

DOI: <https://doi.org/10.38035/dijefa.v5i3>

Received: 27 June 2024, Revised: 15 July 2024, Publish: 28 July 2024

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The Influence of Work Culture, Work Environment and Organizational Commitment on Employee Performance with Work Motivation as A Mediation Variable at Albarqah Medika Health Clinic

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Abstract: This research aims to determine the influence of work culture, work environment, organizational commitment on employee performance at the Albarqah Medika health clinic. And what is the effect if mediated by work motivation variables. The research method used is quantitative research type explanatory research. The subjects in this research were 45 clinic employees. The research instrument was a direct and closed questionnaire containing questions about the research variables, as well as a study of documents available at the clinic. Data analysis in this research used SPSS 25.0 for Windows to test instruments and determine the relationship between independent variables and dependent variables without mediating variables and with mediating variables (MRA). From the research results it was found that the influence of work culture, work environment, organizational commitment and motivation work on performance with significance values respectively 0.005, 0.005, 0.010, and 0.035. And all independent variables have an influence on the dependent variable through mediating variables with significant values respectively 0.040, 0.040 and 0.005. This shows that all variable values are <0.05, meaning that H_a is accepted and H_o is rejected. The conclusion is that work culture, work environment and organizational commitment has a significant influence on performance, also when this influence is moderated by work motivation.

Keyword: Work culture, Work environment, Organizational commitment, Work motivation, Performance

INTRODUCTION

Health clinics are required to be able to provide services to the community in a good and timely manner as well as professionally and able to meet patient needs, so this demands optimal performance from clinic employees. According to Sunarto (2004), the key to satisfaction comes from fulfilling patient expectations, namely if the quality of clinical

service performance meets expectations, then the patient will be satisfied. This requires good employee performance, because only with good performance the company/organization's goals can be achieved. Robbins et al., (2018:260) define performance as "A result achieved by an employee in their work according to certain criteria that apply in a job".

Employee performance is influenced by several factors, including: compensation, work environment, work culture, commitment and work motivation, work discipline, job satisfaction, communication and other factors (Siagian, 2018). Work culture refers to the shared values, norms, beliefs, behaviors and experiences that develop within an organization (Robbins et al., 2018). Meanwhile, the work environment is everything that is around the employee while working, both physical and non-physical, which can influence the employee while working (Inayah, 2018), and organizational commitment is the level of trust and acceptance of the workforce towards the goals of the organization and the desire to remain there in the organization (Busro, 2018), and work motivation is a process that explains a person's strength, direction and perseverance in an effort to achieve goals (Robbins & Judge (2015: 127)).

Albarqah Medika Health Clinic is a medical center offering a range of services located in Bogor. Because there are still delays, staff performance at the Albarqah Medika Health Clinic is still not optimal. This issue needs to be fixed right away since it can negatively affect to how employees carry out their jobs. The following table is employee attendance data for the year 2022,

Table 1. Albarqah Medika Health Clinic Employee Tardiness Rates in 2020, 2021 and 2022

No.	Year	Tardiness (%)
1	2020	21,97
2	2021	18,59
3	2022	20,00

Source: Secondary data from Albarqah Medika health clinic.

As per above table, in 2020 the tardiness rate reached 21.97%, this shows the analyzed activities or task have delayed. In 2021, the tardiness rate dropped to 18.59 percent, which means there was an improvement in time management or tardiness reduction compared to the previous year. In 2022, the delay is 20%. Despite a slight increase compared to last year, this level is still lower than in 2020. This shows that the organization still needs to work to further reduce delays.

A study by Pramesthi (2017) states that the amount of absenteeism affects employee performance, which ultimately results in failure to achieve organizational goals. This means that the higher the level of absenteeism, the lower the performance of the employee.

The following table describes the good aspects of the work culture of Albarqah Medika Clinic and those that still need improvement and optimization.

