



Fueling Success: Unleashing the Power of Motivation, Nurturing Work Environments, and Cultivating Organizational Culture for Peak Job Satisfaction and Performance

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ABSTRACT

This study aims to evaluate and quantify the effects of Motivation, Work Environment, and Organizational Culture on Job Satisfaction and Performance in Rokan Hilir District. The research covers 219 respondents, using a census technique. Descriptive analysis and hypothesis testing methods, employing Path analysis. The findings indicate a positive and significant correlation between motivation and job satisfaction. However, while the impact of work motivation on performance is positive, it is not statistically significant. Similarly, the positive relationship between Work Environment and Job Satisfaction exists but lacks a significant impact. The association between Work Environment and Performance is positive but not statistically significant. Organizational Culture shows a positive link with Job Satisfaction, though it lacks a significant impact. However, it positively correlates with Performance and has a significant impact. Notably, Job Satisfaction is positively related to performance but does not significantly influence the performance of Rokan Hilir District.

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

Field: Human Resource, Culture, Management, Education

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INTRODUCTION

PNS are indeed the backbone of the educational system, serving as the primary facilitators of the and learning process within classrooms. Their role is pivotal, as they directly impact the academic growth and development of students. Ensuring optimal performance among PNS is paramount for achieving educational objectives effectively. Job satisfaction emerges as a critical factor in this regard, representing the degree of contentment and fulfillment experienced by educators in their roles. It signifies the alignment between an individual's expectations and the rewards they receive from their work environment. When PNS feel satisfied with their jobs, they are more likely to demonstrate higher levels of engagement, enthusiasm, and commitment to their duties. This, in turn, translates into improved work performance, enhanced classroom management, and better student outcomes. Job satisfaction also influences various aspects of a PNS's professional life, including their level of motivation, morale, job retention, and overall job involvement. Satisfied PNS tend to exhibit greater levels of creativity, innovation, and dedication in their practices, thereby contributing positively to the overall quality of education provided to students. Therefore, fostering a supportive work environment that promotes job satisfaction among PNS is essential for creating a conducive atmosphere for and learning to thrive.

The expansion of staff, is a critical consideration that demands thorough examination, focusing on indicators that significantly influence human resource development. Recognizing the pivotal role of elementary education, the Rokan Hilir Regency Government has prioritized the enhancement of human resources in its Regional Medium-Term Development Plan (RPJMD). Among the key areas of focus, the allocation and deployment of PNS emerge as central elements driving educational progress within Rokan Hilir Regency.

To gain deeper insights into the dynamics of job satisfaction among educators, preliminary data was gathered through a pre-survey conducted among civil servant PNS at Rokan Hilir District. This initial survey, encompassing 30 participants, provided valuable insights into the varying levels of satisfaction experienced by these educators. The analysis of this preliminary survey revealed a spectrum of responses, with 32% of participants

indicating agreement and 47% expressing disagreement, particularly notable in their responses to the third question.

In light of these findings, researchers are motivated to delve deeper into the underlying factors contributing to these levels of job satisfaction. The decision to investigate these factors is further reinforced by observed trends, including declining data within the Rokan Hilir Regional Military Command and PNS attendance records. These trends serve as compelling indicators of the suboptimal job satisfaction experienced by PNS in the Rokan Hilir sub-district.

In summary, the pursuit of a comprehensive understanding of the factors impacting job satisfaction among PNS in Rokan Hilir District underscores the importance of addressing these issues to foster a supportive and conducive work environment within the educational landscape. By identifying and addressing the root causes of dissatisfaction, stakeholders can work towards enhancing the overall well-being and effectiveness of educators, ultimately benefiting the educational outcomes of students within the region.

The underperformance of certain PNS within the educational system poses a significant concern, as it directly impacts the quality of learning experienced by students. When PNS are not adequately satisfied with their jobs and their performance is lacking, it can have detrimental effects on students' mastery of learning outcomes. Recognizing the pivotal role that job satisfaction and performance play in shaping the educational landscape, it becomes imperative to delve into research aimed at uncovering the various factors that influence both internal and external aspects for PNS.

Internally, factors such as personal motivation, professional fulfillment, and job engagement significantly impact a PNS's job satisfaction and performance. Motivated PNS who find fulfillment in their roles are more likely to demonstrate enthusiasm, dedication, and commitment to their responsibilities. Conversely, PNS who feel demotivated or disengaged may struggle to maintain high levels of performance, leading to subpar outcomes in the classroom.

