

The Influence of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers Yonarmed 7/105 GS

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Abstract

The Indonesian Army receives assistance from the Combat Assistance Unit, specifically Yonarmed 7/105 GS, which is a battalion established in alignment with the Army's objective for force development. The issue of inadequate improvement in soldiers' performance at Yonarmed 7/105 GS is a result of the excessive utilization of stability and operational preparation values of Yonarmed 7/105 GS, which fall under the Steady III category. This study aims to examine the influence of the work environment, organizational culture, and work motivation on the performance of Yonarmed Soldiers 7/105 GS Bekasi. Adopting a quantitative research approach, the study focuses on the population of Yonarmed Soldiers 7/105 GS. The sample comprises 90 individuals from Yonarmed Soldiers 7/105 GS, selected through a simple random sampling technique. The study's findings indicate that the factors of work environment, organizational culture, and work motivation exert a favorable and noteworthy impact on the performance of Yonarmed Soldiers 7/105 GS Bekasi. Therefore, enhancing the work environment, implementing a successful organizational culture, and providing motivation would directly influence the performance of Yonarmed 7/105 GS Soldiers.

Keywords: Work Environment, Organizational Culture, Work Motivation, Performance

I. INTRODUCTION

It is of the utmost importance to observe the development of the strategic environment, as it significantly influences the formulation of national defense plans and tactics. In the strategic environment, the development is closely linked to the dynamics of existing threats. In response to these threats, Indonesia designates the Army as the primary component of the national defense system, responsible for land defense operations of the Republic of Indonesia.

The Army is assisted by the Combat Support Unit (Satbanpur), specifically Yonarmed 7/105 GS, which is responsible for launching precise and continuous artillery attacks and providing fire support against land and surface targets. In order to ensure the effective performance of Yonarmed 7/105 GS, it is essential that soldiers consistently deliver optimal performance, as their individual performance directly impacts the overall performance of the unit.

The issue that Yonarmed 7/105 GS is currently facing is the subpar work performance exhibited by its soldiers. The interviews conducted with Pasipers Yonarmed 7/105 GS revealed that the level of steadiness and operational preparedness of Yonarmed 7/105 GS is categorized as Steady III, which falls short of the targeted aim of Steady I. This accomplishment demonstrates the existence of a disparity between the anticipated quantity and caliber of workers desired by the company.

The success of an organization may be influenced by its focus on the work environment. The observations of the working environment conditions at Yonarmed 7/105 GS have shown numerous deficiencies, particularly in the office facilities. As a result, there are several offices that are in need of refurbishment or repair. In addition, the establishment of a favorable work environment is dependent on the presence of a supportive organizational culture. The issue of organizational culture in the Yonarmed Unit pertains to the phenomenon of troops deserting or violating regulations. This problem arises from a deficiency in effectively controlling and guiding the attitudes and conduct of soldiers within the Yonarmed 7/105 GS unit.

The third factor influencing performance is work motivation. The troops' enthusiasm and motivation are adversely affected by the daily schedule, which includes morning, afternoon, and special night events such as security requests for young soldiers. It is imperative that the leadership prioritize providing positive motivation to Yonarmed 7/105 GS personnel to ensure their sustained high performance and professionalism.

As indicated by Simamora & Robin (2019), previous research has demonstrated that the work environment exerts a positive and significant influence on performance. This suggests that a work environment that is clean, healthy, comfortable, and pleasant can contribute to a sense of ease and enthusiasm among soldiers in their work. Conversely, a less supportive work environment will result in soldiers feeling less comfortable and less motivated to complete their tasks. Moreover, the impact of organizational culture on performance is both beneficial and substantial (Wahjodie, 2021). This suggests that an organization's culture, deeply embedded within the organization, enhances the capacity to successfully achieve the organization's vision, mission, and goals. The research conducted by Indah & Wahjoedi (2021) revealed that motivation has a significant and beneficial impact on performance. This implies that motivation plays a crucial role in ensuring that employees are able to carry out their assigned tasks effectively and in accordance with the operating standards of the organization. Furthermore, Simamora and Robin (2019) posit that the work environment, organizational culture, and motivation collectively exert a favorable and significant influence on performance.