Table 2. Aspects of work culture at the Albarqah Medika Clinic in 2022

No	Aspects of Work Culture	Current Status	Improvement and Optimization Actions
1	Compliance with regulations	Good	Increase training and supervision regularly
2	Consistency in service	Good	Implement stricter and more consistent operational standards
3	Decision-making	Needs to be improved	Speed up the decision-making process through the use of technology and special time management training

4	Communication	Needs to be improved	Conduct effective communication training and increase information transparency
5	Collaboration	Good	Encourage more team projects and collaborative activities between departments
6	Innovation	Needs to be optimized	Create incentive programs for innovative ideas and regular brainstorming sessions
7	Handling urgent situations	Needs to be improved	Conduct emergency handling simulations and rapid response training
8	Compliance with the organization's code of ethics	Good	Establish rewards for employees who demonstrate high compliance
9	Public service	Good	Improve customer service training programs and regular evaluations
10	Coordination between teams	Needs to be improved	Hold regular coordination meetings and use digital collaboration tools

Source: Albarqah Medika health clinic documents semester 2, 2022

The table shows that the work culture is good in many respects, but according to the recommendations in the "Improvements and optimizations" column, there is still room for development and optimization.

In addition, employee turnover can affect to performance, and this turnover can be caused by low commitment of employees to the organization or an uncomfortable work environment or low work motivation.

As a normal turnover rate, the optimal control value is 10-15% (Graham, 2021). Below is a table of the annual staffing of the number of employees in 2020 until the end of 2022, i.e. the first half of 2023,

Table 3. Employee Turnover in the Last Three Years

Year	Number of Employees at the Beginning of the Year	Number of Employees Out	Number of Employees Entering	Number of Employees at the End of the Year
2020	40	5	4	39
2021	39	6	3	36
2022	36	5	4	35

Source: Document processed, 2023.

Based on the background above, this research aims to determine the influence of work culture, work environment, organizational commitment, and work motivation on performance, in particular and also work motivation as a mediating variation on the performance of employees of the Albarqah Medika health clinic, Bogor.

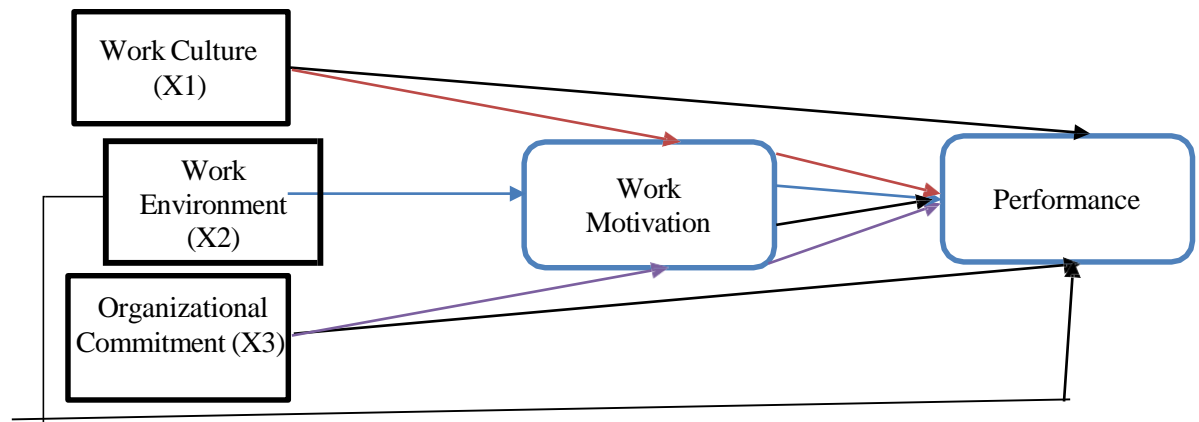


Figure 1. Conceptual Framework

METHOD

This research method is quantitative with the type of research used is explanatory research. The population in this study used the entire existing population or took 100% of the number of employees at the Albarqah Medika health clinic, Bogor, 45 people. Researchers used personal and closed questionnaires, respondents only chose one of the available answers. Respondents are 45 peoples, consisting of 20 men or 44.44% and 25 women or 55.56%. 77.78% of respondents were married or 35 people and 10 people or 22.22% were not married. Respondents aged between 20-30 years were 55.56%, aged 31-40 years 24.44% and aged 41 or more 20%. Respondents' last education was 55.56% high school, 33.33% D3 and 11.11% bachelor's degree. Respondents' length of work was between 1-2 years (55.56%), between 3-4 years (44.44%), and 5 years and above (0%).

Data analysis in this research are research instrument testing consisting of validity and reliability tests, descriptive analysis, coefficient of determination, Moderated Regression Analysis (MRA).

