



Performance Analysis by Organizational Culture and Motivation as Mediation, Influenced by Work Environment and Training

Aris Budiono¹, Indra Fahrizal²

^{1,2}Asa Indonesia University, Indonesia

Correspondent: arisbudiono@asaindo.ac.id¹

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ABSTRACT: This research aims to confirm the effect of Work Environment and Training as exogenous variables by using Organizational Culture and Motivation as intervening variables on Performance. The quantitative method with three substructures is used. The population consists of 190 employees, 130 of which are researched using the Morgan table and 30 respondents are assigned to measure the validity and reliability. The results of this study reveal: work environment and training affect the variables of Organizational Culture, Motivation, and Performance; Training affects Organizational Culture and Motivation but not Performance variables; Organizational Culture Affects Performance, and Motivation does not affect Performance. Indirect effects: work environment variables affect Performance through organizational culture variables but do not affect Performance through Motivation. Training variables affect Performance through Organizational Culture but do not affect Performance through Motivation.

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



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INTRODUCTION

The world community has just entered a new era where the pandemic period has passed with unprecedented pain and sadness. Still, life must continue to revolve and be the responsibility of all of us. We know there are many things we cannot do freely in the new era, as we have experienced before the pandemic, both in the community and the industrial world. Before the pandemic, organizations/companies engaged in production and services would serve their consumers directly without any social restrictions to assist quickly and accurately according to the needs and desires of consumers.

The company's activities in providing services to its customers cannot be separated from the contribution of the human factor as one of the investments owned by the company so that the investment can maintain and even develop the company by its vision and mission. However, related to the pandemic period that we have just gone through, many companies have not been able to run their business as they normally did before the pandemic. Occurred where they have to

think of many ways so that the company's condition can quickly return what they can to what it was before the crisis occurred ([Budiono, 2022](#)). In general, the pandemic started from public health to the economic crisis. A human resource manager will detect new norms or trends regarding the normal era to make plans for energy direction in response to changes that have occurred ([Alkardash & Alamarin, 2021](#); [Laksono, 2020](#)). Human capital is the relationship between the company's investment on employees the achieved results by the company and the resulting company results ([Rattanapongpinyo, 2019](#)). Training Programs as a human resource management practice that positively impacts competence will result in higher employee's performance in the workplace, and this relationship contributes to organizational culture ([Latorre, Guest, Ramos, & Gracia, 2016](#)). The investment prepared by the company for employees is intended so that employees can adapt to various kinds of changes that occur. Changes in the company will impact all aspects, such as the work environment, organizational culture, and motivation, which in the end, also affects employee performance. Because these changes occur very quickly, companies must innovate and be flexible in facilitating the needs of employees to adapt to these changes ([Aboramadan, Albashiti, Alharazin, & Zaidoune, 2020](#)). One of the facilitation is providing training related to this change to maintain and improve employee performance ([Bieńkowska & Tworek, 2020](#); [Chien, Mao, Nergui, & Chang, 2020](#); [Pancasila, Haryono, & Sulisty, 2020](#)). Few organizations invest their funds annually in training. However, few organizations have training programs that effectively transfer knowledge that correspond their objectives ([Kraai & Mashau, 2020](#)).

In maintaining their operations, companies must synchronize local regulations with their service procedures to build consumer confidence in transactions, even though they must comply with strict health protocols. Adjusting local laws by providing various kinds of training related to work procedures will automatically change the conditions of the work environment and organizational culture towards work procedures which allegedly will affect motivation in improving performance ([Sapta, Muafi, & Setini, 2021](#)). However, these changes do not necessarily impact the organizational culture ([Ferzi, 2021](#)). It has been recognized in the literature that training can improve performance, but some literature reveals results that do not always support this condition ([Barba Aragón, Jiménez Jiménez, & Sanz Valle, 2014](#)).