The findings of previous research indicate that there are both benefits and drawbacks to be considered. The advantages include the ability to quantify formulated problems and the use of theories that are pertinent to the phenomena under

investigation. Conversely, the disadvantages arise from the use of outdated theories in the reference sources cited in the journal. The aforementioned observations indicate a strong correlation between the work environment, organizational culture, and work motivation with the performance of soldiers. Consequently, researchers are interested in conducting a study titled "The Impact of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers in Yonarmed 7/105 GS."

II. LITERATURE REVIEW

II.1 Human Resource Management

The presence of human resources is of paramount importance for achieving optimal performance, since human resources (HR) plays a vital role in setting and attaining effective and efficient objectives. According to Robbin, Coulter & Decenzo (2020), human resource management (HRM) is defined as the set of management functions that involve acquiring, developing, motivating, and retaining skilled personnel.

II.2 Work Environment

The initial factor under investigation in the context of work environment is the physical location where employees perform their tasks. Sedarmayanti (2017) defines the work environment as the collective set of tools, materials, surroundings, work methods, and arrangements that an individual or group encounters when working. As stated by Nitisemito in Simamora & Robin (2019), the assessment of the work environment is based on a number of indicators, including the work climate, interpersonal interactions with colleagues, and the accessibility of work facilities.

II.3 Organizational Culture

Organizational culture is a coherent framework that influences the conduct and interactions of individuals within an organization. An unfavorable organizational culture can impede personnel and result in diminished productivity. Snell & Moris (2019) define organizational culture as the collective set of values, beliefs, and assumptions held by individuals within an organization. Kurniawan (2019) identifies several markers of organizational culture, including innovation and courage. These encompass aspects such as strategic planning for growth, a commitment to being inventive and adaptable to changes, and providing support for making informed decisions. (b) Meticulousness, which entails carefully attending to intricate tasks and thoroughly verifying the accuracy of job outcomes. (c) Result orientation is characterized by meticulous preparation of each task and the attainment of outcomes that align with or surpass the set aim. (d) People orientation encompasses the provision of necessary infrastructure, ensuring comfortable working conditions, and accommodating personal demands.

II.4 Work Motivation

Motivation is the cognitive process that stimulates and guides goal-oriented activity within an organization. Understanding motivation is challenging because it is not directly observable or knowable in others; it can only be deduced from a person's actions. However, it is crucial for a leader to comprehend the process of motivation in order to effectively advise subordinates in attaining corporate objectives. As per Robbins, Coulter, and De Cenzo (2020), motivation is defined as the process by which an individual's endeavors are stimulated, guided, and maintained in order to accomplish a specific objective. Additionally, Robin, Coulter & De Cenzo (2020) discuss motivation indicators based on Maslow's Hierarchy of Needs theory, which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

II.5 Performance

Performance is defined as the outcome or degree of achievement of employees in fulfilling their given obligations within a specific timeframe, while adhering to set work standards, goals, or targets, in order to ensure consistency in performance levels. As stated by Nankervis et al. (2020), employee performance refers to the level of efficiency and effectiveness exhibited by individual employees and the overall work efforts of the entire workforce. Simamora & Robin (2019) employ a multitude of criteria to assess performance, including work quantity, work quality, knowledge of the work, expressed opinions or remarks, and work planning. The subsequent framework is presented based on the correlation between phenomena, a literature review, and prior studies.