Researchers used the following indicators in developing statements in the questionnaire to obtain assessments from employees of the Albarqah Medika health clinic, Bogor

Table 4. Research Indicators

Variabel	Indikator	
Work Culture (X1)	1. Innovation and risk taking	1. This clinic gives me the opportunity to do innovation
	2. Attention to detail	2. The clinic pays attention to accuracy in work
	3. Results Orientation	3. The clinic requires me to be more qualified in my work
	4. Team Orientation	4. The clinic allows me to work in a group
	5. Aggressiveness	5. The clinic requires me to work quickly
	6. Individual Orientation	6. The clinic provides me with appropriate rights
	7. Stability	7. The clinic makes modifications to service activities
Work Environment (X2)	1. Lighting	1. Lighting and illumination in work space has met the standards
	2. Air Circulation	2. Air circulation in the work space has provided a feeling comfortable and does not interfere with work
	3. Noise	3. The work environment is now free from noise that can disturb work concentration
	4. Use of Color	4. The color of the workspace walls supports the state of mind you while working
	5. Air Humidity	5. Air humidity in the work space does not affect you are at work
	6. Facilities	6. The required facilities and equipment are sufficient to support your work

Organizational Commitment (X3)	<ol style="list-style-type: none"> 1. Affective Commitment 2. Continuous Commitment 3. Normative Commitment 	<ol style="list-style-type: none"> 1. I feel very happy and want to spend my entire career at the Albarqah clinic 2. I feel that the problems that occurred at the Albarqah clinic are my problems too 3. I have the desire to continue working because of the benefits obtained 4. I want to proudly share that I am part of the Albarqah clinic 5. I feel happy to be able to establish relationships and collaborate with fellow employees and superiors 6. I feel proud to be part of the Albarqah clinic
Work Motivation (M)	<ol style="list-style-type: none"> 1. Awards 2. Social relationships 3. Living necessities 4. Success at work 	<ol style="list-style-type: none"> 1. I like working at the Albarqah clinic because it provides a career path for employees who have achievements 2. I feel happy to be in a relationship and Collaboration with fellow employees and superiors 3. I feel satisfied receiving a bonus in accordance with the assessment of personal performance results 4. I feel motivated to do work correctly and quickly according to production targets
Employee Performance (Y)	<ol style="list-style-type: none"> 1. Quality 2. Quantity 3. Punctuality 4. Efficiency 5. Independence 	<ol style="list-style-type: none"> 1. You master the work you are responsible for you at the moment. 2. You are able to achieve the work volume according to the target determined by the company. 3. You are able to complete your work or assignments faster than the given time limit 4. You can get the job done the right way more effective and efficient 5. You are able to solve problems yourself arise in your work.

RESULTS AND DISCUSSION

(Ghozali, 2016). Validity is an important aspect in measuring the reliability of a research instrument. An indicator is said to be valid if it has a corrected item total correlation value ≥ 0.30 (Ghozali, 2016). The following are the results of the validity test for all variables.

Table 5. Validity Test Results

Research variable	No. Item	Correlations	Information
Work Culture (X1)	X1.1	0.840	Valid
	X1.2	0.583	Valid
	X1.3	0.603	Valid
	X1.4	0.649	Valid
	X1.5	0.567	Valid
	X1.6	0.568	Valid
	X1.7	0.797	Valid
Work Environment (X2)	X2.1	0.883	Valid
	X2.2	0.661	Valid
	X2.3	0.630	Valid
	X2.4	0.708	Valid
	X2.5	0.657	Valid
	X2.6	0.728	Valid
Organisational Commitment (X3)	X3.1	0.573	Valid
	X3.2	0.569	Valid
	X3.3	0.619	Valid
	X3.4	0.701	Valid
	X3.5	0.690	Valid
	X3.6	0.684	Valid

Employee Performance (Y)	Y.1	0.742	Valid
	Y.2	0.733	Valid
	Y.3	0.713	Valid
	Y.4	0.395	Valid
	Y.5	0.890	Valid
Work Motivation (M)	M.1	0.869	Valid
	M.2	0.880	Valid
	M.3	0.602	Valid
	M.4	0.764	Valid

Source: Primary data processed with SPSS.