One of the studies revealed a change in the work patterns carried out by startup companies which runs their business after this pandemic. They changed their work patterns to adjust the health protocols ([Paramita, Lumbanraja, & Absah, 2020](#)). This condition must be a concern form management in detecting the slightest changes in employees' behavior as early as possible. In addition, management plays a significant role in providing direction to all employees so that they can maintain the company business activities through good performance. This research was conducted at PT. IUS operating on mining, environmental, petroleum & food services. The international standard methods applied have been verified and approved accordingly.

Literature Review and Hypotheses Development

Performance

One of the keys to developing company performance is through employee performance. The company will always pay attention to the standard performance of its employees so that the company vision and mission can be achieved. Furthermore, the company will try to maintain and

even improve the performance of its employees in pursuing organizational goals ([Paramita et al., 2020](#)).

There are a number of factors that affect employee performance, among others are organizational culture, motivation, work environment, and training, where the four variables directly or indirectly impact performance. Work influences performance ([M. Idris et al., 2020](#); [Mulyana et al., 2021](#)). Organizational culture also positively affects performance ([Kooij, 2020](#); [Lolowang, Troena, Djazuli, & Aisjah, 2019](#)). Generally, the performance dimensions can be grouped into three types: ([Hermawan, Kristiasari, Bhiju, & Manik, 2020](#); [Rahadi, 2010](#)). Work results are what employees produce in terms of goods and services, in quantity and quality based on established standards, work behavior, and behavior in the work area. Work attitudes possessed by certain employees such as completing work without delay, showing responsibilities for the tasks assigned, being able to make solid decisions can probably be nurtured since early age, so that they can make solid decisions and are ready to take all risks.

Work Environment

In carrying out their duties, workers will optimize their work on the conditions that a safe, healthy, comfortable and supporting environment is facilitated. There is no doubt that an effective, efficient, and productive work system support employee good performance ([I. Idris, Adi, Soetjipto, & Supriyanto, 2020](#)). Sedarmayanti (2018) broadly divides the work environment into physical and non-physical environments. All physical environmental conditions where activities at work are conducted affect directly or indirectly. The non-physical work environment refers to all work related-situations and conditions between employees and their superiors or among fellow employees. If conducive, the employee's sense of comfort will increase, resulting in the improvement of employee performance. It is in line with several previous studies that reported the positive influence of the work environment on employee performance ([Mulyana et al., 2021](#); [Pawirosumarto, Sarjana, & Gunawan, 2017](#); [Suifan, 2019](#)). The work environment positively and significantly affect employee performance ([Forcael et al., 2020](#); [Indrasari, Nugraheni, Hamzah, & Maelah, 2021](#)). The work environment directly affects the organizational culture ([Buhori, Rivai, & Guswandi, 2019](#)). It's the same with motivation. Managing the workplace environment to make it healthier, safer, and more comfortable is an integral part of maintaining employee motivation so that it can suppress the entry and exit of employees in the company ([Yamamoto et al., 2021](#)).

H₁ Work Environment affects Organizational Culture

H₂ Work Environment affects Motivation

H₃ Work environment affects Performance

H₄ Work Environment affects Performance through Organizational Culture

H₅ Work environment affects Performance through Motivation

Training

Education is important. In an organization, a training serves as a strategic tool that any organizations need to boost individual's competence ([Kraai & Mashau, 2020](#)). Organizations spend money to equip individuals with the proper knowledge, skills, and behaviors to improve performance, believing they can compete and adapt to a rapidly evolving work environment. There are several company goals in providing training for the employees: broadening horizons,

honing and improving skills, increasing a sense of responsibility, obedience, and self-confidence, strengthening a sense of belonging to the company, providing work motivation, nurturing the loyalty, understanding both the work environment the company culture, and building teamwork. ([Kasmir, 2019](#)). Continuous training and learning, standardization, compensation, and rewards influence the culture that exists within the organization toward success or failure ([Vlachos & Siachou, 2018](#)). It can be said that training is a systematic process to improve knowledge, skills, and behaviors to support the vision and mission of the organization. Training and development components ([Mangkunegara, 2020](#)) include instructors, participants, training materials, training methods, and training objectives.

