



## Effect of Work Ecosystem on Employee Performance at the Pamekasan Regency Agency

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**ABSTRACT:** The purpose of this research is to examine the paradigm change of governance implementation. The governance is the implementation of Regional Autonomy which refers to Law No. 32 of 2004 about the performance improvement of autonomous government agencies. It puts the vision, mission, and strategy into actions that confirm the success or failure levels when carrying out activities following the specified programs and policies. There are variables applied to assess the civil servants' performance achievement. This research focused on the variables that affect the work environment, organizational culture, job satisfaction, and work motivation. The respondents of this research are officials of Echelon III and IV at 14 Autonomous Regional Agencies in the Pamekasan Regency. The number of samples in this study comprised 120 Echelon III and IV officials. Structural Equation Method (SEM) was applied to test the causal relationship between work environment variables, organizational culture, work motivation, job satisfaction, and performance with the aid of the AMOS 20.0 program. The findings indicated (1) the work environment has a significant effect on job satisfaction and performance but has no significant effect on work motivation; (2) organizational culture has a significant impact on job satisfaction and performance but has no significant effect on work motivation; (3) job satisfaction has a significant effect on performance but has no significant effect on work motivation; (4) work motivation has a significant impact on performance but it has no significant effect on work motivation.

**Keywords:** Performance, Motivation, Satisfaction



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## INTRODUCTION

The Pamekasan Regency Administration is one of the three regencies in Madura Island. The regional apparatuses in the Pamekasan Regency are the assisting elements of 'regional head' or 'regent' in running regional government administration, consisting of 1 (one) work unit of Regional Secretary, 1 (one) work unit of Secretary of Regional House of People Representative, 7 (seven) work units of Bodies, 14 (fourteen) work units of Regional Autonomous Agencies, 3 (three) Offices, 1 (one) General Hospital (RSUD), 1 (one) unit of Inspectorate, 13 (thirteen)

Sub-Districts, 11 (eleven) Compounds, 1 (one) work unit of Civil Service Police, and 1 (one) work unit of General Election Commission (KPU).

Institutional empowerment is applied through a coordination system among government, legislative institutions, organizations from various Government agencies relate periodically evaluate outputs of activities to determine further steps and performance improvement of the Pamekasan Regency Administration. Under principles of democracy, the regional government institutions consist of Head of Region or Regent and Regional House of People Representative (DRRD). Each institution runs its roles according to its position, tasks, function, and subject in the State Administration System of Indonesia. From the view point of public administration, those two institutions constitute an integral unity providing the public services in conformity with their field of tasks in the scheme of achieving the goals of regional government administration ([Pfeffer & Veiga, 1999](#); [Thompson & Harris, 2021](#)).

The government of the Pamekasan Regency Administration is a public sector organization, its activities are to provide services to people effectively and efficiently to achieve the organizational goals based on the vision and mission of the organization. The success of performance achievement of government agencies can be influenced by the work environment, organizational culture, work motivation, and work satisfaction. The work environment is measured by using the proper policy, ability to carry out supervision, the relation among officials of Echelon III and IV with their colleagues or work partners, and work conditions. Organizational culture is measured by motivation, attention to detailed matters, output orientation, individual orientation, team orientation, aggressiveness, and stability. Work satisfaction is measured by using intrinsic satisfaction, extrinsic satisfaction, and satisfaction in general. Work motivation is measured by using effectiveness, efficiency, authority, responsibility, and discipline ([Richards et al., 2004](#); [Staiano et al., 2021](#)).

From the view point of phenomena previously presented, the research gap filled in by this study is that the theory of human resources at the public sector organization. In the private sector, for example, the work environment has not obtained proper attention yet from the Pamekasan Regency Administration due to the limited budget. Additionally, the work environment in each autonomous agency at the scope of Regional Autonomous Agencies of the Pamekasan Regency has not been sufficient yet, either from the number of buildings or from its quality which requires certain attention for its improvement to give comfort and peace in working. Work facilities such as office equipment and communication facility have not yet been sufficient either. Compensation for employee benefits is also a factor which able to improve the work performance although they have already got their salaries. Other forms of benefit compensation have not been sufficient yet compared to the available provision ([Baik et al., 2019](#); [Jespersen & Gallemore, 2018](#); [Scott & Einstein, 2001](#)).

Bureaucratic culture of bureaucratic apparatuses in Regional Autonomous Agency of the Pamekasan Regency Administration stated that they would like to be ordered. They would not do anything before getting an order or instruction/decision from their superiors or from the authorized officials. Thus, bureaucracy gives an impression as being awkward and slow in responding to all complaints of the community ([Michaelis et al., 2021](#); [O'Reilly et al., 1991](#)).

