



Moderation: work culture to improve employee performance with a non-physical work environment

Slamet Riyanto¹, Liza Mumtazah Damarwulan², Didit Haryadi³

^{1,2}Pascasarjana, Magister Manajemen Universitas Sultan Ageng Tirtayasa Serang, Banten Indonesia

³ Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Primagraha Serang, Banten Indonesia

ARTICLE INFO

Article history:

Received Oct 26, 2022
Revised Nov 02, 2022
Accepted Nov 23, 2022

Keywords:

Employee Performance,
Non-Physical Work
Environment,
Work Culture

ABSTRACT

Organizations can achieve success through their resources, especially human resources. Therefore, employees become the locomotor in making a real contribution to the organization's success on an ongoing basis. Of course, only employees with optimal performance achieve this success. However, to maximize employee performance, there must be a strategy to increase it. This study aims to find out how this strategy improves employee performance. The PLS-SEM approach is used in this study. The results of this study indicate that the non-physical work environment and culture can affect employee performance. Work culture can strengthen the effect of the non-physical work environment on employee performance.

This is an open-access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Didit Haryadi,

Fakultas Ekonomi dan Bisnis, Prodi Manajemen,
Universitas Primagraha Serang, Banten Indonesia.

Komplek Griya Gemilang Sakti, Jl. Trip Jamaksari Nomor 1A, Kaligandu, Kec. Serang, Kota Serang.

Email: diditharyadi@primagraha.ac.id

1. INTRODUCTION

The role of human resources in an organization as the State Civil Apparatus (ASN) is essential because it determines the achievement of the goals of local government agencies. ASN as human resources is essential in a local government organization because ASN is a determining factor in achieving agency goals effectively and efficiently. Apparatus HR is dimensional and unique compared to managing other resources (Wibawanto et al., 2021). Human resources have a significant role in a company to provide optimal output. Employee performance is very influential on a company's success; to achieve the company's goals, every company will always try to improve the performance of its employees. The quality and quantity of human resources affect the continuity of a company and utilize human resources following the needs of a company. So it is necessary to have motivation, supervision, and work culture for the performance of its employees (Rahmatullah et al., 2022; Sinaga & Sinulingga, 2018).

The reform era requires the government bureaucracy to improve public services more professionally because the government is a public servant. The government bureaucracy is obliged and responsible for providing an excellent and professional work process; this

is needed to increase employee performance (Alfarizi et al., 2022; Muratin, 2022). The success of an agency organization to the performance (job performance) of employees, every agency will try to improve the performance of its employees in achieving organizational goals that have been set (Haryadi et al., 2022; Saputra, 2018). Performance comes from the word job performance or actual performance, which means work performance or actual achievement achieved by someone. It is not easy to establish a definition of performance that can provide a comprehensive understanding (Anshori et al., 2022; Sianturi et al., 2021).

One of the factors that can improve employee performance is a healthy, safe and harmonious work environment. The work environment is everything or elements that can affect directly or indirectly an organization or company that will have a good or bad impact on employee performance and job satisfaction (Elkhwesky, 2019; Sihaloho & Siregar, 2019). The work environment is the atmosphere or working conditions around the workplace. The work environment can be in the form of rooms, layout, facilities, infrastructure, and working relationships with co-workers (Ghalib & Sary, 2020; Lewis et al., 2019).

In addition, the work environment, which is a factor in increasing employee performance, is influential in work culture. Employees will well implement work culture if the effectiveness of organizational Communication within the organization is going well too (Ivaldi et al., 2022; Nur et al., 2020). Work culture is a philosophy based on a view of life as values that become traits, habits, and driving forces entrenched in the life of a community group or organization, then reflected from attitudes into behavior, beliefs, ideals, opinions, and actions that are manifested as work or work (Tiwari & Jha, 2022; Wibawanto et al., 2021).

The Jakarta Maritime and Fisheries Resources Supervision Base, through the fisheries supervisor, is tasked with ensuring the orderly implementation of provisions of laws and regulations in fisheries. In the context of the effectiveness of monitoring fishing vessels, the Directorate General of Maritime and Fisheries Resources Supervision strengthens the Integrated Surveillance System. The decline in performance can be proven by the performance of service-oriented employees, which can be seen in the graph below

The value of the data above illustrates that there is a decrease in the value of service orientation between 2017-2019, then it will increase in 2020 but will decrease again in 2021. This is presumably due to service to the community/public in 2021 related to the explosion of covid 19 cases in July 2021. It is also suspected that the PILAR work culture launched in early 2020 can actually increase the performance value of service-oriented employees and SLO and LVHPI service products.

