

# **The Influence of Organizational Culture, Quality of Work Life and Work Motivation on Operational Employee Performance at XYZ Sidoarjo with Trust as a Moderation Variable**

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## **ABSTRACT**

**This study aims to examine and analyze the influence of organizational culture, quality of work life and work motivation on the performance of operational employees at XYZ Sidoarjo with trust as a moderating variable. The population in this study were operational employees at the XYZ Sidoarjo. The population in this study were all operational employees at the XYZ Sidoarjo, totaling 70 employees, so this research is a census study because the population is the same as the sample. The data obtained were analyzed using the PLS (Partial Least Square) analysis technique through the SmartPLS software.**

**The results of this study indicate that organizational culture has a positive effect on the performance of operational employees at XYZ Sidoarjo. Quality of work life does not have a positive effect on the performance of operational employees at the XYZ Sidoarjo. Motivation has a positive effect on the performance of operational employees at the XYZ Sidoarjo. Trust has a positive effect on the performance of operational employees at the XYZ Sidoarjo. Organizational culture does not have a positive effect on the performance of operational employees at the XYZ Sidoarjo with trust as a mediating variable. Quality of work life does not have a positive effect on the performance of operational employees at the XYZ Sidoarjo with trust as a mediating variable. Motivation has a positive effect on the performance of operational employees at the XYZ Sidoarjo with trust as a mediating variable.**

**Keywords:** organizational culture, quality of work life, work motivation, trust and employee performance

## **INTRODUCTION**

The highly competitive competition in the business world requires companies to innovate and the role of human resources is very strategic in anticipating global issues. In connection with a significant change, human resource management is needed. This is because employees become company assets and employees have common sense and behavior. In fact, Ghoniyah and Masurip (2011) stated that the human resource factor is important for a company's success in competing in the era of globalization.

One of the efforts to achieve success is to maximize employee performance. Employee performance is the key for the company in achieving success in competition with other companies. Various efforts have been made by the company to continue to maintain employee performance, such as providing training to improve employee skills and abilities, providing facilities to support work, creating a pleasant work atmosphere, and others (Osman et al., 2016).

Employee performance is influenced by several factors such as the presence of organizational culture, quality of work life (QWL), motivation and trust. Organizational culture is the values that guide human resources to deal with external problems and efforts to integrate integration into the company so that each member of the organization must understand the values that exist and how they should act or behave (Susanto, 2007). QWL focuses more on the climate or the overall work culture of Wirawan (2008). Employees will feel comfortable at work, so that employee performance increases. This opinion is supported by the results of research conducted by Bindi and Dharmaraj (2017) and Daniel (2019). It can be concluded that the quality of work life has a significant effect on employee performance.

Employee performance is also influenced by work motivation. Work motivation is one of the factors that increase employee performance. Through motivation, employees will be motivated to work so that work is done sincerely and with enthusiasm which results in increased employee performance. This is reinforced by research conducted by Winarno and Perdana (2015) and Azmi and Haryawan (2017) which state that motivation has a significant effect on employee performance.

Trust also affects employee performance. Trust is an appropriate expectation in an environment full of uncertainty which is an assessment of a person's relationship with other people who will transact (Pavlou, 2002 in Priansa, 2017). Morgan and Hunt (1994) in Widiyana, 2004, believe and commitment are key intermediaries in building long-term relationships for customers who have a high relationship orientation towards the organization. Trust is defined as the desire to rely on trusted exchange partners (Berry, 2002). The results of research conducted by Sambara, Arjana, Kelen and Libing (2019) concluded that trust has a significant effect on employee performance.

Several studies that support organizational culture, QWL and motivation, such as those conducted by Muhtasom, Mus, Bijang, and Latief (2017), conclude that organizational culture can influence employee performance to increase. Also a similar opinion is made by Syahrums, Brahmasari and Nugroho (2016) which state that organizational culture has a significant effect on employee performance. Whereas, other research conducted by Muindi and K'Obonyo (2015) can be concluded that the quality of work life has a significant effect on employee performance. Research conducted by Murgianto, Sulasmi, and Suhermin (2016) states that motivation has a significant effect on employee performance. This opinion is supported by research conducted by Renyut, Modding, Bima and Sukmawati (2017) which states that motivation has a significant effect on employee performance. Supporting research is that conducted by Sambara, Arjana, Kelen and Libing (2019) concluded that trust has an effect on employee performance.