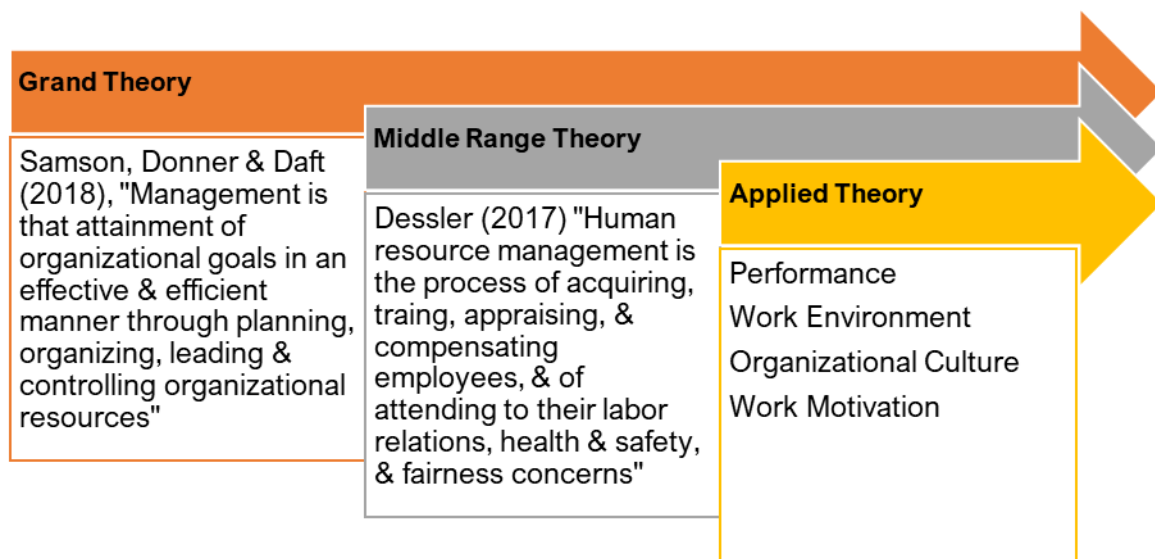


Figure 1. Theoretical Thinking

II.6 Hypothesis Development

A study conducted by Simamora & Robin (2019) on the impact of work environment, organizational culture, and motivation on performance revealed that these factors exert a positive and significant influence on performance, both individually and collectively. The model presented in this study can be described based on the findings of the literature review, existing research, and the framework as follows:

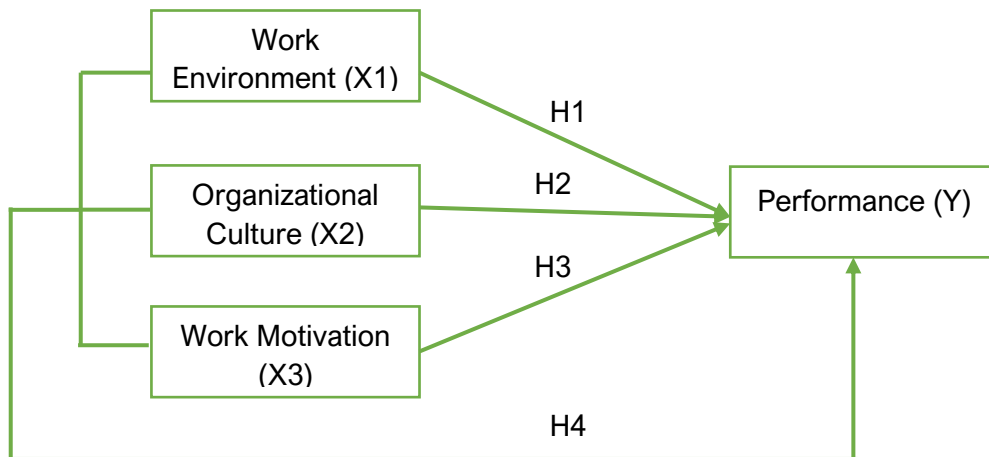


Figure 2. Research Paradigm

Based on the research paradigm above, the hypothesis in this study is as follows:

H1: The work environment has a positive effect on the performance of Yonarmed 7/105 GS soldiers.

H2: Organizational culture has a positive effect on the performance of Yonarmed 7/105 GS personnel.

H3: Work motivation has a positive effect on the performance of Yonarmed 7/105 GS personnel.

H4: Work environment, organizational culture and work discipline simultaneously affect the performance of Yonarmed 7/105 GS personnel

III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) study design; (2) population and sample (research objectives); (3) data collection techniques and instrument development; and (4) data analysis procedures.

III.1 Research Design

This study employed quantitative descriptive approaches through the distribution of questionnaires.

III.2 Population and Sample

The study population consisted of personnel from Infolahadam XIV / Hasanuddin. The study utilized a total of 468 Yonarmed 7/105 GS soldiers as the

population, and the sample size was determined based on the methodology proposed by Slovin. A sample of 90 respondents was selected in order to potentially represent the population of this research in the outcomes of the hypothesis test. The sampling method employed in this investigation is simple random sampling.

III.3 Data Collection Techniques and Instrument Development

Furthermore, the data collection techniques employed in this study included the use of questionnaires, interviews, and observations. The acquired data was subsequently analyzed using statistical testing, facilitated by the SPSS application.

III.4 Data Analysis Technique

The statistical data results were used to ascertain the presence of any influence between the variables in question. Descriptive analysis is the quantitative description of trends, behaviors, or beliefs within a population by studying a representative sample.

