

The Influence of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers in Yonarmed 19/105 Tarik Bolaang Mongondow

I Gede Bagus Tomy Supraja

*Master of Management Program, Faculty of Economics and Business, Universitas Jenderal Achmad Yani
bagustomy_8521211008@mm.unjani.ac.id*

Asep Kurniawan

Master of Management Program, Faculty of Economics and Business, Universitas Jenderal Achmad Yani

Abstract

Being a TNI AD soldier is required to always carry out an ideal performance, because it will affect the performance of the organization in this case, Private Yonarmed 19/105. Problems that often arise related to performance in Yonarmed 19/105 is the low performance of soldiers. The purpose of this study was to determine the description and influence of the work environment, organizational culture and motivation on performance. The research method uses quantitative methods with descriptive analysis. The research sample was 89 respondents with simple random sampling technique. The results of the descriptive analysis of the work environment are categorized as very high, organizational culture is categorized as very high, work motivation is categorized as very high, and performance is categorized as high. The results showed that partially or simultaneously there is an influence of work environment, organizational culture and work motivation on performance. So it can be concluded that a comfortable work environment, good organizational culture and providing periodic motivation can improve the performance of soldiers on duty in the Yonarmed 19/105 unit.

Keywords: *Work Environment; Organizational culture; Motivation; Performance*

Abstrak

Menjadi prajurit TNI AD dituntut harus selalu melaksanakan kinerja yang ideal, karena akan mempengaruhi kinerja organisasi dalam hal ini, Prajurit Yonarmed 19/105. Permasalahan yang seringkali muncul terkait kinerja di Yonarmed 19/105 adalah masih rendahnya kinerja prajurit. Tujuan dari penelitian ini untuk mengetahui gambaran dan pengaruh lingkungan kerja, budaya organisasi dan motivasi terhadap kinerja. Metode penelitian menggunakan metode kuantitatif dengan analisis deskriptif. Sampel penelitian 89 responden dengan teknik simple random sampling. Hasil analisis deskriptif lingkungan kerja dikategorikan sangat tinggi, budaya organisasi dikategorikan sangat tinggi, motivasi kerja dikategorikan sangat tinggi, dan kinerja dikategorikan tinggi. Hasil penelitian menunjukkan bahwa secara parsial maupun simultan terdapat pengaruh lingkungan kerja, budaya organisasi dan motivasi kerja terhadap kinerja. Maka dapat disimpulkan lingkungan kerja yang nyaman, budaya organisasi yang baik serta memberikan motivasi secara berkala dapat meningkatkan kinerja prajurit yang bertugas disatuan Yonarmed 19/105.

Kata Kunci: Lingkungan Kerja; Budaya Organisasi; Motivasi; Kinerja

INTRODUCTION

The Indonesian Army (TNI AD) is the main component of the national defense system responsible for the defense operations of the Republic of Indonesia on land. In carrying out its duties, the Indonesian Army is supported by Combat Units (Satpur) and Combat Support Units (Satbanpur) in each Regional Military Command. Yonarmed 19/105 is one of the combat support units formed in accordance with the strategic plan for the development of the Indonesian Army's force deployment.

It is located on Jalan Trans Sulawesi Utara, Dulangon Village, Lolak District, Bolaang Mongondow Regency, North Sulawesi Province, and is responsible for artillery attacks and fire support against ground and surface targets with precision and continuity. In carrying out their duties and functions, the soldiers of Yonarmed 19/105 are required to maintain optimal performance, as it directly impacts the overall organizational performance.

Ideal performance refers to the quality and quantity of work successfully achieved by an employee in carrying out the tasks and responsibilities assigned to them. To develop professional soldiers, it is necessary to enhance performance optimally and effectively utilize the human resource potential available at Yonarmed 19/105. A recurring issue related to performance at Yonarmed 19/105 is the relatively low performance of its soldiers. Performance evaluations have shown inconsistency throughout 2020-2021 in each quarter, with a declining trend. Based on the researcher's observations, the working environment at Yonarmed 19/105 still has many deficiencies, particularly in housing, which is the most prominent issue as it directly affects soldiers' comfort while on duty. Therefore, establishing and maintaining a good working environment is crucial for achieving optimal soldier performance.

