

Employee Performance in Qualitative Analysis at a Natural Gas Distribution Company

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Abstract

This study aims to describe the effect of work environment and organizational culture on the performance of employees through work motivation as an intervening variable at PT Manggala Energi^{*)}. The method in this study is a qualitative method that ~~are~~ is quantified. The Population of 50 respondents and a saturated sample of 50 respondents. The data analysis method used is SEM (Structural Equation Modeling) with the application SmartPLS 3 student version. The result of this study indicated that there is an effect of work environment on employee performance with a coefficient of 0.64. There is an effect of work environment on work motivation with a coefficient of 1.14. there is an effect of organizational culture on employee performance with a coefficient of 0.50. there is an effect of organizational culture on work motivation with a coefficient of -0.70. There is an effect of work motivation on employee performance with a coefficient of -0.29. Work environment and organizational culture can explain work motivation with a determination value of 0.67. Work Environment, Organizational Culture, and Work Motivation can explain Employee Performance with a determination value of 0,96.

Keyword

Employee Performance, Organizational Culture, Work Environment, Work Motivation.

^{*)} company name disguised

1. Introduction

The increasing level of business competition in Indonesia resulted in companies being required to create competent employee performance. Human resources become the main actors in carrying out the company's activities in producing goods and services. Here are the reasons why researchers chose Jakarta as a research place:

1. Many regional residents are migrating to Jakarta with the aim of improving the welfare of a better life in the capital. Jakarta is ranked 6th as the province with the largest population in Indonesia, which is 10.46 million people (Central Bureau of Statistics, 2018)

Table 1. Number of Permanent Workers in Java In 2015-2016

Province	Year		Growth (%)
	2015	2016	
Jakarta	16,336,500	16,706,000	2.26
Banten	2,628,600	2,644,000	0.59
West Java	7,713,500	7,902,300	2.45
Central Java	7,381,500	7,470,300	1.21
Yogyakarta	2,312,400	2,332,100	0.85
East Java	12,787,100	12,917,900	1.02
Total	49,159,600	49,972,600	8.38

Source: Central Bureau of Statistics (2016)

Data in Table 1. Indicates the number of workers in Java Island. Dki Jakarta province occupies the highest position with a workforce of 16.7 million in 2016. This number increased by 2.26% from 2015. In this study, the author conducted his research at PT Manggala Energi^(*), a natural gas distribution company in Indonesia.

In conducting employee performance research, the company must have its own performance assessment standards that must be carried out objectively. The purpose of the employee performance assessment is to evaluate each period of work. Here is the data obtained by the author regarding the performance standards of the company's employees.

Table 2. Employee Performance Assessment Standards

No.	Category	Percentage
1.	Very good	85% - 100%
2.	Good	70% - 84%
3.	Moderate	56% - 69%
4.	Bad	26% - 55%
5.	Very bad	≤ 25%

Source: Company data

Based on the Table 2 data obtained by the author, the percentage of company performance is categorized as Very good if it gets a percentage of 85% - 100%. Good if you get a percentage of 70% - 84%, Moderate if you get a percentage of 56% - 69%. It is Bad to get a percentage of 26% - 55%. and the category is Very bad if you get a percentage below 26%. From the established performance assessment standards, the results of performance recapitulation in the period January 2016 to December 2017 are as follows:

Table 3. Employee Performance Assessment Period January 2016–December 2017

No	Period	Performance Assessment	Category
1.	January – June 2016	68%	Moderate
2.	July – December 2016	78%	Good
3.	January – June 2017	72%	Good
4.	July – December 2017	80%	Good

Source: company data

From the data in Table 3, there was a decrease in employee performance in the period January - June 2017. From January – June 2016 the performance assessments obtained 68% in the moderate category, then the period July – December 2016 performance assessments rose to 78% in the good category. However, in the period January - June 2017 performance assessment decreased by 6% to 72% still maintaining in the good category. In the period July – December 2017 performance assessment rose to 80% in the good category. The increase and decrease in the results of employee performance assessments that occur indicates a problem in the decline in company sales.

