

The Influence of Organizational Culture, Motivation and Work Environment on Employee Performance PT. Samari Boneraya Palopo

Tenri Ampareng^{1*}, Haedar¹, Saharuddin¹

^{1*} Faculty of Economics and Business, Muhammadiyah University of Palopo, Indonesia

Corresponding Author: ttenri119@gmail.com^{1*)}

Keywords: Financial Literacy, Financial Attitude, Financial Management

Abstract: This study aims to determine the influence of organizational culture, motivation, and work environment on employee performance at PT. Samari Boneraya Palopo. The method used is a quantitative approach with multiple linear regression analysis techniques. Data were collected by distributing questionnaires to 35 respondents who are permanent employees of the company. The research instrument has been tested for validity and reliability before use. The results of the analysis indicate that partially, organizational culture, motivation, and work environment each have a positive and significant effect on employee performance. The findings also show that simultaneously these three variables contribute significantly to improving performance. Thus, efforts to strengthen a positive work culture, increase motivation, and create a conducive work environment need to be continuously optimized as a strategy to improve human resource performance in the company.

Introduction

In today's era of globalization, companies need to improve employee performance to achieve maximum results. According to Mangkunegara (2022), employee performance is the quantitative and qualitative results achieved by employees in carrying out the tasks and responsibilities delegated to them. Similarly, Dessler (2020) states that performance refers to the results or contributions demonstrated by employees through their work. Therefore, structured performance measurement and evaluation are strategic elements in creating sustainable organizational effectiveness.

Effective performance management serves not only as a tool for evaluating work results but also as a means to encourage the continuous development of employee competencies. According to Hasibuan (2020), good performance management includes integrated work planning, task implementation, supervision, and evaluation to ensure the achievement of

organizational goals. This is in line with Rivai's opinion (2019) , who emphasized that the performance evaluation process must be carried out objectively and transparently to increase employee motivation and commitment to the organization. Therefore, strategic performance management is a crucial component in creating superior human resources that are adaptive to changes in a dynamic work environment.

Employee performance is inseparable from various influencing factors, one of which is organizational culture. Every organization has a unique culture, formed from the values, vision, and principles that form the basis of the organization's direction and goals. Marliani and Merisa (2024) suggest that organizational culture reflects a set of values and principles that serve as guidelines for the implementation of various institutional programs and activities. Robbins and Judge (2019) add that this culture is formed as a pattern of interconnected and continuous behavior. In practice, organizational culture develops through long-standing habits that are consistently applied in the work environment, which then become a crucial factor in driving improved performance quality at both the employee and managerial levels.

Another factor that can influence employee performance is motivation. According to Rosmaini and Tanjung (2019) , work motivation is a driving force and stimulus for an employee to be motivated in doing work because their needs are met, both physical and non-physical. Mangkunegara (2022) , states that motivation refers to the internal driving force that exists within an individual that interacts with a particular subject or also originates from ourselves, and determines human actions and behavior. Motivation is basically a driving force that moves, directs, and guides behavior within employees to achieve a target or goal, so the key to understanding motivation is paying attention to needs, motives, and goals. The goal is to understand the relationship between them.

Besides organizational culture and motivation , the work environment within a company is crucial in supporting employee performance. Haedar and Hadra (2018) state that a safe and comfortable environment can provide job security for employees, enabling them to perform optimally and meet company expectations. A poor work environment, both physically and non-physically, will hinder employee performance and ensure employees are unable to perform as expected. A healthy work environment must be a company's primary concern, ensuring that the company's goals and pre-planned targets can be achieved.

This research was conducted at PT Samari Boneraya Palopo, a company engaged in the natural resource processing industry, whose operations are highly dependent on optimal performance from all employee elements. However, in practice, it was found that employee performance did not fully reflect maximum achievement, as indicated by the persistence of delays in task completion, lack of initiative in work, and low productivity in several work units. One factor contributing to this condition is the organizational culture that has not been fully internalized among employees. The mismatch between normative values proclaimed by management and actual behavior occurring in the field creates a cultural gap, thus creating obstacles in the formation of uniform and productive work patterns.

culture and employee motivation are also crucial issues that require attention. Several employees have shown signs of declining work morale, suspected to be caused by a lack of recognition, limited career development opportunities, and a suboptimal incentive system implemented by the company. Therefore, a comprehensive and strategic managerial approach is needed to address these issues and encourage sustainable performance improvements within PT Samari Boneraya Palopo.