Besides the work environment, organizational culture also influences the performance of Yonarmed 19/105 soldiers. Violations committed by soldiers and a significant number of personnel coordinating with higher command units to request transfers to Kodam XII/Merdeka in order to move closer to their hometowns—without proper authorization from their unit commander—are some of the challenges faced. A strong organizational culture can serve as a control mechanism and provide direction in shaping soldiers' attitudes and behavior within the unit. The third factor affecting employee performance is motivation. The demanding daily routines, including morning roll calls, daily physical training, base cleaning, scheduled training sessions, and 24-hour internal duty shifts, have led to a decline in soldiers' morale and motivation.

Previous research has shown the impact of these factors on employee performance. Suaiba (2021) found that the work environment has a positive and significant effect on employee performance. Meanwhile, Mulyana (2021) stated that organizational culture has a positive and significant effect on employee performance. Mubarok (2019) also found that motivation has a positive and significant effect on employee performance. Furthermore, Indah and Riana (2020) concluded that work environment, organizational culture, and motivation collectively have a positive and significant effect on performance. These previous studies have certain strengths,

such as the relevance of their variables to the current phenomenon and the completeness and clarity of their data. However, some weaknesses include a lack of detailed explanation regarding the research process and methods used. Based on the above phenomenon, the researcher is interested in conducting a study titled "The Influence of Work Environment, Organizational Culture, and Work Motivation on the Performance of Soldiers in Yonarmed 19/105."

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Human Resource Management

Human resources are a crucial factor in a company because they serve as planners, implementers, and controllers who actively contribute to achieving the company's goals (Suaiba, 2021).

Work Environment

Sedarmayanti, as cited in Adha (2019), defines the work environment as the entirety of tools, materials, surroundings, work methods, and work arrangements, whether for individuals or groups, that an employee encounters in their workplace. The indicators of the work environment, according to Sedarmayanti in Adha (2019), are as follows: (a) Lighting. (b) Work safety. (c) Working conditions. (d) Relationship between employees and superiors. (e) Use of color. Previous studies on the effect of the work environment on performance, conducted by Rumondang et al. (2020), Riyanto et al. (2017), Zulfikar (2018), Indah et al. (2020), and Mulyana et al. (2021), indicate that the work environment has a positive and significant effect on performance.

Organizational Culture

Organizational culture is a system that influences how people in an organization work and interact with one another. A negative organizational culture can hinder employees and lead to lower productivity. The indicators of organizational culture, according to Robbins and Timothy (2016), are as follows: (a) Innovation and risk-taking. (b) Attention to detail. (c) Outcome orientation. (d) People orientation. (e) Team orientation. (f) Aggressiveness. Previous research on the effect of organizational culture on performance, conducted by Simamora and Robin (2019), Pane (2019), Lestari et al. (2017), Kurniawan and Hazir (2019), and Mulyana et al. (2021), shows that organizational culture has a positive and significant effect on performance.

Work Motivation

Sunyoto, as cited in Kusumayanti (2020), defines motivation as an effort to encourage a person's enthusiasm for work so that they are willing to perform optimally by utilizing their skills and expertise to achieve organizational goals. The indicators of work motivation, according to McClelland's theory as cited in Suaiba (2021), state that an understanding of motivation becomes deeper when realizing that each individual has three types of needs: (a) Need for Achievement. (b) Need for Power. (c) Need for Affiliation.