In terms of employee performance, the Sidoarjo Candi Sugar Factory has experienced a decline in recent years due to the need for a sense of security (Safety Needs), the fulfillment of work safety equipment is still inadequate, especially safety helmets, fire-proof clothing for boiler operators. The social needs of operational employees in the XYZ Factory Sidoarjo are quite good, but there are still drawbacks, namely the relationship between subordinate superiors is less harmonious because there are still some leaders who are not in the field of leadership, are arrogant, causing anxiety.

All of these problems trigger employees to be unmotivated and dissatisfied at work so that the performance of employees of the Candi Baru Sidoarjo Sugar Factory has decreased. Therefore the authors are interested in researching under the title "The Influence of Organizational Culture, Quality of Work Life and work motivation on Operational Employee Performance at XYZ Sidoarjo with Trust as a Moderation Variable".

## **LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture is a form of culture that is in accordance with organizational goals which is formed from an attitude of sharing many things consisting of values, ideas, principles, and philosophies (Nam and Kim, 2016). Aramina (2015) states that organizational culture can influence organizational effectiveness and performance. Ali et al., (2016) revealed that when situations and conditions in the organization are unclear, the organizational culture can become a guide for employee attitudes, thoughts, beliefs. An and Kang (2016) also explain that organizational culture can be a tool to prevent deviant behaviors. That is, organizational culture can serve as a tool to control employee behavior inside and outside the organization. Schein (2010) states that organizational culture is a pattern of shared assumptions as learning to overcome external problems and internal integration, taught to new members as the correct way to understand, think, and feel these problems. Gibson, Ivanichevich, and Donelly (in Soetopo, 2010) state that organizational culture is an organizational personality that influences how individuals act in organizations.

Amnuai and Schien (2010) divide organizational culture into several indicators, namely :

- a. Qualitative (basic) aspects
- b. Quantitative aspects (shared) and aspects of its formation
- c. Component aspects (assumptions and beliefs)
- d. External adaptation aspects
- e. Aspects of internal integration (internal integration) as a process of cultural unification through assimilation of the organizational culture that enters and affects the character of the members.

### **Quality of Work Life**

According to Yeo and Jessica Li (2012) Quality of Work Life or abbreviated (QWL) is based on the concept that employees have the potential to make valuable contributions to the organization. Quality of Work Life also pays attention to employee participation in collaborative problem solving and decision making, leading to the benefit of both employees and employers. Schemerhorn, Hunt, and Obsorn (2005) define the quality of work life as the quality of work life is the overall quality of human experiences in the workplace. It is a reminder that high performance in any work setting can and should be accomplished by high levels of job satisfaction, which means that the quality of work life is the overall quality of the human experience in the workplace. Werther & Davis (1996) emphasized that the quality of work life is good supervision, good working conditions, decent wages, and challenges and rewards in carrying out a job.

Zin (2004) to measure the seven dimensions of the quality of work life as follows:

1. Growth and development
2. Participation
3. Physical environment
4. Bosses
5. Salary and benefits
6. Social relevance
7. Social integration

### **Work Motivation**

According to Herzberg (1966) work motivation is a motive that encourages employees to do work according to their main tasks and job functions which are assessed or measured based on the dimensions of motivators and hygiene factors. The first key in the definition is

effort, which is a measure of intensity. Other concepts related to work motivation are needs and incentives as tools to satisfy needs. Motivation is a stimulant of desire (want) and driving force of a person's willingness to work. He added that each motive has a specific goal to be achieved (Notoatmodjo, 2009).

Motivation to work is very important for the high and low performance of a company. Without motivation from employees to work together for the benefit of the company, the stated goals will not be achieved. Otherwise, if there is high motivation from employees, this is a guarantee of the company's success in achieving its goals (Sutrisno, 2011). In this regard, the characteristics (antecedents) of work motivation refer to the motivation process which can be measured through indicators, including: Employees have self-confidence, originality, task oriented, risk taking and goal orientation.

### **Trust**

The trust of other business organizations will provide positive outcomes for business organizations according to the beliefs of business organizations towards other business organizations (Anderson and Naurus, 1990 in Priansa, 2017). Trust is in conducting a transaction relationship based on a belief that the person he trusts is in accordance with what is expected (Rofiq, 2007 in Priansa, 2017). Trust is the object, attribute, and benefit of the knowledge that consumers have and all the conclusions that consumers make (Mowen and Minor, 2002 in Priansa, 2017).