This study aims to obtain a comprehensive overview of the extent to which these three factors contribute to improving employee performance at the company being studied. Furthermore, the results are expected to provide strategic input for management in designing a supportive work environment, establishing a healthy organizational culture, and encouraging sustainable work motivation to optimize human resource performance.

Research Method

Organizational culture

Rajib et al. (2024) state that organizational culture is a system of collective values and meanings held by members of an organization and serves as a key differentiator from other organizations. Wahyudi and Tupti (2019) add that organizational culture serves as a guideline for implementing organizational activities. Meanwhile, Megantara et al. (2019) explain that culture consists of values that develop, are internalized, and then formed into rules to guide the thought patterns and actions of organizational members.

Marliani and Merisa (2024) also emphasize that organizational culture reflects the basic principles that serve as a reference in implementing work programs. Meanwhile, Dirgantara (2023) views organizational culture as the result of consistent habits and social interactions. Furthermore, Demanto et al. (2025) emphasize that organizational culture is internalized values that can influence work patterns and individual behavior in carrying out organizational tasks.

Based on several existing definitions, it can be concluded that organizational culture is a system of shared values and habits formed through social interaction, which guides thinking and action and distinguishes one organization from another. Organizational culture is formed from applicable rules and serves as a guide for thinking and action to achieve organizational goals.

Wahyudi and Tupti, (2019), stated that organizational culture can be studied through several indicators, namely: (1) innovation, which reflects employees' courage in innovating and taking risks; (2) attention to detail, namely the extent to which the organization emphasizes accuracy and precision; (3) results orientation, which shows an individual's focus on achieving targets; (4) individual orientation, namely management's consideration of the impact of decisions on employees; and (5) team orientation, which describes the tendency to carry out work collectively in a team. These indicators form the basis for understanding the character of organizational culture as a whole.

Several previous studies have shown conflicting results regarding the influence of organizational culture on employee performance. Surya (2022) and Dirgantara (2023) found that organizational culture has a positive and significant influence on employee performance. Conversely, Demanto et al. (2025) showed that organizational culture has a negative influence on employee performance. Meanwhile, Wahyudi and Tupti (2019) found that organizational culture has a positive but insignificant influence on employee performance. These discrepancies indicate the possibility of differences in organizational context or other factors moderating the relationship between organizational culture and employee performance.

H₁ = Organizational culture has a significant influence on employee performance

Motivation

Motivation is an internal drive that drives individuals to act and work productively. Haedar et al. (2018) define motivation as a driving force for achieving organizational goals.

Meanwhile, Batjo and Mahadin (2018) view it as a response to challenges that drives the achievement of well-being. Dirgantara (2023) emphasizes that work motivation is important in encouraging employees to complete tasks, so attention is needed to the factors that influence it to maintain productivity.

Hasibuan (2020) states that motivation drives someone to work diligently and honestly to achieve well-being. Yolanda and Kurniasari (2023) add that high motivation makes employees more enthusiastic, while low motivation can decrease enthusiasm and performance. Therefore, work motivation is a crucial key to achieving organizational goals.

Based on several existing definitions, it can be concluded that motivation is an internal drive that drives individuals to act, work productively, and achieve specific goals, both personally and organizationally. Motivation not only directs an individual's energy and potential in facing challenges, but also plays a crucial role in increasing employee morale, discipline, and contribution to the organization's overall success.

Hasibuan (2020) , put forward five indicators of work motivation, namely: (1) physical needs, in the form of work support facilities provided by the company to support employee activities; (2) the need for security, including protection from physical and psychological threats to create work stability; (3) social needs, in the form of harmonious work relationships through cooperation and group acceptance; (4) the need for appreciation, such as recognition of achievement, status, or attention; and (5) personal drive, namely the motivation to achieve goals, which can be triggered by inspiration from leaders. These five indicators are the basis for forming and encouraging optimal work motivation.