Performance

According to Gordon, as cited in Prawirosumarto (2016), performance is essentially what employees do or do not do; employee performance affects how much they contribute to the organization, including output quantity, output quality, work attendance, and cooperative attitude. The performance indicators, as defined by Gibson and cited in Thamrin et al. (2020), include: (a) **The quality of work results**, measured by timeliness, accuracy, and neatness of work. (b) **The quantity of work output**, measured by the number of tasks completed and the time required to complete them. (c) **Understanding of work**, which includes comprehension and capability. (d) **Cooperation**, which refers to the ability to work collaboratively. Previous research on the influence of the work environment, organizational culture, and motivation on performance, conducted by Fachreza et al. (2018), concluded that work motivation, work environment, and organizational culture, both partially and simultaneously, have a significant and positive effect on employee performance. Based on the relationship between the phenomenon, literature review, and previous studies, the following research model is presented:

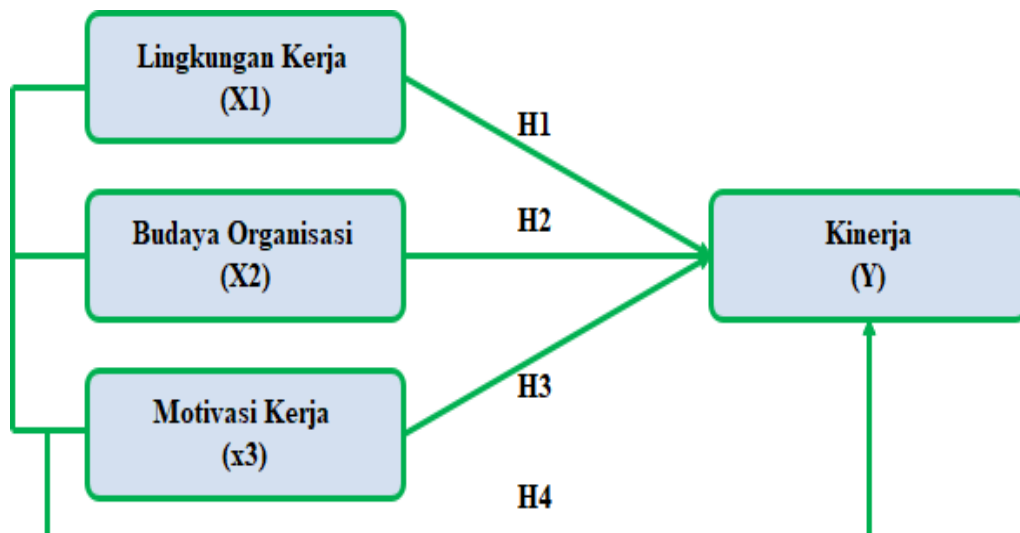


Figure 2. Research Model

Based on the conceptual framework outlined above, the hypotheses in this study are as follows:

- It is suspected that the work environment has a partial influence on the performance of Yonarmed 19/105 soldiers.
- It is suspected that organizational culture has a partial influence on the performance of Yonarmed 19/105 soldiers.
- It is suspected that work motivation has a partial influence on the performance of Yonarmed 19/105 soldiers.
- It is suspected that the work environment, organizational culture, and work motivation simultaneously influence the performance of Yonarmed 19/105 soldiers.

RESEARCH METHOD

This study uses a quantitative method with a survey design. The survey design is carried out by distributing questionnaires or surveys. The population in this study consists of soldiers from Yonarmed 19/105 Tarik Bolaang Mongondow. In selecting the sample, the researcher conducted the study on Yonarmed 19/105 Tarik Bolaang Mongondow, considering the limitations of time and resources, which prevented a larger sample size. The sample selection in this study refers to the idea proposed by Slovin. As a result, 89 respondents were chosen as the sample, and it is expected that the hypothesis test results will represent the population of this study. The sampling technique used in this study is simple random sampling.

The data collection techniques used in this research include questionnaires, interviews, and observations. The collected data is then processed using statistical testing with the assistance of SPSS software. The results from the statistical data will determine whether there is an influence between the related variables. In the survey design, the researcher describes the trends, behaviors, or opinions of a population in quantitative (numerical) terms by studying a sample from that population.

RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

Table 1. Description of Work Environment Variables

No	Statement	Alternative Answers					Average Score
		STS	TS	KS	S	SS	
Physical Work Environment							
1	I am comfortable with my current work environment	0	0	18	44	27	4,1011
2	The environment is well-organized and neat	0	0	12	47	30	4,2022
3	The lighting in my workspace is good, supported by bright lamps and sunlight	0	0	13	41	35	4,2472
4	The air circulation in my workspace is adequate	0	0	10	42	37	4,3034
5	The complete equipment makes it easier for me to carry out work activities.	0	0	14	43	32	4,2022
6	All the work equipment in the office can be found in every room, which saves more time.	0	0	12	40	37	4,2809
7	The facilities provided by the office meet the needs of my work.	0	0	8	50	31	4,2584
8	The presence of security personnel in the office environment helps me work well.	0	0	11	43	35	4,2697
9	The transportation facilities provided by the organization ensure that I arrive on time at the office.	0	0	15	48	26	4,1236
10	The transportation always arrives on time to pick me up and drop me off from the office.	0	4	12	38	35	4,1685
Non-Physical Work Environment							
11	I interact with all personnel.	0	0	10	44	35	4,2809
12	The organization's policies help me adapt better with my coworkers.	0	0	8	41	40	4,3596
13	I have good communication with other employees.	0	0	8	47	34	4,2921

The Influence of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers in Yonarmed 19/105 Tarik Bolaang Mongondow

14	The working relationship among personnel is not well-established.	0	0	6	49	34	4,3146
15	My supervisor always motivates me.	0	0	10	43	36	4,2921
16	My supervisor always makes the right decisions.	0	0	10	49	30	4,2247
17	I feel that recognition from my supervisor makes me more diligent in my work.	0	0	8	47	34	4,2921
18	My coworkers are very good at working together.	0	0	11	48	30	4,2135
19	The teamwork formed does not make me feel intimidated.	0	0	7	45	37	4,3371
Average Work Environment Variable							4,2507

Source: Data processed again in 2022

Based on Table 1, the descriptive analysis of the Work Environment variable (X1) shows an average score of **4.2507**, which can be categorized as very high. The highest average score is on statement 12 with an average of **4.36**, indicating that respondents consider the **non-physical work environment** dimension, particularly the indicator “relationships with coworkers at the same level,” as the main factor contributing to the work environment.

Table 2. Description of Organizational Culture Variable

No	Statement	Alternative Answers					Average Score
		STS	TS	KS	S	SS	
1	I have initiative and creativity in performing tasks.	0	0	12	49	28	4,1798
2	The leader encourages me to innovate and introduce new ideas in my tasks.	0	0	9	47	33	4,2697
3	The leader gives me the freedom to act and make decisions.	0	0	12	40	37	4,2809
4	The leader provides clear and detailed guidance and communication.	0	0	13	40	36	4,2584
5	I always pay attention to details in my tasks.	0	0	11	44	34	4,2584
6	My superior clearly informs me about the criteria for success in my duties.	0	0	12	45	32	4,2247
7	I always carry out my tasks with an emphasis on achieving optimal results.	0	0	14	35	40	4,2921
8	I continuously develop myself to achieve optimal results in completing tasks.yang optimal dalam menyelesaikan tugas	0	0	11	40	38	4,3034
9	I always focus on work outcomes while still paying attention to the work process to achieve optimal results.	0	0	10	41	38	4,3146
10	I strive to perform my tasks with full dedication.	0	0	11	44	34	4,2584
11	I always utilize my working hours to complete my assigned tasks.	0	0	9	44	36	4,3034
12	I am always required to be independent in completing my tasks.	0	0	10	46	33	4,2584
13	I always follow the procedures established by the organization.	0	0	11	43	35	4,2697
14	I prefer to complete tasks through teamwork.	0	0	13	45	31	4,2022
15	Personnel trust each other as colleagues.	0	0	12	44	33	4,2360

16	My loyalty to the team is very high in achieving targets.	0	0	11	44	34	4,2584
17	The leader provides solutions and assistance if I encounter obstacles in performing my tasks.	0	0	13	41	35	4,2472
18	I always arrive on time and maintain discipline to ensure tasks are completed properly.	0	0	12	42	34	4,2022
19	I always share information with colleagues while carrying out tasks.	0	0	14	37	38	4,2697
20	In my duties, I strive to comply with the rules even without supervision.	0	0	12	39	38	4,2921
21	I am challenged by the next task.	0	0	13	38	38	4,2809
22	I am able to prioritize the organization's main duties.	0	0	8	37	44	4,4045
23	I feel comfortable with the current work environment.	0	0	12	38	39	4,3034
Average of Organizational Culture Variable							4,2682

Source: Data processed again in 2022

Based on Table 2, the description of the Organizational Culture variable (X2) shows an average score of **4.27**, which can be categorized as very high. The highest average score is on statement 22 with an average of **4.40**, indicating that respondents consider the **Stability** dimension, particularly the indicator "I am able to carry out the organization's main tasks," as the main factor contributing to Organizational Culture.

