

THE INFLUENCE OF WORK EXPERIENCE, WORK ENVIRONMENT, AND WORK CULTURE THROUGH MOTIVATION ON EMPLOYEE PERFORMANCE AT PT. EKAMAS FORTUNA MALANG

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Abstract

This study aims to examine work experience, work environment, and work culture on employee performance, both directly and through work motivation as a mediating variable. This research is based on two main grand theories, namely Maslow's Hierarchy of Needs and Self-Determination Theory. Quantitative approach with survey method. The research population is all employees of the production division of PT. Ekamas Fortuna Malang, which totals 332 people. Sampling was carried out using the proportionate stratified random sampling technique with a sample of 179 respondents. Data analysis was carried out using the Structural Equation Modeling method based on Partial Least Square (SEM-PLS) with the help of SmartPLS software. The results of the hypothesis testing showed that all ten hypotheses proposed in this study were proven to be statistically supported. Work experience, work environment, and work culture were each proven to have a positive and significant effect on employee work motivation, indicating that these three factors are relevant motivational antecedents in the context of the manufacturing industry, and motivation has also been shown to mediate the relationship between these three variables. An important finding of this study is the confirmation of the dual role of work motivation, namely as a variable that directly drives employee performance as well as a mediator that strengthens and channels the indirect influence of work experience, work environment, and work culture on performance.

Keywords: *Work Experience, Work Environment, Work Culture, Work Motivation, Employee Performance.*

1. INTRODUCTION

Employee performance is a fundamental aspect that determines the success and sustainability of an organization in an increasingly competitive business environment. Optimal performance is reflected in the consistent efficiency, productivity, and quality of work results, as well as being the driving force for the creation of added value for the organization. In the context of a process-intensive and high-efficiency-oriented manufacturing industry, employee performance management is a strategic issue that cannot be ignored. The achievement of high performance not only helps organizations reduce waste

but also maintains process consistency and encourages continuous improvement (Devi M. & Selvan, 2024).

Employee performance is one of the most important indicators in determining the success of an organization, especially in the manufacturing industry sector that operates in a competitive, dynamic, and demanding environment of production efficiency. PT Ekamas Fortuna Malang, as one of the leading paper manufacturing companies in East Java, faces complex challenges in maintaining and improving the performance of its production division employees consistently. This condition requires companies to deeply understand the determinants that significantly affect employee performance to design targeted managerial interventions.

Various previous studies have identified a number of factors that contribute to employee performance, including work experience, work environment, and work culture. Rich work experience equips employees with the technical knowledge and problem-solving skills needed to work effectively and efficiently. A conducive work environment, both physically and psychosocially, provides comfort and a sense of security that supports concentration and work productivity. Meanwhile, a positive work culture creates shared norms and values that guide employee behavior towards high-performance standards. However, there is still a limited amount of research that simultaneously examines these three factors in an integrated model with motivation as a mediating variable, especially in the context of the paper manufacturing industry in Indonesia, which is a research gap that needs to be filled. Understanding the indirect mechanisms through motivation as a psychological bridge between organizational factors and performance will provide richer and more comprehensive insights for HR practitioners in designing more effective policies. This study is here to fill this gap by testing an integrated mediation model using the SEM-PLS approach on the employee population of the production division of PT Ekamas Fortuna Malang.

Based on the description that has been presented, this study aims to comprehensively examine the relationship between work experience, work environment, and work culture on work motivation and its implications on employee performance. In more detail, this study is directed to analyze whether work experience, work environment, and work culture have a significant influence on employee work motivation. Furthermore, this study also aims to test whether work motivation, along with work experience, work environment, and work culture have a significant effect on employee performance. In addition, this study seeks to determine the role of work motivation as a mediating variable in the relationship between work experience, work environment, and work culture on employee performance, especially in employees of PT Ekamas Fortuna Malang.