This study aims to examine and analyze factors that can improve employee performance, among others, with non-physical work environment variables with the royal culture that can strengthen employee performance so that work culture will accelerate employee performance increases.

2. RESEARCH METHOD

This study uses a quantitative descriptive method with a causality approach because this approach tests. By evaluating the relationship between variables, specific theories can be tested. These variables are measured using research tools, allowing the numerical data to be examined using statistical processes. The population and sample in this study were all civil servants working at the Jakarta PSDKP Base, totaling 136 respondents. The sampling technique used in this study was saturated sampling or total nonrandom sampling. The entire population was sampled; With a questionnaire using the interval method 1-10. Data analysis techniques in this study used descriptive analysis and inferential analysis. For descriptive analysis, the authors used a computer-assisted

program with SPSS version 26. For inferential analysis, the authors used SEM-based methods with Smart-PLS Version 4.067.

3. RESULTS AND DISCUSSIONS

The measurement model was established to verify the variable scale of employee performance, which is the dependent variable consisting of 5 items. The variables that influence it are six items, including the non-physical work environment, while the variables that are moderating work culture with six items. Validity testing uses Discriminant Validity, where the value can be seen from the cross-loading value, to see the outer loading value in the modeling from the outer model test results, while reliability testing can be seen from two tests, namely Cronbach's alpha and composite reliability.

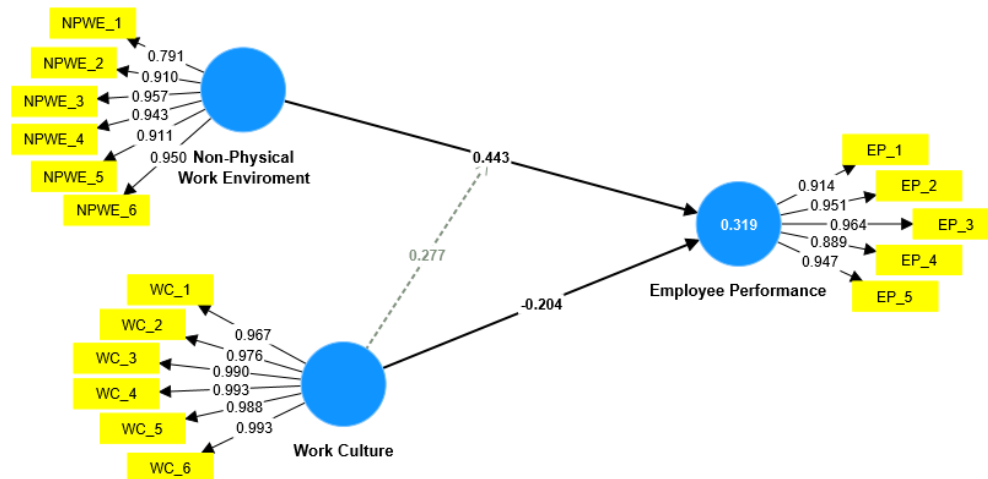


Figure 1. Outer Loading

Table 1. Outer model and inner model

Variable/Indicator	Cross Loadings			Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	NPWE	WC				
Employee Performance (EP)							
EP_1	0,914	0,399	-0,232	0.963	0.971	0.871	0.319
EP_2	0,951	0,410	-0,198				
EP_3	0,964	0,435	-0,227				
EP_4	0,889	0,396	-0,182				
EP_5	0,947	0,401	-0,202				
Non-Physical Work Environment (NPWE)							
NPWE_1	0,382	0,791	-0,072	0.959	0.967	0.832	
NPWE_2	0,403	0,910	-0,108				
NPWE_3	0,380	0,957	-0,038				
NPWE_4	0,446	0,943	-0,070				
NPWE_5	0,398	0,911	-0,097				
NPWE_6	0,376	0,950	-0,043				
Work Culture (WC)							
WC_1	-0,248	-0,045	0,967	0.994	0.995	0.970	
WC_2	-0,240	-0,107	0,976				
WC_3	-0,207	-0,087	0,990				
WC_4	-0,201	-0,072	0,993				
WC_5	-0,212	-0,084	0,988				
WC_6	-0,201	-0,072	0,993				

