

# The Influence of Organizational Culture, Work Environment on Employee Performance with Work Motivation as an Intervening Variable (Case Study: Online Retail XYZ Jakarta)

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 <https://doi.org/10.54099/ijmba.v1i2.266>

## ARTICLE INFO

Research Paper

### Article history:

Received: 23 July 2022

Revised: 9 August 2022

Accepted: 28 September 2022

**Keywords:** Organizational Culture, Work Environment, Work Motivation, Employee Performance, Online Retail, Intervening, SEM PLS

## ABSTRACT

**Purpose** – This paper aims to analyze the factors that influence employee performance at XYZ Online Retail Jakarta through organizational culture, work environment and work motivation variables which are also intervening variables.

**Methodology/approach** – The population of this study is all employees at XYZ Online Retail with a total sample of 134 employees with a period of semester 1 2020, semester 2 2020 and semester 1 2021. The endogenous variables used are work motivation and employee performance, while the exogenous variable used is organizational culture and organizational environment. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS)

**Findings** – It was found that indicate that organizational culture has no effect on employee performance; organizational culture has a positive and significant effect on work motivation; work motivation has a positive and significant effect on employee performance; work environment has a positive and significant effect on work motivation; work environment has no effect on employee performance; work motivation is able to mediate organizational culture on employee performance; work motivation is also able to mediate the work environment on employee performance.

**Novelty/value** – As employee performance has become an important factor in organizational performance in online retail over the past three semesters, it is imperative to understand how to improve employee performance. Keywords Organizational Culture, Work Environment, Work Motivation, Employee Performance, Online Retail, Intervening.

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## INTRODUCTION

The new era of globalization has begun with the increasing contribution of the digital aspect to the economy. Supported by increasingly sophisticated technology and infrastructure, the convenience and speed offered in a digital-based economy has facilitated, accelerated and changed the supply and demand of economic actors from various sides, such as marketing, purchasing, product distribution,

payment systems, and so on. Of the entire scope of businesses that use the internet, businesses belonging to Category G (Wholesale and Retail Trade, Repair and Maintenance of Cars and Motorcycles) dominate E-Commerce, with a percentage of almost half of the total business, which is 46.05 percent business activity E-Commerce (17.10 percent) comes from Category C (Processing Industry). Meanwhile, the businesses included in Category I (Accommodation and Food and Drink Provision) are the E-Commerce with a percentage of 15.81 percent. The growth of online retail in Indonesia in recent years has prompted several fast moving consumer goods (FMCG) brands to compete to increase their existence. Based on a report from Sirclo covered by Liputan6, it is estimated that it will contribute up to 24% by 2022 (Iskandar, 2020), one of the online retailers in Indonesia today is XYZ Online Retail. XYZ Online Retail first appeared in 2017 which is like retail that fulfills daily needs but is in the form of e-commerce in general transactions online trading Online are certainly not new in Indonesia. However, since Covid-19 hit, people's habits have changed. This is also supported by government regulations that prohibit people from doing activities outside the home, so that it has an impact on increasing online sales during the Covid19 pandemic (Santia, 2020). Since its appearance until now, XYZ Online Retail certainly cannot be separated from the successful performance of its employees. HR problems are one of the problems faced by E-Commerce. One of the problems with HR is that performance as a measure of success is closely related to organizational culture, work environment and employee motivation. This is as described by Simanjuntak in Widodo that the things that affect performance are the quality and ability of employees; supporting facilities such as matters relating to work safety, occupational health, production/work facilities as well as wages, guarantees and work security; supra facilities, namely matters relating to government policies and/or management decisions (Widodo, 2015). Performance is the result of work or a measure used for the success of an organization or company. Resources owned by the company such as capital, regulations, methods and machines cannot provide maximum results if they are not supported by resources that have optimal work. Employee performance is a work achievement, it is seen from the work that can be seen or felt which of course has been recognized according to the standards that have been made by the organization. Robbins explained that performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2013). An important element in an effort to improve the performance of a company's employees is the organizational culture and the influential work environment in it. Organizational culture is the values and symbols that are understood and adhered to by all members of the organization. Employee performance is also closely related to the work environment. The work environment is also one of the factors that can affect employee performance. The work environment is a place where physical life, social life and psychology are in an organization that affect employee performance and productivity. In line with research conducted by Barry and Heizer (Barry & Heizer, 2014) which said that the work environment is a physical environment where it affects employee performance, safety and quality. The work environment provides a safe feeling that allows employees to work optimally and affects employees' emotions. In addition to the physical environment, the work environment also includes working relationships between fellow employees and the relationship between superiors and subordinates. In addition to organizational culture and work environment, encouragement or motivation also plays a role in the importance of efforts to improve employee performance. Mangkunegara explained that motivation is the driving force for the needs of an employee that must be met so that the employee can adapt to his environment (Mangkunegara, 2013).