Bureaucratic culture cannot be separated from the presence of paternalism system that has already been cuffed the people since this country was established. Bureaucracy is frequently related to the provision of services given to whoever providing higher pay will get the maximum services ([Balthazard & Cooke, 2004](#)). In other words, the bureaucracy culture is still tied by the old culture stuck deeply in their mind and difficult to be omitted ([Denison & Mishra, 1995](#)).

Therefore, this study proves and analyses and also discusses about the phenomena occurring at the Officials of Echelon III and IV in the scope of Regional Autonomous Agencies of the Pamekasan Regency Administration. Therefore, this research put forward the title: “Influence of Work Environment and Organizational Culture to Work Satisfaction, Work Motivation and Performance of the Officials of Echelon III and IV at the Regional Autonomous Agencies of the Pamekasan Regency Administration”.

### Objectives

1. To the test and to analyze the influence of work environment to work satisfaction of the officials of Echelon III and IV at Regional Autonomous Agencies in Pamekasan Regency Administration.
2. To the test and to analyze the influence of work environment to work motivation of the officials of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.
3. To the test and to analyze the influence of work environment to the performance of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.
4. To the test and to analyze the influence of work culture to the satisfaction of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.
5. To the test and to analyze the influence of work culture to the work motivation of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.
6. To the test and to analyze the influence of work culture to the performance of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.
7. To the test and to analyze the influence of work satisfaction to the work motivation of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.
8. To the test and to analyze the influence of work satisfaction to the performance of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.

To the test and to analyze the influence of work motivation, to the performance of the official of Echelon III and IV at Regional Autonomous Agencies in the Pamekasan Regency Administration.

### METHOD

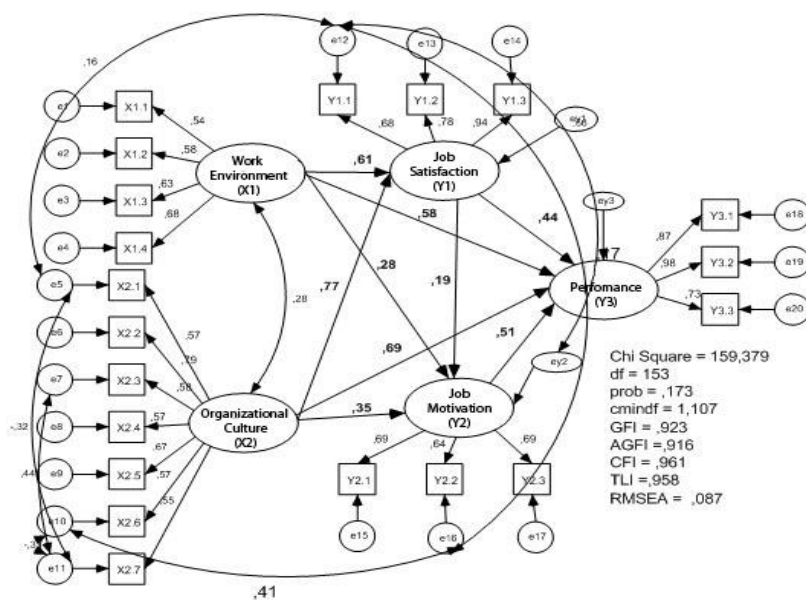
This Research used the quantitative data, Measured Innumeric scale and The Samples were taken From 120 Officials of Echelon III and IV at the regional autonomous agency in the Pamekasan Regency Administration. Sample taking was performed by using the stratified proportional sampling method, That Took the samples from the respective regional Autonomous Agencies Proportionally Based on the Total Population available In Each Autonomous agency. Exogenous variables in this study are work environment and organizational culture. The intervening variables in this study are the work satisfaction and work motivation, while the endogenous variable is the performance.

Data collecting applied the techniques of documentary study, questionnaire and interview, while the scale applied in this research was the Likert scale. Questionnaire was tested by validity testing and reliability testing. The analytical method applied to answer the hypotheses was SEM– the Structural Equation Modeling by using the program of Analysis of Moment structure (AMOS) 20.0

The research methodology should cover the following points: (1) A concise explanation of the research methodology is prevalent; (2) reasons to choose particular methods are well described; (3) research design is accurate; (4) the sample design is appropriate; (5) data collection processes are proper; and (6) data analysis methods are relevant and state-of-the-art.

## RESULT AND DISCUSSION

The data directly obtained from the respondents were processed by using the descriptive analysis and also inferential analysis. Below are outputs of data processing covering the subject as follows: Structural Equation Model on Diagram-1, Goodness of fit index on Table-1, and output of hypothesis testing on Table-2.