Externally, organizational factors such as the work environment, leadership support, resources, and administrative policies also play crucial roles in shaping job satisfaction and performance among PNS. A supportive work environment that fosters collaboration, communication, and professional development opportunities can positively influence PNS morale and job satisfaction. Similarly, effective leadership that provides guidance, recognition, and support can enhance PNS performance and job satisfaction.

By delving into research that explores these internal and external factors influencing job satisfaction and performance, stakeholders in the educational sector can gain valuable insights into areas for improvement and intervention. Identifying and addressing these factors can help create a more conducive and empowering work environment for PNS, ultimately leading to improved student learning outcomes. Therefore, investing in research aimed at understanding and addressing the multifaceted influences on PNS job satisfaction and performance is critical for enhancing the overall quality of education.

LITERATURE REVIEW

The Influence of Motivation on Job Satisfaction

Job satisfaction stands as a cornerstone for PNS within the environment, playing a pivotal role in driving their motivation to pursue and achieve organizational or objectives. A myriad of factors within the work realm contribute to job satisfaction, creating a multifaceted landscape that shapes educators' contentment and fulfillment in their roles. These factors encompass various aspects, including communication dynamics and interpersonal relationships with colleagues, opportunities for career progression, assurances of job security, adequacy of compensation packages, effectiveness of administrative management and oversight, among others.

Furthermore, intrinsic aspects of the job itself, such as its inherent characteristics and the working conditions, alongside the social dimensions of work, also significantly influence job satisfaction levels among PNS. The quality of relationships with colleagues, the level of autonomy and control over work-related decisions, and the alignment between personal values and organizational goals contribute to the overall job satisfaction experienced by educators.

Additionally, factors influencing job satisfaction span a wide spectrum, covering elements such as salary structures, prospects for career advancement, specific job attributes, the quality of supervisory relationships, perceptions of job security, the conduciveness of the work environment, the efficacy of administrative policies, the effectiveness of communication channels, clarity of role responsibilities, recognition for contributions, assessment of work performance, and availability of opportunities for professional development and growth.

These factors collectively shape the job satisfaction landscape for PNS, influencing their overall morale, engagement, and commitment to their professional roles within the setting.

In summary, understanding the intricate interplay of these diverse factors is essential for cultivating a work environment that fosters high levels of job satisfaction among PNS. By addressing key areas and promoting positive work experiences, educational institutions can create a supportive and fulfilling atmosphere that enhances the well-being and effectiveness of educators, ultimately contributing to improved student outcomes and overall organizational success.

H1: There is a positive influence of work motivation on PNS job satisfaction.

The Influence of the Work Environment on PNS Performance

The concept of the work environment encapsulates the set of conditions prevailing within a particular company or organization where employees carry out their daily tasks and responsibilities. It encompasses various elements, including physical, social, and psychological aspects, all of which collectively shape the atmosphere and ambiance in which work is conducted. A conducive work environment is one that fosters a positive atmosphere, characterized by factors such as effective communication channels, supportive relationships among colleagues, fair treatment, access to necessary resources and equipment, and opportunities for professional growth and development.

When employees perceive their work environment positively, they are more likely to experience higher levels of motivation, enthusiasm, and engagement towards their job roles. Positive morale among employees is known to contribute to enhanced job satisfaction, increased productivity, and improved overall performance within the organization. Employees who feel valued, respected, and supported in their work environment are more inclined to invest their efforts and energy into achieving organizational goals and objectives.

The significance of a conducive work environment in fostering higher levels of motivation and enthusiasm among employees, thereby leading to improved performance outcomes. Similarly, Yudiningsih (2016) underscores the critical role of the work environment in influencing employee performance. According to Yudiningsih, prioritizing efforts to enhance the work environment is essential for organizations seeking to optimize employee performance and achieve their strategic objectives.

In essence, the work environment serves as a foundational element that significantly impacts employee attitudes, behaviors, and performance outcomes. By creating a positive and supportive work environment, organizations can cultivate a culture of excellence, innovation, and continuous improvement, ultimately leading to greater success and competitiveness in the marketplace. Therefore, investing in initiatives to enhance the work environment should be a priority for organizations committed to fostering employee well-being and driving organizational success.

However, research conducted by Sidanti (2015) gave different results, namely this research stated that the work environment had no effect on performance. Based on the description above, the hypothesis of this research is:

H2: There is a positive influence of the work environment on PNS performance.