## **LITERATURE REVIEW**

### **HUMAN CAPITAL THEORY**

The concept human capital can be defined into three. The first concept is human capital as an individual aspect. The second concept cites Alan in Ritonga, stating that human capital is knowledge and skills acquired through various educational activities such as schools, courses, and training. The main concept of this model is that human capital is something that is obtained through the accumulation of a certain process. This concept assumes that human capital does not come from human experience. The third concept views human capital through a production orientation perspective. Then, in Ritonga quoting Ronner, he stated that human capital is a fundamental source of economic productivity.

### **ORGANIZATIONAL CULTURE**

Culture is a key factor that can help an organization to achieve its goals. Organizational culture can encourage the creation of a learning climate in an organization. Based on the understanding that has been described, organizational culture can be defined as a set of basic assumptions that include attitudes, values, behavioral norms and expectations that are shared by members of the organization and become a mutual agreement that determines organizational members (Farida Elmi, 2016). Robbins and Judge explain that organizational culture is something related to the system within an organization or company that is held and interpreted jointly by all members or employees, so that it can distinguish the organization from other organizations (Robbins & Judge, 2013). So, based on the explanations and explanations of these experts, it can be concluded that organizational culture is a system, assumptions and beliefs and/or values that exist in an organization or company that are held jointly by members or employees and consciously or unconsciously of organizational culture. These factors can affect the behavior of a member or employee in an organization.

### **WORK ENVIRONMENT**

The work environment is a situation around the workplace both physically and non-physically that has an impact on pleasure, security, and peace (Sutoyo, 2016). Meanwhile, according to Aryono, the work environment is everything that is around employees at work, both physical and non-physical. Then, Sedarmayanti said that the work environment is the entire toolkit and materials faced by members or employees in the surrounding environment where they work, which consists of lighting or light, air temperature or temperature, humidity, air circulation, noise, mechanical vibration, unpleasant odors. delicious food, colors, decorations, music, to safety in the workplace (Aryono, 2017). So, with the description above, it can be concluded that the work environment is everything that exists within an organization or company or employees, both physical and non-physical, where a good work environment will support members or employees to be able to work safely and comfortably, so that it can support employees. good performance of the member or employee.

### **WORK MOTIVATION**

Robbins and Judge explain that motivation is a process to take into account the level of intensity, direction and persistent effort of a person to achieve his goals (Robbins & Judge, 2013). McClelland also explained that employees have such potential energy reserves where this energy will be released and used depending on the strength of one's motivational drive, the situation and the available opportunities or in other words someone has the desire to do a business or work better (Robbins & Judge, 2013). So, from the description above, it can be concluded that work motivation is an impulse or desire that exists within an individual which can be used as a basis to be converted into energy or effort for an individual to do something in order to achieve a goal.

### **EMPLOYEE PERFORMANCE**

Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given (Mangkunegara, 2017). Good performance is one of the organizational goals in achieving high productivity (Umam, 2012). According to Bernardin and Russell also explained that performance is a record of the consequences generated on a job function or activity during a certain period related to the organization (Umam, 2012). So, it is concluded that employee performance is work performance or work results both quality and quantity achieved by human resources per unit period of time in carrying out their work duties in accordance with the responsibilities given to them.

## **METHOD**

This research is quantitative research. This research design is a causal research design (cause and effect). This study uses the experimental method by looking at the independent variables that will affect the dependent variable. The population used is all employees of the XYZ Online Retail Operations Division (Purchasing, Sourcing, Warehouse, Logistics, Customer Service) and Marketing with a total of 200 people. The sampling technique in this study used a probability sampling technique, namely stratified random sampling and used the Slovin formula with an error rate of 5% so that the total sample was 134 people. The data collection used in this research is by using library research and field research which includes observation, interviews and questionnaires. data analysis technique in this study is to use Partial Least Square (PLS) which is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component based structural equation modeling. This study has a complex model and a limited number of samples, so the data analysis uses software which uses bootstrapping or random duplication.

## **RESULT AND DISCUSSION**

### **OVERVIEW OF RESEARCH OBJECTS**

Online Retail XYZ is the first online retailer in Indonesia that appeared in 2017. Like most retailers, Online Retail XYZ only distributes goods from suppliers, but the main items sold initially are only vegetables and then increase to more. fruits, and until now selling all items that can meet household needs. The scope of XYZ Online Retail company or XYZ Online Retail coverage area is Jabodetabek, Surabaya and Bali. Until 2022, the number of employees of XYZ Online Retail is 910 people, which are spread over several divisions. Meanwhile, large warehouses for XYZ Online Retail are located in several cities such as Bogor, Surabaya and Bali.