H₆ Training affects Organizational Culture

H₇ Training affects Motivation

H₈ Training affects Performance

H₉ Training affects Performance Through Organizational Culture

H₁₀ Training affects Performance through Motivation

Organizational Culture

Culture in an organization refers to certain beliefs and principles that influence the group, the relationship between employees, and management ([Lie, Sherly, Dharma, Wakhunyi, & Sudirman, 2021](#)). The organizational plans that have been set up could not be materialized since the employees are expected to help perform and develop in accordance to the company's vision and mission. However, there are times when the set-up plans are not always acted upon accordingly. In these extraordinary conditions, some employees work even harder, some might lose their jobs, others work from home, and the rest have to reinvent their way of working to survive in this pandemic ([Kooij, 2020](#)). Agreement with members of the organization that we call organizational culture will distinguish one organization from other organizations. The community will be influenced by the characteristics and the habits called culture ([Pawirosumarto et al., 2017](#)). All actions the organization can take for human resources are a form of cultural development ([Silitonga & Budiono, 2020](#)). In addition, it refers to the agreement of members of the organization and is believed to create a uniqueness that makes an organization different ([Robbins & Judge, 2013](#)). There are 7 (seven) cultural dimensions: the courage to take risks and to innovate, the concerns to deal with it, the results to focus on, the orientation to people, the team work, the aggressiveness, and the stability. The shared values that have been agreed to should be maintained since they will shape and build an organizational culture. Furthermore, an organization culture is what drives and motivates employees ([Lolowang et al., 2019](#)).

H₁₁ Organizational Culture affects Performance

Motivation

Motivation will underlie human actions and behavior, and this is a driving force for humans to achieve their goals. Internal factors influence psychological processes such as the desire to live, the needs to get appreciation, the expectation to earn recognition, and the opportunity to have power. External factors include work area, benefits, monitoring, insurance, status, responsibility, and flexible rules ([Sutrisno, 2016](#)). To move people by what the organization wants, the motivation of people working in the organization must be understood.

A number of organizations quite frequently pay less attention in regard to motivating employees and ensuring that they work well (Eroğlu & Kiray, 2020). It is further revealed that how energy is directed reflects a motivational process (Lolowang et al., 2019). Motivation drives to an individual enthusiasm to improve their skills and even strengthen the commitment to the agency to ultimately enhance personal and organizational performance (Rosalia, Mintarti, & Heksarini, 2020). In addition, it encourages employees to take action, in order to achieve their goals. It also provides evidence of the importance of their role in the organization (Alkadash & Alamarin, 2021). Employees with low motivation are prone to feel less challenged to complete the workload that becomes a part of their responsibility, due to the fact that they are easy to give up and they seem to lack of enthusiasm. The right motivation will drive employees to be more enthusiastic about completing their duties and responsibilities (Rosalia et al., 2020). The results of the previous research reports have drawn a number of conclusions about how a motivation affects performance (Alkadash & Alamarin, 2021; Laras, Jatmiko, Susanti, & Susiati, 2021; Pancasila et al., 2020)

H_{12} Motivation affects Performance

The structure of this research can be seen in Figure 1, with substructure 1 in Figure 2, substructure 2 in Figure 3, and substructure 3 in Figure 4.