The Influence of Organizational Culture on Performance

Organizational culture plays a pivotal role in shaping the behaviors and attitudes of employees within an organization, ultimately influencing their performance and contributions towards achieving organizational objectives. As underscored by Nyoto (2019), one of the key functions of organizational culture is to cultivate favorable employee behavior aligned with the organization's goals and values. To this end, organizations often implement training programs and initiatives designed to instill and reinforce the desired cultural norms and practices among employees.

These training initiatives serve as important mechanisms for disseminating organizational values, norms, and expectations, thereby shaping employee behavior and guiding their actions towards achieving desired outcomes. Moreover, organizations frequently evaluate employee performance using well-defined metrics and performance indicators to assess the extent to which employees exhibit behaviors and practices consistent with the organizational culture.

Research findings from Cahyana (2019), Kurniawan, Wulan, and Wahyono (2019), Prayoga and Yuniati (2019), and Putra et al. (2019) provide empirical evidence supporting the significant impact of organizational culture on PNS performance. These studies demonstrate that organizational culture influences various aspects of PNS behavior and performance, including their level of engagement, commitment, and effectiveness in fulfilling their roles and responsibilities within the educational context.

By fostering a positive and supportive organizational culture, educational institutions can create an environment conducive to enhancing PNS performance and effectiveness. A strong organizational culture that emphasizes collaboration, innovation, continuous improvement, and a shared commitment to educational excellence can inspire and motivate PNS to excel in their roles, ultimately leading to improved student outcomes and organizational success. Therefore, investing in initiatives to cultivate a positive and values-driven organizational culture is essential for enhancing PNS performance and achieving educational objectives.

H3: There is a positive influence of organizational culture on PNS performance.

The Influence of Motivation on PNS Performance

Motivation, defined as an individual's inclination to engage in actions or behaviors directed towards achieving specific goals, plays a crucial role in influencing employee performance within organizational settings. Research conducted by Anggorowati (2012) and Murty and Hudiwinarsih (2012) corroborate the positive impact of motivation on PNS or employee performance. According to these studies, individuals who exhibit high levels of motivation toward their work tend to demonstrate greater proficiency and efficiency in executing their tasks and responsibilities. Motivation serves as a fundamental driver that shapes an individual's behavior in the workplace, thereby contributing to enhanced overall performance outcomes.

Despite these findings, research conducted by Suwati (2013) presents contrasting results, suggesting that motivation may not always exert a significant influence on performance. Suwati's study suggests that there may be instances where motivation does not manifest as a discernible factor in determining performance levels among employees. While motivation is widely regarded as a critical determinant of performance, Suwati's research underscores the complexity of the relationship between motivation and performance, suggesting that additional factors or variables may also play a role in influencing employee performance outcomes.

Overall, while the majority of research supports the notion that motivation positively impacts employee performance, it is essential to recognize the nuanced nature of this relationship. Factors such as individual differences, situational context, and organizational dynamics may all contribute to variations in the extent to which motivation influences performance outcomes. Therefore, further research is needed to gain a comprehensive understanding of the mechanisms through which motivation operates and its implications for employee performance in diverse organizational settings.

Based on the description above, the hypothesis of this research is:

H4: There is a positive influence of work motivation on PNS performance.

The Influence of the Work Environment on PNS Job Satisfaction

The work environment encompasses a broad spectrum of factors, including the tools and materials available, the physical surroundings where work takes place, work methodologies, and arrangements, both at the individual and group levels. This comprehensive definition suggests that the work environment plays a crucial role in shaping work discipline among employees. Andriani (2010) further emphasizes the importance of an optimized work environment, which encompasses physical, social, and psychological dimensions, in fostering positive work discipline among employees. A conducive work environment not only provides the necessary resources and facilities but also promotes a supportive atmosphere that encourages employees to maintain high levels of discipline in their work.

Moreover, an enhanced work environment serves to stimulate employees, motivating them to continuously refine their work attitudes and behaviors. By creating a positive and engaging work atmosphere, organizations can cultivate a sense of responsibility and commitment among employees, leading to improved work discipline and performance.

Furthermore, research conducted by Sugiyatmi (2016) provides empirical evidence supporting the significant impact of the work environment on job satisfaction. A favorable work environment that prioritizes employee well-being and fosters a positive organizational culture is more likely to contribute to higher levels of job satisfaction among employees. When employees feel valued, supported, and comfortable in their work environment, they are more likely to experience greater job satisfaction, leading to increased morale, motivation, and productivity.

