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# THE INFLUENCE OF MOTIVATION AND WORK ENVIRONMENT ON PERFORMANCE WITH ORGANIZATIONAL CULTURE AS A MEDIATOR IN THE INFORMATION SERVICE CENTER FOR LIBRARIES AND MANAGEMENT OF INDONESIAN MANUSCRIPTS AT NATIONAL LIBRARY: A CONCEPTUAL MODEL

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## ABSTRACT

The Information Service Center for Libraries and Management of Indonesian Manuscripts (Pusat Jasa Informasi Perpustakaan dan Pengelolaan Naskah Nusantara or Pujasintara)'s librarian performance indicator at national library is on a stagnant number of 82.47 in 2021 to 2022. The decrease in librarian performance indicators is caused by several factors, including the need to manage resources effectively and efficiently and the lack of motivation provided by leadership as policy stakeholders. Organizational culture can be implemented by creating a suitable work environment that will build strength in human resources. This quantitative study examines the influence of motivation and work environment on performance, mediated by organizational culture.

## Keywords

Motivation, Work Environment, Performance, Organizational Culture, Conceptual Model.

## INTRODUCTION

Employee performance in public service is a crucial aspect in ensuring quality and efficient public service delivery to the community. Good performance by public service employees can directly impact citizen satisfaction and the achievement of organizational goals. Organizational performance is the behavior manifested in the work results of employees that meet or even exceed established standards. High performance by employees will enhance organizational performance, ultimately accelerating the achievement of organizational goals.

One of the second-level units supporting performance is the Information Service Center for Libraries and Management of Indonesian Manuscripts (Pusat Jasa Informasi Perpustakaan dan Pengelolaan Naskah Nusantara or Pujasintara). According to the Pujasintara Strategic Plan for 2020-2024, there was an expectation of a one-point increase in librarian performance indicators, but in 2022, the target of 83 for the librarian performance indicator at the Pujasintara did not increase from 82.47 in 2021 based on the Performance Report of the Pujasintara for the year 2022. The decrease in librarian performance indicators is caused by several factors, including the need to manage resources effectively and efficiently, and the lack of motivation provided by leadership as policy stakeholders. With several services open until late at night, librarians are unable to perform their duties optimally. In practice, Pujasintara has provided motivation to encourage the enthusiasm of its employees, both physically and non-physically. Pujasintara also provides motivational support to librarians by organizing appreciation activities for outstanding

service librarians.

Another problematic factor affecting librarian performance is organizational culture. To implement an organizational culture program, preparation is needed in the form of creating a work environment. The strength of human resources lies not in the physical or mental attributes possessed, but in the spirit and work capabilities, as cooperation will be able to improve quality. The work environment at Pujasintara has implemented professionalism, as libraries play an important role in information and knowledge management. Employees are expected to perform their duties with high ethics and commitment to high service standards.

Based on explanations related to motivation, work environment, researchers suspect that problems occur due to changes in organizational culture. Researchers suspect that organizational culture is a variable that strengthens or weakens the relationship between motivation and the work environment. Therefore, in this study, researchers use organizational culture as a moderating variable to determine whether this variable can strengthen or weaken the relationship between motivation and the work environment on librarian performance.

## LITERATURE REVIEW

### A. Motivation

Motivation, a cornerstone of organizational behavior, is intricately tied to the driving forces that stimulate enthusiasm for work, collaboration, and effectiveness in achieving individual and organizational goals. It represents a delicate balance between organizational objectives and personal aspirations, fueling enthusiasm and dedication for optimal performance within the workforce (Hasibuan, 2017). Understanding motivation is pivotal in comprehending work-related behaviors, encompassing the intensity, direction, and persistence of efforts towards goal attainment. Fairness in reward allocation is a central consideration, as perceived inequity can lead to discomfort and a motivated desire to rectify such disparities (Schermerhorn, 2010).

The significance of motivation in organizational settings cannot be overstated, as it directly impacts productivity levels. A lack of motivation among employees hampers goal achievement, while high levels of motivation ensure organizational success (Pratiwi, 2019). Factors influencing motivation are diverse, including physiological, safety, social, esteem, and self-actualization needs. These needs serve as the foundation for motivation, driving individuals to perform diligently and contribute positively to their work environment (Hasibuan, 2009).

Maslow's hierarchy of needs provides valuable insights into measuring work motivation, with indicators spanning physiological, safety, social, esteem, and self-actualization needs. These indicators guide organizations in providing the necessary resources, safety assurances, social interactions, recognition, and opportunities for personal and professional growth, thereby fostering a motivated workforce (Maslow, 2010). Understanding and addressing these motivational aspects are crucial for cultivating a positive work culture and enhancing overall productivity within organizations.

