Framework

## DISCUSSION

### Outer Model Moderating

At this stage, we start by carrying out a measurement model analysis, namely the outer test, where this model describes the relationship between each indicator and its latent variables to measure the validity and reliability of the data. In this test there are 5 (five) stages, namely convergent validity test, discriminant validity test, average variance extracted, composite reliability and Cronbach's alpha. Figure 2 is a structural model for testing the outer model to predict the feasibility of indicators in this research.

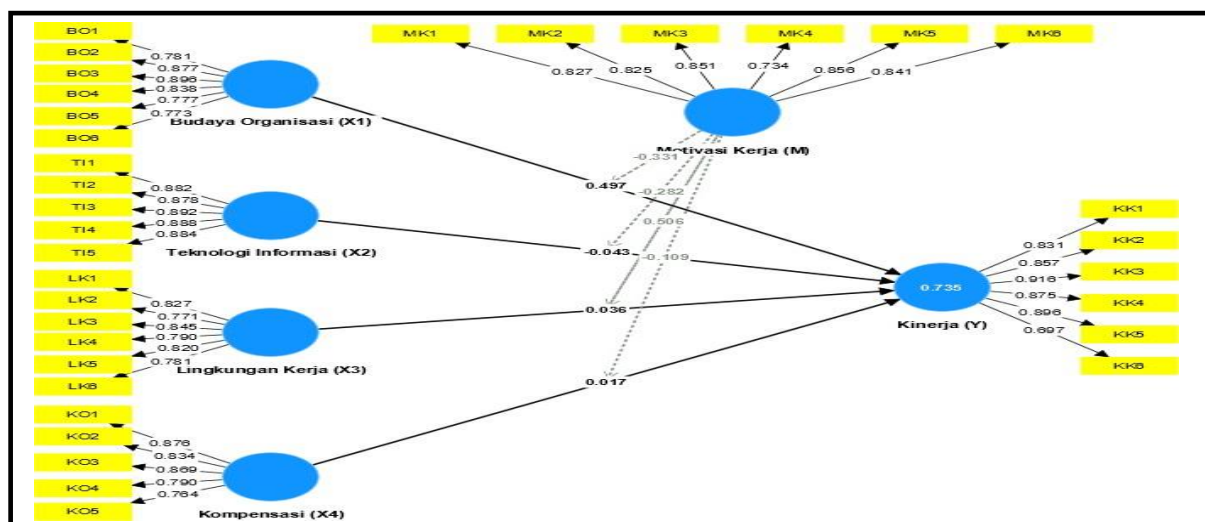


Figure 2. Outer Model

Source: Data processed using the Smart PLS 4.0.9 application

### a. Convergent Validity

This test is used to measure whether a variable is valid or not. Hair et al (2014) state

that a variable is said to be valid if the outer loading value is > 0.7 and if the outer loading value is

0.5 – 0.6, it is still acceptable. In this test it can be concluded that of all the question indicators there is only one whose value is between 0.5 – 0.6 and the rest have a value above

0.7 so they can be declared valid or accepted and meet the requirements.

**b. Discriminant Validity**

This test aims to describe an indicator that is not represented by other indicators. In this test, the cross loading value is used to measure it. Hair et al (2014) stated that a variable is declared valid if the cross loading value is > 0.7 and the cross loading value must be greater than other variables. From the cross loading results it can be concluded that each variable has a value of > 0.7 and is also greater than the value of the other variables so that it can be stated to have good discriminant validity.

**c. Average Variance Extracted**

This test can be calculated by comparing the average variance extracted (AVE) value. Hair et al (2014) stated that a variable can be said to meet the requirements if it has an average variance extracted value > 0.5. From the results of the average variance extracted, it can be concluded that all variables have an AVE value > 0.5, so it can be said that all variables have met the requirements.

**d. Composite Reliability**

This test aims to measure the level of reliability of each variable used. Hair et al (2014) stated that a variable can be said to meet the requirements if it has a composite reliability value >

0.7. From the composite reliability results, it can be concluded that all variables can be said to be reliable because they have a value of > 0.7 so that all variables are suitable for use in this research.

**e. Cronbach's Alpha**

This test aims to strengthen the results of the composite reliability of a variable. Hair et al (2014) stated that a variable can be declared to meet the requirements if it has a Cronbach's alpha value > 0.7. From the Cronbach's alpha results, it can be concluded that all variables have a Cronbach's alpha value > 0.7 so it can be said that all variables are reliable and meet the requirements.