IV. RESULT AND DISCUSSION

IV.1 Descriptive Analysis

Table 1. Results of Questionnaire Distribution of Work Environment Variables

No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
1	The ventilation in my workspace is adequate	0	0	36	280	40	3,95
2	The office provides an adequate range of amenities to meet the requirements of its employees.	0	2	57	260	25	3,82
3	The presence of security personnel in an office environment has a positive impact on my productivity.	0	0	30	284	45	3,98
4	I am satisfied with my current occupational circumstances.	0	0	30	276	55	4,01
5	The setting is meticulously arranged and impeccably clean.	0	0	36	228	105	4,01
6	My employer consistently demonstrates a commitment to fostering a positive and motivating work environment.	2	2	63	112	190	4,1
7	My employer consistently demonstrates excellent judgement, which is evidenced by their consistent and sound decision-making.	0	0	18	316	25	3,98

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No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
8	The receipt of prizes in the form of acknowledgment from superiors serves to enhance the diligence of the recipient in the workplace.	0	0	42	252	65	3,98
9	My colleagues are of an exemplary calibre.	1	0	63	148	155	4,07
10	I am not unduly daunted by the prospect of working in a team.	0	0	36	252	75	4,03
Average							4,00

Source: Primary data processed, 2022

Description

SD: Strongly Disagree

D: Disagree

I: Indecisive

A: Agree

SA: Strongly Agree

The data indicates that the Work Environment variable (X1) has an average of 4.00, which can be classified as extremely high. The highest average is observed for Statement 9, with a value of 4.07, which suggests that respondents consider the indicator "my coworkers are very good at working together" to be the most significant aspect in assessing the characteristics of the non-physical work environment.

Table 2. Results of Questionnaire Distribution of Organizational Culture Variables

No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
1	I am able to take the initiative and exercise ingenuity when undertaking tasks.	0	0	78	136	150	4,04
2	Leaders facilitate the autonomy of individuals to make decisions.	0	0	72	160	130	4,02
3	Leaders provide explicit and comprehensive instructions and communication.	0	0	75	168	115	3,97
4	I consistently prioritize meticulousness when completing tasks.	0	0	87	156	110	3,92
5	Superiors provide explicit instructions regarding the criteria for measuring success in one's duties.	0	0	72	152	140	4,04

No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
6	I consistently fulfil my obligations with a clear focus on achieving the most favourable outcomes.	0	2	72	164	120	3,97
7	I consistently prioritise the desired outcomes of a task, while also giving due consideration to the process of achieving those outcomes, in order to attain optimal results.	0	0	66	184	110	4
8	The personnel have confidence in their colleagues.	0	0	66	188	105	3,98
9	I am wholly dedicated to the team in order to achieve the objective.	0	2	90	152	105	3,85
10	I am consistently engaged in the dissemination of knowledge to my colleagues during the course of our work.	0	0	72	164	125	4,01
Average							3,98

Source: Primary data processed, 2022

The table shows that the variable organisational culture (X2) has an average of 3.98, which classifies it as very high. The statement with the highest average of 4.04 is statement 1. This indicates that the respondents rated the indicator 'I have initiative and creativity in carrying out tasks' as a significant factor in the organisational culture. Similarly, statement 5 also had an average of 4.04, suggesting that respondents considered the indicator 'Superiors clearly inform me about the measure of success in my job' to be another key factor in the organisational culture.

Table 3. Results of Questionnaire Distribution of Work Motivation Variables

No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
1	The organisation in which I am employed has the requisite facilities and infrastructure to facilitate all task-related activities	0	6	33	168	170	4,18
2	I am certain that I will be able to fulfil my obligations and perform my tasks as a soldier without any concerns for my safety.	0	8	51	152	155	4,06
3	My colleagues and superiors demonstrate a consistent willingness to provide assistance to one another in the event of any issues.	0	0	39	172	170	4,23

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No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
4	The organisation in question has a long-standing tradition of bestowing commendations upon its most exemplary employees.	0	10	42	177	140	4,04
5	The motivation of the leadership team has a positive impact on my level of commitment to my role.	0	6	42	160	165	4,07
Average							4,12

Source: Primary data processed, 2022

The provided table indicates that the Work Motivation variable (X3) has an average of 4.12, suggesting a high level of motivation. The first statement exhibited the highest average of 4.18, indicating that the respondents considered the indicator "The organisation where I work provides facilities and infrastructure that support all task activities" to be the most significant motivating factor.