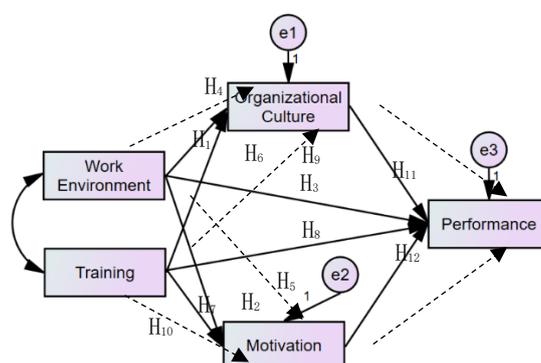


Figure 1: Framework of Thought

METHOD

Research methods are needed since it is necessary to determine what research methods will be used in this section. In this quantitative study, the author conducts the research using a survey method.

Population and sample

One of the essential steps when collecting and analyzing data is to determine the population first. This research was conducted in December 2022 in a service company Pt. IUS. The organization employs 190 people. We select 130 respondents to be researched using the Morgan table.

Research Instruments

This study uses a Likert scale to measure validity and reliability testing procedures with five instruments: the Work Environment, The training, the Organizational Culture, the Motivation, and the Performance.

Data collection technique

Data collection is shown to obtain a score that indicates the influence of two exogenous variables on three endogenous variables. This research was conducted in December 2022. The method used to collect the data is a questionnaire using a Likert scale.

Data analysis technique

The technique used to solve the problem in this research is Path Analysis. Path analysis is the development of various multiple linear regression models and is used to determine direct or indirect influence models (Riadi, 2016). To test the validity, reliability, classical assumptions, and the immediate effect of exogenous variables on endogenous variables, the IBM SPSS 26 application is used, while the testing on the indirect effect is the Sobel Calculator, for the purpose of finding out and obtaining an overview of the indirect impact of exogenous and endogenous variables.

RESULTS AND DISCUSSIONS

Validity test

From the results of the validity test consisting of 30 respondents carried out with five variables, 41 statements are considered valid with a significance level of 0.05%, and the r-table (0.361) is smaller than the r-count.

Reliability Test

Table 1. Reliability Test

Variable	Alpha
Work Environment	.852
Training	.914
Organization Culture	.842
Motivation	.927
Performance	.770

Source: Author

The reliability test results in table 1 state that the five variables have fulfilled the reliability rules because they have an Alpha coefficient above 0.700.

Classic assumption test

Table 2. Classical Assumption Test Results

Substructure 1				
	Multicollinearity	Heteroscedasticity	Linearity	Normality
Work Environment	1.770		0.000	
Training	1.770	Heteroscedasticity does not occur	0.000	0.985
Organization Culture				

Substructure 2

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	Multicollinearity	Heteroscedasticity	Linearity	Normality
Work Environment	1.770	Heteroscedasticity does not occur	0.000	0.285
Training	1.770		0.000	
Motivation				
Substructure 3				
	Multicollinearity	Heteroscedasticity	Linearity	Normality
Work Environment	2.118	Heteroscedasticity does not occur	0.000	0.346
Training	3.372		0.000	
Organization Culture	4.026		0.000	
Motivation	4.371		0.000	
Performance				

Source: Author

Hypothesis test

In Figure 1 above, two variables are exogenous: Work Environment (X₁) and Training (X₂). There is also an endogenous variable, namely the Performance variable (Y₃), which has antecedents (the primary variable) so that it is referred to as a mediator variable, namely Organizational Culture (Y₁) and Motivation (Y₂), each of which must be assigned a residual value.

Table 3. Model summary 3 Substructure

	Substructure 1	Substructure 2	Substructure 3
R	0.819	0.835	0.739
R ²	0.671	0.697	0.546

Source: Author

Table 4. Feasibility test model 3 Substructure

	SubStruktur 1	SubStruktur 2	SubStruktur 3
F	129.263	145.771	37.599
Sig.	0.000	0.000	0.000