**Table 3. Construct Reliability and Validity**

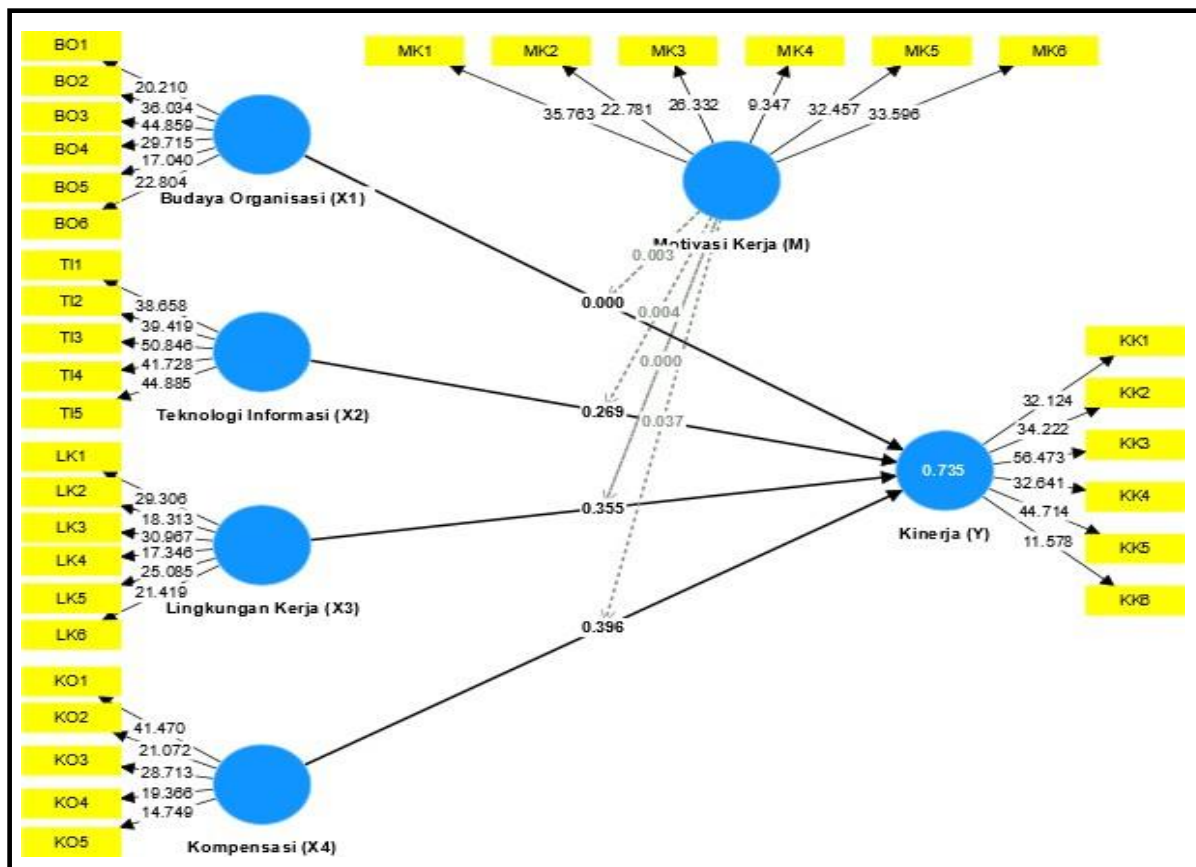
	<i>Cronbach's Alpha</i>	<i>Rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Organizational Culture (X1)	0,905	0,910	0,927	0,680
Information Technology (X2)	0,931	0,935	0,947	0,783
Work Environment (X3)	0,894	0,909	0,917	0,650
Compensation (X4)	0,885	0,894	0,916	0,685
Top Moderation (X1)	1,000	1,000	1,000	1,000
Top Moderation (X2)	1,000	1,000	1,000	1,000
Top Moderation (X3)	1,000	1,000	1,000	1,000
Top Moderation (X4)	1,000	1,000	1,000	1,000
Work Motivation (M)	0,906	0,928	0,926	0,678
Employee Performance (Y)	0,921	0,930	0,939	0,720

Source: Data processed using the Smart PLS 4.0.9 application

Valid research according to Hair et al (2014) means that the construct meets the requirements for reliability and validity values if the value is greater than 0.5.

**Inner Model Moderating**

Inner model testing was carried out to predict a relationship between the variables used in this research. The structural inner model for predicting relationships between variables is in Figure 3. Apart from that, in this figure you can see the path coefficient value of each relationship between each construct.



