



Do organizational culture and work environment affect the motivation and performance of aviation industry employees?

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Abstract

The purpose of this study was to analyze the relationship of organizational culture variables to motivation, organizational culture to performance and the relationship of work environment variables to motivation, work environment to the performance of aviation industry employees. This research method uses quantitative methods through online surveys. The data is obtained through questionnaires distributed online through social media, the respondents of this study were 400 employees of the aviation industry in Banten who were selected through simple random sampling method. Analysis of data processing using Structural Equation Modeling (SEM) with SmartPLS 4.0 software tools. The stages of PLS analysis using smartpls 3 include 3 stages, namely: The outer model testing phase to test the validity & reliability of indicators and constructs, the Goodness of fit model testing phase to test the model's predictive power and model feasibility, The inner model testing phase to test the significance the effect of exogenous variables on endogenous variables. The results of this study are that there is a positive and significant relationship between organizational culture and motivation, there is a positive and significant relationship between organizational culture and performance, there is a positive and significant relationship between work environment and motivation, there is a positive and significant relationship between work environment and performance, and there is a significant relationship between work environment and performance. positive and significant relationship between motivation and performance.

Keywords: Work environment, Organizational culture, Motivation, Performance, aviation industry

Introduction

In this era of industrial revolution, the development of the technology, a company will make changes in the organization that aims to make the company survive and compete with other companies. Therefore, good performance is needed from every individual in the organization. According to Muizu et al. (2019) One of the main problems in human resource issues is how best to improve the performance of its employees. The company in an effort to realize the company's goals, one of which is to have employees who have good performance. Employee performance can be measured by how many targets can be achieved, how many achievements are achieved, and the ability to complete existing jobs in the company. According to Sudibjo and Nasution (2020); Suprapti et al. (2020) The better the employee's performance will affect the achievement and value in the company.



According to Anasahmadi et al. (2020); Asnah et al. (2021) Employee performance does not only depend on his ability to complete tasks but also on his work motivation. Motivation is an encouragement that arises from a person who is positive which is the desire to be better. Motivation can come from within a person and some come from outside, motivation that comes from within can be due to the desire to change for the better while that comes from outside because of the influence of the people around. With high work motivation, an employee will be serious and work hard at work so that it affects the performance of employees in the company. According to Anasahmadi et al. (2020); Asnah et al. (2021) One of the factors that influence the level of success of an organization is to pay attention to the work environment. The physical work environment in a company is a working condition to provide a comfortable working atmosphere and situation for employees in achieving the goals desired by a company. In addition to the physical work environment, the non-physical work environment also affects employee performance. If employees are not able to create a good work environment among other employees, it will interfere with employee performance.

Based on the results of interviews with some employees, it is known that the physical work environment is quite good, this can be seen from the existing facilities in the aviation industry which are clean, not noisy, the work space is wide, and the air circulation is good and there is adequate equipment in accordance with the standards set. has been set by the company. According to Astuti et al. (2020); Erlangga et al. (2021); Haryono et al. (2017) While the non-physical environment, especially the relationship between employees who have conflicts at work such as lack of interaction between employees at work, indifferent attitude between employees. Good organizational culture can be reflected in the attitudes and appearances shown by employees in companies with organizational culture A good person can maintain the good name of the company. According to Praditya (2020); Purwanto et al. (2021) An organizational culture will have an impact on performance starting from organizational input which includes innovation and risk development, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability which is then perceived as an organizational culture that will become a strong force. high or low which has an impact on the level of performance and employee satisfaction.

The organizational culture in the aviation industry is inseparable from the principles of efficiency & effectiveness, loyalty, customer centricity, honesty & openness, and integrity. According to Nguyen et al. (2020) Efficient & effective relates to accuracy, savings, and timeliness in work. Loyalty is related to dedication and responsibility shown by discipline, hard work and thoroughness. Customer centricity is related to the provision of sincere services with priority on customer satisfaction. According to Praditya (2020); Purwanto et al. (2021) Honesty & openness relates to upholding honesty, sincerity, openness while allowing the availability of information. Integrity is related to maintaining dignity and self-respect and avoiding disgraceful actions that can damage the company's image. One of the organizational cultures of the aviation industry is loyalty related to dedication and responsibility shown by discipline, hard work and thoroughness. According to Nguyen et al. (2020); Renah et al. (2014); Praditya (2020); Purwanto et al. (2021) The attitude of discipline in the company is relatively low, because there are still many employees who often arrive late and do not comply with regulations such as not wanting to use finger prints for attendance.