Picture 1. SEM-PLs work Environment (X1) and organizational culture (X2) between Job satisfaction (Y1), Job motivation (Y2), Performance (Y3)

Goodness of Fit Index	Cut-off Value	Model Output	Remarks
Chi Square	Expected in small amount	159,379	$\chi^2$ table with $df = 153$ is 182,864 = Good. $\chi^2$ progression (159,379) < $\chi^2$ table (182,864) = already been fit.
Prob	$\geq 0.05$	0.173	Good
GFI	$\geq 0.90$	0.923	Good
AGFI	$\geq 0.90$	0.916	Good
TLI	$\geq 0.95$	0.958	Good
CFI	$\geq 0.95$	0.961	Good
RMSEA	$\geq 0.08$	0.087	Close to

Diagram 1. Structural Equation Model

Table 1

Goodness of fit Index

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<u>Hypo.</u>	<u>Variables</u>		<u>Coefficient</u>	<u>C.R.</u>	<u>Remarks</u>
H1	Work Environment (X1) → (Y1)	Work Satisfaction	0.613	3.282	Significant
H2	Work Environment (X1) → (Y2)	Work Motivation	0.278	1.571	Not Significant
H3	Work Environment (X1) →	Performance (Y3)	0.575	2.992	Significant
H4	Organizational Culture (X2) → (Y1)	Work Satisfaction	0.765	4.241	Significant
H5	Organizational Culture (X2) → (Y2)	Work Motivation	0.351	1.679	Not Significant
H6	Organizational Culture (X2) → (Y3)	Performance	0.691	3.804	Significant
H7	Work Satisfaction (Y1) →	Work Motivation (Y2)	0.192	1.208	Not Significant
H8	Work Satisfaction (Y1) →	Performance (Y3)	0.436	2.620	Significant
H9	Work Motivation (Y2) →	Performance (Y3)	0.512	2.727	Significant

Table 2  
Outputs Is Hypothesis Testing

Work environment has significant influence to work satisfaction of the officials of Echelon III and IV of Regional Autonomous Agency of Pamekasan Regency Administration (H.1). The linear coefficient with positive sign of 0.613 with the CR at the value of 3.282 is bigger than 1.96., It means that the work environment has significant influence to the work satisfaction. Output of this research supports the previous output of the research conducted by [Mallak et al. \(2003\)](#) claiming that employees working with new facilities will get their work satisfaction increased compared to employees working in old facilities.

Work environment has no significant influence to work motivation of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H.2). The linear coefficient with positive sign of 0.278 with the CR at the value of 1.571 is smaller than 1.96., It means that work environment has no significant influence to the work motivation. Output of this research does not support the output of the research conducted by [Rachmawati \(2003\)](#) suggesting that the work environment consisting of office equipment and facilities, work atmosphere, work place environment jointly has significant influence to the work motivation. In order to establish a conducive work environment, the officials of Echelon III and IV shall always be wise in making the decisions pursuant to the mission and vision of organization.

Work environment has significant influence to the performance of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H-3). The linear coefficient with positive sign of 0.575 with the CR at the value of 2.992 is bigger than 1.96., It means that work environment has significant influence to the performance. Output of this research supports the statement of [Mangkunegara \(2006\)](#) that the factor determining the work achievement of an individual in organization is the factor of work environment of the organization. Being always wise in making decision under the vision and mission can improve the performance, because as the subordinate, the officials of Echelon III and IV can increase their work authority leading to efficiency, effectiveness of outputs of the goal achievement.

Organizational culture has significant influence to the work satisfaction of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H.4). The linear coefficient with positive sign of 0.765 with the CR at the value of 4.241 is bigger than 1.96., It means that the organizational culture has significant influence to the work satisfaction. Output of this research supports the statement of [Luthans et al. \(2006\)](#) declaring