Table 1 shows that the Discriminant Validity value in the cross-loading column meets the Discriminant Validity criteria. Discriminant validity is characterized by different construct values that are not highly correlated (Rasoolimanesh, 2022). Furthermore, in reliability testing, it can be seen from the Cronbach alpha, and composite reliability tests that the rule of thumb for reliability testing is that the value must be more than 0.70 (Wahyudi et al., 2022; Yusoff et al., 2020). Table 1 shows that all variables meet the reliability criteria, where Cronbach's alpha values range from 0.959-0.994, and composite reliability ranges from 0.967-0.995. Then, the Average Variance Extracted (AVE) value must be greater than 0.50 (Henseler et al., 2016). Table 1 in the AVE column shows that this is the recommended value.

Furthermore, R-squared shows the contribution of variables that affect the dependent variable. Hair et al. (2019) explained the criteria for R-square where 0.75 can be said to be substantial, 0.50 is moderate, and 0.25 is weak. Table 1 in the R-square column shows that two variables (NPWE and WC) are said to be in the range of 31.9%. The relationship between variables is shown in Figure 1.

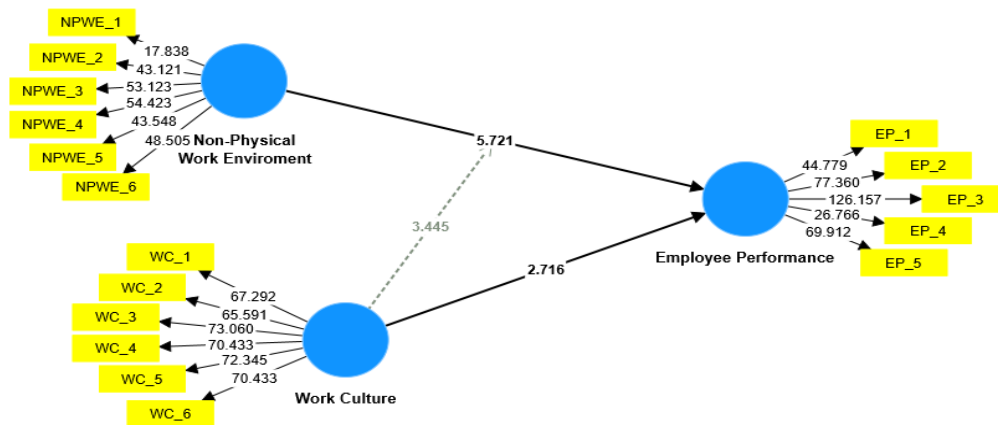


Figure 2. Research Model

Figure 1 illustrates the research model used in this study. Thus providing a view that describes the relationship between each research variable. Furthermore, the results are presented in Table 2 to determine the correlation and influence of each relationship, both directly and in the moderation effect.

Table 2. Bootstrapping

	Original sample	T statistics	P values	Result
Direct Effect				
NPWE → EP	0.443	5.721	0.000	Accepted
WC → EP	-0.204	2.716	0.007	Accepted
Moderating Effect				
WC × NPWE → EP	0.277	3.445	0.001	Accepted

Table 2 shows the relationship or hypothesis in this study, where all the hypotheses proposed to explain that all are accepted, even though the effect is positive and significant, both direct and moderating. The non-physical work environment positively and significantly affects employee performance ($\beta = 0.443$, $t = 5.721$, $p = <0.05$). Furthermore, work culture has a positive and significant effect on employee performance with the coefficient value obtained ($\beta = -0.204$, $t = 2.716$, $p = <0.05$). The moderation test states that work culture positively and significantly moderates the influence of non-physical work environment variables on employee performance ($\beta = 0.277$, $t = 3.445$, $p = <0.05$). This shows that the work culture variable can provide strength; among other

things, there is a significant positive relationship between the non-physical work environment on employee performance.