From the results of data processing with SPSS, it can be seen that all items in the independent variables, namely Work culture, work environment and organizational commitment and dependent variable (performance) and the mediating variable (work motivation) has a higher corrected item total correlation value greater than 0.3 means that all items are valid and relevant so it can be used in this research.

The reliability test was carried out using the SPSS 25.0 for Windows program, which will provide facilities for measuring reliability with the Cronbach's Alpha (α) statistical test. A construct or variable is said to be reliable if it provides a Cronbach's Alpha (α) value > 0.60 (Ghozali, 2016). The following are the results of the reliability test of all variables,

Table 6. Reliability Test Results

Variabel	n	Item	Cronbach's Alpha	Rstandar	Information
Work Culture (X1)	45	7	0,786	0,60	Reliabel
Work Environment (X2)	45	6	0,801	0,60	Reliabel
Organizational Commitment (X3)	45	6	0,700	0,60	Reliabel
Work Motivation (M)	45	4	0,790	0,60	Reliabel
Performance (Y)	45	5	0,750	0,60	Reliabel

Source: Primary data processed with SPSS.

Based on the table above which is the result of reliability analysis, it shows that all variables in this study are reliable where the Cronbach's Alpha value for Work Culture (X1) is 0.786, this value exceeds the existing reliability standard value set at 0.60, likewise for the Work Environment variable with a value Cronbach's Alpha is $0.801 > 0.60$. Variables Organizational Commitment, Work Motivation, and Performance also shows a value that is greater than the standard, with each value respectively 0.700, 0.790, and 0.750. This shows that the instrument is used to measure these variables reliably and consistently. By therefore, it can be concluded that the data collected from these variables reliable and valid for use in further analysis.

From the results of a survey conducted on respondents regarding work culture variables at the Clinic, there were seven questions asked with different distributions of answers. The distribution of answers reflects the respondent's perceptions and views of various aspects of work culture at the Albarqah Medika health clinic, Bogor.

Table 7. Work Culture Answer Description

No Questions		Distribution of Respondent's Answers					Score	%	Mean
		Strongly Disagree	Disagree	Neutral	Agree	strongly Agree			
		1	2	3	4	5			

		f	%	f	%	f	%	f	%	f	%			
1	This clinic provides an opportunity for me to do innovation	2	4,44	7	15,56	10	22,22	20	44,44	6	13,33	156,00	14,25	3,47
2	The clinic pays attention to thoroughness in its work	1	2,22	9	20,00	15	33,33	14	31,11	6	13,33	150,00	13,70	3,33
3	The clinic requires me to be more qualified in my work	0	0,00	9	20,00	11	24,44	19	42,22	6	13,33	157,00	14,34	3,49
4	The clinic allows me to work in a group/team	0	0,00	6	13,33	10	22,22	24	53,33	5	11,11	163,00	14,89	3,62
5	The clinic demands that I work quickly	1	2,22	9	20,00	14	31,11	17	37,78	4	8,89	149,00	13,61	3,31
6	The clinic gave me the appropriate rights	1	2,22	1	2,22	10	22,22	29	64,44	4	8,89	169,00	15,43	3,76
7	The clinic makes modifications to service activities	5	11,11	3	6,67	13	28,89	19	42,22	5	11,11	151,00	13,79	3,36
Total Work Culture (X1)												1095,00	100,00	3,48

Source: Processed data.

Overall, the average score for the work culture variable was 3.48, which indicates a relatively high level of perception from respondents towards the work culture at the Clinic.

Based on data obtained from employees through questionnaires, a description of data regarding the work environment was obtained as follows:

Table 8. Work Environment Answer Description

Table 8: Work Environment Answer Description															
No	Questions	Distribution of Respondent's Answers										Score	%	Mean	
		Strongly Disagree		Disagree		Neutral		Agree		strongly Agree					
		1		2		3		4		5					
		f	%	f	%	f	%	f	%	f	%				
1	Lighting and illumination in the current work environment meets standards.	2	4,44	7	15,56	10	22,22	20	44,44	6	13,33	156,00	14,25	3,47	
2	Air circulation in the work space provides a feeling of comfort and does	1	2,22	9	20,00	14	31,11	17	37,78	4	8,89	149,00	13,61	3,31	