Table 4. Results of Questionnaire Distribution of Performance Variables

No	Statement	Alternative Answer					Average
		SD	D	I	A	SA	
1	I consistently adhere to the established targets, as set out in the relevant documentation.	0	14	30	152	175	4,12
2	I adhere to the established standards and procedures when performing my job responsibilities.	0	20	123	120	45	3,42
3	The results of my endeavours offer a sense of fulfilment to both the organisation and the community.	0	16	45	28	300	4,32
4	I adhere to the specified timeframe and conditions in performing my tasks.	0	10	54	180	110	3,93
5	It can be demonstrated that there is no inefficiency in the performance of the tasks for which I am accountable.	0	22	54	184	75	3,72
Average							3,90

Source: Primary data processed, 2022

The data indicates that the Performance variable (Y) has an average of 3.90, which can be considered to fall into the category of extremely high. The third item had the highest average of 4.32, which suggests that respondents considered the indication "The work I do provides satisfaction for the organisation and society" to be the most significant element for performance..

This results in the implementation of rules that are disconnected from the actual situations in the field. Policies are often formulated based on ideology, intuition, experience, public opinion, or political objectives. Therefore, research and development (R&D) plays a crucial role in policy formulation at Pussenkav, as it enables the addressing of issues within the unit and the successful execution of the Army's primary objectives. The primary responsibilities of the TNI AD can be executed.

IV.2 Validity and Reliability Test

Table 5. Results of Validity Test

Statement Items	r count (X1)	r count (X2)	r count (X3)	r count (Y)	r table ($\alpha = 0,05$)	Result
1	0,546	0,633	0,735	0,672		Valid
2	0,403	0,559	0,715	0,655		Valid
3	0,524	0,631	0,760	0,693		Valid
4	0,450	0,537	0,736	0,630		Valid
5	0,503	0,649	0,732	0,661		Valid
6	0,619	0,600			0,207	Valid
7	0,389	0,398				Valid
8	0,432	0,496				Valid
9	0,528	0,460				Valid
10	0,434	0,560				Valid

Source: Primary data processed, 2022

Table 6. Results of Reliability Test

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Work Environment (X1)	.625	10
Organizational Culture (X2)	.748	10
Work Motivation (X3)	.784	5
Performance (Y)	.678	5

Source: Primary data processed, 2022

The reliability calculation shows that the variable work environment, organisational culture, work motivation and performance have a value greater than 0.60, which confirms the reliability of the statement instrument.

IV.3 Classical Assumption Test

Table 7. Results of Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.20279955
Most Extreme Differences	Absolute	.088
	Positive	.057
	Negative	-.088
Test Statistic		.088
Asymp. Sig. (2-tailed)		.085 ^c

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- a. Test distribution is Normal
- b. Calculated from data
- c. Liliefors Significance Correction

Source: Primary data processed, 2022

A review of the provided table reveals that the Asymp. Sig value is 0.85, indicating that it is greater than 0.05. Consequently, it can be concluded that all residuals in this investigation exhibit a normal distribution.

Table 8. Results of Multicollinearity Test

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficient				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.802	3.341		.539	.591		
	Total X1	.063	.108	.061	.581	.563	.585	1.709
	Total X2	.066	.072	.092	.909	.366	.632	1.582
	Total X3	.609	.094	.595	6.466	.000	.757	1.321

a. Dependent Variable: Total Y

Source: Primary data processed, 2022

A review of the provided data indicates that none of the independent variables exhibit a tolerance value exceeding 0.10. Furthermore, none of the independent variables exhibit a VIF value exceeding 10. This suggests that multicollinearity is not a concern among the independent variables in the regression model.

Table 9. Results of Heteroscedasticity Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.234	2.012		1.110	.270
	Total X1	-.008	.065	-.017	-.128	.898
	Total X2	.060	.043	.180	1.369	.175
	Total X3	-.124	.057	-.262	-2.182	.032

a. Dependent Variables: Abs_Res

Source: Primary data processed, 2022

A review of the coefficient table indicates that there is no discernible correlation between the independent variables and the absolute value of the residual. Consequently, the research data is deemed to be free from heteroscedasticity.