In summary, the work environment plays a multifaceted role in influencing various aspects of employee behavior and attitudes. By creating a conducive and supportive work environment, organizations can promote positive work discipline, enhance job satisfaction, and ultimately, improve overall employee performance and organizational effectiveness. Therefore, investing in initiatives to optimize the work environment should be a priority for organizations seeking to foster a thriving and productive workforce.

Based on the description above, the hypothesis of this research is:

H5: There is a positive influence of the work environment on job satisfaction

The Influence of Organizational Culture on PNS Job Satisfaction

Organizational culture, as described by Nyoto (2019), constitutes a collective framework of values and beliefs embraced by members of an organization, serving to distinguish it from others. This shared system of meaning encompasses fundamental attributes that guide organizational behavior and decision-making. Research conducted by Tetuko (2012) and Putra et al. (2019) highlights the pivotal role of organizational culture in shaping PNS job satisfaction.

The findings of these studies underscore that organizational culture exerts a substantial influence on the levels of job satisfaction experienced by PNS within educational institutions. A positive organizational culture characterized by values such as transparency, trust, collaboration, and support fosters an environment where PNS feel valued, respected, and engaged in their work. When organizational culture aligns with the values and expectations of PNS, it contributes to a sense of belonging and fulfillment, thereby enhancing their overall job satisfaction.

Conversely, a negative or dysfunctional organizational culture marked by factors such as micromanagement, lack of communication, and resistance to change can lead to dissatisfaction among PNS. In such environments, PNS may feel demotivated, undervalued, and disconnected from their work, ultimately impacting their job satisfaction levels.

By recognizing the significant impact of organizational culture on PNS job satisfaction, educational institutions can prioritize efforts to cultivate a positive and supportive culture. This may involve initiatives such as fostering open communication channels, promoting collaboration and teamwork, providing opportunities for professional growth and development, and nurturing a culture of appreciation and recognition.

Overall, organizational culture serves as a critical determinant of PNS job satisfaction, influencing their attitudes, behaviors, and overall job experiences within educational settings. By cultivating a positive and conducive organizational culture, institutions can create an environment where PNS thrive, leading to improved morale, motivation, and ultimately, enhanced performance and outcomes in the educational realm.

H6: There is a positive influence of organizational culture on PNS job satisfaction.

The Effect of Job Satisfaction on PNS Performance

Job satisfaction refers to the attitude's employees hold towards their work, while organizational commitment pertains to their attitudes towards the organization as a whole. Job satisfaction is rooted in employees' perceptions of how well their work aligns with something they consider significant. Research conducted by Tetuko (2012), Rezaee, Khoshshima, and Esmail Zare-Bahtash (2019), Wardani (2019), and Rasmi, Mahlia Muis (2022) suggests that job satisfaction has a positive influence on PNS performance. However, findings from research conducted by Putra et al. (2019) indicate that job satisfaction does not significantly impact PNS performance.

H7: There is a positive influence of job satisfaction on PNS performance

METHODOLOGY

Research Place

This research was carried out at that are part of Rokan Hilir District, totaling 219 civil servant PNS when the research was conducted from June 2023 to November 2023.

Sample

The sample for this research was all PNS from Rokan Hilir District. This research uses the Census method where the entire population is taken as a sample.

Population

The population in this study is all PNS who are members of Cluster 1 of Rokan Hilir District, which is a state in Rokan Hilir District, totaling 219 staff. Types of data sources are primary and secondary data. Collecting data by providing or distributing a list of questions/statements to respondents in the hope of providing responses to the list of questions. In the process of carrying out this research, the objects were civil servant PNS at Rokan Hilir District.

Data Types and Sources

As for the types and sources of data used in writing this thesis consist of (Afriani, 2023; Anton et al., 2023):

1. Primary data

This is data in the form of information obtained directly from PNS Rokan Hilir District in the form of interviews, questionnaires with PNS directly, then the data is processed and presented in the form of information. The data processed concerns writing object data related to PNS performance at Rokan Hilir District.

2. Secondary Data

This is data obtained from Rokan Hilir District in ready-made form such as the 2019-2022 SKP Results report.

Data Collection Technique

Questionnaire

According to Sugiyono (2012), a questionnaire is a collection of data by providing or distributing a list of questions/statements to respondents in the hope of providing responses to the list of questions.