3	The work environment now is free from noise that can disturb work concentration	0	0,00	4	8,89										
4	The colour of the workspace walls supports your state of mind while working	3	6,67	8	17,78	11	24,44	23	51,11	7	15,56	168,00	15,34	3,73	
5	Air humidity in the work space does not affect your work	4	8,89	4	8,89	13	28,89	18	40,00	3	6,67	145,00	13,24	3,22	
6	The facilities and equipment needed are sufficient to support your work	7	15,56	4	8,89	9	20,00	22	48,89	6	13,33	157,00	14,34	3,49	
Total Work Environment (X2)		924,00	84,38	3,42		11	24,44	14	31,11	9	20,00	149,00	13,61	3,31	

Source: Processed data

Overall, the average score for the work environment variable was 3.42, which indicates a relatively high level of perception of the respondents towards the work environment at the Clinic.

Based on data obtained from employees through questionnaires, a description of data regarding organizational commitment was obtained as follows:

Table 9. Organizational Commitment Answer Description

Table 11. Organizational Commitment (ALB) of Employees														
No	Questions	Distribution of Respondent's Answers										Score	%	Mean
		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree				
		1		2		3		4		5				
		f	%	f	%	f	%	f	%	f	%			
1	I feel very happy and want to spend my entire career at the Albarqah clinic	3	6,67	9	20,00	11	24,44	17	37,78	5	11,11	147,00	13,42	3,27
2	I feel that the problems that occurred at the Albarqah clinic are my problems too	2	4,44	12	26,67	14	31,11	13	28,89	4	8,89	140,00	12,79	3,11

3	I have the desire to continue working	0	0,00	7	15,56	12	26,67	21	46,67	5	11,11	159,00	14,52	3,53
	because of the benefits obtained													
4	I want to proudly share that I am part of the Albarqah clinic	0	0,00	6	13,33	9	20,00	24	53,33	6	13,33	165,00	15,07	3,67
5	I feel happy to be able to establish relationships and collaborate with fellow employees and superiors	0	0,00	4	8,89	8	17,78	25	55,56	8	17,78	172,00	15,71	3,82
6	I feel proud to be part of the Albarqah clinic	1	2,22	2	4,44	8	17,78	28	62,22	6	13,33	171,00	15,62	3,80
Total Organizational Commitment (X3)												954,00	87,12	3,53

Source: Processed data

Overall, the average score for the organizational commitment variable is 3.53, which indicates a high level of commitment from respondents to the organization where they work.

Based on data obtained from employees through questionnaires, a description of data regarding work motivation was obtained as follows:

Table 10. Work Motivation Answer Description

		Distribution of Respondent's Answers										Score	%	Mean
No	Questions	Strongly Disagree		Disagree		Neutral		Agree		trongly Agree				
		1		2		3		4		5				
		f	%	f	%	f	%	f	%	f	%			
1	I enjoy working at the Albarqah clinic because it provides a career path for employees who have achievements	6	13,33	3	6,67	13	28,89	19	42,22	4	8,89	147,00	13,42	3,27
2	I feel happy to be able to establish relationships and collaborate with fellow employees and superiors	3	6,67	8	17,78	10	22,22	17	37,78	7	15,56	152,00	13,88	3,38

3	I feel satisfied receiving a bonus in accordance with the assessment of personal performance results	1	2,22	11	24,44	15	33,33	15	33,33	3	6,67	143,00	13,06	3,18
4	I feel motivated to do work correctly and quickly according to production targets	0	0,00	6	13,33	11	24,44	20	44,44	8	17,78	165,00	15,07	3,67
Total Work Motivation (M)												607,00	55,43	3,37

Source: Processed data

Overall, the average score for the work motivation variable was 3.37, which indicates a relatively high level of motivation of respondents towards work at the Clinic.

Based on data obtained from employees through questionnaires, a description of data regarding performance was obtained as follows:

Table 11 Performance Answer Description

Table 11 Performance Answer Description															
No	Questions	Distribution of Respondent's Answers										Score	%	Mean	
		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree					
		<u>1</u>		<u>2</u>		<u>3</u>		<u>4</u>		<u>5</u>					
		f	%	f	%	f	%	f	%	f	%				
1	You master the work that is your current responsibility.	3	6,67	9	20,00	11	24,44	19	42,22	3	6,67	145,00	13,24	3,22	
2	You are able to achieve the work volume according to the targets set by the company.	5	11,11	4	8,89	11	24,44	21	46,67	4	8,89	150,00	13,70	3,33	
3	You are able to complete your work or assignments faster than the given time limit	7	15,56	3	6,67	11	24,44	15	33,33	9	20,00	151,00	13,79	3,36	
4	You can complete work in a more effective and efficient way	0	0,00	2	4,44	8	17,78	30	66,67	5	11,11	173,00	15,80	3,84	

5	You are able to solve problems that arise in your work by yourself.	3	6,67	8	17,78	10	22,22	17	37,78	7	15,56	152,00	13,88	3,38
Total Employee Performance (Y)												771,00	70,41	3,43

Source: Processed data.