Trust based on expectations of the good behavior of others from the psychological area which is a concern for accepting what it is (Rousseau, 1998 in Priansa, 2017). Trust is an appropriate expectation in an environment full of uncertainty which is an assessment of a person's relationship with other people who will transact (Pavlou, 2002 in Priansa, 2017). The indicators of trust (Mayer, Davis, and Schoorman, 2014) are as follows: ability, kindness and integrity.

### **Employee Performance**

Performance is the result or output of a process. Performance has a close relationship with productivity problems because it is an indicator in determining how efforts to achieve high productivity in an organization (Sedarmayanti, 2008). Sulistyani (2009) A person's performance is a combination of abilities, efforts, and opportunities that can be assessed from the results of his work. Mathis-Jackson (2006) states that employee performance indicators include quantity, quality, timeliness, attendance and the ability to work together.

The challenge to become a servant leader is in the level of ability to start by changing attitudes, perspectives, and behavior first. In essence, leaders must provide opportunities for their subordinates to succeed and be committed to helping subordinates to achieve this success (Ghoniya and Masurip, 2011). A good boss believes that this should be done and is an integral part of his attitude and behavior.

Dharmawan (2011) states that performance indicators are measured as follows :

1. Quality of work, namely (a) The work I do is in accordance with work standards, (b) The work I do is on time, (c) The work I do is accurate.
2. The quantity of work results, namely (a) the work target I have set has succeeded in achieving it, (b) The volume of work I have done is in accordance with the expectations of my boss.
3. Knowledge, namely (a) I am able to understand work-related tasks, (b) I have the knowledge to be able to complete the work assigned by my boss.
4. Cooperation, namely (a) Employees are able to cooperate with colleagues, (b) Employees have a positive attitude towards each team work, (c) Employees are willing to help work team members in completing work.

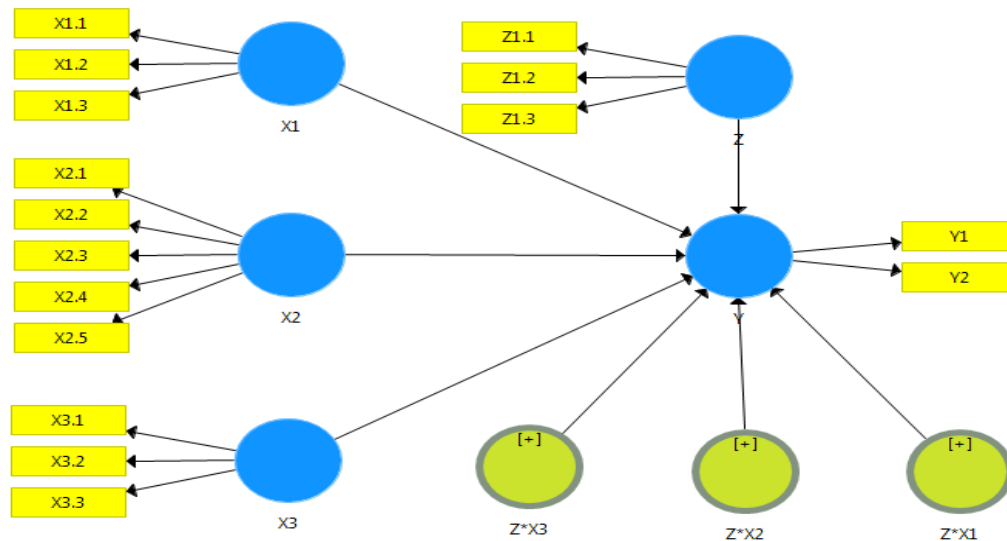


Fig.1. Conceptual Framework

### Research Hypothesis

Based on the conceptual framework, the hypotheses in this study are:

- $H_1$  : Organizational culture has effect on the performance of operational employees at the XYZ, Sidoarjo
- $H_2$  : Quality of work life has effect on the performance of operational employees at XYZ Sidoarjo
- $H_3$  : Work motivation has effect on the performance of operational employees at the XYZ Sidoarjo
- $H_4$  : Trust has effect on the performance of operational employees at the XYZ Sidoarjo
- $H_5$  : Organizational culture has a significant effect on the performance of operational employees at the XYZ Sidoarjo with trust as a moderating variable
- $H_6$  : Quality of work life has a significant effect on the performance of operational employees at XYZ Sidoarjo with trust as a moderating variable.
- $H_7$  : Motivation has a significant effect on the performance of operational employees at the XYZ Sidoarjo with trust as a moderating variable