This research is based on two complementary motivational grand theories. First, *Maslow's Hierarchy of Needs*, proposed by Abraham Maslow (1943), postulates that human motivation is driven by a series of needs that are arranged hierarchically in five levels, namely: physiological needs, safety needs, social needs, esteem needs, and self-actualization

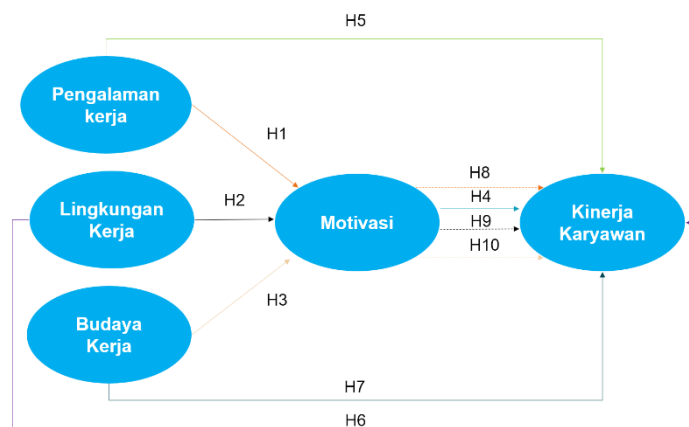
needs (Cordell & Thompson, 2019). Maslow stated that individuals must first meet needs at a lower level before being motivated to meet needs at a higher level. In the context of this study, a safe work environment meets the *safety needs* of employees; a rich work experience and a positive work culture meet esteem needs through recognition of competence and contribution; and all three together encourage employees towards a state of self-actualization that is the highest source of intrinsic motivation and the foundation of optimal performance. Second, the *Self-Determination Theory* (SDT) developed by Edward L. Deci and Richard M. Ryan focuses on the quality of human motivation and asserts that the most effective motivation in driving performance is autonomous motivation—that is, motivation that stems from one's true will and values—which grows when three basic psychological needs of the individual are adequately met: the need for competence (*competence*), relatedness, and autonomy (Rahmanpanah, 2017). SDT also introduced the concept of internalization, which is the process by which external values are gradually adopted into a personal value system so that extrinsic motivation can develop into autonomous motivation. In this study, work experience meets competency needs; a supportive work environment that meets the needs of interconnectedness; and a strong work culture facilitate the internalization of values, thereby fostering autonomy. These two grand theories synergistically provide a holistic theoretical framework to explain the dynamics of employee motivation and performance in the context of the manufacturing industry at PT Ekamas Fortuna Malang.

2. RESEARCH METHOD

This study uses a quantitative approach with a survey method. The research population is all employees of the production division of PT Ekamas Fortuna Malang, which totals 332 people. The sampling technique used was proportionate stratified random sampling, resulting in a sample of 179 respondents spread proportionally across production subdivisions. Data collection was carried out through a structured questionnaire with a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), which measured five research variables: work experience (X1), work environment (X2), work culture (X3), work motivation (Z), and employee performance (Y). The research instrument has been tested for construct validity through confirmatory factor analysis and reliability through composite reliability test and Cronbach's alpha.

Data analysis was carried out using the Structural Equation Modeling method based on Partial Least Square (PLS) with the help of the latest version of SmartPLS software. SEM-PLS was chosen for its ability to test measurement models (outer models) and structural models (inner models) simultaneously, its suitability for models with complex mediating variables, and its reliability at moderate sample sizes. The evaluation of the outer model was carried out through convergent validity testing (loading factor ≥ 0.70 ; AVE ≥ 0.50) and discriminant validity (HTMT ratio < 0.85). The internal model evaluation was carried out through testing the R^2 , Q^2 , and path coefficient tests using a bootstrapping procedure with 5,000 subsamples to test the significance of the direct influence and mediating effect.