**Figure 3. Inner Model Moderating Bootstrapping Results**

Source: Data processed using the Smart PLS 4.0.9 application

This inner model test is carried out to predict a relationship between latent variables. Testing is carried out in the following way:

**a. R<sup>2</sup>**

R<sup>2</sup> is a discrimination coefficient which functions to assess the level of accuracy of predictions for endogenous constructs. Hair et al (2014) stated that the R<sup>2</sup> value can be declared strong if the value is 0.7, moderate if the value is 0.5 and weak if the value is 0.25. Table 4 shows the R<sup>2</sup> value of each variable

**Table 4. Mark R<sup>2</sup>**

Variable	R <sup>2</sup>	R <sup>2</sup> Adjusted	Conclusion
Employee Performance (Y)	0,735	0,720	Strong Accuracy

Source: Data processed using the Smart PLS 4.0.9 application



Based on table 4, it is known that the level of accuracy of employee performance predictions as a construct of organizational culture, information technology, work environment, compensation and work motivation as predictors has a value of more than 0.5. So it can be said that the variables of organizational culture, information technology, work environment, compensation and work motivation can have an influence of 73.50% on employee performance and the rest is influenced by other variables not tested in this research.

**b. Q<sup>2</sup>**

Q<sup>2</sup> is predictive relevance which is used to measure how good the resulting observation value is. Hair et al (2014) stated that if the value Q<sup>2</sup> > 0 then the variable has predictive relevance and vice versa. The following are the Q<sup>2</sup> values in this research, namely:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 \text{ Employee Performance} = 0,540$$

Based on the calculation results above, it can be seen that the Q<sup>2</sup> value for employee performance is greater than 0, so it can be said that this research has a good model.

**c. F<sup>2</sup>**

F<sup>2</sup> is an effect size criterion for measuring the relative impact of an independent variable that influences the dependent variable. Hair et al (2014) stated that the F<sup>2</sup> value was large, namely 0.35, moderate or moderate, namely 0.15 and small, namely 0.02. Table 5 is the result of the F<sup>2</sup> value for the employee performance variable.

**Table 5. Mark F<sup>2</sup>**

	Employee Performance	Conclusion
Organizational Culture (X1)	0,444	Strong
Information Technology (X2)	0,003	Small
Work Environment (X3)	0,002	Small
Compensation (X4)	0,000	Small
Top Moderation (X1)	0,077	Small
Top Moderation (X2)	0,060	Small
Top Moderation (X3)	0,191	Moderat
Top Moderation (X4)	0,023	Small
Work Motivation (M)	0,137	Small

Source: Data processed using the Smart PLS 4.0.9 application

Based on table 5, it shows that organizational culture variables have a large impact on employee performance. Information technology variables, work environment and compensation and work motivation have a small impact on employee performance. Moderation of work motivation on organizational culture, information technology and compensation has a small impact and work motivation (M) on the work environment has a moderate impact on employee performance.

**d. Model Fit**

Model fit is used to assess whether the model meets the model fit criteria or not. Hair et al (2014) stated that the criteria for a model to be said to be fit is a standardized root mean

square value <0.10. The standardized root mean square (SRMR) value for this research model is 0.093, so it can be said that the model fits the data.

**Moderating Hypothesis Test**

To assess the relationship between variables, you can use 2 (two) methods, namely:

- a. Comparing T-Statistics with T-Tables.

The T-Statistics value is obtained from the calculation results in the Smart PLS 4.0.9 application as in table 7, while the T-Table value is obtained from the statistical table in table 6 with certain conditions. A variable is said to have a significant influence if the T-Statistics value > T Table (Manurung and Budi Astuti, 2019).

**Table 6. T-Table**

df	α	0.1	0.05	0.025	0.01	0.005	0.0025	0.001
162	1.286799	1.654314	1.974716	2.349586	2.606518	2.845993	3.141301	
163	1.286767	1.654256	1.974625	2.349442	2.606328	2.845751	3.140983	
164	1.286735	1.654198	1.974535	2.349300	2.606140	2.845511	3.140669	
165	1.286703	1.654141	1.974446	2.349160	2.605954	2.845275	3.140358	
166	1.286672	1.654085	1.974358	2.349021	2.605770	2.845042	3.140052	
167	1.286641	1.654029	1.974271	2.348884	2.605589	2.844812	3.139749	
168	1.286611	1.653974	1.974185	2.348749	2.605410	2.844584	3.139450	
169	1.286581	1.653920	1.974100	2.348615	2.605233	2.844359	3.139155	
170	1.286551	1.653866	1.974017	2.348483	2.605058	2.844137	3.138863	
171	1.286522	1.653813	1.973934	2.348352	2.604886	2.843917	3.138575	
172	1.286493	1.653761	1.973852	2.348223	2.604715	2.843700	3.138290	
173	1.286464	1.653709	1.973771	2.348096	2.604546	2.843486	3.138008	
174	1.286436	1.653658	1.973691	2.347970	2.604379	2.843274	3.137729	
175	1.286408	1.653607	1.973612	2.347845	2.604215	2.843064	3.137454	
176	1.286380	1.653557	1.973534	2.347722	2.604052	2.842857	3.137182	
177	1.286353	1.653508	1.973457	2.347600	2.603891	2.842652	3.136913	
178	1.286326	1.653459	1.973381	2.347479	2.603731	2.842450	3.136648	
179	1.286299	1.653411	1.973305	2.347360	2.603574	2.842250	3.136385	
180	1.286272	1.653363	1.973231	2.347243	2.603418	2.842052	3.136125	