Several previous studies have shown conflicting results regarding the influence of motivation on employee performance. Dirgantara (2023) and Faridah et al. (2023) concluded that motivation has a positive and significant impact on performance improvement. However, Yolanda and Kurniasari (2023) found that motivation actually had a negative impact on performance, raising questions about other factors that might influence this relationship.

H₂ = Motivation has a significant effect on employee performance

Work environment

According to Sedarmayanti (2017) , the work environment encompasses the equipment, materials, and conditions surrounding the workplace, as well as the methods applied to individuals and groups. Siahaan and Bahri (2019) add that this work environment includes facilities such as workspaces, ventilation, safety equipment, and lighting that affect employee task performance. Furthermore, factors such as work methods and work regulations are also included in the work environment.

Sabilalo et al. (2020) stated that the work environment includes facilities, atmosphere, and social interactions that influence employees. Surya (2022) also explained that the work environment must be designed to support company goals. Meanwhile, Nabawi (2019) emphasized the importance of management's attention to the work environment in supporting employee performance. A conducive work environment can increase employee enthusiasm, comfort, and productivity in carrying out their duties.

Based on several existing definitions, it can be concluded that the work environment is the totality of physical and non-physical conditions surrounding employee work activities, including equipment, facilities, layout, air circulation, social interactions, and work rules applied, both individually and in groups. An optimally designed environment not only

supports the smooth execution of tasks but also plays a vital role in increasing employee comfort, morale, and productivity in achieving organizational goals.

Sedarmayanti (2017), the work environment is divided into two scales based on factors that influence employee comfort and productivity, namely: (1) physical work environment, namely the physical conditions in the work area that can be directly felt or moved by workers, such as lighting, temperature, cleanliness, and room layout; and (2) non-physical work environment, which includes social and psychological situations in work relationships, such as interactions between colleagues, relationships with superiors, and the overall work atmosphere. These two aspects complement each other and are important in creating a conducive work environment for employees.

Several previous studies have shown conflicting results regarding the influence of the work environment on employee performance. Dirgantara (2023) and Surya (2022) found that the work environment has a positive and significant impact on performance improvement. However, Sabilalo et al. (2020) showed a different result, stating that the work environment actually has a negative impact on performance. These differing findings indicate a research gap that needs further exploration to gain a deeper understanding of the relationship between the work environment and employee performance.

H₃ = Work environment has a significant influence on employee performance

Employee performance

Sedarmayanti (2017) states that performance is the result of a managerial process measured against established standards. Saharuddin et al. (2018) adds that performance is closely related to productivity, which serves as an indicator of productivity levels achieved within an organization. Kusdianto et al. (2022) emphasizes that good performance is achieved when employees meet established standards, both in quality and quantity.

Mangkunegara (2022) explains that performance encompasses quantitative and qualitative results that reflect employee task accomplishment. Meanwhile, Dirgantara (2023) considers performance a crucial component of human resource management, reflecting an individual's achievement in completing tasks. Overall, performance is the result of an individual's efforts in carrying out assigned tasks.

Based on several existing definitions, it can be concluded that employee performance is the results achieved by individuals in carrying out assigned tasks and responsibilities, which can be measured against established standards. Performance is closely related to productivity, both quantitatively and qualitatively, and serves as an indicator of productivity levels within an organization. Good performance is achieved when employees are able to meet expected standards, reflecting individual achievement in completing tasks effectively and efficiently.

According to Stresno, employee performance indicators can be measured through several important aspects, namely: (1) the level of employee neatness, which includes personal and work organization that can increase efficiency; (2) punctuality, namely the ability of employees to complete work within the specified time, which provides added value for the worker; (3) quality of work, where high quality work results are expected so that employees can be accountable for their work results; (4) quantity of work, which indicates a high workload that is successfully completed with the achievement of the set targets; and (5) work knowledge, which includes a deep understanding of the work given, so that employees can analyze and complete tasks effectively.