Figure 1. Conceptual Framework



3. RESULTS AND DISCUSSION

Respondent Characteristics

The results of the analysis of respondent characteristics showed that the distribution of the age range, the majority of respondents were in the categories of 30-39 years (30.17%) and 40-49 years (27.93%), followed by the age group >50 years (21.79%). Meanwhile, the age group of 20-29 years is 19.55%, and <20 years old are only 0.56%. The gender distribution showed a very significant dominance of male respondents at 90.50%, while women were only 9.50%. The majority of respondents were at the level of Operator (82.68%), followed by Officer (8.94%), Supervisor (7.82%), and Management (0.56%). Most of the respondents had high school/equivalent education (61.45%), followed by Diploma (10.06%), Bachelor or higher (10.61%), junior high school (12.85%), and elementary school (5.03%). The majority of respondents had an overall working period of 14-20 years (35.75%) and >20 years (30.73%). Most of the respondents worked in the Field Shift system (79.33%), while Non-Office Shift (10.61%), Non-Field Shift (8.94%), and Office Shift (1.12%). The majority of respondents had organizational tenures of 14-20 years (29.61%) and 1-7 years (27.93%).

Data Analysis Results using SEM-PLS

Figure 2. SEM-PLS Analysis Results

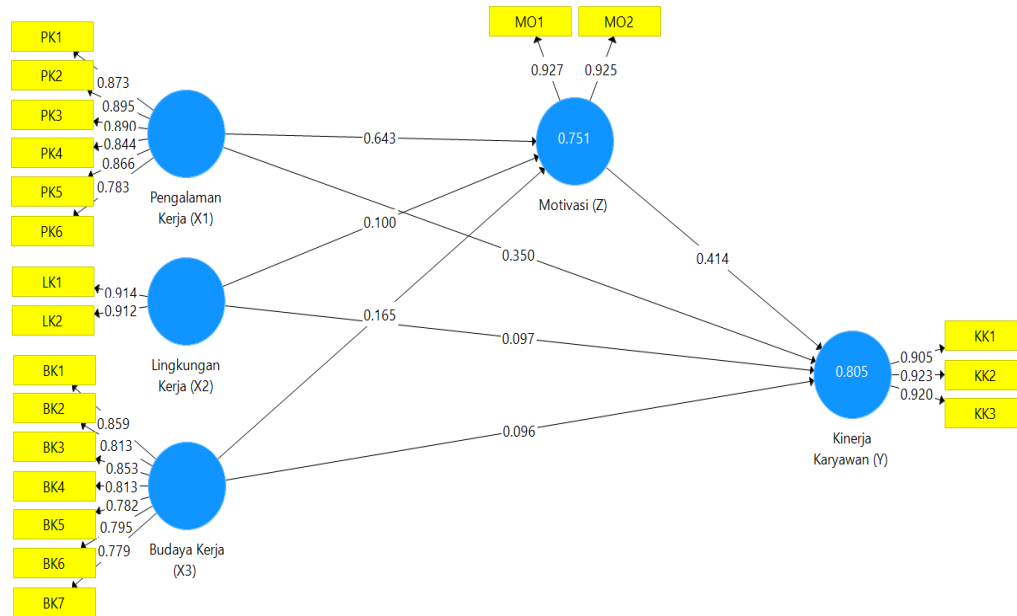


Table 1. *Outer Model Estimation Results*

Yes	Variable	Indicator	Question Items	Red	SD
Variable	Item	Loading Factor	Cronbach's Alpha	Composite Reliability (CR)	AVE
Work Culture (X3)	BK1	0.859	0.916	0.932	0.663
	BK2	0.813			
	BK3	0.853			
	BK4	0.813			
	BK5	0.782			
	BK6	0.795			
	BK7	0.779			
Employee Performance (Y)	KK1	0.905	0.904	0.940	0.839
	KK2	0.923			
	KK3	0.920			
Work Environment (X2)	LK1	0.914	0.801	0.909	0.834
	LK2	0.912			
Motivation (Z)	MO1	0.927	0.834	0.923	0.857
	MO2	0.925			
Work Experience (X1)	PK1	0.873	0.929	0.944	0.739
	PK2	0.895			
	PK3	0.890			
	PK4	0.844			
	PK5	0.866			
	PK6	0.783			
Work Culture (X3)	BK1	0.859	0.916	0.932	0.663
	BK2	0.813			
	BK3	0.853			
	BK4	0.813			
	BK5	0.782			