Source: Author

Substructure 1

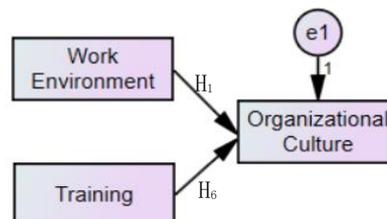


Figure 2. Substructure 1

$$Y_1 = a + b_1X_1 + b_1X_2 + e_1... (1)$$

R² in table 3 substructure 1 is 0.671. The effect of X₁ and X₂ on Y₁ simultaneously by calculating the Determination with the formula: CD = r² X 100% = 0.671 x 100% = 67.1%. This figure sees

the magnitude of the simultaneous effect of 67.1%. The remaining 32.9% are other factors that are not included in Substructure 1. e_1 is a variant of the Performance variable that X_1 and X_2 do not explain $e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - .671)} = .573$. to determine the feasibility of the regression model, the numbers from table 4. show a linear significance relationship $0.000 < 0.05$ X_1 and X_2 to Y_1 to find out the independent variable's effect on the dependent variable (Organizational Culture). The following will explain the partial test of each variable with the t-test.

Table 5. t-test 3 Substructure

	Substructure 1		Substructure 2		Substructure 3	
	t	Sig.	t	Sig.	t	Sig.
(Constant)	2.188	.031	.338	.736	.859	.392
Work Environment	4.609	.000	3.967	.000	4.553	.000
Training	8.539	.000	9.867	.000	(1.698)	.092
Organizational Culture					3.113	.002
Motivation					1.568	.119

Source: Author

Work Environment on Organizational Culture

The value of the t-count is 4.609, and sig. 0.000, in table 3 Substructure 1 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the first hypothesis. In unusual conditions determined by external factors such as local regulations that must be obeyed, the organization will automatically adapt to these rules to change the organizational culture for the organization to survive.

Training on Organizational Culture

The value of the t-count is 8.539 and sig. 0.000, in table 3 Substructure 1 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the sixth hypothesis. These results reflect the previous research reports ([Bashar et al., 2021](#); [Latorre et al., 2016](#); [Tulcanaza-Prieto, Aguilar-Rodríguez, & Artieda, 2021](#)). Furthermore, training shows the most substantial relationship with the organizational culture, thus, the training is expected to create a corporate culture that the organization has set up.

Substructure 2

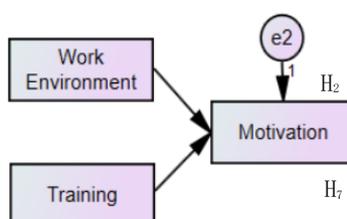


Figure 3. Substructure 2

$$Y_2 = a + b_1X_1 + b_1X_2 + e_2... (2)$$

R^2 in table 3 substructure 1 is 0.697. The effect of X_1 and X_2 on Y_2 is shown simultaneously by calculating the Determination with the formula: $CD = r^2 \times 100\% = 0.697 \times 100\% = 69.7\%$. This figure sees the magnitude of the simultaneous effect of 69.7%. The remaining 30.3% are other factors not included in Substructure 1. e_1 is a variant of the Performance variable that X_1 and X_2 do not explain $e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - .697)} = .550$ to determine the feasibility of the regression model, the numbers from table 4. show a linear significance relationship $0.000 < 0.05$ X_1 and X_2 to Y_2 . This demonstrates partially the effects of the independent variable (Work Environment and Training) on the dependent variable (Motivation).

Work Environment on Motivation

The value of the t-count is 3.967 and sig. 0.000, in table 3 Substructure 2 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the second hypothesis. This is in line with the research reports ([Chien et al., 2020](#); [Laras et al., 2021](#); [Suifan, 2019](#); [Yamamoto et al., 2021](#)). In their study, they reported that the work environment could provide clear expectations regarding the role of employees, providing the positive emotional and material assistance to employees. Social support from supervisors will affect employee motivation to improve performance in achieving organizational goals.

Training on Motivation

The value of the t-count is 9.867, and sig. 0.000, in table 3 Substructure 2 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the seventh hypothesis. According to the Social Learning Theory proposed by Bandura, learning is part of the mechanism of understanding and imitating the actions of others that affect their learning motivation so that behavior changes occur ([Mohamad, Ismail, & Mohamad Nor, 2021](#)).