Conceptual Framework

The influence of the work environment on performance is supported by the explanation of Virgana, (2020) which suggests that performance is basically determined by three things, namely ability, desire, and environment. Another opinion was expressed by Suprapti et al. (2020) that "the determinants of individual work performance in organizations are individual factors and organizational work environment factors". The conditions of the work environment can affect performance which includes feelings that are personal or group, status associated with a number of workspace locations and a number of supervision or work environments. In addition, according to Sudibjo and Nasution (2020); Suprapti et al. (2020) the benefit of the work environment is to create work passion, so that work performance increases. "Organizational culture is a general perception shared by all members of the organization, so that every employee who becomes a member of the organization will have values, beliefs and behavior in accordance with the organization. Another opinion was expressed by Suprapti et al. (2020); Stephen and Stephen (2016); Virgona, V. (2020) revealed that a strong organizational culture is needed to increase job satisfaction and employee performance which in turn will also affect the overall organizational performance.

According to Vizano et al. (2020); Widiyati et al. (2021) In general, an employee who has high achievement motivation, then consciously the employee will try to assume the responsibility given by the company and improve the competence he already has, so that it will greatly help employees to improve their performance. inner urge. In relation to the work environment, according to Sudibjo and Nasution (2020) suggests that work motivation is defined as a condition that influences generating, directing and maintaining behavior related to the work environment. A small proportion of senior executives exercise more power in governing. One of the factors that can affect employee performance is the work environment. This is in line with the opinion of Stephen and Stephen (2016); Virginia (2020) that the performance of the work environment is a workplace that can support increasing employee performance, and optimizing employee productivity. The existence of a common understanding facilitates the emergence of commitment between members. The purpose of this study was to analyze the relationship of organizational culture variables to motivation, organizational culture to performance and the relationship of work environment variables to motivation, work environment to the performance of aviation industry employees.

Method

This research method uses quantitative methods through online surveys. The data is obtained through questionnaires distributed online through social media, the respondents of this study were 400 employees of the aviation industry in Banten who were selected through simple random sampling method. Analysis of data processing using Structural Equation Modeling (SEM) with SmartPLS 4.0 software tools. The stages of PLS analysis using smartpls 3 include 3 stages, namely: The outer model testing phase to test the validity & reliability of indicators and constructs, the Goodness of fit model testing phase to test the model's predictive power and model feasibility, The inner model testing phase to test the significance the effect of exogenous variables on endogenous variables

The hypothesis of this research is

H1: There is a positive and significant relationship between organizational culture and motivation

- H2: There is a positive and significant relationship between organizational culture and performance
- H3: There is a positive and significant relationship between work environment and motivation
- H4 : There is a positive and significant relationship between work environment and performance
- H5: There is a positive and significant relationship between motivation and performance

Supported by consistency in implementing the existing organizational cultural values, it is said that the organizational culture will be stronger in figure 1..