### **DESCRIPTIVE STATISTICS**

This study aims to determine the effect of organizational culture and work environment on employee performance through work motivation as an intervening variable at online retail XYZ Jakarta. In this study, data were obtained by distributing questionnaires to 134 respondents of online retail XYZ Jakarta employees to obtain research data related to organizational culture, work environment, employee performance and work motivation. Research data that has been collected is then analyzed descriptively and quantitatively. Descriptive analysis was carried out with the help of Microsoft Excel program to find out the description of organizational culture, work environment, employee performance and work motivation. While quantitative analysis was carried out using the Structure equation modeling (SEM) method and using smartPLS to determine the influence of organizational culture and work environment on employee performance through work motivation as an intervening variable. Descriptive statistics are a way to describe and present information from large amounts of data. With descriptive statistics, raw data is converted into information that can describe phenomena

or characteristics of the data. There are two parts in descriptive statistics, namely descriptions of respondents and descriptions of variables, as follows:

## RESPONDENT DESCRIPTION

### 1) Characteristics of Respondents by Gender

**Table 4.1 Number of Employees by Gender**

No.	Gender	Number of People	Percentage
1	Male	66	49,25%
2	Female	68	50,75%
<b>Total</b>		<b>134</b>	<b>100%</b>

Source: Primary Data Processed (2022)

Based on the results of the study, it can be seen that there are 68 female employees with a level of 50.75%, while the male gender is 66 people with a percentage rate of 49.25%. This difference is because XYZ Jakarta's online retailer requires a lot of competence in the field of administration and ordering services as well as quality control, which mostly require women than men.

### 2) Characteristics of Respondents Based on Education

**Tabel 4.2 Number of Employees by Education**

No.	Education	Number of People	Percentage
1	High School/Vocational	18	13,43%
2	Diploma	14	10,45%
3	Bachelor's	89	66,42%
4	Master's	13	9,7%
<b>Total</b>		<b>134</b>	<b>100%</b>

Source: Primary Data Processed (2022)

Based on the results of the study, it can be seen that employees with the last education of SMK/SMA are 18 people with a rate of 13.43%. Then there are 14 employees with D3 education with a level of 10.45%. S1 education as many as 89 people or 66.42%. And 13 people have master's degree education or 9.7%. The large number of XYZ Jakarta online retail employees with undergraduate education backgrounds is based on XYZ Jakarta's online retail needs for supervisors who play a leadership role in managing power experts.

### 3) Characteristics of Respondents Based on Working Period

**Tabel 4.3 Number of Employee Based on Working Period**

No.	Working Period	Number of People	Percentage
1	Under 1 year	56	41,79%
2	1-2 year	26	19,40%
3	Above 2 year	52	38,81%
<b>Total</b>		<b>134</b>	<b>100%</b>

Source: Primary Data Processed (2022)

XYZ Jakarta's online retail respondents, the highest number is with a service period of less than 1 year, which is 56 employees or 41.79%. While the working period of 1-2 years is 26 employees or

19.4%. Working period of more than 2 years is 52 employees or 38.81%. When viewed from the data, Retail Online XYZ Jakarta has good employee growth where the percentage of the number of employees continues to increase every year.

**4) Characteristics of Respondents Based on Age**

**Tabel 4.4 Number of Employee Based on Age**

No.	Age	Number of People	Percentage
1	Under 20	4	2,98%
2	Under 25	40	29,85%
3	Above 25	51	38,06%
4	Above 30	39	29,11%
<b>Total</b>		<b>134</b>	<b>100%</b>

Source: Primary Data Processed (2022)

Based on Table 4.4. shows that the largest number of XYZ Online Retail respondents aged over 25 years as many as 51 employees or 38.06% while under 20 years old as many as 4 employees or 2.98% and under 25 years as many as 40 employees or 29,85% and the last age above 30 years as many as 3 employees or 29.11%. Young age is an age that has great energy in work and produces a lot of creative ideas but still has minimal experience.