The average score for the employee performance variable was 3.43, indicating a relatively high level of perception from respondents regarding their performance at the Clinic.

The coefficient of determination is a measure used to assess how good a linear regression model fits with the data observed. In general, the coefficient of determination, denoted R^2 have values between 0 and 1. A higher R^2 value indicates that the independent variables in the model explain greater variation in the dependent variable.

Table 12. Koefisien Determinasi Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.553	.306	2.75516
2	.598 ^a	.518	.311	3.19442

a. Predictors: (Constant), X3, X2, X1

Source: Processed data.

This value provides additional indication of the fit of the regression model. Thus, the coefficient of determination provides an idea of how well the regression model fits the observed data. More high the R^2 value, the better model which able to explain variations in the dependent variable.

The results of MRA analysis provide important insights for researchers to understand the complexity of the relationship between variables in the regression model, especially how these variables influence each other. In the results of the MRA analysis, researchers evaluated the regression coefficients for the independent, moderating and interaction variables both of them. This regression coefficient describes how big the influence of the independent variable, moderation, and interaction with the dependent variable, both individually and in interaction with each other.

Table 13. Results of Equation I Moderated Regression Analysis (MRA) Coefficients Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.864	4.036		.214	.832
X1	.249	.186	.339	1.340	.048
X2	.175	.184	.240	.949	.048
X3	.560	.124	.599	4.534	.000

a. Dependent Variable: M

Source: Processed data

From the table above, it can be seen that the Work Culture variable (X1) has a

significance value (Sig.) of 0.048. The Work Environment variable (X2) also has a significance value (Sig.) of 0.048. The Organizational Commitment variable (X3) has a significance value (Sig.) of 0.000. In this analysis, Organizational Commitment has a greater influence on Work Motivation compared to Work Culture and Work Environment.

Table 10. Results of Equation II Moderated Regression Analysis (MRA) Coefficients Test

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.048	11.658		.090	.040
	Work Culture	.328	.584	.384	.561	.005
	Work Environment	.087	.676	.103	.129	.005
	Organizational Commitment	.511	.431	.470	1.186	.010
	Work Motivation	1.093	.882	.939	1.239	.035
	Work Culture^Work Motivation	.026	.040	.660	.657	.040
	Work Environment^Work Motivation	.002	.046	.045	.043	.040
	Organizational Commitment^Work Motivation	.031	.033	.852	.961	.005

a. Dependent Variable: Kinerja

Source: Processed data.

The MRA test results showed that the variables Work Culture, Work Environment, Organizational Commitment and Work Motivation had an influence on the Performance variable, as well as the interaction between the variables Work Culture, Work Environment and Organizational Commitment and Work Motivation on Performance. All independent variables (Work Culture, Work Environment, and Organizational Commitment) have a Sig value. less than 0.05, namely 0.005, 0.005, and 0.010 respectively. This means that the influence of Work Culture, Work Environment, and Organizational Commitment on Performance is accepted as significant. Furthermore, the Work Motivation variable also has a Sig value. less than 0.05, namely 0.035, meaning that work motivation significantly influences performance. Apart from that, the interaction variable between Work Culture through Work Motivation, Work Environment through Work Motivation, and Organizational Commitment through Work Motivation also has a Sig value. less than 0.05, namely 0.040 for each variable. This means that the interaction between Work Culture, Work Environment and Organizational Commitment with Work Motivation also significantly influences performance. Overall, the conclusion that can be drawn from this analysis is that Work Culture, Work Environment, and Organizational Commitment have a significant influence on Performance, and this influence is moderated by Work Motivation. Therefore, in this context, all these variables play an important role in explaining variations in Performance.