Substructure 3

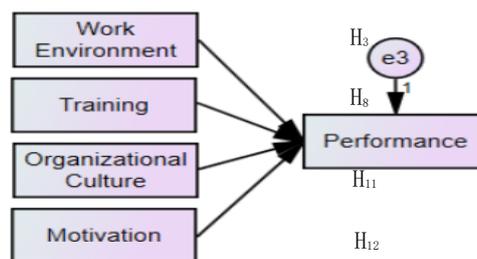


Figure 4. Substructure 3

$$Y_3 = a + b_1X_1 + b_2X_2 + b_3Y_1 + b_4Y_2 + e_3... (3)$$

R^2 in table 3 substructure 3 is 0.546. The effect of X_1 , X_2 , Y_1 , and Y_2 on Y_3 occurs simultaneously by calculating the Determination with the formula: $CD = r^2 \times 100\% = 0.546 \times 100\% = 54.6\%$. This figure sees the magnitude of the simultaneous effect of 54.6%. The remaining 45.4% are other factors not included in Substructure 1. E_1 is a variant of the Performance variable that X_1 , X_2 , Y_1 , and Y_2 do not explain $e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - .546)} = .674$ to determine the feasibility of the regression model, the numbers from table 4. Show a linear significance relationship $0.000 < 0.05$ X_1 , X_2 , Y_1 , and Y_2 to Y_3 . To partially determine the effect of the independent variables (Work

Environment, Training, Organizational Culture, and Motivation) on the dependent variable (Performance).

Work Environment on Performance

The value of the t-count is 4.553, and sig. 0.000, in table 3 Substructure 2 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the third hypothesis. The work environment has a significant positive effect on the performance. The management is expected to pay attention to the conditions of the work environment, in which supporting various facilities, clear work objectives and comfortable work atmosphere should be provided so that employees can carry out their work optimally ([Budiman, Akadun, & Milwan, 2022](#); [Buhori et al., 2019](#); [M. Idris et al., 2020](#); [Laksono, 2020](#))

Training on Performance

The value of the t-count is (1.698), and sig. 0.092, in table 3, Substructure 3 states that the t-count is less than the t-table of 1.979 and sig. More than 0.05 shows the rejection of the eighth hypothesis. Training has no significant effect on performance, which was also found by ([Guterresa, Armanu, & Rofiaty, 2020](#); [Ingsih, Riskawati, Prayitno, & Ali, 2021](#)). These typical unusual conditions become common because employee activities regarding consumer relationships and time-related local regulations are limited.

Organizational Culture on Performance

The value of the t-count is 3.113 and sig. 0.000, in table 3 Substructure 2 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the eleventh hypothesis. These results follow previous research reports ([Kooij, 2020](#); [Korda & Rachmawati, 2022](#); [Lolowang et al., 2019](#); [Paramita et al., 2020](#); [Saad & Abbas, 2018](#); [Silitonga & Budiono, 2020](#)), indicating that the organizational culture has a positive or significant effect on employee performance. A solid corporate culture continues to improve and affects employee performance which will ultimately determine organizational performance.

Motivation on Performance

The value of the t-count is 1.568, and sig. 0.119, in table 3, Substructure 3 states that the t-count is less than the t-table of 1.979 and sig. More than 0.05 shows the rejection of the twelfth hypothesis. Motivation does not significantly affect performance ([Daspar, 2020](#); [Rosalia et al., 2020](#)). In unusual times, such as the pandemic some time ago, employees were allegedly unmotivated because the social restrictions imposed by the local government in terms of relations with consumers and activity time would automatically not boost performance. They simply try to survive in times of crisis to run the organization.