### RESEARCH METHODS

Researchers use explanatory methods to answer the research formulation and prove the research hypothesis. This study aims to analyze the influence of exogenous variables, namely organizational culture, quality of work life and work motivation on endogenous variables, namely employee trust and performance. This study uses a research design with the aim of explaining the relationship between the differences and the influence of one variable with another (Sugiyono, 2016).

Population is a set of data that has the same characteristics and becomes the object of inference. Inference statistics is based on two basic concepts, population as the whole data, both real and imaginary, and the sample, as part of the population used to make inference (approach / depiction) the population from which it originated. Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to study and then draw conclusions from Sugiyono (2014). In

this study the population is the operational employees of the XYZ in the factory which include the processing and installation sections, both staff and non-staff, totaling 70 people. So this research is a census research because the population is the same as the sample.

This study uses a quantitative analysis approach that adopts Partial Least Square (PLS). PLS is a powerful analytical method because it is not based on many assumptions, Abdullah (2015). The advantage of this PLS method is that the data does not have to be normally distributed multivariate, the sample size does not have to be large, and PLS can not only be used to confirm the theory, but can also be used to explain the presence or absence of a relationship between latent variables. In accordance with the formulated hypothesis, this study analyzes inferential statistical data. Inferential statistics, (inductive statistics or probability statistics, are statistical techniques used to analyze sample data and the results are applied to the population, Sugiyono (2013). Then measured using SmartPLS software starting from hypothesis testing.

## ANALYSIS AND DISCUSSION

### Description of Respondents

In Table 1, it can be seen that the age of the most respondents between 30-40 years is 42 respondents or 60.0%, and followed by respondents who are less than 30 years old as many as 15 people or 21.4%, and the lowest is above 40 years as many as 13 respondents or 18.6%. 68 respondents (97.1%) were male, and the lowest was female, with 2 respondents (2.9%). Whereas the most respondents' education was with high school education level of 57 respondents (81.4%), and followed by undergraduate education as many as 10 respondents (14.3%), then diploma education as many as 2 people or by 2.9% and at least Each junior high school as many as 1 respondent (1.4%).

Table 1. Description of Respondents

No	Age	Total	Percentage
1.	<30 year	15 people	21,4%
2.	30 – 40 year	42 people	60,0%
3.	> 40 year	13 people	18,6%
Total		70 people	100%
No	Gender	Total	Percentage
1.	Male	68 people	97,1%
2.	Female	2 people	2,9%
Total		70 people	100%
No	Education	Total	Percentage
1	Junior high school	1 people	1,4%
2.	High school	57 people	81,4 %
3.	Diploma	2 people	2,9%
4.	Undergraduate	10 people	14,3%
Total		70 people	100%

Source: processed questionnaire data

The following is the outer model test result that shows the outer loading value using the SmartPLS v 3.00 analysis tool.