H₄ = Organizational culture, motivation and work environment have a significant influence

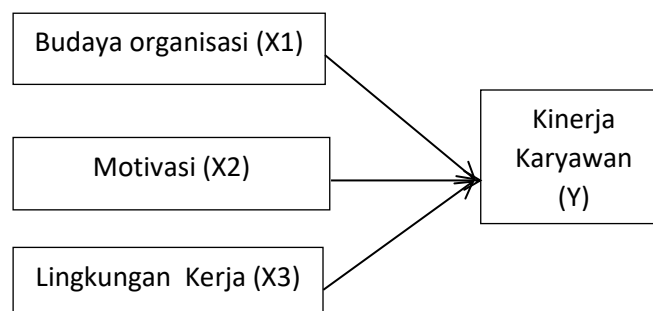


Figure 1. Conceptual Framework

Research Methods

This study employed an explanatory design with a quantitative approach. According to Darmawan (2016), this design aims to explain the causal relationship between the variables studied. This study involved all 35 employees of PT. Samari Boneraya Palopo as the population. Given the relatively small population, a saturated *sampling technique was used*, in which all members of the population were used as the research sample. Data were collected through a Likert-scale questionnaire designed to measure organizational culture, motivation, work environment, and employee performance. Before the questionnaire was used, the instrument was tested to ensure its validity and reliability. The collected data were then analyzed using descriptive statistics and multiple linear regression to examine the extent to which the three independent variables influence employee performance. Furthermore, Ghazali (2018) stated that hypothesis testing involves t-tests and F-tests to measure the influence of independent variables on the dependent variable.

1. Validity and Reliability Test

A questionnaire is considered valid if the calculated *r* value exceeds the table *r* value; conversely, if the calculated *r* value is less than the table *r* value, the instrument is declared invalid. The following table presents the results of the validity test of the instrument used in this study.

Table 1. Validity Test Results

Variables	Item	R-Count	R-Table	Information
Organizational Culture (X ₁)	X1.1	0.875	0.334	Valid
	X1.2	0.938	0.334	Valid
	X1.3	0.581	0.334	Valid
	X1.4	0.875	0.334	Valid
	X1.5	0.938	0.334	Valid
	X1.6	0.819	0.334	Valid
	X1.7	0.605	0.334	Valid
	X1.8	0.890	0.334	Valid
	X1.9	0.745	0.334	Valid
	X1.10	0.875	0.334	Valid
	X1.11	0.915	0.334	Valid
	X1.12	0.875	0.334	Valid
	X1.13	0.591	0.334	Valid

Variables	Item	R-Count	R-Table	Information
Motivation (X ₂)	X1.14	0.817	0.334	Valid
	X1.15	0.758	0.334	Valid
	X2.1	0.805	0.334	Valid
	X2.2	0.805	0.334	Valid
	X2.3	0.805	0.334	Valid
	X2.4	0.925	0.334	Valid
	X2.5	0.720	0.334	Valid
	X2.6	0.925	0.334	Valid
	X2.7	0.898	0.334	Valid
	X2.8	0.567	0.334	Valid
	X2.9	0.787	0.334	Valid
	X2.10	0.925	0.334	Valid
	X2.11	0.689	0.334	Valid
	X2.12	0.706	0.334	Valid
	X2.13	0.791	0.334	Valid
X2.14	0.595	0.334	Valid	
X2.15	0.894	0.334	Valid	
Work environment (X ₃)	X3.1	0.608	0.334	Valid
	X3.2	0.608	0.334	Valid
	X3.3	0.558	0.334	Valid
	X3.4	0.543	0.334	Valid
	X3.5	0.346	0.334	Valid
	X3.6	0.702	0.334	Valid
	X3.7	0.769	0.334	Valid
	X3.8	0.497	0.334	Valid
	X3.9	0.487	0.334	Valid
Employee performance (Y)	Y.1	0.455	0.334	Valid
	Y.2	0.573	0.334	Valid
	Y.3	0.520	0.334	Valid
	Y.4	0.573	0.334	Valid
	Y.5	0.412	0.334	Valid
	Y.6	0.573	0.334	Valid
	Y.7	0.573	0.334	Valid
	Y.8	0.573	0.334	Valid
	Y.9	0.568	0.334	Valid
	Y.10	0.573	0.334	Valid
	Y.11	0.488	0.334	Valid
	Y.12	0.501	0.334	Valid
	Y.13	0.453	0.334	Valid
	Y.14	0.635	0.334	Valid
	Y.15	0.744	0.334	Valid