According to studies by Widya et al., (2020), Pratiwi (2019), Atijah and Bahri (2021), Paais and Pattiruhu (2020), and Evi and Tine (2022), work motivation has a positive and significant effect on employee performance, while a study by Yulis and Mary (2022) indicates that motivation does not affect employee performance.

### B. Work Environment

In understanding the concept of work environment, it's recognized as a crucial factor in determining employee performance. This environment directly influences how employees carry out their tasks, ultimately impacting organizational performance. Generally, work environments can be categorized into physical and non-physical realms. The physical environment encompasses tangible aspects such as lighting, air quality, and even background music, directly affecting employees' ability to work efficiently. Conversely, the non-physical environment pertains to the psychological aspects of the workplace, including relationships with colleagues and superiors (Sedarmayanti, 2017).

The physical workspace plays a critical role in employee well-being and productivity. Factors like temperature regulation and noise levels significantly influence the working environment. Optimal temperature settings can maximize productivity and minimize stress levels, while excessive noise can disrupt concentration and induce stress (Robbins, 2017). Lighting also holds importance, as inadequate illumination can strain employees' eyesight, affecting their ability to perform tasks effectively. Additionally, air quality is essential for maintaining employee health and well-being, as polluted air can lead to various health issues and reduced productivity (Feel et al., 2018).

On the other hand, the non-physical work environment revolves around interpersonal relationships and leadership dynamics. Positive relationships among colleagues and supportive leadership can foster a healthy and productive work environment. Effective communication, support, and recognition from superiors contribute to a positive work climate. Moreover, mutual respect among coworkers creates an inclusive work culture, enhancing emotional well-being and overall team productivity (Mangkunegara, 2017).

The study by Dwipayana and Suwandana (2021) and Yulis and Mary (2022) indicate that the work environment strengthens the influence of leadership styles on employee performance and retention. Firdian (2018) found that the work environment can reinforce the influence of organizational culture on employee performance. On the other hand, Jufrizen and Rahmadhani (2020) found

that the work environment does not significantly affect the relationship between organizational culture. In the study by Darmawan et al. (2021) and Wijayanti et al. (2020), it was found that the work environment strengthens the influence of motivation on employee performance, but Yulis and Mary (2022) found the opposite, namely, that the work environment does not moderate motivation on employee performance.

### **C. Organizational Culture**

Organizational culture, as delineated by scholars such as Sulaksono (2019), Sutrisno (2019), and Bahri (2018), constitutes the collective values, beliefs, assumptions, and norms that serve as guiding principles for individual behaviors and actions within an organization. This culture is deeply ingrained in the fabric of the National Library, where it serves as a pillar supporting the implementation of bureaucratic reforms. Within this context, a distinct organizational culture has emerged, characterized by well-defined structures and clear task allocations, all of which contribute to the establishment of a cohesive and efficient work environment.

Understanding the multifaceted factors that contribute to the formation and evolution of organizational culture is paramount for devising effective organizational strategies. Pabundu (2008) identifies several key elements that shape organizational culture, including fundamental assumptions, shared beliefs, and the influential role of leadership. These factors collectively create a framework that shapes the mindset and behaviors of organizational members, impacting decision-making processes and shaping the organizational ethos.

Effective leadership plays a pivotal role in shaping and managing organizational culture, as highlighted by Pabundu's insights. Leaders are instrumental in initiating and nurturing cultural norms, providing a framework that guides organizational decisions and actions. Their initiatives and values establish the foundation upon which the organizational culture is built, influencing the collective behaviors and attitudes of employees. Thus, by recognizing and comprehensively understanding the factors that shape organizational culture, leaders can formulate strategies to cultivate and sustain cultures that align with the organization's overarching goals, fostering a dynamic and cohesive work environment conducive to productivity and growth.

### **D. Performance**

The concept of performance, as defined by Sopiah and Sangadji (2018), encompasses the qualitative and quantitative outcomes achieved by employees in fulfilling their responsibilities within an organization. It reflects the refinement, cleanliness, and precision in their work, as well as the quantity of tasks completed. Ratnasari and Sutjahjo (2021) further elaborate that performance encompasses the overall success of an individual in meeting predetermined standards, targets, or criteria agreed upon within the organization. Evaluating employee performance goes beyond mere information for promotions or salary determinations; it serves to motivate and develop employees, identifying areas for improvement and providing opportunities for career advancement.