Data Analysis Technique

Analysis Qualitative

This study adopts Structural Equation Modeling (SEM) for data analysis, which integrates two distinct statistical methodologies: factor analysis from psychology and psychometrics, and simultaneous equation modeling from econometrics, as described by Ghozali (2008). The author utilizes confirmatory factor analysis, specifically employing second-level confirmatory factor analysis. Ghozali's (2008) framework outlines seven steps for modeling and analyzing structural equations: Developing the theoretical model, creating a path diagram, translating path diagrams into structural equations, selecting input matrices for data analysis, evaluating model identification, assessing model estimates, and interpreting the model.

Following these steps allows researchers to construct and evaluate the structural equations model, facilitating the examination of complex relationships among variables and providing insights into the underlying mechanisms influencing the phenomenon under study. Through SEM, researchers can gain a deeper understanding of the interplay between variables and their effects, contributing to a more comprehensive analysis of the research problem.

Descriptive Analysis

The descriptive analysis conducted in this research comprises two primary components: an assessment of respondent characteristics and an evaluation of respondent responses. These components involve a comprehensive examination of both the demographic attributes and the provided responses of the participants.

Firstly, the analysis delves into the demographic characteristics of the respondents, which may include factors such as age, gender, educational background, years of experience, and job role. Understanding these demographic attributes provides valuable insights into the composition of the sample population and allows researchers to identify any potential patterns or trends within the data.

Secondly, the analysis involves scrutinizing the responses provided by the participants. This entails evaluating the answers to survey questions, interview responses, or other forms of data collected from the respondents. Researchers may categorize and summarize the responses to identify common themes, recurring patterns, or variations among different subgroups within the sample population.

By conducting this descriptive analysis, researchers gain a deeper understanding of both the characteristics of the respondents and their perspectives on the research topic. This process lays the foundation for further analysis and interpretation of the data, guiding researchers in drawing meaningful conclusions and implications from the study findings.

Questionnaire Feasibility Test

Validity Test

Validity testing is a critical step in the research process to ensure that the instrument or questionnaire accurately measures what it intends to measure. It assesses the extent to which the questions or statements in the questionnaire effectively capture the construct or concept under investigation. There are several types of validity that researchers commonly consider:

- **Content Validity:** Ensures that the content of the questionnaire adequately represents the construct being measured. This involves expert judgment to evaluate the relevance and comprehensiveness of the questionnaire items.
- **Construct Validity:** Assesses whether the questionnaire measures the intended construct or underlying theoretical concept. This can be evaluated by examining the relationships between questionnaire items and other variables.
- **Criterion Validity:** Compares the scores obtained from the questionnaire with scores from an established criterion to determine whether the questionnaire accurately predicts or correlates with the criterion measure.

One way to measure the validity of a questionnaire is through correlation analysis. Researchers often calculate the correlation coefficient (such as Pearson's correlation coefficient, r) to assess the strength and direction of the relationship between questionnaire scores and criterion measures.

In validity testing, a significant correlation coefficient indicates that there is a meaningful relationship between the questionnaire scores and the criterion measure. The significance level is typically determined by comparing the calculated correlation coefficient (r count) with the critical value from a statistical table (r table), considering the degrees of freedom (df) in the analysis.

If the calculated correlation coefficient (r count) is greater than the critical value (r table), it suggests that the questionnaire is valid, as it demonstrates a significant relationship with the criterion measure. Conversely, if the correlation coefficient is not significant, it may indicate that the questionnaire needs revisions to improve its validity.

It's important for researchers to carefully design and pilot test their questionnaires before conducting validity testing. This helps identify any potential issues with item wording, response options, or scale reliability that could affect validity.

Reliability Test

Reliability testing assesses the consistency and stability of responses obtained from participants when they complete a questionnaire or survey. It aims to determine whether the items within the questionnaire measure the same underlying construct consistently across different situations or over time. Cronbach's alpha is a widely used measure of internal consistency reliability. It calculates the extent to which items within a questionnaire are correlated with each other, indicating how well they collectively measure the same underlying construct. Cronbach's alpha values range from 0 to 1, with higher values indicating greater internal consistency among the items. A Cronbach's alpha value of 1 indicates perfect internal consistency, where all items in the questionnaire are highly correlated with each other. A value closer to 1 (e.g., 0.70 or higher) suggests high internal consistency among the items, indicating that they are measuring the same construct reliably. A value below 0.70 may indicate inadequate internal consistency, suggesting that some items in the questionnaire may not be effectively measuring the intended construct. The commonly accepted threshold for Cronbach's alpha is 0.70 or higher. This threshold indicates a satisfactory level of internal consistency among the questionnaire items. When Cronbach's alpha exceeds 0.70, it provides evidence that the items in the questionnaire are reliably measuring the intended construct, thereby increasing confidence in the questionnaire's validity and usefulness for research purposes. Researchers typically conduct reliability testing using Cronbach's alpha after pilot testing their questionnaire to ensure its effectiveness. By assessing internal consistency reliability, researchers can identify and eliminate items that do not contribute to the overall reliability of the questionnaire, improving its quality and validity. While Cronbach's alpha is a widely used measure of internal consistency reliability, it is important for researchers to interpret its results in conjunction with other factors, such as the context of the study, the nature of the construct being measured, and the specific research objectives.