Source: Data processed by SPSS 25 (2025)

Based on the validity test results displayed in the table above, it is known that all statement items in each variable have a calculated r value $>$ r table. This indicates that each item in the research instrument has met validity requirements, so it can be concluded that the instrument is suitable for use in measuring the variables studied.

Next, a reliability test is conducted to determine whether the research variable data obtained through the questionnaire is reliable. A variable is considered reliable when *the Cronbach's Alpha value* is > 0.60 .

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Information
Organizational culture (X_1)	0.954	15	Reliable
Motivation (X_2)	0.938	15	Reliable
Work environment (X_3)	0.747	10	Reliable
Employee performance (Y)	0.932	15	Reliable

Source: Data processed by SPSS 25 (2025)

Based on the reliability test results presented in the table above, all variables demonstrated *Cronbach's Alpha coefficient values* > 0.6 . This indicates that each statement item within the variable has an adequate level of internal consistency. Therefore, the instrument is considered reliable and can be used as a measurement tool in further research.

2. Multiple linear regression analysis test

Table 3. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	58,988	20,030		2,945	,006
Organizational culture (X_1)	,290	,095	,488	3,043	,005
Motivation (X_2)	,121	,094	,034	,229	,021
Work environment (X_3)	,410	,442	,150	,927	,041

Source: Data processed by SPSS 25 (2025)

Based on the results of data processing in the table above, the following regression equation was obtained:

$$Y = 58.988 + 0.290X_1 + 0.121 X_2 + 0.410 X_3 + e$$

Based on the results of the regression equation estimation obtained, the following conclusions can be drawn:

- The constant value of 58.988 indicates that when the variables of organizational culture, motivation, and work environment are assumed to have no effect (value zero), then employee performance is at the starting point of 58.988 units.
- The regression coefficient of the organizational culture variable of 0.290 indicates that a one-unit increase in the organizational culture aspect will be followed by an increase in employee performance of 0.290 units.
- The regression coefficient of the motivation variable of 0.121 indicates that a one unit increase in work motivation will be followed by an increase in employee performance of 0.121 units.
- The coefficient of the work environment variable of 0.410 indicates that a one-unit increase in the work environment will be followed by an increase in employee performance of 0.410 units.

Overall, these results reflect that the three independent variables, namely organizational culture, motivation, and work environment, make a positive contribution to improving employee performance, both individually and collectively.

Partial Significance Test (t-Test)

Based on the results of data analysis in Table 3. *Coefficients*, it was obtained that the organizational culture variable has a t-value of 3.043 with a significance level of 0.005, which is smaller than 0.05. This finding indicates that partially, organizational culture has a significant effect on employee performance at PT. Samari Boneraya Palopo. In other words, the application of values, norms, and work habits inherent in organizational culture can encourage increased work quality and employee productivity.

Furthermore, the motivation variable showed a t-value of 0.229 with a significance value of 0.021. Since the significance level is below the 0.05 threshold, it can be concluded that motivation also significantly contributes to employee performance. This means that both internal motivation and external stimuli play a role in determining task achievement and success in meeting work targets.

Meanwhile, the work environment variable obtained a t-value of 0.927 and a significance value of 0.041, which is also below the 0.05 significance limit. This indicates that work environment conditions have a significant impact on employee performance. Factors such as workplace comfort, the quality of inter-employee relationships, and the overall work atmosphere have been shown to play a significant role in creating an environment that supports work effectiveness and efficiency.