**VARIABLE DESCRIPTION**

**1) Descriptive Analysis of Organizational Culture Variables**

**Tabel 4.5 Frequency and Percentage of Scores on Organizational Culture Variables**

Dimension	Indicator Code	Respondent's Answer					Total	Average	
		STS	TS	KS	S	SS			
1.1 Innovation and risk taking	X1.1	0	0	4	60	70	134	4,49	4,40
	X1.2	0	3	18	62	51	134	4,20	
	X1.3	0	4	2	50	78	134	4,51	
1.2 Pay attention to every detail	X1.4	0	0	9	57	68	134	4,44	4,42
	X1.5	0	1	13	56	64	134	4,37	
	X1.6	0	2	10	46	76	134	4,46	
1.3 Result orientation	X1.7	0	3	18	52	61	134	4,28	4,31
	X1.8	0	2	19	60	53	134	4,22	
	X1.9	0	0	9	60	65	134	4,42	
1.4 Orientation to others	X1.10	0	6	35	64	29	134	3,87	4,09
	X1.11	1	4	21	63	45	134	4,10	
	X1.12	0	1	11	69	53	134	4,30	
1.5 Team orientation	X1.13	0	0	27	65	42	134	4,11	4,26
	X1.14	1	3	21	61	48	134	4,13	
	X1.15	0	0	6	52	76	134	4,52	
1.6 Aggressive	X1.16	0	1	15	56	62	134	4,34	4,17
	X1.17	1	7	21	65	40	134	4,01	

Dimension	Indicator Code	Respondent's Answer					Total	Average	
		STS	TS	KS	S	SS			
	X1.18	1	2	18	66	47	134	4,16	
1.7 Stability	X1.19	0	0	16	59	59	134	4,32	4,06
	X1.20	0	10	21	55	48	134	4,05	
	X1.21	1	13	28	55	37	134	3,85	
<b>TOTAL</b>		<b>5</b>	<b>62</b>	<b>342</b>	<b>1233</b>	<b>1172</b>	<b>2814</b>		
<b>PERCENTAGE</b>		<b>0,18%</b>	<b>2,21%</b>	<b>12,15%</b>	<b>43,82%</b>	<b>41,64%</b>	<b>100%</b>	<b>4,24</b>	

Source: Primary Data Processed (2022)

Based on table 4.5 above shows that for the questionnaire statement in the indicator variable Organizational Culture (X1) there are 7 dimensions, namely: Innovation and risk taking have an average value of 4.40, Paying attention to every detail has an average value of 4.42, Orientation on results has an average score of 4.31, Orientation to others has an average value of 4.09, Team orientation has an average score of 4.26, Aggressiveness has an average value of 4.17, Stability has an average score 4.06. Meanwhile, based on the distribution of the data, as many as 0.18% of respondents stated strongly disagree, as many as 2.21% of respondents said they did not agree, as many as 12.15% of respondents said they did not agree, as many as 43.82% of respondents agreed and 41.64% of respondents strongly agree. The average result in this statement is 4.24, which means that the interval interpretation falls into the "Strongly Agree" category. These results indicate that the Organizational Culture within the scope of the sample is in the very good category.

## 2) Descriptive Analysis of Work Environment Variables

**Tabel 4.6 Frequency and Percentage of Work Environment Variable Scores**

Dimension	Indicator Code	Respondent's Answer					Total	Average	
		STS	TS	KS	S	SS			
2.1 Physical Environment	X2.1	1	13	28	55	37	134	4,07	3,89
	X2.2	0	6	25	56	47	134	3,74	
	X2.3	2	14	35	49	34	134	3,69	
	X2.4	2	14	36	53	29	134	4,04	
2.2 Non Physical Environment	X2.5	0	8	30	44	52	134	4,10	4,14
	X2.6	0	3	26	60	45	134	4,24	
	X2.7	0	3	20	53	58	134	4,07	
<b>TOTAL</b>		<b>5</b>	<b>61</b>	<b>200</b>	<b>370</b>	<b>302</b>	<b>938</b>		<b>4,015</b>
<b>PERCENTAGE</b>		<b>0,53%</b>	<b>6,51%</b>	<b>21,32%</b>	<b>39,45%</b>	<b>32,19%</b>	<b>100%</b>		

Source: Primary Data Processed (2022)

Based on table 4.6 above, it shows that for the questionnaire statement in the Work Environment indicator variable (X2) there are 2 dimensions, namely: the Physical Environment has an average value of 3.89 and the non-physical environment has an average value of 4.14. Meanwhile, based on the distribution of the data, as many as 0.53% of respondents stated strongly disagree, as many as 6.51% of respondents said they did not agree, as many as 21.32% of respondents said they did not agree, as many as 39.45% of respondents agreed and 32.19% of respondents strongly agree. The average result in this statement is 4.015, which means that the interval interpretation falls into the "Agree" category. These results indicate that the work environment within the scope of the sample is in the good category.