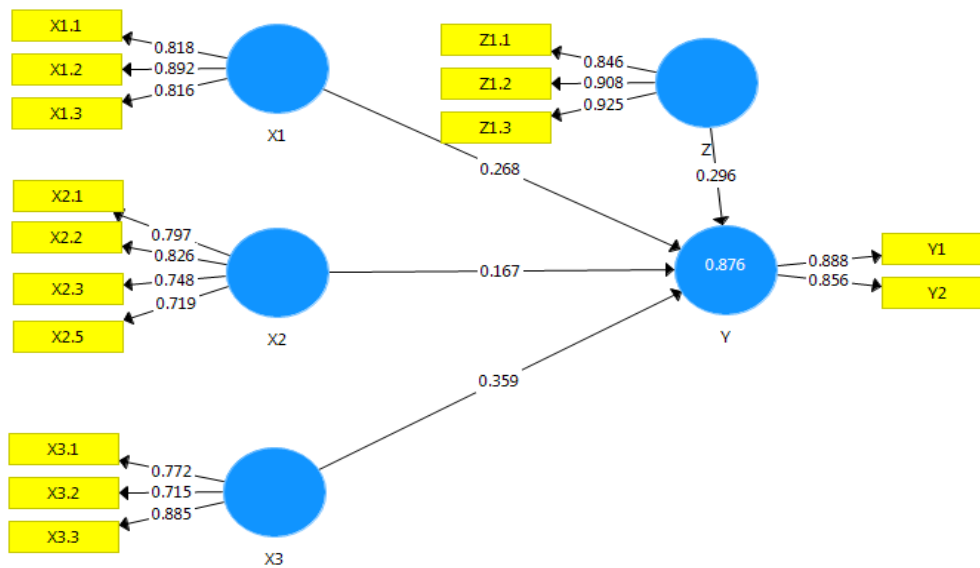


Fig.2. Outer Model Test Results

In table 2 below, it can be seen that all variable values in reliability testing using Cronbach's Alpha and composite reliability have values above 0.7, and validity testing uses AVE with a value of more than 0.5. Therefore, it can be concluded that the tested variables are valid and reliable, so that structural model testing can be done.

Table 2. Constructs of Reliability and Validity

Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
$X_1 \rightarrow Y$	0.063	0.048	0.145	0.437	0.662
$X_2 \rightarrow Y$	0.238	0.221	0.216	1.103	0.271
$X_3 \rightarrow Y$	0.569	0.090	0.198	0.346	0.729
$Z \rightarrow Y$	0.467	0.467	0.146	1.206	0.001

Source: Primary data processed, 20121

Based on the results of the pat coefficient shown in Table 2, it shows that all items are significant to the construct with a t-statistic value greater than 1.96 and a p-value smaller than 0.05.

Table 3. Results of t Statistics

Construct s	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics ( O/STDEV )	P Values
$X_1 \rightarrow Y$	0.268	0.279	0.111	2.408	0.008
$X_2 \rightarrow Y$	0.218	0.170	0.117	1.512	0.131
$X_3 \rightarrow Y$	0.347	0.337	0.085	4.058	0.000
$Z \rightarrow Y$	0.228	0.223	0.096	2.376	0.018
$Z * X_1 \rightarrow Y$	0.069	0.070	0.134	0.514	0.607
$Z * X_2 \rightarrow Y$	0.072	0.063	0.379	0.379	0.705
$Z * X_3 \rightarrow Y$	-0.226	-0.199	0.112	2.021	0.044

Source: Primary data processed, 2021

Based on Table 3, the determination of the hypothesis is accepted or rejected is explained as follows:

1. Hypothesis 1

The organizational culture construct has a t-statistic value of 2.408 greater than 1.96, and a p-value of 0.008 less than 0.05. Therefore, the first hypothesis which states that there is an influence of organizational culture on employee performance is proven.

2. Hypothesis 2

The construct of Quality of work life has a t-statistic value of 1.512 smaller than 1.96, and a p-value of 0.131 greater than 0.05. Therefore, the second hypothesis which states that there is an influence of Quality of work life on employee performance is not proven.

3. Hypothesis 3

The work motivation construct has a t-statistic value of 4.058 which is greater than 1.96, and a p-value of 0.000 is smaller than 0.05. Therefore, the third hypothesis which states that there is an effect of work motivation on employee performance is proven.

4. Hypothesis 4

The confidence construct has a t-statistic value of 2,376 which is greater than 1.96, and a p-value of 0.018 is smaller than 0.05. Therefore, the fourth hypothesis which states that there is an effect of trust on employee performance is proven.

5. Hypothesis 5

The organizational culture construct has a t-statistic value of 0.514 which is smaller than 1.96, and a p-value of 0.607 which is greater than 0.05. Therefore, the fifth hypothesis which states that there is an influence of organizational culture on employee performance with trust as a mediating variable is not proven.

6. Hypothesis 6

The construct of quality of work life has a t-statistic value of 0.379 smaller than 1.96, and a p-value of 0.705 greater than 0.05. Therefore, the sixth hypothesis which states that there is an effect of quality of work life on employee performance with trust as a mediating variable is not proven.

7. Hypothesis 7

The work motivation construct has a t-statistic value of 2.051 greater than 1.96, and a p-value of 0.044 which is smaller than 0.05. Therefore, the seventh hypothesis which states that there is an effect of work motivation on employee performance with trust as a mediating variable is proven

## **Discussion**

1. Organizational culture has a positive effect on employee performance

The exogenous construct of organizational culture has a significant positive effect ( $p = 0.008$ ) with the employee performance construct. The t-statistic value in this construct relationship is 2.408 greater than 1.96, the p-value 0.008 less than 0.05. Therefore, the first hypothesis which states that organizational culture has a positive influence on employee performance is proven correct.