Through an interview with the *company's HRGA (Human Resources General Affairs)* Manager, it was explained that the event did not match the expectations of the company when it learned that employee performance had decreased even though it was still in the good category. The decline occurred accompanied by a decrease in the number of sales in the period January-June 2017. According to him, the factor that most affects the condition is the lack of motivation to employees. Here is the data on achieving the company's sales targets:

Table 4. Sales Data of the company's Compressed Natural Gas (CNG) (m3) 2016 – 2017

No.	Month	Year	
		2016	2017
1.	January	217,359.98	305,818.68
2.	February	265,002.63	315,170.41
3.	March	239,236.61	385,501.05
4.	April	293,420.80	464,446.66
5.	May	293,421.40	558,442.66
6.	June	286,140.13	417,739.35
7.	July	260,325.84	425,112.04
8.	August	379,617.94	530,057.02

9.	September	371,175.49	478,936.80
10.	October	382,092.32	804,957.12
11.	November	413,513.00	943,579.88
12.	December	434,710.53	923,541.43
Total		3,836,016.67	6,553,303.10

Based on the data in Table 4, there can be seen a decrease in sales since January 2017. The number of sales in January 2017 amounted to 305,818.68 m3. This number decreased sales from December 2016 by 12,889.18 m3. In May 2017, sales increased to 558,442.66 m3. Then June 2017 again experienced a decrease in sales to 417,739.35 m3. With these existing problems and to facilitate this research, the author uses the *SEM* method with the following advantages, *SEM* is able to test structural models as well as measurement models compared to Path Analysis and Regression Analysis which are only able to test structural models. *SEM* is able to test errors in measurement as well as structural errors compared to Path Analysis and Regression Analysis which are only able to test for structural errors. (Sarjono and Julianita, 2015). Research objective is to analyze the factors that affect company employee performance.

1.1 Problem Formulation

Based on the background of the above problems, the formulation of the problems in this study is:

1. Is there an influence of the work environment and organizational culture on employee performance with work motivation as *intervening variables*, partially?
2. Is there an influence of the work environment and organizational culture on employee performance with work motivation as *intervening variables*, simultaneously?

2. Literature Review

2.1 Work Environment

The work environment is a very important factor to note, because almost 80% of employees *resign* if their work environment is not good. According to Sunyoto (2017) the work environment is everything that is around workers and affects in carrying out of the tasks charged. According to Sedarmayanti (2014) explained that a work environment is a place where there is a group and has several supporting facilities to achieve the company's vision and mission. According to Mardiana (2018) explained that the work environment is an environmental condition where an employee works by providing an atmosphere and affecting working conditions. According to Sedarmayanti (2017) the indicators of the work environment are as follows: (Table 5)

Table 5. Work Environment Indicators

Indicator
Workspace layout
Lighting
Air temperature/humidity
Sound/noise
Work atmosphere
Employee job security

2.2 Organizational Culture

According to Sedarmayanti (2017), explained that the culture of an organization is formed from the subjective perception of organizational members to the values of innovation, risk, pressure on the team, and support of others. According to Drucker in Tika (2016), organizational culture is the main problem solving internal and external problems that are then passed on to new members. According to Robbins in Riani (2017) organizational culture is the dominant values that are disseminated into employee performance philosophy as a guide to organizational policy in managing employees. According to Robbins (2016) indicators of organizational culture are as follows (Table 6)

Table 6. Organizational Culture Indicators

Indikator
Innovation and courage
Attention
Results-oriented
Human-oriented
Team-oriented

2.3 Work Motivation

According to Wibowo (2017) explained that work motivation comes from *the word motive* which means the urge, cause, or reason of a person in doing something. According to Hasibuan (2018), it is possible that motivation comes from Latin, namely *move* which means encouragement or driving force that creates the excitement of one's work in order to work together effectively and integrated. According to Robbins in Kadarisman (2017), work motivation is a process that causes intensity, direction, and effort that is carried out continuously in achieving goals. According to Maslow (2017), work motivation has the following indicators: (Table 7)

Table 7. Work Motivation Indicators

Indicator
The need for existence
Related needs
The need to grow

2.4 Employee Performance

According to Smith in Sedarmayanti (2017) performance is *the output drive from processes, human or otherwise*. This means that performance is the result or output of a process. According to Hasibuan (2017) explained that employee performance is a result of work achieved in carrying out the tasks charged. According to Moehriyono in Rosyida (2017) employee performance is the result of performance that can be achieved by a person or group in an organization qualitatively or quantitatively. According to Mangkunegara (2016) employee performance indicators are as follows: (Table 8)