that work satisfaction is shown at the orderly attitude obeying regulation as well as other positive attitude. Regional Autonomous Agency of the Pamekasan Regency Administration give freedom to the officials of Echelon III and IV to use the innovative ways, but they still have to take the guideline based on the SOP – Standard Operating Procedures already been specified by the Regional Autonomous Agency ([Feinstein & Vondrasek, 2000](#)). Organizational culture has no significant influence to the work motivation of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H-5). The linear coefficient with positive sign of 0.351 with the CR at the value of 1.679 is smaller than 1.96., It means that the organizational culture has no significant influence to the work motivation. Output of this research does not support the opinion of [Wirawan, \(2007\)](#), declaring that the organizational culture can directly influence the work motivation which then influences the performance. Organizational culture, according to Nimran (1999) is a group of Faiths or beliefs, expectations, and values jointly followed by members of company and spread out, and it can be stated that anything followed and spread out can give direction to the members in having their behaviors. The aim of having expected attitude to the organizational culture is to establish a more effective organization. The relatedness of faith upon the core values followed by members of organization to the effectiveness of work output was describe by Denison in [Sobirin \(2007\)](#) that effectiveness is the function of the core values and the organizational faiths implemented into the organizational policy and practices ([Mallak et al., 2003](#)). Based on the explanation above, it indicates that the organizational culture gives more influence to the organizational performance and not to influence the motivation of officials of Echelon III and IV.

Organizational culture has significant influence performance of the Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H.6). The linear coefficient with positive sign of 0.691 with the CR at the value of 3.804 is bigger than., It means that the organizational culture has significant influence to the performance. Output of this research supports the statement of [Luthans et al. \(2006\)](#) declaring that work satisfaction is shown at the orderly attitude obeying regulation as well as other positive attitude. Innovation conducted by each official of Echelon III and IV constitutes a joint value meaningful for members of an organization and makes the said value as rules and guideline to behave in an organization [Sobirin \(2007\)](#). Innovator in any organization spreads from the employees at the lowest level up to the executive one.

Work satisfaction has no significant influence to work motivation of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H.7). The linear coefficient with positive sign of 0.192 with the CR at the value of 1.208 is smaller than 1.96., It means that work satisfaction has no significant influence to the work motivation. Output of this research does not support the statement of [Kreitner and Kinicki \(2005\)](#), that there is a positive and significant relation between motivation and work satisfaction. Also; output of this research does not support outputs of research of ([Grund & Sliwka, 2001](#)).

Work satisfaction has significant influence to performance of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H.8). The linear coefficient with positive sign of 0.436 with the CR at the value of 2.620 is bigger than 1.96., It means that work satisfaction has significant influence to the performance. This research finding supports the finding of [Hochwarter et al., \(1999\)](#) that the best employee will really be satisfied with his job and the really satisfied employee will show his best performance. Satisfaction given the Regional Autonomous Agency can be carried out by utilizing the skills possessed by official of

Echelon III and IV optimally, because the said officials feel as being honored or appreciated by making them as employees useful for people and for the organization they are working for. This satisfaction can increase personal self-confidence to the achievement of organizational goal based on personal ability, status of self-respect and self-under standing upon the goal of organization.

Work motivation has significant influence to performance of the officials of Echelon III and IV of Regional Autonomous Agency of the Pamekasan Regency Administration (H.9). The linear coefficient with positive sign of 0.512 with the CR at the value of 2.727 is bigger than 1.96., It means that work motivation has significant influence to the performance. Output of this research supports the output of study of [Mangkunegara \(2006\)](#), that high integrity available between the psychological fuction and physic, indicates that such individual has good self-concentration, and this good concentration becomes the individual main capital of human being in order to be able to manage and empower his own potential optimally in performing his daily work activities to reach the organizational goal ([Kanfer, 1990](#)). Motivation according to the theory of Existence, Relatedness, Growth (ERG) by Alderfer in its connection with the Existence of officials of the Echelon III and IV, is the incentive and suitable work condition as having been epected ([Stajkovic & Luthans, 2001](#)).

## CONCLUSION

This study concludes as follow : (1) the work environment has a significant effect on job satisfaction and performance but has no significant effect on work motivation (2) organizational culture has a significant impact on job satisfaction and performance but has no significant effect on work motivation (3) job satisfaction has a significant effect on performance but has no significant effect on work motivation (4) work motivation has a significant impact on performance but it has no significant effect on work motivation.

Suggestions in this study are as follow is : (1) Work satisfaction improvement can be obtained through policy making adjusted to the vision and missions of the respective Regional Autonomous Agency to improve the work achievement of eanc employee in his work environment; strengthening the organizational culture by always focusing on the outputs rather than on the technique and the process used to get the outputs. (2) Work motivation improvement can be done by providing reward for the officials for their success in implementing the policy to improve work motivation of the officials by fulfilling the needs for respect and self-actualization; strengthening the organizational culture by increasing the employee participation in decision making; increasing the intrinsic satisfaction of the officials of Echelon III And IV higher than the extrinsic satisfaction. (3) Performance improvement can be carried out through the decision making ounder the vision and missions leading to efficiency, effectiveness of outputs of the goal achivement; giving freedom to innovate inperforming the taks to improve the performance by performing more effective and more work outputs.

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