All employees and leaders should have attitudes and behaviors cored by exemplary discipline, high dedication, honesty, authority, and fairness. Human resource quality needs to be improved so that they can create excellent service and protect and improve people's welfare. Supposedly all employees in public service organizations must have the nature of service, including the leader of an organization to subordinates or recipients/users of services. The characteristics of the work culture of the state apparatus can, of course, be identified in the form of the values contained therein, institutions or work systems, as well as the attitudes and behavior of the human resources of the apparatus implementing them, so that the work culture of the state apparatus can be interpreted as the attitudes and behavior of individuals and groups of state apparatus who based on values that are believed to be accurate and have become the nature and habits of carrying out daily tasks and work. The work culture is expected to provide personal benefits for state apparatus and their work units, where individuals can innovate, achieve, and self-actualize, and provide opportunities to play a role, while in groups can increase togetherness, synergy, and quality of joint performance. A culture of professionalism, high honesty, and exemplary service in providing services to the community must have a civil servant or state apparatus in carrying out their primary duties, functions, and authorities. Has a high dedication to achieving the ideals and goals of the state, has the expertise required in carrying out the mandate of service management and public policy, can carry out tasks creatively, skillfully, and innovatively, maximizes quality, efficiency, and productivity, adheres to principles, accountability and disciplined, has personality and is proud to be a servant of the State, has authority and authority in making decisions.

The opinion expressed by (Burmeister, 2018; Candrianto, 2019; Novie & Arta, 2022) stated in their research results be able to improve employee performance, among others, by forming a good, conducive and harmonious non-physical work environment. Work culture has a positive and significant effect on employee performance, meaning that the better the work culture applied by employees, the employee performance will increase (Tampi et al., 2022). Work culture can strengthen the influence of the non-physical work environment on employee performance.

4. CONCLUSION

For organizations to succeed, they must integrate multiple functions and make the most of them. Among effective management systems, the importance of human resources is increasing. Employee performance is one of the most important factors that influence success. Therefore, human resource management in an organization has become one of the essential functions of a company. Strategies that can be applied to create superior work performance include creating a non-physical work environment and culture. In this context, this research is expected to provide a theoretical contribution to the literature. To be able to improve employee performance, it is necessary to improve the non-physical work environment. Thus work culture can strengthen the influence of the non-physical work environment on employee performance.

The weakness of this study only discusses three variables, for further research it is expected to add research variables such as training, job satisfaction, citizenship behavior so that employee performance can be even better.

ACKNOWLEDGEMENTS

The author thanks profusely for the cooperation and dedication of the entire team. Mantik Journal: Management, Information Technology, and Communication, which has

reviewed articles and published articles. The author compiles them. In addition, the authors also suggest thanks to all partners who have worked together and supported the preparation of this article so that it can be successful and published in the *Mantik Journal: Management, Information Technology, and Communication*.