Table 8. Employee Performance Indicators

Indicator
Quantity of work
Quality of work
Work timeliness

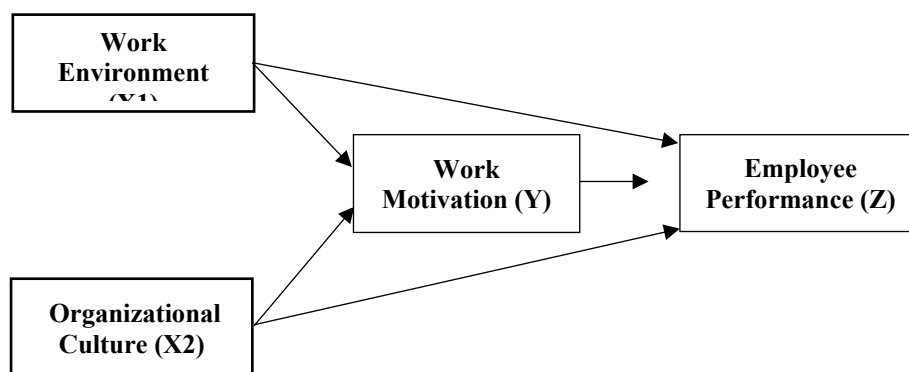


Figure 1. Research Model

3. Methodology

According to Sugiyono (2017: 2), research methods are basically a scientific way used to obtain data with a specific purpose and use. In this study, the type of research method used is *SEM (Structural Equation Modeling)*. According to Hox and Bechger in Sarjono and Julianita (2015), *SEM* is an analytical technique developed by covering the limitations of previous analytical models and has been widely used in statistical research.

The scale model used in this study is the Likert scale. According to Sugiyono (2017: 93) explained that the likert scale is used to measure the attitudes, opinions, and perceptions of a particular person or group of people regarding social phenomena. By using the Likert scale, the variables are measured and described into variable indicators that can be statements or questions with a score of 1-5.

According to Sugiyono population (2017) is a generalization area consisting of objects/subjects that have certain qualities and characteristics that have been determined by researchers to be studied and then used to draw conclusions. According to Sugiyono (2017) saturated samples are a technique for determining samples when the entire population is used as a sample. The population in this study was 50 respondents with a number of saturated samples being 50 respondents.

After obtaining data and information from filling out the questionnaire, the data will be processed using the *student* version of the *SmartPLS 3* application program. In quantitative research, data analysis is carried out after data from all respondents is collected. Data analysis techniques in quantitative research use statistics. Statistics used in data analysis in research are descriptive statistics and inferential statistics. In this study, the authors used descriptive statistical data analysis techniques.

4. Results and Discussions

Based on statistical tests conducted using the *SmartPLS* program, the results of validity, reliability, and track coefficient testing were obtained to determine the relationships between variables.