### 3) Descriptive Analysis of Work Motivation Variables

**Tabel 4.7 Frequency and Percentage of Work Motivation Scores**

Dimension	Indicator Code	Respondent's Answer					Total	Average	
		STS	TS	KS	S	SS			
3.1 Achievement needs	X3.1	0	2	30	59	43	134	4,51	4,27
	X3.2	0	2	5	50	77	134	4,09	
	X3.3	0	2	24	68	40	134	4,20	
3.2 Need for affiliation	X3.4	0	2	18	65	49	134	4,13	4,10
	X3.5	0	4	18	69	43	134	4,03	
	X3.6	0	3	24	73	34	134	4,13	
3.3 Need for power	X3.7	0	5	14	73	42	134	3,92	3,92
	X3.8	0	4	34	65	31	134	3,81	
	X3.9	2	7	37	56	32	134	4,02	
<b>TOTAL</b>		2	31	204	578	391	<b>1206</b>	<b>4,097</b>	
<b>PERCENTAGE</b>		0,17%	2,57%	16,92%	47,93%	32,42%	<b>100%</b>		

Source: Primary Data Processed (2022)

Based on table 4.7 above, it shows that for the questionnaire statement in the Work Motivation indicator variable (X3) there are 3 dimensions, namely: The need for achievement has an average value of 4.27, the need for affiliation has an average value of 4.10 and the need for power has an average value. 3.92 average. Meanwhile, based on the distribution of the data, 0.17% of respondents stated strongly disagree, 2.57% of respondents said they disagreed, 16.92% of respondents said they did not agree, 47.93% of respondents agreed and 32.42% of respondents strongly agree. The average result in this statement is 4,097 which means that the interval interpretation falls into the "Agree" category. These results indicate that work motivation within the scope of the sample is in the good category.

### 4) Descriptive Analysis of Employee Performance Variables

**Tabel 4.8 Frequency and Percentage of Employee Performance Scores**

Dimension	Indicator Code	Respondent's Answer					Total	Average	
		STS	TS	KS	S	SS			
4.1 Quantity	Y1	0	3	35	52	44	134	4,07	4,12
	Y2	0	1	21	79	33	134	4,28	
	Y3	0	0	10	77	47	134	4,01	
4.2 Quality	Y4	1	2	22	79	30	134	4,23	4,25
	Y5	0	0	16	71	47	134	4,34	
	Y6	0	1	9	67	57	134	4,18	
4.3 Punctuality	Y7	0	0	17	76	41	134	4,14	4,12
	Y8	0	1	21	70	42	134	4,26	
	Y9	0	2	16	61	55	134	3,97	
4.4 Cost Effectiveness	Y10	1	6	25	66	36	134	4,43	4,26
	Y11	0	0	8	61	65	134	4,32	
	Y12	0	2	6	73	53	134	4,04	
4.5	Y13	1	6	23	60	44	134	4,49	4,46



Dimension	Indicator Code	Respondent's Answer					Total	Average	
		STS	TS	KS	S	SS			
Supervision									
	Y14	0	0	10	48	76	134	4,42	
	Y15	0	1	9	57	67	134	4,48	
4.6 Relationships Between Individuals	Y16	0	1	3	61	69	134	4,54	4,52
	Y17	0	1	3	53	77	134	4,55	
	Y18	0	0	5	50	79	134	4,54	
	Y19	0	0	4	53	77	134	4,44	
	Y20	0	1	6	60	67	134	4,07	
<b>TOTAL</b>		<b>3</b>	<b>28</b>	<b>269</b>	<b>1274</b>	<b>1106</b>	<b>2680</b>		<b>4,29</b>
<b>PERCENTAGE</b>		<b>0,11%</b>	<b>1,04%</b>	<b>10,04%</b>	<b>47,54%</b>	<b>41,27%</b>	<b>100%</b>		

Source: Primary Data Processed (2022)

Based on table 4.8 above, it shows that for the questionnaire statement in the Employee Performance indicator variable (Y) there are 6 dimensions, namely: Quantity has an average value of 4.12, Quality has an average value of 4.25, Punctuality has an average value of 4,12, Cost Effectiveness has an average score of 4.26, Supervision has an average score of 4.46, Inter-Individual Relations has an average score of 4.52. Meanwhile, based on the distribution of the data, 0.11% of respondents stated strongly disagree, 1.04% of respondents said they did not agree, as many as 10.04% of respondents said they did not agree, as many as 47.54% of respondents agreed and 41.27% of respondents strongly agree. The average result in this statement is 4.29, which means that the interval interpretation falls into the "Strongly Agree" category. These results indicate that the employee performance within the scope of the sample is in the very good category.