Source: Kurniawan, 2008

The T-Table for this study is determined in the following way:

- (a) The relationship model used is one tailed.
- (b) The degree of freedom (df) value is the difference between the number of samples used in the statistical algorithm process minus the number of research model variables. In the research, the number of samples was 170, the number of variables was 6, df= 170-6, df=164.
- (c) In this study, an error rate of 10% was determined.
- (d) Next, find the T-Table value in table 6 with a value of df=164, one tail and an error rate of 10%. From the table, the T-Table value is 1.286.

Hypothesis testing for the relationship between variables in this research can be seen in table 7. From this table it can be concluded that the organizational culture variable (X1) has a significant influence on employee performance (Y) directly. Meanwhile, the variables information technology (X2), work environment (X3), compensation (X4) have no direct influence on employee performance (Y).

Meanwhile, if you use the work motivation variable (M) for all independent variables, it is found that organizational culture (X1), information technology (X2), work environment (X3), compensation (X4) have a significant effect on employee performance (Y).

**Table 7. T-Statistics and P-Value Moderating Analysis**

	T-Statistics	Criteria T-Table	P-Value	Criteria P-Value	Conclusion
Organizational Culture (X1) --> Employee Performance (Y)	6,905	> 1,286	0,000	< 0,05	Significant Influence

Information Technology (X2) --> Employee Performance (Y)	0,617	> 1,286	0,269	< 0,05	No effect
Work Environment (X3) --> Employee Performance (Y)	0,372	> 1,286	0,355	< 0,05	No effect
Compensation (X4) --> Employee Performance (Y)	0,263	> 1,286	0,396	< 0,05	No effect
Upper M moderation (X1) --> Employee Performance (Y)	2,702	> 1,286	0,003	< 0,05	Significant Influence
Upper M moderation (X2) --> Employee Performance (Y)	2,627	> 1,286	0,004	< 0,05	Significant Influence
Upper M moderation (X3) --> Employee Performance (Y)	4,037	> 1,286	0,000	< 0,05	Significant Influence
Upper M moderation (X4) --> Employee Performance (Y)	1,785	> 1,286	0,037	< 0,05	Significant Influence
Work Motivation (M) --> Employee Performance (Y)	3,629	> 1,286	0,000	< 0,05	Significant Influence

Source: Data processed using the Smart PLS 4.0.9 application

**Table 8. Function of Work Motivation Moderating Independent Variables**

	T-Statistics	Moderating T-Statistics	Difference	Results
Organizational Culture (X1)	6,905	2,702	-4,203	Strengthen
Information Technology (X2)	0,617	2,627	2,626	Strengthen
Work Environment (X3)	0,372	4,037	4,036	Strengthen
Compensation (X4)	0,263	1,785	1,784	Strengthen

Source: Data processed using the Smart PLS 4.0.9 application

**1. Organizational Culture (X1) influences Employee Performance (Y)**

Hypothesis 1 (first) proposed in this research is that it is suspected that Organizational Culture (X1) influences PT XYZ Employee Performance (Y). Based on the results of the hypothesis test, the T-Statistic value of the relationship between organizational culture and employee performance was 6.905 (greater than the T-Table of 1.286) and the P-Value value was 0.000 (smaller than 0.05), so Ha1 was accepted (H01 was rejected ) so it can be concluded that there is a direct influence of organizational culture on employee performance.

This shows that the better the organizational culture in the company, the more employee performance will increase so that productivity targets are achieved in accordance with the company's vision and mission. Organizational culture is a guideline for how activities in the organization run well so that employees understand and apply work culture values which include applicable regulations, norms and behavior so that they can work to carry out their duties and responsibilities properly and correctly according to their respective roles. Implementation of organizational culture to interact and build harmony for the long term in the company along with the development of business sustainability and strategies in facing competitors.

Organizational culture plays an important role in maintaining the existence and success of the organization by balancing adjustments to external factors and maintaining the organization's internal integration. An appropriate and strong organizational culture will shape the effectiveness of company management which functions as a tool to mobilize

all member organs in the organization to work as a team (Mohsen et al., 2020).