Prawirosentono (1999) outlines various factors influencing performance, emphasizing the significance of effectiveness, efficiency, authority, discipline, and initiative. These factors collectively contribute to the success and productivity of an organization. For instance, effectiveness measures the achievement of goals, while efficiency ensures optimal resource utilization. Additionally, authority delineates communication channels and boundaries within the organization, fostering decision-making frameworks. Discipline ensures adherence to laws and regulations, creating an orderly environment conducive to operational efficiency. Meanwhile, initiative highlights individuals' proactive and creative thinking, essential for generating innovative ideas and solutions.

Mangkunegara (2020) delineates key performance indicators (KPIs) that shape the evaluation framework for individual achievement and productivity within the workplace. These KPIs encompass the ability to provide quality services, innovate, understand responsibilities, collaborate effectively, act promptly, and fulfill obligations consistently. These indicators form a comprehensive evaluation framework, enabling organizations to measure and improve individual performance effectively. By understanding and assessing these performance indicators, organizations can devise strategies to enhance productivity, provide relevant training, and foster a supportive work environment conducive to professional development and growth.

## **CONCEPTUAL MODEL**

Based on the literature review above, the conceptual model is formulated as follows:

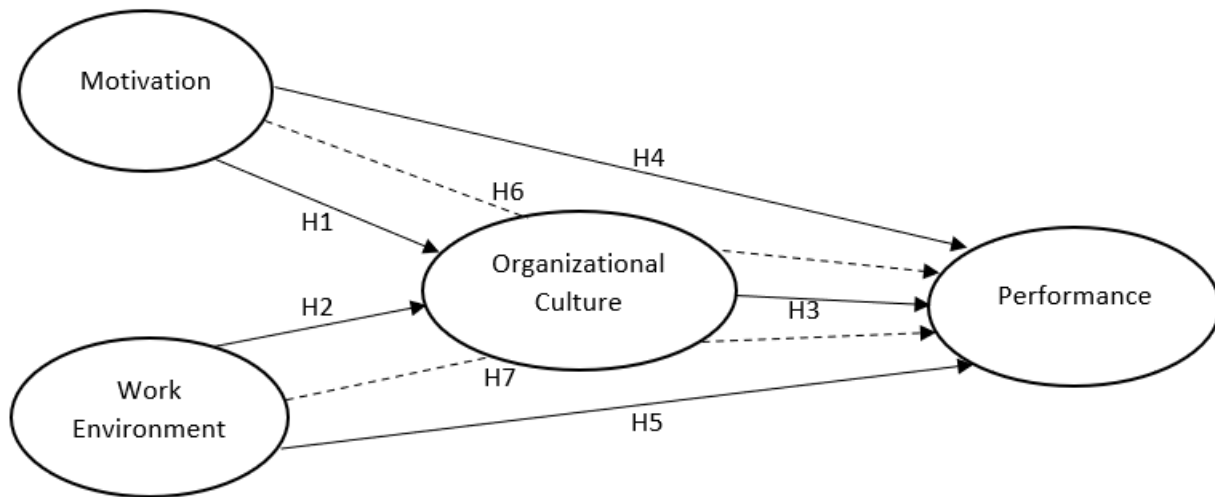


Figure 1. Conceptual Model

## HYPOTHESES

Based on the conceptual model and literature review, the hypotheses can be formulated as follows:

- H<sub>1</sub>: Motivation directly influences organizational culture positively and significantly.
- H<sub>2</sub>: Work environment directly influences organizational culture positively and significantly.
- H<sub>3</sub>: Organizational culture directly influences performance positively and significantly.
- H<sub>4</sub>: Motivation directly influences performance positively and significantly.
- H<sub>5</sub>: Work environment directly influences performance positively and significantly.
- H<sub>6</sub>: Organizational culture mediates the relationship between motivation and performance.
- H<sub>7</sub>: Organizational culture mediates the relationship between work environment and performance.

## METHODOLOGY

This study applies an explanatory research approach with a quantitative method. The data source for this research is primary data collected through Likert-scale questionnaires. The population of this study comprises librarians at the Information Services Center of the National Library of Indonesia, Jakarta, totaling 100 individuals, with a sample size of 80 respondents.

Data analysis begins with testing the validity and reliability of the instrument, followed by assumption testing using path analysis models. The analysis is conducted using SPSS software. The analysis is divided into two substructures to identify and measure any mediating effects that may arise between the variables within the path analysis model.

## CONCLUSION

The objective of this research is to create a conceptual framework exploring how motivation and the work environment influence performance, with organizational culture acting as a mediator. The study encompasses background research, a review of existing literature, hypothesis formulation, and the research methodology. By employing the conceptual model proposed in this study, we seek to understand the effects of motivation and the work environment on performance, mediated through organizational culture.

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