Multicollinearity Test

The multicollinearity test is conducted to examine the regression model and determine if there is a correlation among the independent variables. If a correlation exists between the independent variables, it indicates a multicollinearity issue within the regression model. An ideal regression model should not exhibit correlations among the independent variables. The assessment for multicollinearity in the regression model involves checking for the presence of such correlations. R^2 value produced by an empirical regression model estimation is very good, but the independent and dependent variables have no influence. If there is a fairly good correlation between independent variables (generally above 0.90), then this is an indication of multicollinearity.

RESULTS AND DISCUSSION

Results

Multicollinearity Test

According to Ghozali (2012), the multicollinearity test is employed to investigate whether there is a correlation among independent variables within a regression model. This examination involves assessing the Variance Inflation Factor (VIF) value. Tolerance, on the other hand, gauges the extent of variability in an independent variable that cannot be accounted for by other independent variables. A desirable VIF value suggests a satisfactory level of collinearity. Typically, a commonly accepted threshold value is a VIF value below 10. The research showcases the outcomes of the multicollinearity test, indicating the presence or absence of multicollinearity in the regression model.

Table 6. Multicollinearity Test Result

No	Variable	Job Satisfaction	Performance
1	Organizational Culture	2,433	1,005
2	Job Satisfaction	-	2,177
3	Performance	-	-
4	Work Environment	1,376	1,470
5	Motivation	2,399	4,700

Source: Processed Results, 2022

Based on the results of the multicollinearity test in the table above, it can be stated that there is no multicollinearity in the variables for all variables, namely Organizational Culture, job satisfaction, Work Environment and Motivation, which have VIF values still below 10.

Coefficient of Determination (R²)

The R² test is used to measure how far the model's ability to explain variations in the dependent variable. In this research, the coefficient of determination uses the adjusted R Square value. The results of the coefficient of determination test in this study are as follows:

Coefficient of Determination

Table 7. Coefficient of Determination Test

Endogenous Variables	R Square	R Square Adjusted
Job satisfaction	0.576	0.568
Performance	0.454	0.439

PLS Structure Equation Model (SEM) Analysis

The two structural equations produced in this research can be seen from the Smart PLS output in the following table

Table 8. Data Processing Results with SmartPLS

Variable	Original Sample	P Values	Conclusion
Work Motivation -> Job Satisfaction	0.506	0,000	Positive significant
Work Motivation -> Performance	0.082	0.273	Positive not significant
Work Environment -> Job Satisfaction	0.022	0.563	Positive not significant
Work Environment -> Performance	0.124	0.165	Positive not significant
Organizational Culture -> Job Satisfaction	0.106	0.125	Positive not significant
Organizational Culture -> Performance	0.245	0.008	Positive significant
Job Satisfaction -> Performance	0.039	0.647	Positive not significant

Discussion

The Influence of Motivation on PNS Job Satisfaction

The research findings indicate a substantial influence of motivation on the job satisfaction of civil servant PNS at Rokan Hilir District. This suggests that a stronger level of motivation correlates with a more pronounced

enhancement in PNS job satisfaction. Conversely, a weaker motivational drive results in a diminished impact on the job satisfaction levels of PNS in Rokan Hilir District. These findings are consistent with the positive feedback received from respondents regarding their job satisfaction in various activities.

Specifically, PNS express satisfaction with their current salary and allowances, which are deemed sufficient to meet their family's living expenses. This satisfactory income contributes to a sense of contentment among PNS within their work environment (Anggreani et al., 2023).

The Effect of Motivation on Performance

The study's findings suggest that although there is a positive correlation between PNS motivation and performance, its effect is not particularly significant. This indicates that despite differences in motivation levels among PNS in their activities, it does not notably improve the performance of PNS at Rokan Hilir District. These research findings are in line with a study conducted by Indra Arisandi, Nathanael Sitanggang, and Zulkifli Matondang (2019), which similarly suggests that motivation influences performance.