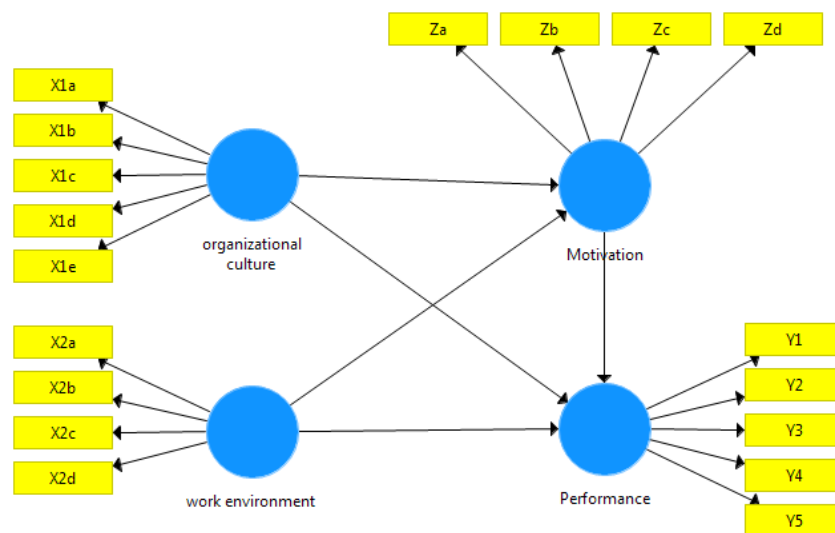


Fig. Conceptual Model

Result and Discussion

Convergent Validity

Individual reflective measure is said to be high if it has a correlation of more than 0.70 with the construct to be measured. However, for research in the early stages of developing a measurement scale, a loading value of 0.50 to 0.60 is considered sufficient.

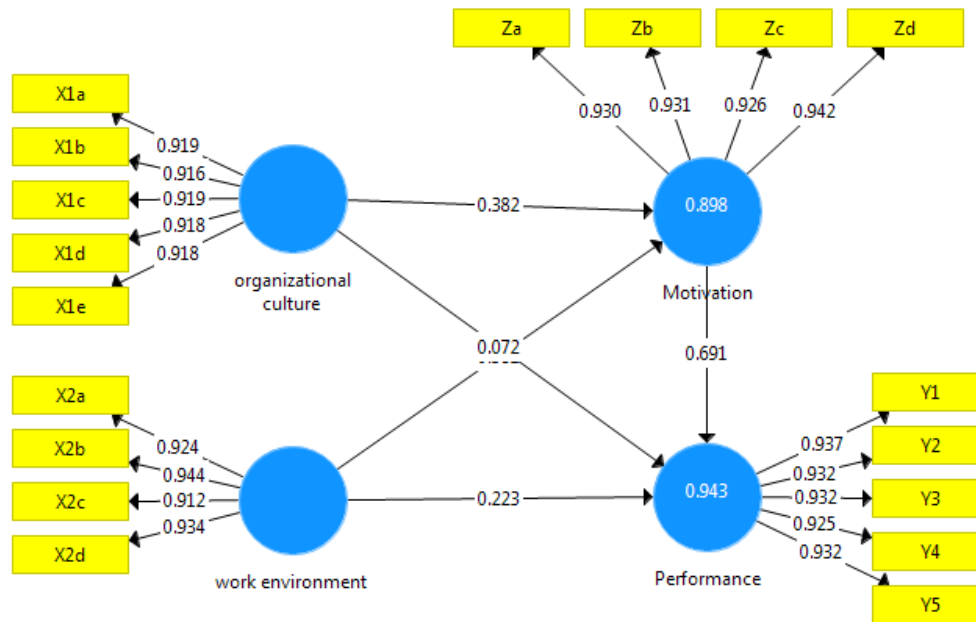


Fig 2. Validity Testing

Based on the measurement model above, all indicators are analysis on research variables with a loading factor greater than 0.50 so that it is declared significant or meets the requirements of convergent validity.

Average Variance Extracted (AVE) and Latent Correlation Another method to assess discriminatory validity is to compare the value of the square root of average variance extracted (AVE) of each construct with the correlation between constructs and other constructs in the model. If the value of the square root of the AVE for each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have a good discriminant validity value (Forwell and Lacker, in Ghazali, 2011). The results of the AVE test can be seen in Table 1 below

Table 1. Reliability Testing Result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
organizational culture	0.915	0.933	0.932	0.987
Work environment	0.866	0.892	0.976	0.876
Motivation	0.901	0.983	0.927	0.973
Performance	0.934	0.873	0.927	0.719

The AVE value in the table above for all variables is > 0.50 so it can be said that each indicator that has been measured has been able to reflect their respective variables validly. The next check of convergent validity is construct reliability with

Testing Research Hypotheses To determine the stability of the proposed model in a population, the value of the relationship between one variable and other variables or the value of the path coefficient (ρ) is determined by looking at the value of O (original sample) and the statistical T value as a statement of the value of the significance level of the relationship. between one variable and another (the significance level is taken at the 5% error level or is at T above 1.96).