Table 3. Description of Work Motivation Variable

No	Statement	Alternative Answers					Average Score
		STS	TS	KS	S	SS	
1	I have the drive to take responsibility in my work to earn a promotion.	0	0	13	42	34	4,2360
2	In every work achievement I accomplish, I strive to achieve the best results.	0	0	14	46	29	4,1685
3	I enjoy challenging targets.	0	0	10	46	33	4,2584
4	The institution will provide appreciation for outstanding work performance.	0	0	16	44	29	4,1461
5	I enjoy competition and victory.	0	0	13	45	31	4,2022
6	I want to participate in every decision-making process.	0	0	13	46	30	4,1910
7	I feel that having power will allow me to be more respected.	0	0	10	43	36	4,2921
8	I have the ability to lead and influence my colleagues.	0	0	13	42	34	4,2360
9	Social interactions with colleagues help me in my work.	0	0	14	46	29	4,1685
10	I tend to build close relationships with both my colleagues and superiors.	0	0	7	43	39	4,3596
11	The cooperation among personnel in the workplace has made me feel comfortable in my job.	0	0	10	44	35	4,2809

The Influence of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers in Yonarmed 19/105 Tarik Bolaang Mongondow

12	I enjoy interacting with people around me in various aspects.	0	0	12	45	32	4,2247
13	If there are work-related problems, my colleagues do not provide moral support.	0	0	11	39	39	4,3146
Average Variable of Work Motivation							4,2368

Source: Data processed again in 2022

Based on Table 3 above, the description of the Work Motivation variable (X3) shows an average score of **4.23**, which can be categorized as very high. The highest average score is on statement 10 with an average of **4.36**, indicating that respondents consider the **Need for Affiliation** dimension, particularly the indicator "I tend to build close relationships with coworkers and supervisors," as the main factor contributing to Work Motivation.

Table 4. Description of Performance Variable

No	Statement	Alternative Answers					Average Score
		STS	TS	KS	S	SS	
1	My work is completed on time.	0	0	17	43	29	4,1348
2	The execution of my work has reached the organization's targets.	0	0	16	45	28	4,1348
3	The quality of my work meets the organization's work standards.	0	0	10	44	35	4,2809
4	The number of tasks I have aligns with the designated time frame.	0	0	16	47	26	4,1124
5	All activities in my field are carried out well.	0	0	10	43	36	4,2921
6	The number of tasks in my field meets the target.	0	0	12	42	35	4,2584
7	I have never been late for work.	0	0	14	41	34	4,2247
8	I always maximize my time by working efficiently.	0	0	12	46	31	4,2135
9	I do not rush when performing my tasks.	0	0	9	45	35	4,2921
10	I have a good relationship with my supervisor.	0	0	14	49	26	4,1348
11	I have good relationships with my colleagues and subordinates.	0	0	13	48	28	4,1685
12	I always collaborate and support my team in work.	0	0	11	44	34	4,2584
Average Variable of Performance							4,2088

Source: Data processed again in 2022

Based on Table 4 above, the description of the Performance variable (Y) shows an average score of **4.20**, which can be categorized as high. The highest average score is on statement 5 with an average of **4.29**, indicating that respondents consider the **Quantity** dimension, particularly the indicator "All activities in my field are carried out well," as the main factor contributing to Performance.