The Influence of the Work Environment on Job Satisfaction

As per the research analysis conducted by the author, it was determined that while there exists a positive correlation between the PNS's work environment and job satisfaction, this association lacks significant impact. This implies that despite the supportive nature of the PNS Work Environment, it does not significantly contribute to job satisfaction among civil servant PNS at Rokan Hilir District. Notably, respondents provided positive ratings for the Work Environment, indicating favorable perceptions. However, concerning job satisfaction, several statements received relatively low ratings from respondents, indicating areas of concern.

Essentially, irrespective of the potency of motivating factors within the PNS's Work Environment, it seems to have an insignificant effect on the Job Satisfaction of PNS at Rokan Hilir District. This deduction stems from statements such as feeling apprehensive about job opportunities elsewhere, concerns about losing one's contributions, and experiencing disturbance upon leaving the current career. These findings resonate with Muhammad Badrun's research (2022), which similarly indicates a lack of significant influence of the work environment on performance.

The Influence of the Work Environment on Performance

The findings of the author's research suggest that while there is a positive association between the work environment and PNS performance, the observed results lack statistical significance. This implies that despite the favorable nature of the PNS's work environment, it does not wield a substantial influence on the performance levels of PNS at Rokan Hilir District. Despite efforts to foster a supportive and conducive work atmosphere, such factors may not translate into significant improvements in PNS performance metrics. The reasons behind this lack of statistical significance could stem from various factors, such as individual differences in work preferences, varying interpretations of what constitutes an ideal work environment, or external factors beyond the control of the administration. It is essential for educational institutions to delve deeper into these findings to understand the nuances of how the work environment interacts with PNS performance and to identify potential areas for improvement. By addressing these issues, can strive to create environments that not only support PNS well-being but also enhance overall performance and contribute to the betterment of educational outcomes for students.

The study suggests that the work setting does not significantly impact the performance of civil servant PNS in Cluster 1, Rokan Hilir District, especially among those aged over 40, who comprise approximately 79% of the workforce. This indicates that for these experienced educators, who have accumulated extensive tenure in the profession, the work environment has become a routine aspect of their job and consequently does not exert a significant influence on their performance levels. Despite observing a positive correlation between the work environment and performance, it is not deemed a strong determinant in this context.

The implication is that other factors, such as individual attributes, personal motivations, or external circumstances, may play more substantial roles in shaping the performance outcomes of these veteran PNS. Additionally, the findings echo the results of a prior study conducted by Sri Pujianstuti, Murwatiningsih, and Fahrul Rozi in 2019, which similarly explored the relationship between the work environment and PNS performance. Understanding these dynamics is crucial for educational institutions to tailor strategies and interventions that effectively support PNS performance and well-being, particularly among long-serving educators who may have distinct needs and preferences. By acknowledging these nuances, can optimize their efforts to create conducive environments that facilitate continuous professional growth and enhance overall effectiveness.

The Influence of Organizational Culture on Job Satisfaction

The survey findings unveil a positive perception of organizational culture among PNS in Rokan Hilir District, indicating a generally favorable view of the cultural norms and values upheld within their educational

institution. This favorable perception aligns with the notion that organizational culture plays a pivotal role in shaping employees' attitudes and behaviors. Specifically, a positive organizational culture is often associated with increased job satisfaction, as employees feel more aligned with the values and goals of their organization.

However, despite the positive correlation observed between organizational culture and job satisfaction, the study indicates that this relationship does not yield significant outcomes. In other words, while PNS may view the organizational culture positively, it does not necessarily lead to a substantial improvement in their job satisfaction levels. This finding suggests that there may be other factors at play that influence job satisfaction among PNS in Rokan Hilir District, beyond the organizational culture alone.

Possible explanations for this lack of significant impact could include individual differences among PNS, varying expectations, or the presence of other organizational factors that exert a stronger influence on job satisfaction. Further research may be warranted to delve deeper into these factors and explore how they interact with organizational culture to shape PNS' job satisfaction levels effectively.

Understanding the nuanced dynamics between organizational culture and job satisfaction is essential for educational leaders and policymakers in Rokan Hilir District to develop targeted interventions and initiatives that foster a more satisfying work environment for PNS. By addressing these underlying factors, educational institutions can create a supportive and fulfilling workplace culture that enhances PNS morale and ultimately contributes to improved educational outcomes for students.