Simultaneous Significance Test (F Test)

Table 4. ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	345,674	3	115,225	4,878	,004b
	Residual	732,326	31	23,623		
	Total	1078,000	34			

Source: Data processed by SPSS 25 (2025)

Based on the F-test results presented in the table above, it is known that the calculated F-value is 4.878 with a significance level of 0.004, smaller than 0.05 at the 95% confidence level. This indicates that simultaneously, the variables of organizational culture, motivation, and work environment have a significant influence on employee performance at PT. Samari Boneraya Palopo. This means that these three variables collectively play an important role in determining the quality and achievement of employee work within the company environment.

Discussion

The Influence of Organizational Culture on Employee Performance at PT. Samari Boneraya Palopo

The partial test results of the influence of organizational culture on employee performance at PT. Samari Boneraya Palopo, obtained a regression coefficient value for the organizational culture variable of 0.290 which indicates that every increase in organizational culture will be followed by an increase in employee performance of 0.290 units. In addition, the calculated t value of 3.043 and a significance level of 0.005 < 0.05 indicate that the influence is statistically significant, so that organizational culture is proven to have a real

contribution to improving employee performance. Overall, the results of the study indicate that organizational culture has a positive and significant influence on employee performance at PT. Samari Boneraya Palopo.

The research findings align with those conducted by Surya (2022) and Dirgantara (2023), which found that organizational culture has a positive and significant impact on employee performance. In this case, the work culture implemented within an organization can shape employee attitudes, behaviors, and work motivation in achieving company goals. A strong organizational culture is typically reflected in values, norms, and habits that are understood and consistently implemented by all members. When these values align with the company's vision and mission, a conducive and productive work environment is created, supporting employees to work more optimally and responsibly in their duties.

In contrast, research by Demanto et al. (2025) showed the opposite result, where organizational culture had a negative influence on employee performance. The study revealed that cultural values that are not aligned with employee expectations or needs can cause stress, discomfort, and decreased work morale. The mismatch between organizational culture and individual characteristics within the organization can create barriers to communication, collaboration, and the achievement of work targets. Therefore, although organizational culture is generally considered an element that supports productivity, in certain contexts, a culture that is not inclusive or too rigid can actually hinder employee performance. These findings indicate that the effectiveness of organizational culture is highly dependent on the context in which it is implemented and the involvement of all organizational elements in building an adaptive and empowering culture.

The Influence of Motivation on Employee Performance at PT. Samari Boneraya Palopo

The partial test results of the influence of motivation on employee performance at PT. Samari Boneraya Palopo, obtained a regression coefficient for the motivation variable of 0.121 and a t-value of 0.229 and a significance level of $0.021 < 0.05$. This indicates that an increase in motivational aspects, both intrinsic such as a sense of responsibility and achievement, and extrinsic such as awards and incentives, tends to encourage employees to work more optimally in carrying out their duties. Although the coefficient value is relatively small, the contribution of motivation still provides a positive boost in increasing work productivity. Overall, the results of this study indicate that motivation has a positive and significant effect on employee performance at PT. Samari Boneraya Palopo.

The research findings align with those of Dirgantara (2023) and Faridah et al. (2023), who concluded that motivation has a positive and significant impact on performance improvement. Both studies explain that high motivation encourages employees to work more optimally, complete tasks efficiently, and demonstrate loyalty to the organization. Therefore, it can be concluded that providing motivation, whether in the form of awards, incentives, or recognition for achievement, is an effective strategy that management should consider in efforts to improve employee productivity and overall performance.

However, not all studies reach similar conclusions. Yolanda and Kurniasari (2023) reported conflicting findings, namely that motivation actually negatively impacts performance. They argue that if motivation is not properly directed or aligned with supportive working conditions, high motivation can lead to pressure or excessive expectations, leading to decreased performance. Therefore, it is important for management not only to increase employee motivation but also to create a supportive work climate so that the positive potential of that motivation can be optimally utilized.