	BK6	0.795			
	BK7	0.779			
Employee Performance (Y)	KK1	0.905	0.904	0.940	0.839
	KK2	0.923			

Source: By researcher 2025

Based on the results of the indicator test on the measurement model, all variables in this study have met the criteria of convergent validity as evidenced by a loading factor value above 0.70. The Work Culture variable (X3) has a loading range between 0.779 and 0.859, indicating that all indicators can reflect the construct well. The Employee Performance Variable (Y) also showed a very strong measurement quality with a loading ranging from 0.905 to 0.923, which indicates that performance indicators have a major contribution in explaining the construct.

Table 2. Discriminant validity

	Work Culture (X3)	Employee Performance (Y)	Work Environment (X2)	Motivation (Z)	Work Experience (X1)
Work Culture (X3)	0.814				
Employee Performance (Y)	0.765	0.916			
Work Environment (X2)	0.778	0.768	0.913		

Source: By researcher 2025

The results of the discriminant validity test using the Fornell–Larcker Criterion show that the constructs in the research model have met the criteria for discriminant validity. This can be seen from the square root value of AVE (\sqrt{AVE}) for each variable, all of which are greater than the correlation values between variables in the same row and column. For example, \sqrt{AVE} Work Culture (0.814) is higher than its correlation with Employee Performance (0.765), Work Environment (0.778), Motivation (0.758), and Work Experience (0.801). This shows that the indicators of Work Culture reflect their own constructs more than others.

Table 3. Discriminant validity

Work Culture (X3)	Employee Performance (Y)	Work Environment (X2)	Motivation (Z)	Work Experience (X1)

BK1	0.739	0.592	0.774	0.555	0.752
BK2	0.871	0.896	0.812	0.928	0.895
BK3	0.762	0.662	0.631	0.669	0.666
BK4	0.792	0.744	0.637	0.599	0.724
BK5	0.871	0.855	0.786	0.830	0.800
BK6	0.760	0.618	0.756	0.595	0.795
KK1	0.729	0.749	0.542	0.583	0.659
KK2	0.808	0.914	0.820	0.884	0.810
KK3	0.866	0.924	0.875	0.964	0.889
LK1	0.733	0.578	0.804	0.545	0.728
LK2	0.850	0.895	0.929	0.913	0.866
MO1	0.866	0.924	0.875	0.964	0.889
MO2	0.847	0.913	0.810	0.961	0.835
PK1	0.759	0.602	0.749	0.591	0.800
PK2	0.760	0.618	0.756	0.595	0.795
PK3	0.878	0.911	0.867	0.925	0.914
PK4	0.798	0.775	0.705	0.666	0.826
PK5	0.887	0.891	0.828	0.921	0.898

Source: By researcher 2025

The following analysis is based on the table of external loading (cross-loading) values of each indicator on the variables of Work Culture (X3), Employee Performance (Y), Work Environment (X2), Motivation (Z), and Work Experience (X1). In general, all indicators have a loading value above 0.70 in their main construct, thus meeting the convergent validity criteria. In fact, most indicators are in the range of 0.80–0.92, which shows an excellent correlation strength between the indicator and the construct being measured.

Structural Model (*Inner Model*)

1) Testing *Collinearity*

Table 4. Testing *collinearity*

	VIVID
BK1	3.578
BK2	3.769
BK3	1.866
BK4	2.380
BK5	4.335
BK6	4.246
KK1	1.454
KK2	2.942
KK3	2.987

LK1	1.387
LK2	1.387
MO1	3.647
MO2	3.647
PK1	4.140
PK2	4.060
PK3	3.552
PK4	2.237
PK5	4.851

Source: By researcher 2025

Based on the results of the VIF measurement in the table, it can be seen that the four indicators of the research variables have a VIF value of < 5 , meaning that the structural model can be said to be good or not multicollinear, meaning that the structural model is said to be good.