REFERENCES

- Alfarizi, A. W., Haryadi, D., & Syaechurodji. (2022). Mediating of Job Satisfaction in Improving Employee Performance with The Role Of Empowerment And Work Discipline. *Jurnal Mantik*, 6(2), 1892–1902.
- Anshori, A. S., Mukhsin, M., Suhendra, I., & Haryadi, D. (2022). Accuracy of Compensation and Competency Improvement in Improving Performance , Knowledge Sharing as An Intervening Variable. *Enrichment: Journal of Management Journal*, 12(3), 2201–2209.
- Burmeister, C. P. (2018). Have a look around: the effect of physical environments on risk behaviour in work-related versus non-work related decision-making tasks. *Ergonomics*, 61(11), 1464–1479. <https://doi.org/10.1080/00140139.2018.1494308>
- Candrianto. (2019). Leadership effect, non physical work environment and work spirit on employee performance in PT telkom witel west sumatera. *International Journal of Engineering and Advanced Technology*, 8(5), 198–203. <https://doi.org/10.35940/ijeat.E1029.0585C19>
- Elkhwesky, Z. (2019). Diversity management in hotels: The moderating role of empowerment and capability development. *Journal of Hospitality and Tourism Insights*, 2(2), 166–185. <https://doi.org/10.1108/JHTI-09-2018-0058>
- Ghalib, E. O. D., & Sary, F. P. (2020). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Dinas Kelautan dan perikanan Provinsi Jawa Barat. *Jurnal Mitra Manajemen*, 4(8), 1160–1172.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Haryadi, D., Setiawati, E. T., & Juhandi. (2022). The Role Of Organizational Culture On Improving Employee Performance Through Work Discipline. *Jurnal Mantik*, 6(1), 686–698.
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Ivaldi, S., Scaratti, G., & Fregnan, E. (2022). Dwelling within the fourth industrial revolution: organizational learning for new competences, processes and work cultures. *Journal of Workplace Learning*, 34(1), 1–26. <https://doi.org/10.1108/JWL-07-2020-0127>
- Lewis, R. L., Brown, D. A., & Sutton, N. C. (2019). Control and empowerment as an organising paradox: implications for management control systems. *Accounting, Auditing and Accountability Journal*, 32(2), 483–507. <https://doi.org/10.1108/AAAJ-11-2017-3223>
- Muratin. (2022). Pengaruh Budaya Organisasi Dan Disiplin Kerja Terhadap Kinerja Pegawai. *Parameter*, 6(2), 11–25. <https://doi.org/10.37751/parameter.v6i2.171>
- Novie, D., & Arta, C. (2022). The Effect of The Non-Physical Work Environment and Career Development on Turnover Intention With Job Satisfaction Mediation Work on PT . Yoshioka Indonesia. *Asian Journal of Management Entrepreneurship and Social Science*, 02(04), 195–210.
- Nur, M., Hafipah, & Syam, A. H. (2020). Pengaruh Komunikasi dan Budaya Kerja terhadap Kinerja Pegawai (Studi Empiris Pada BKPSDM Kabupaten Konawe Utara). *Journal of Sustainable Business Hub*, 1(2), 39–45. <http://journal.pdmi-pusat.org/index.php/jsbh/article/view/16>
- Putra Tampi, P., Diana Nabella, S., & Sari, D. P. (2022). The Influence of Information Technology Users, Employee Empowerment, and Work Culture on Employee Performance at the Ministry of Law and Human Rights Regional Office of Riau Islands. *Enrichment: Journal of Management*, 12(2), 1620–1628.
- Rahmatullah, A., Ramdansyah, A. D., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture And Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal Of Digital Business Management*, 3(2), 161–176.
- Rasoolimanesh, S. M. (2022). Discriminant validity assessment in PLS-SEM: A comprehensive composite-based approach. *Data Analysis Perspectives Journal*, 3(2), 1–8.
- Saputra, D. (2018). Pengaruh kompetensi, gaya kepemimpinan, budaya kerja dan lingkungan kerja terhadap kepuasan kerja pegawai dan dampaknya terhadap kinerja pegawai Kantor

- Kementerian Agama Kabupaten Aceh Barat. *Jurnal Magister Manajemen Fakultas Ekonomi Dan Bisnis Unsyiah*, 2(1), 36–45. <http://202.4.186.66/JMM/article/viewFile/10240/8078>
- Sianturi, E. I. P., Halin, H., & Handayani, S. (2021). Pengaruh Penerapan Budaya Kerja (Corporate Culture) terhadap Kinerja Pegawai pada PT Bank Perkreditan Rakyat Puskopat Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, 2(1), 43–59. <https://doi.org/10.47747/jnmpsdm.v2i1.212>
- Sihaloho, R. D., & Siregar, H. (2019). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secertum*, 9(1), 273–281.
- Sinaga, S. D., & Sinulingga, N. A. B. (2018). Pengaruh Motivasi , Pengawasan , Dan Budaya Kerja Terhadap Kinerja Karyawan Pada PT . Nagalan Maju Bersama. *Journal of Management Science (JMAS)*, 1(4), 87–91.
- Tiwari, M., & Jha, R. (2022). Narcissism, toxic work culture and abusive supervision: a double-edged sword escalating organizational deviance. *International Journal of Organizational Analysis*, 30(1), 99–114. <https://doi.org/10.1108/IJOA-05-2020-2187>
- Wahyudi, W., Kurniasih, D., Haryadi, D., & Haquei, F. (2022). Strategy To Improve Employee Performance. *Enrichment: Journal of Management*, 12(1), 1–7.
- Wibawanto, Y. T., Razak, M., & Hidayat, M. (2021). Pengaruh Disiplin, Motivasi dan Budaya Kerja terhadap Kinerja Aparatur Sipil Negara pada Dinas Perindustrian Dan Perdagangan Propinsi Papua Barat. *Journal of Applied Management and Business Research (JAMBiR)*, 1(1), 39–46.
- Yusoff, A. S. M., Peng, F. S., Razak, F. Z. A., & Mustafa, W. A. (2020). Discriminant Validity Assessment of Religious Teacher Acceptance: The Use of HTMT Criterion. *Journal of Physics: Conference Series*, 1529(4), 042045. <https://doi.org/10.1088/1742-6596/1529/4/042045>