The findings of the study indicate that while there is a positive association between organizational culture and job satisfaction, this does not translate into a tangible effect. This implies that regardless of the extent to which Organizational Culture may influence Job Satisfaction, it does not seem to contribute significantly to the job satisfaction of the PNS at Rokan Hilir District. These findings are consistent with the research by Rizaldi Putra and Nicholas Renaldo (2022), which found a significant relationship between Organizational Culture and job satisfaction, as well as Muhammad Yusuf's (2016) study, which also reported a positive impact of Organizational Culture on Job Satisfaction.

The Influence of Organizational Culture on Performance

The study's outcomes suggest a robust link between organizational culture and PNS performance, signifying that the prevailing organizational culture within plays a crucial role in enhancing PNS performance. This underscores the idea that a strong organizational culture can positively influence and boost the performance of PNS at Rokan Hilir District.

Subsequent research findings suggest that the influence of Organizational Culture on the performance of PNS is notably positive. This implies that a stronger Organizational Culture within correlates with enhanced PNS performance at Rokan Hilir District. Conversely, a weaker Organizational Culture exerts less influence on PNS performance. These conclusions are consistent with studies by Jamaluddin (2019), which found a significant positive correlation between Organizational Culture and Performance. However, research by Soetopo (2016) indicated that this influence is not markedly positive.

The Effect of Job Satisfaction on Performance

The research indicates that while there is a positive correlation between job satisfaction and PNS performance, this relationship does not significantly affect the performance outcomes. In essence, regardless of the level of job satisfaction among PNS at Rokan Hilir District, it does not substantially influence their performance levels.

The lack of a significant effect of job satisfaction on the performance of PNS can be attributed to two main factors. Firstly, the factor of age demographics shows that a majority of the PNS, about 79%, are over 40 years old, indicating a mature workforce nearing retirement, which may lead to a stable level of job satisfaction that does not necessarily drive performance improvements. Secondly, the factor of income, comprising salary and additional allowances, shows that 93% of the PNS earn above 5 million, suggesting that financial contentment among the majority may not be a strong motivator for performance enhancement.

The researcher believes that the satisfactory income levels enjoyed by most PNS lead to generally favorable job satisfaction. This aligns with the positive feedback on job satisfaction from the majority of respondents. Nonetheless, this satisfaction does not notably enhance PNS performance. The reason being, the adequate income already meets the PNS' job satisfaction needs, leaving little motivation for performance improvement. This finding is consistent with Frengky Basna (2016) and Nurrohmat & Lestari (2022), who found a significant positive relationship between Job Satisfaction and Performance. However, Ekawati and Erawati's (2019) study indicated that Job Satisfaction does not have a significant impact on Performance.

CONCLUSION

Based on the results of the analysis and hypothesis testing that have been carried out, the following conclusions can be drawn in this research are motivation positively influences job satisfaction, indicating that higher motivation leads to greater job satisfaction among Civil Servant PNS at Rokan Hilir District. Conversely, lower motivation results in decreased job satisfaction. Although motivation is positively related to the PNS Performance Variable, its impact on PNS performance at Rokan Hilir District is not significant. This implies that regardless of the level of motivation, it does not significantly affect the performance of PNS at Rokan Hilir District. The Work Environment variable positively correlates with job satisfaction but does not significantly impact the job satisfaction of PNS at Rokan Hilir District. Thus, regardless of the strength of the work environment, it does not have a significant effect on the satisfaction of civil servants at Rokan Hilir District. Similarly, the Work Environment variable has a positive relationship with PNS performance, yet it lacks significant impact at Rokan Hilir District. Regardless of the degree to which the Work Environment leverages, it does not significantly impact the Performance of PNS at Rokan Hilir District.

Organizational Culture positively relates to job satisfaction but does not significantly impact the job satisfaction of PNS in Rokan Hilir District. This suggests that regardless of the strength of Organizational Culture, it does not significantly affect the Job Satisfaction of PNS at Rokan Hilir District. On the other hand, Organizational Culture positively correlates with PNS performance and significantly impacts PNS performance at Rokan Hilir District. This indicates that a stronger Organizational Culture has a greater impact on PNS Performance, while a weaker one results in a smaller impact on the Performance of PNS PNS in Cluster 1 Rokan Hilir District. Despite the positive relationship between Job Satisfaction and performance, Job Satisfaction does not significantly impact the performance of PNS Rokan Hilir District. Thus, regardless of the level of Job Satisfaction, it does not significantly affect the Performance of PNS Rokan Hilir District.

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