The research findings are supported by the results of previous research conducted by Hasan H. (2023), Jufrizen et al. (2021), Nurcahyo & Indradewa (2022), Tampi et al. (2022), Adha, R.N., et al., (2019), Rahmat, et al., (2019), Fatiria & Nawawi (2021) which states that organizational culture influences employee performance.

## **2. Information Technology (X2) influences Employee Performance (Y)**

Hypothesis 2 (second) proposed in this research is that it is suspected that Information Technology (X2) influences PT XYZ Employee Performance (Y). Based on the results of the hypothesis test, the T-Statistic value of the relationship between information technology and employee performance was 0.617 (smaller than the T-Table of 1.286) and the P-Value value was 0.269 (greater than 0.05), so  $H_02$  was accepted ( $H_a2$  was rejected ) so it can be concluded that there is no direct influence of information technology on employee performance.

Information technology can be used effectively so that it can contribute to performance, so employees in the company must be able to use information technology well and optimally according to their abilities (Lucas & Splitter, 1999). The existence of information technology is important in realizing organizational success, therefore every employee must be able to understand and master the use of information technology.

This research shows that companies in operational business activities already have available information technology in the form of various corporate websites and Android mobile digital applications that help employees in their work activities. The use of information technology that has been implemented appropriately by employees will produce better output. However, understanding and mastery of the use of information technology varies, so employees need skills and expertise to improve performance.

The results of this research are supported by the results of previous research conducted by Bharata A. (2023) which stated that information technology has no effect on employee performance.

## **3. Work Environment (X3) influences Employee Performance (Y)**

Hypothesis 3 (third) proposed in this research is that the Work Environment (X3) has an influence on PT XYZ Employee Performance (Y). Based on the results of the hypothesis test, the T-Statistic value of the relationship between work environment and employee performance was 0.372 (smaller than the T-Table of 1.286) and the P-Value value was 0.355 (greater than 0.05), so  $H_03$  was accepted ( $H_a3$  was rejected ) so it can be concluded that there is no direct influence of the work environment on employee performance.

The work environment is an element that can influence directly or indirectly the organization and company which in turn will have an impact on employee performance (Soetjipto, 2008). The work environment plays a role in the sustainability of the company, for this reason all organs in the organization build harmonious relationships in the non-physical work environment and are supported by the physical work environment, namely the availability of adequate work facilities and infrastructure.

This research shows that good and bad working environment conditions do not affect employee performance. The context means that the relationship with leaders and co-workers is good or not harmonious, employees do not care about the physical and non-physical work environment because they are more focused on completing the tasks and responsibilities they receive.

The research findings are supported by the results of previous research conducted by Musran et al. (2019) which states that the work environment has no effect on employee

performance.

#### **4. Compensation (X4) influences employee performance (Y)**

Hypothesis 4 (fourth) proposed in this research is that compensation (X4) has an influence on PT XYZ Employee Performance (Y). Based on the results of the hypothesis test, the T-Statistic value of the relationship between compensation and employee performance was 0.263 (smaller than the T-Table of 1.286) and the P-Value value was 0.396 (greater than 0.05), so  $H_04$  was accepted ( $H_a4$  was rejected) so it can be concluded that there is no direct influence of compensation on employee performance.

This research shows that the level of compensation received by employees does not affect employee performance. The financial compensation and non-financial compensation provided by the company is in accordance with standards and is fair based on the level of education, work experience and complexity of job characteristics based on each role and field.

The results of this research are supported by the results of previous research conducted by Fernando (2019) which stated that compensation has no effect on employee performance.

#### **5. Work Motivation (M) Moderates the Relationship Between Organizational Culture (X1) and Employee Performance (Y)**

Hypothesis 5 (fifth) proposed in this research is that work motivation (M) moderates the relationship between Organizational Culture (X1) and PT XYZ Employee Performance (Y). Based on the results of hypothesis testing, the T-Statistic value of the relationship between work motivation moderating organizational culture and employee performance is 2.702 (greater than the T-Table of 1.286) and the P-Value value is 0.003 (smaller than 0.05), so  $H_a5$  is accepted ( $H_05$  is rejected) so it can be concluded that work motivation strengthens the influence of organizational culture on employee performance.

In this research, work motivation is shown as a driving force that creates enthusiasm for employees to work with all their efforts to achieve goals. This is integrated with organizational culture as a guideline and accepted by all members in the organization so that employees affiliate, interact and behave in work activities. So that the existence of work motivation as a driver of interest and enthusiasm for working within the organization will improve employee performance. Work motivation plays an important role in organizational success because it can encourage employee performance (Vo et al. 2022).