Validity and Reliability Testing

Table 5. Results of Validity Test

Statement	r count X1	r count X2	r count X3	r count Y	r table	Remarks
1	0.421	0.419	0.460	0.573	0.361	Valid
2	0.428	0.405	0.490	0.544	0.361	Valid
3	0.422	0.451	0.444	0.607	0.361	Valid
4	0.401	0.361	0.566	0.503	0.361	Valid
5	0.602	0.376	0.499	0.602	0.361	Valid
6	0.392	0.368	0.729	0.551	0.361	Valid
7	0.406	0.387	0.566	0.387	0.361	Valid
8	0.400	0.404	0.377	0.498	0.361	Valid
9	0.381	0.381	0.628	0.533	0.361	Valid
10	0.413	0.409	0.565	0.616	0.361	Valid
11	0.394	0.389	0.491	0.499	0.361	Valid
12	0.477	0.370	0.454	0.560	0.361	Valid
13	0.483	0.416	0.704		0.361	Valid
14	0.387	0.418			0.361	Valid
15	0.480	0.418			0.361	Valid
16	0.477	0.376			0.361	Valid
17	0.395	0.386			0.361	Valid
18	0.401	0.373			0.361	Valid
19	0.411	0.381			0.361	Valid
20		0.389			0.361	Valid
21		0.370			0.361	Valid
22		0.398			0.361	Valid
23		0.391			0.361	Valid

Source: Data processed by the researcher.

The table above shows that all the statements from the variables of work environment, organizational culture, motivation, and performance can be used as data collection tools for the research.

6. Results of Reliability Test

Variable	Reliability Statistics	
	Cronbach's Alpha	N of Items
X1	.739	19
X2	.735	23
X3	.798	13
Y	.779	12

Source: Data processed by the researcher using SPSS.

Based on the reliability calculation results above, overall, both the work environment, organizational culture, motivation, and performance variables have values greater than 0.70, indicating that the instruments for these variables are reliable.

The Influence of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers in Yonarmed 19/105 Tarik Bolaang Mongondow

Classical Assumption Test

Table 7. Results of Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		89
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.88750790
Most Extreme Differences	Absolute	.051
	Positive	.040
	Negative	-.051
Test Statistic		.051
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data processed by the researcher using SPSS.

Based on the calculation above, the Significant value for the normality test is **0.200**. Since the Significant value of **0.200** is greater than **0.05**, it can be concluded that the population data in this study is normally distributed and can be used for multiple linear regression testing.

Table 8. Results of Multicollinearity Test

Model	Coefficients ^a				t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
	B	Std. Error	Beta					
(Constant)	-17.958	5.942			-3.022	.003		
1	X1	.118	.085	.118	1.386	.170	.581	1.720
	X2	.439	.071	.526	6.149	.000	.577	1.732
	X3	.252	.080	.273	3.151	.002	.564	1.773

a. Dependent Variable: Y

Source: Data processed by the researcher using SPSS.

In the table above, the VIF value for (X1) is **1.720** and the Tolerance value is **0.581**; for (X2), the VIF value is **1.732** and the Tolerance value is **0.577**; and for (X3), the VIF value is **1.773** and the Tolerance value is **0.564**. Since for (X1), (X2), and (X3), the VIF values are less than 10 and the Tolerance values are greater than 1, it can be concluded that there is no multicollinearity between the independent variables, so multiple linear regression testing can be conducted.

Table 9. Results of Heteroscedasticity Test

Model		Coefficients ^a				t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	-.119	3.525			-.034	.973		
	X1	.089	.051	.246	1.768	.081	.581	1.720	
	X2	-.014	.042	-.045	-3.23	.748	.577	1.732	
	X3	-.057	.047	-.171	-1.209	.230	.564	1.773	

a. Dependent Variable: Abs_Res

Source: Data processed by the researcher using SPSS.

In the heteroskedasticity test table, the significant value for (X1) with Absolute Residual (ABS_RES) is **0.081**, for (X2) with Absolute Residual (ABS_RES) is **0.748**, and for (X3) with Absolute Residual (ABS_RES) is **0.230**. Since the significant values for (X1), (X2), and (X3) with Absolute Residual (ABS_RES) are greater than **0.05**, there are no issues or disturbances related to heteroskedasticity, and multiple linear regression testing can be conducted.