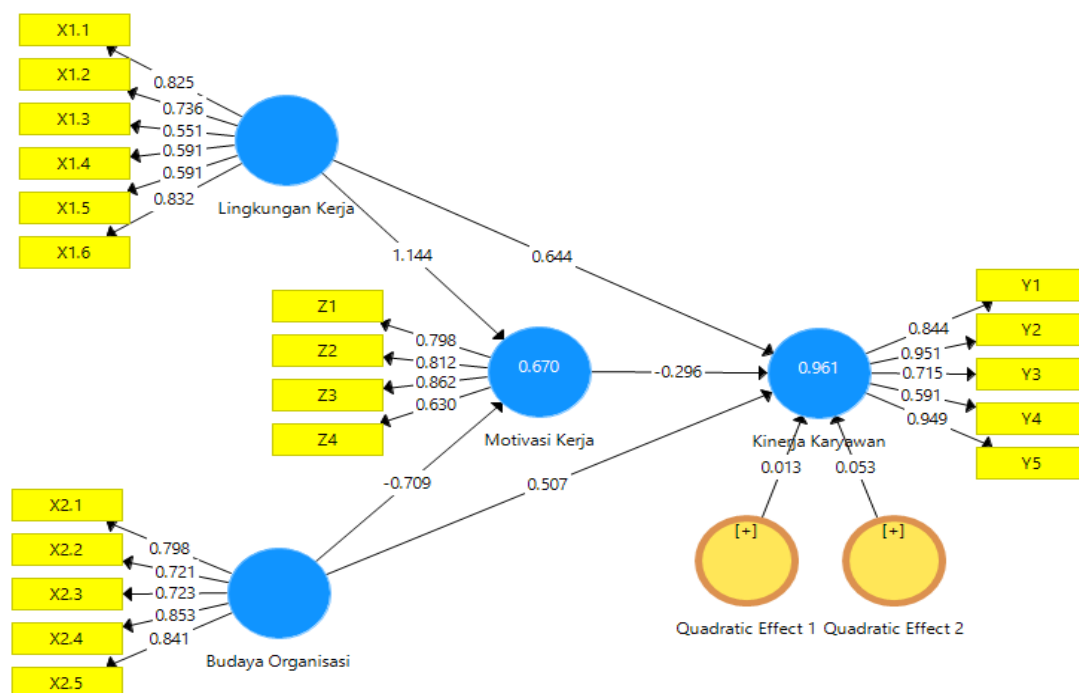


Figure 2. PLS Algorithm Results

According to Noor (2015: 19) a questionnaire should be able to describe the purpose of the study and be consistent if the question is answered at a different time with the value of $r >$ the value of r_{table} .

Table 9. Outer Loadings

Indikator Variabel	Original Sampel	T-statistic	P-Values	Decision
Work Environment* Motivasi Kerja <- Quadratic Effect 1	1.000	9.227	0.000	Valid
Organizational Culture* Motivasi Kerja <- Quadratic Effect 2	1.000	5.297	0.000	Valid
X1.1 <- Work Environment	0.825	7.032	0.000	Valid
X1.2 <- Work Environment	0.736	3.790	0.000	Valid
X1.3 <- Work Environment	0.551	2.456	0.017	Valid
X1.4 <- Work Environment	0.591	3.260	0.004	Valid
X1.5 <- Work Environment	0.591	2.897	0.007	Valid
X1.6 <- Work Environment	0.832	6.891	0.000	Valid
X2.1 <- Organizational Culture	0.798	7.941	0.000	Valid
X2.2 <- Organizational Culture	0.721	4.634	0.000	Valid
X2.3 <- Organizational Culture	0.723	5.700	0.000	Valid
X2.4 <- Organizational Culture	0.853	32.915	0.000	Valid
X2.5 <- Organizational Culture	0.841	9.558	0.000	Valid
Y1 <- Employee Performance	0.844	7.259	0.000	Valid
Y2 <- Employee Performance	0.951	64.988	0.000	Valid
Y3 <- Employee Performance	0.715	7.054	0.000	Valid
Y4 <- Employee Performance	0.591	5.310	0.000	Valid
Y5 <- Employee Performance	0.949	52.366	0.000	Valid
Z1 <- Work Motivation	0.798	8.129	0.000	Valid
Z2 <- Work Motivation	0.812	8.963	0.000	Valid
Z3 <- Work Motivation	0.862	11.097	0.000	Valid
Z4 <- Work Motivation	0.630	4.445	0.000	Valid

Source: SmartPLS data processing results

Indikator Variabel	Original Sampel	T-statistic	P Values	Decision
Work Environment* Work Motivation <- Quadratic Effect 1	1.000	9.227	0.000	Valid
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Z2 <- Work Motivation	0.812	8.963	0.000	Valid
Z3 <- Work Motivation	0.862	11.097	0.000	Valid
Z4 <- Work Motivation	0.630	4.445	0.000	Valid

According to Chin in Ghazali (2012) for early-stage research the development of measuring scales with loading values of 0.5 to 0.6 are considered sufficient or still tolerable. Based on the results of the above research, all values in the original sample are above 0.5 so it can be concluded that all indicators in this study are valid. (Table 9)

Table 10. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Decision
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Work Environment	0.779	0.847	Reliable
Organizational Culture	0.853	0.892	Reliable
Employee Performance	0.873	0.910	Reliable
Work Motivation	0.788	0.860	Reliable
Quadratic Effect 1	1.000	1.000	Reliable
Quadratic Effect 2	1.000	1.000	Reliable

Table 10 shows that *cronbach's alpha* and *composite reliability* values for all constructs above 0.7 indicate that all constructs on the model meet the *discriminant validity* criteria, thus the results of *composite reliability* testing are reliable.