The findings of this research are supported by previous research conducted by Jufrizen et al. (2021), Nurcahyo & Indradewa (2022), Adha, R.N., et al., (2019), Rahmat, et al., (2019), Fatiria and Nawawi (2021), Mohsen et al. (2020), Hasan H. (2023) suggests that organizational culture has a significant effect on employee performance. The relationship between the influence of organizational culture and employee performance increases with moderation in work motivation.

#### **6. Work Motivation (M) Moderates the Relationship Between Information Technology (X2) and Employee Performance (Y)**

Hypothesis 6 (sixth) proposed in this research is that work motivation (M) moderates the relationship between Information Technology (X2) and PT XYZ Employee Performance (Y). Based on the results of hypothesis testing, the T-Statistic value of the relationship between work motivation moderating information technology and employee performance is 2.627 (greater than the T-Table of 1.286) and the P-Value value is 0.004 (smaller than 0.05), so  $H_a6$  is accepted ( $H_06$  is rejected) so it can be concluded that work motivation strengthens the influence of information technology on employee performance.

This research shows that the increasing use of information technology in a company contributes to increasing employee performance. In the company's operational business activities, information technology is available in the form of various corporate websites and Android mobile digital applications that help employees in their work activities. The use of information technology that has been implemented appropriately by employees will produce better output. However, understanding and mastery of the use of information technology varies, so skills and expertise are required from employees. With high work motivation, employees will of course try to improve their skills in understanding and mastering the use of information technology, which in turn can improve employee performance.

The findings of this research are supported by previous research conducted by Tampi et al. (2022), Musran et al. (2019), Dony Purwoko (2020), Praditya et al. (2023), Sinaga et al. (2020), Jahroni et al. (2022), Heslina & Syahrani (2021) suggest that information technology has a significant effect on employee performance. The relationship between the influence of information technology and employee performance increases with moderation in work motivation.

### **7. Work Motivation (M) Moderates the Relationship Between Work Environment (X3) and Employee Performance (Y)**

Hypothesis 7 (seventh) proposed in this research is that it is suspected that Work Motivation (M) moderates the relationship between Work Environment (X3) and Employee Performance (Y) of PT XYZ. Based on the results of the hypothesis test, the T-Statistic value of the relationship between work motivation moderating the work environment and employee performance is 4.037 (greater than the T-Table of 1.286) and the P-Value value is 0.000 (smaller than 0.05), so  $H_{a7}$  is accepted ( $H_{07}$  is rejected) so it can be concluded that work motivation strengthens the influence of the work environment on employee performance.

This research shows that with strong work motivation wherever employees are placed to work in completing the tasks and responsibilities they receive, employees can adapt to non-physical work environments, namely relationships with leaders and co-workers, and are supported by a physical work environment, namely the availability of facilities and infrastructure. High work motivation among employees can be seen in the intensity of employee interaction in the work environment within the organization. Every employee maintains and builds a harmonious and conducive work environment, this can improve employee performance. A good quality work environment certainly supports employees physically and mentally to contribute optimally to the organization.

The findings of this research are supported by previous research conducted by Nurcahyo & Indradewa (2022), Rachmat, et al., (2019), Adha, R.N., et al., (2019), Siddiqi T. & Tangem S. (2018) suggests that the work environment has a significant effect on employee performance. The relationship between the influence of the work environment and employee performance is further enhanced by the moderation of work motivation.

### **8. Work Motivation (M) Moderates the Relationship Between Compensation (X4) and Employee Performance (Y)**

Hypothesis 8 (eighth) proposed in this research is that it is suspected that Work Motivation (M) moderates the relationship between Compensation (X4) and Employee Performance (Y) of PT XYZ. Based on the results of hypothesis testing, the T-Statistic value of the relationship between work motivation moderating compensation and employee performance is 1.785 (greater than the T-Table of 1.286) and the P-Value value is 0.037 (smaller than 0.05), so  $H_{a8}$  is accepted ( $H_{08}$  is rejected) so it can be

concluded that work motivation strengthens the influence of compensation on employee performance.

This research shows that with high work motivation, employees provide and develop abilities, skills, intellectual knowledge and loyalty in achieving work targets in the organization. The company provides financial compensation and non-financial compensation according to standards and is fair based on the level of education, work experience and complexity of job characteristics based on each role and field. Strong work motivation can make employees achieve more and contribute optimally so that employees improve their performance in the organization. Optimal employee performance will certainly have an impact on the progress and sustainability of the company's business for the long term.