Indirect effects

Table 8. Sobel test results

		Hypothesis 4			
		B	Std. Error	t-count	Sig.
X ₁	→ ⇒ Y	0.311	0.068	2.572	0.010
	1				
Y ₁	→ ⇒ Y	0.283	0.091		
	3				
		Hypothesis 5			
		B	Std. Error	t-count	Sig.
X ₁	→ ⇒ Y	0.405	0.102	1.457	0.145
	2				
Y ₂	→ ⇒ Y	0.094	0.060		
	3				
		Hypothesis 9			
		B	Std. Error	t-count	Sig.
X ₂	→ ⇒ Y	0.636	0.074	2.924	0.003
	1				
Y ₁	→ ⇒ Y	0.283	0.091		
	3				
		Hypothesis 10			
		B	Std. Error	t-count	Sig.
X ₂	→ ⇒ Y	1.110	0.112	1.547	0.122
	2				
Y ₂	→ ⇒ Y	0.094	0.060		
	3				

Performance affected by the Work Environment Mediated by Organization Culture

The value of the t-count is 2.572 and sig. 0.010, in table 8, hypothesis 4 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the fourth hypothesis. The objectives research emphasizes the efficiency and effectiveness of employee treatment in a time that is completely limited by modifying the work environment in such a way to suit the current situation and conditions. Therefore, it is expected that there will be an increase both in the Organizational Culture and Performance simultaneously.

Performance Influenced by Work Environment Mediated by Motivation

The value of the t-count is 1.457 and sig. 0.145, in table 8, hypothesis 5 states that the t-count is less than the t-table of 1.979 and sig. More than 0.05 shows the rejection of the fifth hypothesis. The work environment does not affect performance through motivation. In other words, the work environment can directly affect performance without motivation.

Performance Influenced by the Training Mediated by Organization Culture

The value of the t-count is 2.924, and sig. 0.003, in table 8, hypothesis 9 states that the t-count is more significant than the t-table of 1.979 and sig. Less than 0.05 indicates the acceptance of the ninth hypothesis. A training has a significant effect on performance through organizational culture. It is the objectives of the research that emphasizes the efficiency and effectiveness of employee treatment in a time that is completely limited by modifying the training in such a way as to suit the current situation and conditions. It is hoped that there will be an increase in Organizational Culture and Performance simultaneously.

Performance Influenced by Training Mediated by Motivation

The value of the t-count is 1.574, and sig. 0.122, in table 8, hypothesis 10 states that the t-count is less than the t-table of 1.979 and sig. More than 0.05 shows the rejection of the tenth hypothesis. Training does not affect performance through motivation. In other words, training without the motivation factor can directly affect performance.

CONCLUSIONS

After conducting the discussion and analysis, the researchers come to the following conclusions: the direct effect, how Work Environment Variables affect Organizational Culture variables, Motivation variables, and Performance variables, to what extent the training variables affect Organizational Culture variables as well as Motivation variables, and how Organizational Culture variables affect performance. However, two variables do not affect endogenous variables, such as training variables on performance and motivation variables on performance. On the indirect effect, the work environment variable affects performance through organizational culture but does not affect performance variables through motivational variables. The training variable affects the performance variable through organizational culture but does not affect the performance variable through the motivation variable.

This research aims at understanding how the organization facing the new era. We realize that after the pandemic, almost all organizations are in unfavorable conditions, while some others are struggling. Nevertheless, the wheels of an organization must be on the right track, and even with the remaining energy in the level of efficiency and effectiveness, every organization is expected to keep improving in such a way in order to rise and survive. This research with its limitations suggests that the adaptability of the work environment in any situations, as well as the conduct of training as the reflections of endogenous variables in this study can positively be influential so that the concept of an organizational efficiency and effectiveness can possibly be achieved. However, the enhancement of the efficiency and the effectiveness in lieu of the adaptability and the training to reflect the organization's treatment of its members must be carried out further by analyzing other variables not examined in this study.

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