IV.4 Multiple Linear Regression Test

Table 10. Results of Multiple Linear Regression Test

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.802	3.341		.539	.591
	Total X1	.063	.108	.061	.581	.563
	Total X2	.066	.072	.092	.909	.366
	Total X3	.609	.094	.595	6.466	.000

b. Dependent Variables: totally

Source: Primary data processed, 2022

IV.5 Hypothesis Test

Table 11. Results of Hypothesis Test

Independent Variables	t count	t table	Sig.
Work Motivation (X1)	4.024	1.662	0.000
Organizational Culture (X2)	3.668	1.662	0.000
Work Motivation (X3)	8.232	1.662	0.000

Source: Primary data processed, 2022

The table above delineates the rationale underlying the decision-making process in the t-test/partial significance test.

- a. The null hypothesis (H₀) is accepted and the alternative hypothesis (H_a) is rejected if the t-count is less than the t-table value.
- b. Conversely, if the t-count is greater than the t-table value, the null hypothesis is rejected and the alternative hypothesis is accepted.

In light of the aforementioned evidence, it can be reasonably deduced that:

1. A preliminary investigation was conducted to ascertain the influence of the work environment (X₁) on performance (Y). The results of the data processing indicate that the calculated t-value (4.024) is greater than the tabulated t-value (1.662). Consequently, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H_a) is accepted. This implies that the independent variable, work environment (X₁), exerts a partial positive effect on the dependent variable, performance (Y), of Yonarmed 7/105 GS soldiers.
2. A partial test of the effect of organizational culture (X₂) on performance (Y) was conducted. The results of the data processing indicate that the t-value for the independent variable organizational culture (X₂) is greater than the t-value for the t-table (1.662), thereby accepting the null hypothesis and rejecting the alternative hypothesis. This suggests that organizational culture (X₂) has a positive effect on the performance variable of Yonarmed 7/105 GS soldiers.
3. A partial test was conducted to assess the effect of work motivation (X₃) on performance (Y). The results of the data processing indicate that the t-value for the

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independent variable work motivation (X3) is greater than the t-value for the t-table (1.662), thereby accepting the null hypothesis and rejecting the alternative hypothesis. This implies that the independent variable work motivation (X3) has a positive effect on the dependent variable, namely the performance of Yonarmed 7/105 GS soldiers.

Table 12. Results of F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	352.599	3	117.533	23.405	.000 ^b
	Residual	431.857	86	5.022		
	Total	784.456	89			

a. Dependent Variable: totallY

b. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Source: Primary data processed, 2022

The table above illustrates the basis for decision-making on the F-test, which is as follows:

- a. If the value of FHitung is greater than FTablel, then the independent variable is: The work environment (X1), organizational culture (X2), and work motivation (X3) have a positive effect on the dependent variable, performance (Y), when considered simultaneously.
- b. Conversely, if the value of FHitung < FTablel, the independent variables: The results indicate that the work environment (X1), organizational culture (X2), and motivation (X3) do not exert a positive influence on the dependent variable, performance (Y).

Accordingly, the calculation of the table above reveals that the FHitung value is 23.405, while the FTablel value is 2.71. It can thus be concluded that the independent variables—namely, work environment (X1), organizational culture (X2), and work motivation (X3)—simultaneously exert a positive effect on the dependent variable, performance (Y).

Table 13. Results of Coefficient Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 ^a	.449	.430	2.241

a. Predictors: (Constant), TotalX3, TotalX2, TotalX1

Source: Primary data processed, 2022

Based on the information provided, the determination value (adjusted R²) is 0.430. Therefore, the work environment variable (X¹), organizational culture (X²), and work motivation (X³) collectively account for 43% of the variation in the performance variable (Y). However, the remaining 57% is affected by additional variables that were not considered in this study.

The researcher provides a summary of the hypothesis testing outcomes based on the explanation given above.

Table 14. Summary of Hypothesis Testing Results

No.	Relationship	Hypothesis	t / F	Sig.	Result
1	X1 to Y	H1	4.024	0.000	Accepted
2	X2 to Y	H2	3.668	0.000	Accepted
3	X3 to Y	H3	8.232	0.000	Accepted
4	X1, X2, and X3 to Y	H4	23.405	0.000	Accepted

Source: Primary data processed, 2022

IV.6 The Effect of Work Environment on Performance

The acquired t-value (4.024) is greater than the critical t-value (1.662), indicating that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected. This suggests that the independent variable, work environment (X1), exerts a somewhat favorable effect on the performance variable of Yonarmed 7/105 GS personnel. The statistical significance indicates a significant relationship between the work environment and employee performance. Therefore, it can be concluded that the efficient management of the work environment is crucial for enhancing employee performance.