The Influence of the Work Environment on Employee Performance at PT. Samari Boneraya Palopo

The partial test results of the influence of the work environment on employee performance at PT. Samari Boneraya Palopo, showed a regression coefficient of 0.410 indicating that any improvement in the work environment will be accompanied by an increase in employee performance. Although the calculated t value of 0.927 is relatively low, the significance level of $0.041 < 0.05$ confirms that the influence of this variable is statistically significant. This means that a comfortable work atmosphere, good interpersonal relationships, and adequate supporting facilities contribute to employee effectiveness and work enthusiasm. Overall, the results of this study indicate that the work environment has a positive and significant effect on employee performance at PT. Samari Boneraya Palopo.

These results align with research by Dirgantara (2023) and Surya (2022), which shows that a positive work environment can significantly improve employee performance. They emphasize the importance of a well-organized workspace, healthy work relationships, and strong managerial support as factors that support performance achievement. In this regard, optimizing the work environment is a crucial aspect of human resource management. When organizations are able to create a physically and psychologically supportive work atmosphere, employees tend to demonstrate increased commitment, loyalty, and work performance. This also has implications for reducing work stress and internal conflict, ultimately strengthening the organization's overall stability and productivity.

Organizations need to periodically evaluate their work environment to ensure it aligns with the dynamics of employee needs. A mismatch between employee expectations and work environment conditions, such as high work pressure, inadequate facilities, or lack of communication, can lead to decreased work morale. This explains why, in some contexts, as Sabilalo et al. noted, the work environment can be a performance-inhibiting factor if not addressed strategically and sustainably.

The Influence of Organizational Culture, Motivation, and Work Environment on Employee Performance at PT. Samari Boneraya Palopo

The simultaneous test results showed a significance level of $0.004 < 0.05$, indicating that organizational culture, motivation, and work environment simultaneously have a significant influence on employee performance at PT. Samari Boneraya Palopo. This finding reinforces the understanding that employee performance is not only influenced by individual factors, but is also greatly determined by systemic conditions and a supportive work environment. When these three variables work harmoniously, a synergy will be created that can encourage increased productivity, loyalty, and the quality of employee task implementation.

Furthermore, the interrelationship between these three variables illustrates that improved performance cannot be achieved by improving just one aspect, but rather requires a holistic approach. A strong organizational culture will create a clear work identity and direction, maintained motivation will spark enthusiasm and initiative, while a comfortable work environment will support the smooth running of daily activities. Therefore, simultaneously strengthening organizational culture, motivation, and the work environment needs to be a strategic focus of management to ensure employee performance continues to develop optimally.

Conclusion

Based on the research results, it can be concluded that organizational culture, motivation, and the work environment, both partially and simultaneously, have been proven to have a positive and significant influence on employee performance at PT. Samari Boneraya Palopo. A strong organizational culture, maintained work motivation, and a conducive work environment have proven to be important factors in driving increased employee productivity and effectiveness.

Suggestion

With adapt culture superior companies to be consistent with indicator culture company . By Because that , we take care culture a company that prioritizes interest all over employee in carry out task And not quite enough he answered . For Keep going increase efficiency work. When employee involved in work And not quite enough he answered . Price self And support Also will increased . This is make employee become more productive And produce results more work Good