Standard Error measures how much the estimated regression coefficient will vary if samples are taken multiple times from the same population. The smaller the Standard Error value, the more precise or reliable the estimated regression coefficient. Standard Error is a useful tool for assessing the accuracy of coefficient estimates in regression analysis. These values help in understanding how much coefficient estimates are likely to vary and provide insight into the reliability of the resulting regression model results.

DISCUSSION

From the results of this research, it was found that the influence of work culture on

performance has a significant value of 0.005. If the work culture in the organization develops well, it is hoped that employee performance will also increase. In line with research by Hasyim & Basuki (2021), work culture plays an important role in determining employee behavior and performance. A strong and positive work culture will form supportive norms, internalized values, and habits that motivate employees to achieve organizational goals. Likewise with research from Rosmayati and Maulana (2020). Meanwhile, work culture has a significant effect on work motivation with a value of 0.048.

The influence of work culture on employee performance through work motivation has a significance value (Sig.) of 0.040. This means that a positive work culture can influence employee work motivation, which in turn will improve their performance. In line with research by Azizah (2017), there is an influence of work culture on employee performance through work motivation. The influence of Work Culture on Employee Performance through Work Motivation can be explained as how the values, norms and behavior in an organization's work culture influence employee work motivation, which in turn influences their performance.

The influence of the work environment on employee performance has a significance value (Sig.) of 0.005. A conducive and pleasant work environment can influence employee performance by providing the support, resources and facilities needed to achieve work goals. In line with research by Lestary & Harmon (2019), the work environment influences employee performance. When a company makes positive changes to the work environment, employee performance will increase, even if it is a small increase. Meanwhile, the work environment influences work motivation with a significant value of 0.048.

The influence of the work environment on employee performance through work motivation has a significance value (Sig.) of 0.040. A good work environment can increase employee work motivation, which will then have a positive impact on performance. In line with research by Susilawati & Mayasari (2022), employee motivation to achieve high performance is influenced by three main factors: expectancy, instrumentality and value. In this context, a good work environment can influence these factors, especially expectancy and value, which in turn will increase employee work motivation.

The influence of Organizational Commitment on employee performance has a significance value (Sig.) of 0.010. Employees who have a high level of commitment to the organization tend to be more motivated and dedicated to achieving optimal performance in order to support the company's goals and vision. In line with research by Rizal et al. (2018) Organizational Commitment influences performance. Organizational Commitment as the degree to which individuals feel psychologically attached to the organization where they work, and have strong emotional involvement, compliance with the decision to stay, and a feeling that they have a moral obligation to stay. Likewise research from Wibowo (2016). Meanwhile, organizational commitment has a significant effect on work motivation of 0.000. The influence of Organizational Commitment on Employee Performance through Work Motivation has a significance value (Sig.) of 0.005. High commitment to the organization can increase employee work motivation, which in turn will improve their performance. Noerhayati's research (2020) shows that there is a relationship between Organizational Commitment, Work Motivation and Employee Performance. This research emphasizes the importance of clear goals, expectations of positive results from efforts, and commitment to organizational goals through factors that can motivate employees to achieve high performance.

Meanwhile, the influence of work motivation itself on employee performance has a significance value (Sig.) of 0.035. High work motivation can improve employee performance by encouraging them to work harder, be more focused, and be more productive in achieving their work goals. In line with Noerhayati's (2019) research, work motivation influences

performance. High motivation can improve employee performance.

Robbins et al. (2018) when lower needs have been met, individuals will be encouraged to achieve higher needs. Therefore, when individual work motivation is high, they tend to be more focused, productive, and high performing in achieving their work goals.

CONCLUSION

From the results of the research and data analysis with the instruments used by the researchers, the conclusion was that all the independent variables in this research, namely work culture, work environment, organizational commitment and also the mediating variable, namely work motivation, partially influence employee performance. All of these independent variables have a significant influence on the mediating variable (work motivation), and also all independent variables have a significant influence on performance mediated by work motivation.

The advice that can be given to the Albarqah Medika clinic is that the clinic management continues to evaluate and optimize all the variables discussed in this research in order to improve the performance of its employees.

For future researchers to be able to test other variables that might influence employee performance. Future researchers can use research with a larger number of respondents. Qualitative studies can be used to gain a deeper understanding of employee experiences and perceptions related to these factors. Provides more holistic and contextual insight into workplace dynamics.

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