This is reinforced by research conducted by Syardiansah, Latief, Daud, Windi and Suharyanto (2020) with the title "The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District". The results of the study can be concluded that organizational culture has a positive and significant effect on employee performance at The Royal Hotel in East Aceh Regency. Also supported by research conducted by Rantesalu, Mus, Mapparenta and Arifin (2016) with the title "Effect of Competence, Motivation and Organizational Culture on Employee Performance: the Mediating Role of Organizational Commitment". The results of the study concluded that

organizational culture has a positive and significant effect on employee performance of the employees of the South Sulawesi Province Education and Training Institute.

This is reinforced by several studies conducted by Syahrums, Brahmasari, and Nugroho (2016), Khalif, Dahie, Mohamed and Eid-Ga'amey (2017), Mohsen, Neyazi and Ebtekar (2020), Muhtasom, Mus, Bijang and Latief. (2017), Maswani, Rahmat and Rina (2019), Stephen and Stephen (2016), Isa, Ugheoke, and Noor (2016) who state that organizational culture has a positive and significant effect on employee performance

## 2. Quality of work life has a positive effect on employee performance

The exogenous construct Quality of work life has a significant positive effect ( $p = 0.131$ ) with the employee performance construct. The t-statistic value in this construct relationship is 1.512 less than 1.96, and the p-value 0.131 is greater than 0.05. Therefore, the second hypothesis which states that the quality of work life has a positive influence on employee performance is not proven correct.

The results of this study are reinforced by research conducted by Revolusi-Angin, Lumbanraja and Absah (2020) with the title "The Effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan ". This study can be concluded that (1) the quality of work life has a positive and significant effect on job satisfaction at PT. Mopoly Raya Medan.

The results of this study contradict research conducted by Bindi and Dharmaraj (2017) entitled "Quality of Work Life and Employee Performance in Academia". The results of the study concluded that the quality of work life has a positive influence on employee performance.

## 3. Work motivation has a positive effect on employee performance

The exogenous construct of work motivation has a significant positive effect ( $p = 0.000$ ) with the construct of employee performance. The t-statistic value in this construct relationship is 4.058 which is greater than 1.96, and the p-value of 0.000 is less than 0.05. Therefore, the second hypothesis which states that work motivation has a positive influence on employee performance is proven correct.

This is reinforced by research conducted by Rantesalu, Mus, Mapparenta and Arifin (2016) with the title "Effect of Competence, Motivation and Organizational Culture on Employee Performance: the Mediating Role of Organizational Commitment". The results of the study can be concluded that work motivation has a positive and significant effect on the employee performance of the South Sulawesi Province Education and Training Institute.

The results of this study are supported by research conducted by Winarno and Perdana (2015) with the title "The Effects of Competence and Motivation on Employee Performance at PT Pos Indonesia Bandung Cilaki Head Office". The results of the study concluded that work motivation has a positive and significant effect on the performance of the employees of the Head Office of PT Pos Indonesia Bandung Cilaki

Also supported by research conducted by Subari and Riady (2015) with the title "Influence of Training, Competence and Motivation on Employee Performance, Moderated By Internal Communications", with the result that work motivation has a positive and significant effect on the performance of PDAM employees in East Java. .

This is reinforced by several studies conducted by Noviyanti, Syofyan and Evanita (2019), Sawitri, Suswati and Huda (2016), Suharno and Despinur (2017), Kurniawan, Guswandi and Sodikin (2018), Anwar and Aima (2018), Murgianto, Sulasmi and Suhermin (2016), Noviyanti, Syofyan and Evanita (2019) show that motivation has a significant effect on employee performance.

#### 4. Trust has a positive effect on employee performance

The exogenous construct of trust has a significant positive effect ( $p = 0.018$ ) with the employee performance construct. The t-statistic value in this construct relationship is 2,376 greater than 1.96, and the p-value of 0.018 is less than 0.05. Therefore, the second hypothesis which states that trust has a positive influence on employee performance is proven correct.

This is because trust is built on customer satisfaction. Customer satisfaction can be realized by companies easily to consumers who believe because it is easier to give satisfaction than consumers who do not believe (Priansa, 2017).