Table 11. Direct Effect, Indirect Effect, and Total effect

Path	Direct Effect	Indirect Effect	Total Effect
Work Environment -> Employee Performance	0.644	-0.339	0.305
Work Environment -> Work Motivation	1.144	-	1.144
Organizational Culture -> Employee Performance	0.507	0.210	0.717
Organizational Culture -> Work Motivation	-0.709	-	-0.709
Work Motivation -> Employee Performance	-0.296	-	-0.296

Based on statistical tests, evidence is obtained which is in detail displayed in figure 3 as follows:

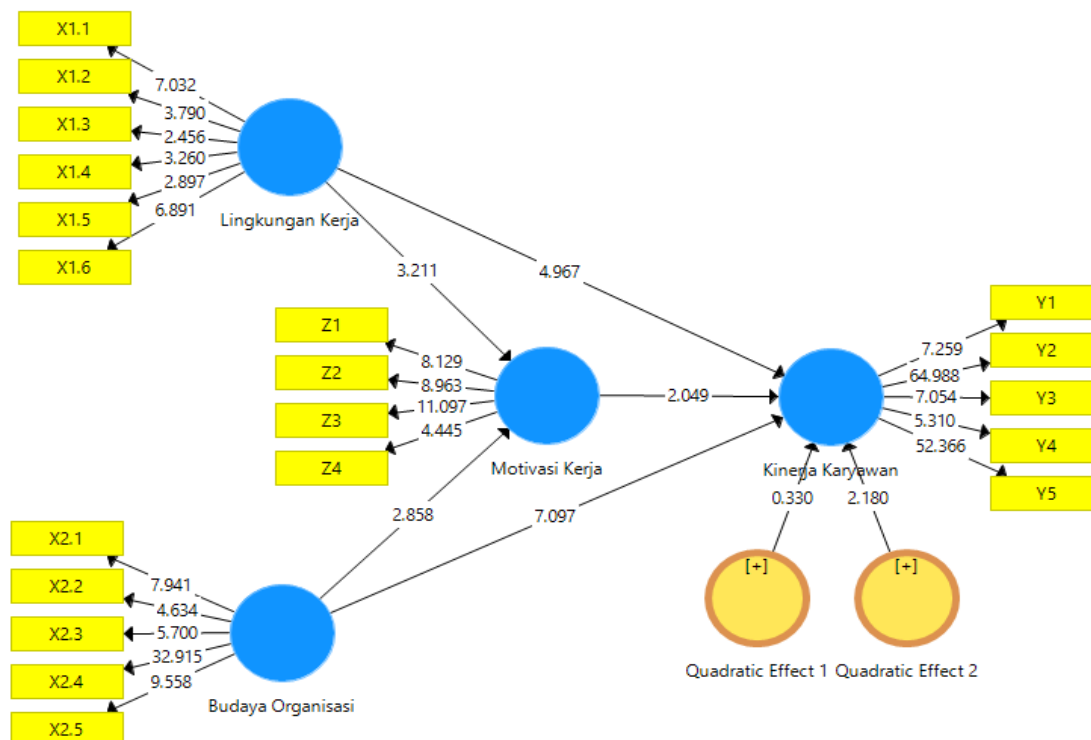


Figure 3. Bootstrapping Results

Based on bootstrapping testing obtained the following results: (Table 11)

The Effect of Work Lingkungan on Employee Performance

Based on the results of this structural equation, it can be known that the relationship of the Working Environment variable (X1) to the Employee Performance variable (Y), the results of regression testing state that the Work

Environment (X1) has an influence on Employee Performance (Y) because it has a coefficient value of 0.64 and a t value of $4.97 > 1.96$ or **Ha is accepted**.

The Effect of the Work Environment on Work Motivation

Based on the results of structural equations, it is known that the relationship of the Working Environment variable (X1) to the Work Motivation variable (Z), has a coefficient value of 1.14 and a t value of $3.21 > 1.96$ or **Ha is accepted**.

Influence of Organizational Culture on Employee Performance

Based on the results of structural equations, it is known that the relationship of the Organizational Culture variable (X2) to the Employee Performance variable (Y), has a coefficient value of 0.51 and a t value of $7.10 > 1.96$ or **Ha is accepted**.

Influence of Organizational Culture on Work Motivation

Based on the results of structural equations, it is known that the relationship of the Organizational Culture variable (X2) to the Variable Motivation of Work (Z), has a coefficient value of -0.71 and a t value of $2.86 > 1.96$ or **Ha is accepted**.

The Effect of Work Motivation on Employee Performance

Based on the results of structural equations, it is known that the relationship of the Work Motivation variable (Z) to the Employee Performance variable (Y), has a coefficient value of -0.30 and a t value of $2.05 > 1.96$ or **Ha is accepted**.