## 1. PARTIAL LEAST SQUARE ANALYSIS RESULTS

- Measurement Model Test Results (Outer Model)

### 1) Validity Test

**Table 4.9 Value of Cross Loading Variable and Construct**

Indicator	Organizational Culture (X1)	Work Environment (X2)	Work Motivation (Z)	Employee Performance (Y)
X1.1	<b>0.702</b>	0.354	0.516	0.571
X1.2	<b>0.739</b>	0.502	0.581	0.519
X1.3	<b>0.837</b>	0.457	0.587	0.680
X1.4	<b>0.722</b>	0.598	0.559	0.567
X1.9	<b>0.799</b>	0.559	0.605	0.660
X1.10	<b>0.780</b>	0.551	0.614	0.676
X1.11	<b>0.880</b>	0.581	0.716	0.758
X1.12	<b>0.820</b>	0.529	0.635	0.654
X1.13	<b>0.855</b>	0.581	0.694	0.774
X1.14	<b>0.736</b>	0.490	0.548	0.711
X1.15	<b>0.915</b>	0.608	0.776	0.805
X1.16	<b>0.724</b>	0.667	0.734	0.820
X1.17	<b>0.827</b>	0.453	0.717	0.691
X1.18	<b>0.741</b>	0.572	0.587	0.674
X1.19	<b>0.814</b>	0.680	0.830	0.721
X1.20	<b>0.800</b>	0.643	0.779	0.795

X1.21	<b>0.822</b>	0.615	0.810	0.779
X2.1	0.750	<b>0.881</b>	0.832	0.735
X2.2	0.742	<b>0.952</b>	0.892	0.726
X2.3	0.715	<b>0.924</b>	0.919	0.747
X2.4	0.705	<b>0.835</b>	0.817	0.709
X2.5	0.631	<b>0.892</b>	0.836	0.677
X2.6	0.736	<b>0.980</b>	0.911	0.729
X2.7	0.841	<b>0.913</b>	0.883	0.814
Z1	0.845	0.758	<b>0.977</b>	0.911
Z2	0.818	0.738	<b>0.838</b>	0.834
Z3	0.775	0.579	<b>0.858</b>	0.828
Z4	0.714	0.619	<b>0.908</b>	0.855
Z5	0.465	0.749	<b>0.798</b>	0.639
Z6	0.753	0.706	<b>0.864</b>	0.844
Z7	0.647	0.679	<b>0.902</b>	0.807
Z8	0.586	0.596	<b>0.925</b>	0.751
Z9	0.860	0.698	<b>0.912</b>	0.887
Y2	0.370	0.550	0.374	<b>0.757</b>
Y4	0.385	0.592	0.477	<b>0.798</b>
Y6	0.542	0.677	0.543	<b>0.786</b>
Y8	0.574	0.825	0.571	<b>0.853</b>
Y9	0.402	0.643	0.365	<b>0.506</b>
Y10	0.743	0.793	0.671	<b>0.861</b>
Y11	0.603	0.677	0.529	<b>0.756</b>
Y12	0.453	0.657	0.422	<b>0.749</b>
Y13	0.595	0.901	0.658	<b>0.914</b>
Y14	0.504	0.806	0.598	<b>0.892</b>
Y15	0.593	0.873	0.709	<b>0.979</b>
Y16	0.459	0.808	0.586	<b>0.903</b>
Y17	0.545	0.865	0.647	<b>0.927</b>
Y18	0.539	0.713	0.479	<b>0.759</b>
Y19	0.479	0.697	0.610	<b>0.773</b>
Y20	0.483	0.721	0.575	<b>0.798</b>

Source: Analysis results using SmartPLS 3.2.9

From table 4.9, it can be seen that the variables of organizational culture, work environment, work motivation and employee performance have a construct correlation value with the indicator greater than the correlation value with other constructs. Thus it can be concluded that all latent constructs show good discriminant validity because they can predict indicators in their block better than indicators in other blocks. The second evaluation for discriminant validity seen from the examination of average variance extracted (AVE) describes the amount of variance or diversity of manifest variables that can be contained by latent constructs. The greater the AVE value, the better the manifest variable can represent the latent construct. The AVE value is good if it has a value greater than 0.50 (Imam Ghazali, 2016). Evaluation of discriminant validity from the AVE examination can be seen from the AVE value based on the results of data processing SmartPLS version 3.2.9.

**Tabel 4.10 Value of AVE (Average Variance Extracted) Research Model**

Variable	Dimension	AVE Dimension Value	AVE Variable Value
<b>Organizational culture</b>	Innovation and risk taking	<b>0.790</b>	<b>0.635</b>
	Pay attention to every detail	<b>1.000</b>	
	Result orientation	<b>1.000</b>	
	Orientation to others	<b>0.778</b>	
	Team orientation	<b>0.789</b>	
	Aggressive	<b>0.703</b>	
	Stability	<b>0.832</b>	
<b>Work environment</b>	Physical Environment	<b>0.808</b>	<b>0.554</b>
	Non-Physical Environment	<b>0.870</b>	
<b>Work motivation</b>	Achievement needs	<b>0.796</b>	<b>0.758</b>
	Need for affiliation	<b>0.683</b>	
	Need for power	<b>0.742</b>	
<b>Employee performance</b>	Quantity	<b>1.000</b>	<b>0.674</b>
	Quality	<b>0.642</b>	
	Punctuality	<b>0.758</b>	
	Cost Effectiveness	<b>0.714</b>	
	Supervision	<b>0.801</b>	
	Relationships Between Individuals	<b>0.739</b>	