Another factor is that high trust in consumers will have a beneficial impact on them, both now and in the future. Consumers who believe in them will always maintain a good relationship between themselves and the company. In addition, information provided by trusted parties is more likely to be accepted by those who believe, and in that information will produce greater benefits. Finally, disputes or conflicts may be resolved peacefully by trust, disputes are the cause of the end of relationships and a sign of difficulties in the future (Peppers and Rogers, 2004 in Priansa, 2017).

#### 5. Organizational culture has a negative effect on employee performance with trust as a mediating variable

From the results of the previous PLS analysis, it was found that the organizational culture construct had no positive effect ( $p = 0.607$ ) on the employee performance construct with trust as the mediating variable. This is because the t-statistic value of 0.514 is smaller than 1.96, and the p-value of 0.607 is greater than 0.05. The exogenous construct of organizational culture has no significant positive effect ( $p = 0.607$ ) with the employee performance construct. The statistical value of this construct relationship is 0.514 less than 1.96, and the p-value 0.607 is greater than 0.05. Therefore, the fifth hypothesis which states that organizational culture has a positive effect on employee performance with trust as a mediating variable is not proven true.

#### 6. Quality of work life has a negative effect on employee performance with trust as a mediating variable

From the results of the previous PLS analysis, it was found that the construct of quality of work life had no positive effect ( $p = 0.705$ ) on the construct of employee performance with trust as a mediating variable. This is because the t-statistic value of 0.379 is smaller than 1.96, and the p-value of 0.705 is greater than 0.05. The exogenous construct of quality of work life has no significant positive effect ( $p = 0.607$ ) with the construct of employee performance. The t-statistic value in this construct relationship is 0.379 less than 1.96, and the p-value 0.705 is greater than 0.05. Therefore, the sixth hypothesis which states that the quality of work life has a positive effect on employee performance with trust as a mediating variable is not proven true.

#### 7. Work motivation has a negative effect on employee performance with trust as a mediating variable

From the results of the previous PLS analysis, it was found that the construct of work motivation had a positive effect ( $p = 0.044$ ) on the construct of employee performance with trust as the mediating variable. This is because the t-statistic value of 2.021 is greater than 1.96, and the p-value of 0.044 is smaller than 0.05. The exogenous construct of work motivation has a significant positive effect ( $p = 0.044$ ) with the construct of employee performance. The statistical value of this construct relationship is 2.041 greater than 1.96, and the p-value of 0.044 is smaller than 0.05. Therefore, the seventh hypothesis which states that

work motivation has a positive effect on employee performance with trust as a mediating variable is proven true.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

The conclusions in this study are as follows:

1. Organizational culture has a positive effect on the performance of operational employees at the XYZ Sidoarjo. This means that the stronger the organizational culture, the better the employee's performance.
2. Quality of work life does not have a positive effect on the performance of operational employees at XYZ Sidoarjo. This means that the higher the quality of work life, it will increase employee performance.
3. Motivation has a positive effect on the performance of operational employees at the XYZ Sidoarjo. This means that the stronger work motivation, it will increase employee performance.
4. Trust has a positive effect on the performance of operational employees at the XYZ Sidoarjo. This means that the stronger the trust, the better the employee's performance.
5. Organizational culture does not have a positive effect on the performance of operational employees at the XYZ Sidoarjo with trust as a mediating variable.
6. Quality of work life does not have a positive effect on the performance of operational employees at the XYZ Sidoarjo with trust as a mediating variable
7. Motivation has a positive effect on the performance of operational employees at the XYZ Sidoarjo with trust as a mediating variable

### **Suggestion**

Researchers with several considerations suggest that researchers who will carry out research in the same topic, to:

1. Researchers suggest that the company needs to conduct periodic evaluations related to organizational culture, quality of work life and work motivation to improve employee performance.
2. Researchers suggest that in improving employee performance, companies should reform both through organizational culture and quality of work.
3. Management should continue to provide work motivation to employees and provide opportunities for employees to take part in education and training so that they are able to equip themselves to carry out their assigned tasks and dare to take risks.
4. Management should include written organizational cultural values in the employee work regulations. Including the values of organizational culture will make it easier for employees to understand the culture that exists in the company. Each regulation must also be followed by implementation instructions in order to avoid mistakes that occur.

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