IV.7 The Effect of Organizational Culture on Performance

The acquired t-value (3.668) is greater than the critical t-value (1.661), as indicated by the research findings. Therefore, the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected. This indicates that the independent variable of organizational culture (X2) has a partially beneficial effect on the performance variable of Yonarmed 7/105 GS personnel. The substantial value suggests a correlation between organizational culture and employee performance. The implementation of an effective organizational culture will lead to improved performance and the attainment of agency goals.

IV.8 The Effect of Work Motivation on Performance

Upon processing the research data, it was determined that the t-count value (8.232) exceeded the t-table value (1.662). Consequently, the alternative hypothesis (H_a) was accepted and the null hypothesis (H_0) was rejected. This indicates that the independent variable, work motivation (X3), has a partially positive effect on the performance variable of Yonarmed 7/105 GS personnel. The substantial value indicates a correlation between work motivation and employee performance. Proper management of job motivation in employees can lead to an increase in employee performance.

IV.9 The Effect of Work Environment, Organizational Culture, and Work Motivation on Performance

The results of the computation demonstrate that the F_{Hitung} value is 23.405, while the F_{Tabel} value is 2.71. It can be surmised that the independent variables, specifically work environment (X1), organizational culture (X2), and work motivation (X3), collectively exert a positive influence on the dependent variable, performance (Y). The research's accuracy is substantiated by the determination value (adjusted R^2) of 0.430. This indicates that the work environment variable (X1), organizational culture (X2), and work motivation (X3) collectively account for 43% of the variation in the

performance variable (Y). However, the remaining 57% is impacted by additional variables that were not taken into account in this study.

V. CONCLUSION AND SUGGESTION

V.1 Conclusion

After conducting research and discussions, the researchers concluded that the performance of Yonarmed 7/105 GS soldiers is influenced by the work environment, organizational culture, and work motivation.

1. The descriptive analysis of the obtained data indicates that the physical work environment, organizational culture, work motivation, and performance of Yonarmed 7/105 GS Bekasi soldier personnel are categorized as very high. This indicates that, in general, these factors can be regarded as favourable, given that the majority of respondents expressed agreement with the aforementioned statements.
2. The findings indicated that the work environment had a somewhat beneficial and statistically significant impact on the performance of Yonarmed 7/105 GS personnel.
3. The findings indicated that the organizational culture exerts a somewhat beneficial and considerable impact on the performance of Yonarmed 7/105 GS personnel.
4. The findings indicated that there is a notable and favorable impact of partial work motivation on the performance of Yonarmed 7/105 GS soldiers.
5. The findings indicated that the work environment, organizational culture, and work motivation collectively impacted the performance of Yonarmed 7/105 GS personnel

V.2 Suggestion

In light of the findings of the aforementioned investigation, the researcher is in a position to make the following recommendations:

1. Firstly, It is recommended that the Yonarmed 7/105 GS prioritize the establishment of a work atmosphere that fosters a sense of comfort and familiarity among soldiers. Moreover, the Yonarmed 7/105 GS should prioritize the physical work environment factor, with a particular focus on the work environment facilities that are currently suboptimal. This can be addressed by focusing on enhancing the condition of buildings, structures, and office facilities, which are currently in need of repairs and renovations. Consequently, soldier satisfaction can be increased, thereby creating a conducive work environment that facilitates regular activities and maintenance.
2. It is recommended that the Yonarmed 7/105 GS prioritize the development of an organizational culture that fosters commitment to the team in order to attain objectives, as this particular metric has the lowest level of reaction compared to other metrics. Therefore, the Yonarmed 7/105 GS unit is structured to cultivate and reinforce a positive ambience, effective communication, and a culture of transparency among its members. There is a general consensus among soldiers regarding the significance of camaraderie, which is exemplified by their willingness to provide guidance, support, and counseling to their colleagues in times of difficulty

- or challenge. This fosters a comfortable environment and instills a sense of belonging within the organization. The efficacy of TNI personnel is enhanced by a robust and constructive organizational culture within their unit.
3. The leadership at Yonarmed 7/105 GS should focus on providing positive motivation, such as rewards or gifts, to members who have served successfully and made significant contributions to the organization. This would help enhance professionalism among the soldiers and drive continuous improvement. The leadership's motivation of its members can ultimately cultivate and enhance the soldiers'.

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