The findings of this research are supported by previous research conducted by Siddiqi T. & Tangem S. (2018), Sudiardhita et al. (2018), Musran et al. (2019), Elvie Maria (2019), Maryani et al. (2020), Hidayati L. & Zulher (2022) stated that compensation has a significant effect on employee performance. The relationship between the influence of compensation and employee performance increases with moderation in work motivation.

## **9. Work Motivation (X9) influences Employee Performance (Y)**

Hypothesis 9 (nine) proposed in this research is that work motivation (X9) influences PT XYZ employee performance (Y). Based on the results of the hypothesis test, the T-Statistic value of the relationship between work motivation and employee performance was 3.629 (greater than the T-Table of 1.286) and the P-Value value was 0.000 (smaller than 0.05), so  $H_{a9}$  was accepted ( $H_{09}$  was rejected) so it can be concluded that there is a direct influence of work motivation on employee performance.

Work motivation is the encouragement of efforts and desires within employees, empowering and directing their behavior to carry out responsibilities for the tasks and work they receive. This motivation underlies employee behavior within the scope of work. Motivation is formed due to the need to fulfill needs which include aspects of physiological needs, security needs, social needs, esteem needs and self-actualization needs. In another context, motivation is the desire and drive to act to achieve goals. At work, employees will set goals and try to fulfill them. Goal setting can help because it develops strategies and action plans to achieve goals. Furthermore, employees will always try to contribute to involvement and produce high performance for the organization.

This research shows that employees have high work motivation to work using their abilities and skills to achieve goals. This will encourage employees to develop creativity and provide all potential and energy to grow and develop for optimal work performance. Motivation can be a driving force in finding solutions to various problems based on the responsibilities received. Employees will be more motivated with varied tasks and more difficult work levels. By multitasking this work, you can gain new knowledge, experience and skills as well as being able to socialize and interact with internal parties within the organization and external parties. Employees who have work motivation will certainly continue to provide and improve the best capacity development in the organization, so that high motivation will have an impact on their performance. Business success is highly dependent on employees, for this reason organizations need to consider more strategic and innovative policies to increase the company's business success and progress (Faeni et al., 2022 & Faeni, 2024).

The research results of Rahmat et al. (2019), Siddiqi T. & Tangem et al. (2018), Praditya et al. (2023), Ali H & Prayetno S. (2020), Ali H. et al. (2017) found that work motivation has a positive and significant effect on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

1. There is a significant direct influence of organizational culture on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 6.905 which is greater than the T-Table of 1.286 ( $6.905 > 1.286$ ).



This shows that the better and stronger the organizational culture will improve employee performance. Employees have implemented organizational cultural values in contributing to the company.

2. There is no significant direct influence of information technology on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 0.617 which is smaller than the T-Table of 1.286 ( $0.617 < 1.286$ ). This shows that the use of information technology which makes it easier to carry out work tasks so that they can be completed more quickly and accurately may not necessarily improve employee performance. The use of information technology is supported by the skills and expertise of the employees who operate it.
3. There is no significant direct influence of the work environment on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 0.372 which is smaller than the T-Table of 1.286 ( $0.372 < 1.286$ ). This shows that permanent employees wherever they are placed to work do not care about the existing work environment, both physical and non-physical work environments.
4. There is no significant direct effect of compensation on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 0.263 which is smaller than the T-Table of 1.286 ( $0.263 < 1.286$ ). This shows that employees do not care about the level of financial and non-financial compensation received from the company because the employee has the status of a permanent employee.
5. There is an influence of organizational culture which is moderated by work motivation on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 2.702 which is greater than the T-Table of 1.286 ( $2.702 > 1.286$ ). This shows that work motivation strengthens the relationship between the two. Implementing an organizational culture that is accepted and implemented well will motivate employees to work according to their roles and responsibilities. With high work motivation as a driver of enthusiasm to work with all efforts to achieve goals, it will improve employee performance.
6. There is an influence of information technology which is moderated by work motivation on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 2.627 which is greater than the T-Table of 1.286 ( $2.627 > 1.286$ ). This shows that work motivation strengthens the relationship between the two. The availability of information technology in the form of corporate websites and Android mobile digital applications in the company's core business, support and operational collaboration will motivate employees to complete work quickly, accurately and efficiently. High work motivation in employees with the existence of information technology means that employees will improve their abilities and skills related to the use of information technology so that it will improve employee performance.
7. There is an influence of the work environment which is moderated by work motivation on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 4.037 which is greater than the T-Table of 1.286 ( $4.037 > 1.286$ ). This shows that work motivation strengthens the relationship between the two. A harmonious and conducive non-physical work environment will motivate employees in the intensity of interaction in the organization. Employees will be motivated to coordinate and communicate well with leaders, colleagues and subordinates. Good interpersonal relationships can foster motivation, trust, openness and create cooperation. This is also supported by the physical work environment that exists in the company's operations. With high work motivation in employees, interacting in a harmonious and conducive work environment will certainly improve employee performance.