References

- Batjo, N., and Mahadin, S. (2018). *Human Resource Management* . Makassar: Aksara Timur.
- Darmawan, D. (2016). *Quantitative Research Methods* . Bandung: Remaja Rosdakarya.
- Demanto, A., Fanggidae, RE, and Maak, CS (2025). The Influence of Organizational Culture on Employee Performance at the Tarus Community Health Center, Kupang Regency. *Glory: Journal of Economics & Social Sciences* , 6 (1), 1–11.
- Dessler, G. (2020). *Human Resource Management (16th ed.)* . New York: Pearson Education.
- Dirgantara, SA (2023). The Influence of Organizational Culture, Work Environment, and Work Motivation on Employee Performance at Fatma Eye Hospital. *Journal of Management Science and Research2* , 12 (1), 1–17.
- Faridah, Nurlina, and Syafrial, H. (2023). The Influence of Organizational Culture and Motivation on Employee Performance at PT Rotaryana Jakarta. *Warta Dharmawangsa Scientific Magazine* , 17 (4), 702–1723.
- Haedar, and Hadra. (2018). The Influence of Work Stress and Work Environment on Employee Performance at PT. Sinar Mitra Sepadan Finance, Palopo Branch. *CAM JOURNAL: Change Agent For Management Journal* , 2 (2), 259–266.
- Haedar, Sampetan, S., and Suardi, A. (2018). The Influence of Motivation and Communication on Employee Performance at PT. Finansia Multi Finance, Palopo Branch. *Proceedings of the National Academy of Sciences* , 113–119.
- Hasibuan, MS (2020). *Human Resource Management. Revised Edition* . Jakarta: Bumi Aksara.
- Kusdarianto, I., Rismalasari, Ikbal, M., and Haedar. (2022). The Influence of Leadership and Communication Styles on Employee Performance at PT. PLN (Persero) UP3 Palopo. *Journal of Management, STIE Muhammadiyah Palopo* , 8 (1), 84.

- Mangkunegara, AAA . (2022). *Corporate Human Resource Management* . Bandung: PT. Remaja Rosda Karya.
- Marliani, R., and Merisa, N. (2024). Organizational Culture and Organizational Dynamics. *Pelita Nusantara Journal* , 1 (4), 518–523.
- Megantara, I., Suliyanto, and Purnomo, R. (2019). The Influence of Organizational Culture and Job Rotation on Work Motivation to Improve Employee Performance. *Journal of Economics, Business, and Accounting* , 21 (1), 1–20.
- Nabawi, R. (2019). The Influence of Work Environment, Job Satisfaction, and Workload on Employee Performance. *Scientific Journal of Master of Management 2* , 2 (2), 170–183.
- Rajib, Haedar, and Halim, I. (2024). The Influence of Organizational Culture, Compensation and Work Discipline on Employee Performance at PT Masmindo Dwi Area. *Edunomika2* , 08 (04), 1–9.
- Rivai, V. (2019). *Human Resource Management for Companies: From Theory to Practice* . Depok: PT. Raja Grafindo Persada.
- Robbins, SP, and Judge, TA (2019). *Organizational Behavior* . Jakarta: Salemba Empat.
- Rosmaini, R., and Tanjung, H. (2019). The Influence of Competence, Motivation, and Job Satisfaction on Employee Performance. *Scientific Journal of Master of Management* , 2 (1), 1–15.
- Sabilalo, MA, Kalsum, U., Nur, M., and Makkulau, AR (2020). The Influence of Work Environment and Work Ability on Work Motivation and Employee Performance at the Organizational Bureau of the Regional Secretariat of Southeast Sulawesi Province. *SEIKO: Journal of Management & Business* , 3 (2), 151–169.
- Saharuddin, Patra, IK, and Sanaria. (2018). Analysis of Management Functions on Employee Performance at PT. Mandala Multi Finance, North Luwu Regency. *Equilibrium2* , 7 (1), 6–12.
- Sedarmayanti. (2017). *Human Resources and Work Productivity* . Bandung: CV Mandar Maju.
- Siahaan, S., and Bahri, S. (2019). The Influence of Employee Placement, Motivation, and Work Environment on Employee Performance. *Scientific Journal of Master of Management* , 2 (1), 16–30.
- Surya, JE (2022). The Influence of Organizational Culture and Work Environment on Employee Performance. *Journal of Management Science* , 10 (2), 759–768.
- Wahyudi, WD, and Tupti, Z. (2019). The Influence of Organizational Culture, Motivation, and Job Satisfaction on Employee Performance. *Maneggio: Scientific Journal of Master of Management* , 2 (1), 31–44.
- Yolanda, L., and Kurniasari, R. (2023). The Influence of Work Environment and Work Motivation on Employee Performance at the BPPSDMP, Ministry of Agriculture, Jakarta. *SAMMAJIVA: Journal of Business and Management Research* , 1 (2), 212–226.