Simple Linear Regression Analysis

Table 10. Results of Simple Linear Regression Test

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.283	6.663			.643	.522
X1	.577	.088		.576	6.580	.000
2 (Constant)	-14.677	5.885			-2.494	.015
X2	.629	.059		.753	10.67	.000
3 (Constant)	16.460	3.977			4.139	.000
X3	.600	.075		.650	7.978	.000

a. Dependent Variable: Y

Source: Data processed by the researcher using SPSS.

Multiple Linear Regression Analysis

Table 11. Results of F-Test

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1311.181	3	437.060	50.633	.000 ^b
Residual	733.718	85	8.632		
Total	2044.899	88			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Data processed by the researcher using SPSS.

Hypothesis Testing

Work Environment on Performance

Based on Table 10, the t-count value is **6.580** and the t-table value is **1.663**. Therefore, based on this calculation, **t-count = 6.580 > t-table = 1.663**, meaning that **H₀** is rejected and **H₁** is accepted. It can be concluded that the work environment (X1) has a direct and significant effect on the performance (Y) of the Yonarmed 19/105 soldiers. This proves that the work environment at Yonarmed 19/105 can improve the performance of soldiers assigned to the unit.

The Effect of Organizational Culture on Performance

Based on Table 10, the t-count value is **10.674** and the t-table value is **1.663**. Therefore, based on this calculation, **t-count = 10.674 > t-table = 1.663**, meaning that **H₀** is rejected and **H₁** is accepted. It can be concluded that organizational culture (X2) has a direct and significant effect on the performance (Y) of the Yonarmed 19/105 soldiers. This proves that the organizational culture at Yonarmed 19/105 can improve the performance of the soldiers assigned to the unit.

The Effect of Motivation on Performance

Based on Table 10, the t-count value is **7.978** and the t-table value is **1.663**. Therefore, based on this calculation, **t-count = 7.978 > t-table = 1.663**, meaning that **H0** is rejected and **H1** is accepted. It can be concluded that work motivation (X3) has a direct and significant effect on the performance (Y) of the Yonarmed 19/105 soldiers. This proves that work motivation at Yonarmed 19/105 can improve the performance of the soldiers assigned to the unit.

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

Based on the calculations in Table 12, the F-count value is **50.633 > F-table = 2.712**, meaning that **H0** is rejected and **H1** is accepted. It can be concluded that the work environment variable (X1), organizational culture (X2), and work motivation (X3) have a direct positive effect on the performance (Y) of the Yonarmed 19/105 soldiers. This proves that the work environment, organizational culture, and work motivation at Yonarmed 19/105 can improve the performance of the soldiers assigned to the unit.

Table 12. Summary of Hypothesis Testing Results

No	Pengaruh	Hipotesis	t/f	sig	Keterangan
1	X1 terhadap Y	H1	6.580	0.000	Diterima
2	X2 terhadap Y	H2	10.674	0.086	Diterima
3	X3 terhadap Y	H3	7.978	0.000	Diterima
4	X1, X2 & X3 terhadap Y	H4	50.633	0.000	Diterima

Source: Data processed again in 2022.

DISCUSSION

The Effect of Work Environment (X1) on Performance (Y)

Based on the research results, the correlation coefficient for the work environment variable (X1) shows a strong and positive relationship with performance (Y) of **0.576**. Additionally, the hypothesis test also indicates a direct and significant effect of the work environment (X1) on the performance (Y) of Yonarmed 19/105 soldiers, as evidenced by the result of **t-count = 6.580 > t-table = 1.663**. This means the work environment has a positive direct influence on the performance of Yonarmed 19/105 soldiers.

The Effect of Organizational Culture (X2) on Performance (Y)

The research findings show that the correlation coefficient for the organizational culture variable (X2) has a fairly strong and positive relationship with performance (Y) of **0.753**. Furthermore, the hypothesis test indicates a direct and significant effect of organizational culture (X2) on the performance (Y) of Yonarmed 19/105 soldiers, as shown by **t-count = 10.764 > t-table = 1.663**. This means organizational culture has a positive direct influence on the performance of the soldiers.