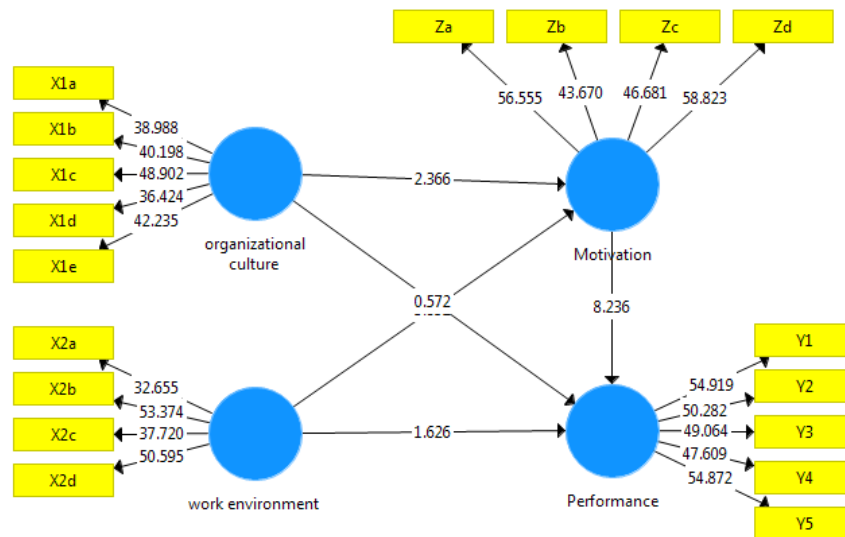


Fig 3. Hypotheses Testing

Relationship between organizational culture and motivation

Based on the results of the analysis, it was found that the p value was $0.000 < 0.050$ so it was concluded that there is a positive and significant relationship between organizational culture and motivation.

Relationship between organizational culture and performance

Based on the results of the analysis obtained p value of $0.000 < 0.050$ so it can be concluded that there is a positive and significant relationship between organizational culture and performance.

Relationship between work environment and motivation

Based on the results of the analysis, it was found that the p value was $0.001 < 0.050$ so it was concluded that there is a positive and significant relationship between work environment and motivation.

Relationship between work environment and performance

Based on the results of the analysis, it was found that the p value was $0.002 < 0.050$ so it was concluded that there is a positive and significant relationship between work environment and performance.

Relationship between motivation and performance

Based on the results of the analysis, it was found that the p value was $0.001 < 0.050$ so it was concluded that there is a positive and significant relationship between motivation and performance.

Table 2. Hypotesis Testing

Correlation	T Statistics	P Values	Note
Organizational Culture -> Motivation	2.366	0.000	Significant
Work environment -> Motivation	4.325	0.000	Significant
Organizational Culture -> Performance	2.572	0.001	Significant
Work environment -> Performance	2.626	0.002	Significant
Motivation -> Performance	8.236	0.001	Significant

The work environment variable has a positive and significant effect on employee performance in the aviation industry. The influence of the dimensions of the physical environment is greater than the dimensions of the non-physical environment. With a good work environment, it can improve employee performance. Organizational culture variable has a positive and significant effect on employee performance in the aviation industry. The organizational culture variable has a greater influence than the work environment variable on employee performance. Motivation variable has a positive and significant effect on employee performance in the aviation industry. Thus it can be concluded that a high work motivation of an employee will improve his performance. These results indicate that the influence of the extrinsic dimension is greater than the intrinsic dimension. Work environment variables have a positive and significant effect on employee motivation in the aviation industry. It can be concluded that the existence of a good working environment in the aviation industry can increase employee motivation at work. With a comfortable work environment, it can be seen from adequate room lighting, room temperature and good work layout. The organizational culture variable has a positive and significant effect on employee motivation in the aviation industry. It can be concluded that the application of a strong organizational culture will increase employee motivation. The influence of the dimensions of honesty and openness is greater than the dimensions of efficiency and effectiveness, loyalty, customer focus and integrity. Due to the application of a strong organizational culture related to the delivery of information from the company that assists employees in completing their duties.