Source: Analysis results using SmartPLS 3.2.9

Table 4.10 above shows the AVE value of the research model. It can be seen from the table that the AVE Value for all research variables and research dimensions has a value above 0.5 so that the AVE value for discriminant validity testing has met for further testing. Thus, the Discriminant Validity test has been fulfilled as well as the Convergent Validity test so that it can be concluded that the research model is valid.

## 2) Reability Test

**Tabel 4.11 Value of Composite Reliability and Cronbach Alpha**

Variable	Composite Reliability	requirement	Cronbach Alpha	requirement	Result
<b>Organizational culture</b>	0.967	>0,7	0.635	>0,6	<b>Reliable</b>
<b>Work environment</b>	0.956	>0,7	0.758	>0,6	<b>Reliable</b>
<b>Work motivation</b>	0.951	>0,7	0.654	>0,6	<b>Reliable</b>
<b>Employee performance</b>	0.949	>0,7	0.674	>0,6	<b>Reliable</b>

Source: Analysis results using SmartPLS 3.2.9

From these results it can be said that the research model has met the value of Cronbach's alpha. From the above model, it can be said that the model has met the Composite Reliability Criteria and Cronbach's Alpha so that the model has met the Reliability criteria and is a reliable and reliable measuring instrument.

- **Structural Model Test Results (Inner Model)**

### 1) Q<sup>2</sup> Predictive Relevance

**Tabel 4.12 Q<sup>2</sup> Predictive Relevance**

Item	SSO	SSE	Q <sup>2</sup> =(1-SSE/SSO)
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<b>Organizational culture</b>	<b>1700.000</b>	<b>1700.000</b>	
<b>Work environment</b>	<b>1600.000</b>	<b>1084.886</b>	<b>0.353</b>
<b>Work motivation</b>	<b>700.000</b>	<b>700.000</b>	
<b>Employee performance</b>	<b>900.000</b>	<b>419.649</b>	<b>0.534</b>

Source: Analysis results using SmartPLS 3.2.9

From the table above, it can be interpreted as follows:

- a) The value of Q2 for employee performance is 0.353. Because the value of  $Q2 = 0.353 > 0$ , it can be concluded that organizational culture and work environment have predictive relevance for employee performance. And it is also known that the value of  $Q2 = 0.353$  which is greater than 0.35, it can be concluded that the relevance of the prediction is strong.
- b) The value of Q2 for work motivation is 0.534. Because the value of  $Q2 = 0.534 > 0$ , it can be concluded that organizational culture and work environment have predictive relevance for work motivation. And it is also known that the value of  $Q2 = 0.534$  which is greater than 0.35, it can be concluded that the relevance of the prediction is strong.

## 2) R Square (R<sup>2</sup>)

The evaluation of the inner model is done by looking at the Coefficient of Determination. The Coefficient of Determination aims to measure how far the model's ability to explain the variance of the dependent variable is. The value of the coefficient of determination is between 0 and 1. The value of the coefficient of determination (R<sup>2</sup>) is close to the value of 1. The value of R<sup>2</sup> explains how much the independent variable hypothesized in the equation is able to explain the dependent variable. Yamin & Kurniawan (2011) explained the criteria for limiting the value of R<sup>2</sup> into three classifications, namely the value of R<sup>2</sup> = 0.67, 0.33, and 0.19 as substantial, moderate, and weak.

**Table 4.12 R Square (R<sup>2</sup>) Value of Research Model**

<b>Konstruk</b>	<b>R square</b>	<b>R Squire Adjusted</b>
<b>Work motivation</b>	0.817	0.814
<b>Employee performance</b>	0.712	0.703

Source: Analysis results using SmartPLS 3.2.9

Seen in Table 4.12 the relationship between constructs based on the R square adjusted value, it can be explained that the Work Motivation variable (Z) is 0.814, this shows that 81.4% of the Work Motivation variable (Z) can be influenced by the Organizational Culture (X1) and Environment variables. Work (X2), while the remaining 18.6% is influenced by other variables outside the study. While the relationship between constructs based on the Rsquare Adjusted value on the Employee Performance variable (Y) is 0.703, this shows that 70.3% of the Employee Performance variable (Y) can be influenced by the Organizational Culture variable (X1) and the Work Environment (X2 and the Motivation variable). Work (Z), while the remaining 2.7% is influenced by other variables outside the study.