The Effect of Work Motivation (X3) on Performance (Y)

According to the research findings, the correlation coefficient for the work motivation variable (X3) has a moderately strong and positive relationship with performance (Y) of **0.650**. Moreover, the hypothesis test demonstrates a direct and significant effect of work motivation (X3) on the performance (Y) of Yonarmed 19/105 soldiers, as evidenced by **t-count = 7.978 > t-table = 1.663**. This indicates that work motivation has a positive direct influence on the performance of the soldiers.

The Effect of Work Environment (X1), Organizational Culture (X2), and Work Motivation (X3) on Performance (Y)

The research results show that the correlation coefficient for the combined variables of work environment (X1), organizational culture (X2), and work motivation (X3) has a strong and positive relationship with performance (Y) of **0.801**. The hypothesis test also indicates a direct and significant effect of the work environment (X1), organizational culture (X2), and work motivation (X3) collectively on the performance (Y) of Yonarmed 19/105 soldiers, as shown by **F-count = 50.633 > F-table = 2.712**. This demonstrates that the work environment, organizational culture, and work motivation together have a positive direct influence on the performance of the soldiers.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the research results and discussion conducted by the researcher regarding the influence of Work Environment, Organizational Culture, and Work Motivation on the Performance of Yonarmed 19/105 soldiers, the following conclusions can be drawn:

1. Based on the descriptive analysis, it can be concluded that the work environment is categorized as very high, organizational culture is very high, work motivation is high, and the performance of Yonarmed 19/105 soldiers is categorized as high. Overall, this indicates a positive outcome, as the majority of respondents agreed with the statements provided.
2. The research results show that, partially, the work environment has a positive and significant effect on the performance of Yonarmed 19/105 soldiers in Tarik Bolaang Mongondow. This proves that the work environment in Yonarmed 19/105 can improve the performance of the soldiers serving in this unit.
3. The research results also indicate that, partially, organizational culture has a positive and significant effect on the performance of Yonarmed 19/105 soldiers in Tarik Bolaang Mongondow. This proves that the organizational culture in Yonarmed 19/105 can improve the performance of the soldiers serving in this unit.
4. The research results show that, partially, work motivation has a positive and significant effect on the performance of Yonarmed 19/105 soldiers. This proves that work motivation in Yonarmed 19/105 can improve the performance of the soldiers serving in this unit.

5. The research results indicate that, simultaneously, the work environment, organizational culture, and work motivation all have an influence on the performance of Yonarmed 19/105 soldiers. This proves that the work environment, organizational culture, and work motivation in Yonarmed 19/105 collectively improve the performance of the soldiers serving in this unit.

SUGGESTIONS

Based on the conclusions from the research results, the researcher would like to suggest the following:

1. It is observed that in the physical work environment dimension, the statement "I feel comfortable with the current work environment" received the lowest score. This indicates that the soldiers of Yonarmed 19/105 feel somewhat uncomfortable with the environment in their unit. Therefore, it is recommended that Yonarmed 19/105 pay more attention to and create a work environment that ensures the comfort and well-being of the soldiers.
2. It is found that in the innovation and risk-taking dimension of organizational culture, the statement "I have initiative and creativity in completing tasks" received the lowest score. This indicates that the soldiers of Yonarmed 19/105 are lacking initiative and courage in carrying out the tasks assigned to them. Therefore, it is recommended that Yonarmed 19/105 provide opportunities for soldiers to be involved in making decisions, both individually and within teams, to foster a positive organizational culture in the unit. A good organizational culture will support the performance of the soldiers.
3. It is observed that in the Need for Achievement dimension of work motivation, the statement "The institution will provide appreciation for high work achievements" received the lowest score. This indicates that the institution has not yet been able to adequately appreciate the achievements of the soldiers of Yonarmed 19/105. Therefore, it is recommended that Yonarmed 19/105 enhance soldiers' work motivation by providing recognition and rewards for those who perform excellently.

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The Influence of Work Environment, Organizational Culture, and Motivation on the Performance of Soldiers in Yonarmed 19/105 Tarik Bolaang Mongondow

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