The work environment is a place where employees carry out activities every day, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups. A conducive work environment provides a sense of security and allows employees to work optimally. In general, the environment cannot controlled by the company so the company must adapt to the environment. By paying attention to a good work environment or creating working conditions that can provide motivation to work. This work environment consists of a physical and non-physical work environment attached to employees which cannot be separated from efforts to develop employee performance. The dimensions of the work environment are divided into physical and non-physical work environments. Work motivation is a process that produces an individual's intensity, direction and persistence in an effort to achieve a goal. Work motivation is the three elements resulting from a focused work motivation process, providing a driving force that creates one's work enthusiasm so that they want to work together, workers are effective and integrated with all their efforts to achieve satisfaction.

Employees will be motivated if their needs are met, namely the need for achievement, the need for affiliation, the need for power. Organizational culture is a mutual agreement about shared values in



organizational life and binds everyone in the organization concerned. Organizational culture is the same perception among all members of the organization about the true meaning of life together. Organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Furthermore, he stated that the system of shared meaning was formed by its citizens which at the same time became a differentiator from other organizations. Organizational culture is the behavioral, social, and moral norms that underlie every action in an organization and are shaped by the beliefs, attitudes, and priorities of its members. Organizational culture is a way of doing things within the organization and a system of mutual agreement of values, norms and behaviors that apply within an organization that are binding and distinguish between an organization and other organizations. needs or goals. This indicates how strong the drive, effort, intensity, and willingness to sacrifice for the achievement of goals. In this case, the stronger the drive or motivation and enthusiasm, the higher the performance will be and the factors that affect performance are the ability factor and the motivational factor. The performance that companies seek from a person depends on the ability, motivation, and individual support received. There is a positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance, on the other hand those who have low performance are possible because their motivation is low.

Conclusion and Recommendation

Based on the results of the analysis, it was found that the variables of the work environment and organizational culture had a positive and significant effect on employee motivation in the aviation industry. The influence of the dimensions of the physical environment is greater than the dimensions of the non-physical environment. Work environment and organizational culture variables have a positive and significant impact on employee performance in the aviation industry. The organizational culture variable has a greater influence than the work environment variable on employee performance. It is concluded that the application of a strong organizational culture will increase employee motivation. The influence of the dimensions of honesty and openness is greater than the dimensions of efficiency and effectiveness, loyalty, customer focus and integrity. Due to the application of a strong organizational culture related to the delivery of information from the company that assists employees in completing their duties.

In improving the work environment in the aviation industry in the future, companies related to the physical environment should create a comfortable workplace atmosphere and companies related to the non-physical environment should be able to foster relationships between employees, especially colleagues in one work unit by providing counseling so as to increase interaction between employees. at work, mutual care, adjustment of workload that is evenly distributed for each employee. The aviation industry in the future should improve the company's organizational culture by increasing employee discipline, especially increasing discipline to come to the office on time. This can be realized in the form of company regulations that contain penalties for undisciplined employees. The aviation industry, in the future, should be able to increase employee intrinsic motivation by socializing performance appraisals so that employees can improve their skills in accordance with the company's performance appraisal requirements. To increase the extrinsic motivation of employees related to the status of contract employees, it is clarified by providing rewards or promotion opportunities. Employees need a guarantee of a better future from the company and provide career opportunities that are in accordance with employee performance so as to reduce high turnover. The aviation industry, in the future, should be able to further improve employee performance by providing a more objective and open assessment to all employees. The company should



provide socialization about the performance appraisal system and in improving the ability of employees to do their jobs. This can be done by the company by providing training, especially for employees who are included in the category of basic skills in performance appraisal by managers so that these employees can enter into a higher category in the company's performance appraisal.

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