## 3) Overall Structural Model Validation with Goodness of Fit Index (GoF)

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and structural model (inner model) obtained through the following calculations:

$$GoF = \sqrt{AVE \times R^2}$$

$$oF = \sqrt{0.648 \times 0.764}$$

$$GoF = \sqrt{0.495}$$

$$GoF = 0.703$$

Notes:

$$AVE = (0.635 + 0.554 + 0.758 + 0.647) / 4 = 0.648$$

$$R^2 = (0.817 + 0.712) / 2 = 0.764$$

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.703. According to Ghazali (2016), GoF small = 0.1, GoF medium = 0.25 and GoF large = 0.36. Based on these results, it can be concluded that the overall performance of the measurement model (outer model) and structural model (inner model) is good because the Goodness of Fit Index (GoF) value is more than 0.36 (GoF large scale).

- **Hypothesis Test**

Hypothesis testing between constructs was carried out using the bootstrap resampling method. Calculation Hypothesis testing using SmartPLS 3.2.9 can be seen from the Path Coefficient value, namely the t-statistical value of the relationship between variables in the study. T-test statistics by using the formula or by using SmartPLS 3.2.9 can be seen from the comparison between the t-test value and the value in the t-table obtained from the formula

$$DF = n - k$$

$$DF = 134 - 4$$

$$DF = 130$$

In the statistical table, the t table value with a value of 130 is 1.978 with a significance level ( $\alpha$ ) of 0.05. The decision-making methods are:

- If P-Values > 0.05 or t count < t table, Ho is accepted and Ha is rejected.
- If P-Values < 0.05 or t count > t table, Ho is rejected and Ha is accepted.

The results of hypothesis testing using SmartPLS 3.2.9 software can be seen in Table 4.22 as follows:

**Table 4.13 Value of Path Coefficient, t-Statistics, and P-Values**

Relationships Between Constructs	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Result
<b>Direct Influence</b>				
Organizational Culture to Employee Performance	0.253	1.064	0.288	Has no effect
Organizational Culture to Work Motivation	0.589	3.558	0.000	Positive and Significant Influence

Relationships Between Constructs	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Result
Work Environment to Employee Performance	0.261	1.071	0.285	Has no effect
Work Environment to Work Motivation	0.341	2.007	0.045	Positive and Significant Influence
Work Motivation to Employee Performance	0.835	3.795	0.000	Positive and Significant Influence
<b>Indirect Influence</b>				
Organizational Culture to Employee Performance through Work Motivation	0.499	2.381	0.018	Positive and Significant Influence
Work Environment to Employee Performance through Work Motivation	0.285	1.604	0.109	Has no effect

Source: Analysis results using SmartPLS 3.2.9

Based on Table 4.13 the path coefficient values, t-statistics, and p-values can be seen from the analysis of 7 hypotheses based on the results of the smart PLS analysis there are 4 accepted hypotheses, namely the direct influence of Organizational Culture on work motivation, the direct influence of the work environment on work motivation, Direct work motivation on employee performance, indirect effect of organizational culture on employee performance through work motivation variables. While the 3 rejected hypotheses based on the smart PLS analysis consist of the direct influence of organizational culture on employee performance, the direct influence of the work environment on employee performance and the indirect effect of the work environment on employee performance through work motivation variables. While the other two hypotheses, namely the simultaneous influence of organizational culture and work environment on work motivation and the simultaneous influence of organizational culture, work environment and work motivation on employee performance can be accepted.

### CONCLUSION

Based on the results of research and data analysis through proving the hypothesis of the problems discussed in this study, Organizational culture has a positive and significant effect on work motivation. Shared values and behaviors make people feel comfortable at work so that employees are highly motivated. The work environment has a significant effect on work motivation. Working environment conditions and interpersonal relationships are part of the hygiene factors that can affect work motivation. Organizational culture has no effect on the performance of XYZ online retail employees. Companies must be able to provide an understanding or impact of the formation of organizational culture to all employees so that it will affect employee performance. The work environment has no effect on employee performance. The average employee has a long working period so that there is an explanation for deficiencies in the work environment so that it does not affect his work performance. Motivation has a positive and significant effect on employee performance. Giving motivation to members of the organization is very important as an effort to improve performance in order to achieve common goals. The provision of motivation can be in the form of awards to outstanding employees, salaries received and facilities that are constantly being developed to support and improve employee performance. Work motivation is able to mediate between organizational culture variables and employee performance. Employees who already have a

high organizational culture will be motivated to work, as a result, they are able to show performance and work results that are in accordance with the standards set by the company. Work motivation is not able to mediate between work environment variables and employee performance. Motivation is not the only status so that employee performance becomes good, there are several factors such as organizational culture, leadership style is felt to improve employee performance.

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