8. There is an influence of compensation which is moderated by work motivation on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 1.785 which is greater than the T-Table of 1.286 ( $1.785 > 1.286$ ). This shows that work motivation strengthens the relationship between the two. The compensation received will motivate employee performance in contributing knowledge, skills and loyalty to the company.
9. There is a significant direct influence of work motivation on employee performance. This can be seen from the results of data analysis which shows the T-Statistics value of 3.629 which is greater than the T-Table of 1.286 ( $3.629 > 1.286$ ). This shows that the higher the work motivation that employees have in achieving work goals, the employees will continue to provide and increase capacity development and the best contribution to the company. So having work motivation will certainly have an impact on employee performance.

## **Recommendations**

### **For PT XYZ**

1. In order to improve employee performance, organizational culture, information technology, work environment, compensation and work motivation factors still need to be improved along with the sustainability of the company's business.
  - a. **Organizational Culture**  
Socialize to each employee so that their daily work operational activities are guided by the organizational culture that applies in the company. The individual performance management system continues to align the goals and strategies of the company's work program with the assessment of work culture behavior.
  - b. **Information Technology**  
Development of information technology that is aligned with the company's business needs and operational activities which includes presenting financial information, supporting the risk management mapping process, assisting in strategic business decision making, company procurement and vendor management and project document management. With the existence of information technology, of course its use requires the right skills and expertise by employees. With more updated and sophisticated information technology, the company continues to provide outreach and training to employees. This is done so that the company's business operations can be more effective and efficient.
  - c. **Work Environment**  
Every organ in the organization, in its activities and coordination, continues to maintain and build a non-physical work environment that is harmonious and conducive to both leaders and co-workers. Apart from that, the establishment of good relationships between employees and the organization can be realized through coaching. Organizations can continue to implement the whistleblowing system method to obtain constructive input and suggestions regarding work from employees. Supported by a physical work environment, namely the availability of work facilities and equipment that facilitate work activities both at the head office and the company's operational areas. Organizations can continue to implement workspace layouts in closed and open workspace areas that can trigger innovative ideas and comfort in working.
  - d. **Compensation**  
Compensation system that is continuously updated and fair in accordance with the results of performance evaluations (Key Performance Indicators) and in line with

- the level of education, work experience and complexity of job characteristics according to the role and field of each employee.
- e. **Work Motivation**  
The organization continues to implement strategic policies to motivate employees at work. Motivation can be increased through evaluating performance results, providing appreciation and rewards to employees. With appreciation from the organization, employees will certainly motivate themselves more at work and continue to innovate and provide optimal contributions to the company.
2. All employees in the organization should be able to play a role with job duties and responsibilities in accordance with business sustainability in order to achieve goals in accordance with the company's vision and mission. Application by implementing namely:
    - a. *Share Value*, all organs in the company carry out work in accordance with work culture values.
    - b. *Structure*, is an interaction of human resource activities that can coordinate tasks and responsibilities according to the work program framework.
    - c. *System*, related to the implementation of standard operating procedures (SOP).
    - d. *Staff*, the organization establishes human resources personnel to manage.
    - e. *Skill*, is an important element of an organization's success in achieving its goals.
    - f. *Strategy*, it is an organization's strategy that it should continue to have clear, accurate and relevant direction and goals for business sustainability so that it can compete with competitors.
  3. In business sustainability, companies cannot be separated from the influence of the external and internal environment. For this reason, companies should continue to strive to adapt to business dynamics by continuing to carry out environmental scanning to minimize uncertainty and anticipate risks in all aspects.

### **For Further Research**

1. This research shows that work motivation can moderate all independent variables well on the dependent variable. So it is recommended for further research to replace the independent variable which can improve the relationship between the independent variable and the dependent variable.
2. For further research, by comparing and strengthening theories regarding the influence of the variables studied, we can conduct reviews on other companies with different organizational cultures and behavioral characteristics.
3. Other variables that need to be studied further can have a significant impact on employee performance by formulating different thought framework models in solving problems related to employee performance.
4. Can use and add other indicators using different thought framework models. The factors that influence employee performance apart from the variables in this research are talent management, career management, organizational citizenship behavior, work engagement, work related quality of life, adversity quotient, work design, self efficacy and others. By using and studying different variables and indicators, it is hoped that knowledge can be developed in the field of human resources.

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