The Influence of Work Motivation in Mediating the Work Environment on Employee Performance

Based on the results of this structural equation, it can be known that the magnitude of the coefficient of determination (R^2) is 0.670 which means that the variables of Work Environment (X1) and Organizational Culture (X2) can explain the Variable Motivation work (Z) by 67%, while the remaining 33% is explained by other factors that are not contained in the model.

The Influence of Work Motivation in Mediating Organizational Culture on Employee Performance

Based on the results of this structural equation, it can be known that the magnitude of the coefficient of determination (R^2) is 0.961 which means that the variables of Work Environment (X1), Organizational Culture (X2), and Work Motivation (Z) can explain the Variables of Employee Performance (Y) by 96%, while the remaining 4% is explained by other factors that are not contained in the model.

5. Conclusion

The Effect of the Work Environment on Employee Performance

The work environment has a positive influence on employee performance with a coefficient value of 0.64 and a t value of 4.97. The results of this study can be accepted by the company's management because the value of the work environment in the form of employee job security becomes a benchmark in improving employee performance. Lighting and humidity are supporting factors to stabilize the atmosphere at work. To create a good working atmosphere, it is also necessary to pay attention to minimizing interference due to the sound of motor vehicles, considering the company's location is near the highway. The arrangement of the workspace is targeted to obtain comfort in carrying out the tasks charged. The more comfortable the work environment, the more performance increases in employees.

The Effect of the Work Environment on Work Motivation

The work environment has a positive influence on work motivation with a coefficient of 1.14 and a t value of 3.21. The results of this study can be accepted by the management because the right work environment as a whole will support employees in putting themselves in their positions. Work environment conditions can be used to encourage employees to work harder so that employees easily complete the tasks charged without waiting for orders given from the leadership.

Influence of Organizational Culture on Employee Performance

Organizational culture has a positive influence on employee performance with a coefficient value of 0.51 and a t value of 7.10. The results of this study can be accepted by the management because the culture applied to the

company is good enough to remain improved. Organizational culture becomes a force that inhibits conflicts between employees and leaders.

Influence of Organizational Culture on Work Motivation

Organizational culture has a negative influence on work motivation with a coefficient value of -0.71 and a t value of 2.86. The results of the study can be accepted by the management because the work motivation given to employees is still minimal in providing a positive effect on the organizational culture of the company. The lack of relationships between employees indicates that work motivation is still low.

The Effect of Work Motivation on Employee Performance

Work motivation has a negative influence on employee performance with a coefficient of -0.30 and a t value of 2.05. The results of this study can be accepted by the company's management. The work motivation applied to employees in the company so far is still not good. Based on the results of research and assessments conducted by the company's management, employee morale and passion have not been maximized because employee job satisfaction is still minimal. Motivation is expected to encourage better employee performance. Some things that need to be considered are cooperation between employees so as to maintain a good relationship in daily activities.

The Influence of Work Motivation in Mediating the Work Environment on Employee Performance

The results of the study were positive and insignificant with a coefficient value of 0.01 and a t value of 0.33 which means that work motivation has no influence on mediating the work environment on employee performance. The coefficient of determination (R^2) of work motivation is 0.67 (67%). The results of this study can be accepted by the management so that the company needs to increase employee work motivation in various ways to improve employee performance such as giving bonuses to outstanding employees.

The Influence of Work Motivation in Mediating Organizational Culture on Employee Performance

The results of the study were positive and significant with a coefficient of 0.05 and a t-count value of 2.18 which means that work motivation has an influence in mediating organizational culture on employee performance. The coefficient of determination (R^2) of employee performance is 0.96 (96%). The results of this study can be accepted by the management. Work motivation has a real effect on mediating organizational culture toward employee performance. This reflects motivation that if improved then the company's organizational culture will improve so that employee performance will also increase.

6. Limitation Research

Limitations of this research only include the workforce who are active in the office of PT Manggala Energi^{*)} with a saturated sample of 50 employees out of a total population of 50 employees, so it cannot be generalized that the findings in this study will be the same results for all other companies. Further research can be done in other companies with a larger number of employees and can be used as a comparison to the results of research. It can also add variables other than those already in the study.

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Biography

Haryadi Sarjono as a permanent lecturer majoring in management with specialization in operations management, Bina Nusantara University, West Jakarta, Indonesia, since 1996, has received the best paper at IEOM 2021 Surakarta, Indonesia.

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