2) Testing the Path Coefficient

Table 5. Line Coefficient Test (β)

	Relationship	β
H1	Work Experience (X1) -> Motivation (Z)	0.643
H2	Work Environment (X2) -> Motivation (Z)	0.400
H3	Work Culture (X3) -> Motivation (Z)	0.165
H4	Motivation (Z) -> Employee Performance (Y)	0.414
H5	Work Experience (X1) -> Employee Performance (Y)	0.350
H6	Work Environment (X2) -> Employee Performance (Y)	0.297
H7	Work Culture (X3) -> Employee Performance (Y)	0.196
H8	Work Experience (X1) -> Motivation (Z) -> Employee Performance (Y)	0.266
H9	Work Environment (X2) -> Motivation (Z) -> Employee Performance (Y)	0.041
H10	Work Culture (X3) -> Motivation (Z) -> Employee Performance (Y)	0.068

Source: By researcher 2025

Directly, the influence of Work Culture (X3) on Employee Performance (Y) has a β coefficient of 0.196. This value shows a positive but relatively weak to moderate influence. This means that improving work culture tends to improve performance, but the contribution is not as large as that of other variables. Meanwhile, the influence of Work Culture on

Motivation ($\beta = 0.165$) was also relatively small, indicating that work culture is not the dominant factor in shaping employee motivation compared to other variables.

Work Environment (X2) shows a stronger influence. Regarding Employee Performance, a β value of 0.297 indicates a positive influence at a moderate level. Even stronger, the influence of the Work Environment on Motivation of $\beta = 0.400$ shows that the condition of the work environment is an important determinant in increasing employee motivation. In other words, improving the physical and psychosocial aspects of the work environment contributes significantly to building work motivation.

Motivation (Z) itself has the strongest direct influence on Employee Performance with $\beta = 0.414$. This shows that motivation is the most dominant variable in explaining performance variations. Practically, increased motivation will substantially improve work performance.

Work Experience (X1) also showed a significant influence. Regarding Employee Performance, the β value of 0.350 indicates a moderate to strong contribution. More prominently, the effect of Work Experience on Motivation of $\beta = 0.643$ is the largest coefficient in this model. This indicates that the higher the work experience, the greater the motivation formed. Thus, work experience plays a strategic role as the main driver of motivation.

3) Coefficient of Determination (R2)

Table 6. Koefisiaen R-squared
 R Square

Employee Performance (Y)	0.805
Motivation (Z)	0.751

Source: By researcher 2025

The R-Square value (R^2) is used to assess how much the independent variable contributes to explaining the dependent variable in the structural model. Based on the results of data processing, the R^2 value for the Employee Performance (Y) variable is 0.805, which means that 80.5% of the variation in employee performance can be explained by the variables Work Culture (X3), Work Environment (X2), Motivation (Z), and Work Experience (X1). This value is relatively strong because it is above 0.75, so the model has excellent predictive capabilities in explaining employee performance.

Furthermore, the Motivation variable (Z) has an R^2 value of 0.751, which indicates that 75.1% of motivation variations can be explained by the variables Work Experience (X1), Work Culture (X3), and Work Environment (X2). This value is also included in the strong category, indicating that these constructs have a great influence on increasing employee motivation.

4) Testing the Effect of Size (f^2)

Table 7. Result f^2

	Work Culture (X3)	Employee Performance (Y)	Work Environment (X2)_	Motivation (Z)	Work Experience (X1)
Work Culture (X3)		0.014		0.034	
Employee Performance (Y)					
Work Environment (X2)_		0.014		0.012	
Motivation (Z)		0.218			
Work Experience (X1)		0.116		0.442	

Source: By researcher 2025

The results of the effect size (f^2) calculation showed the variation in the strength of influence between variables in the research model. In the variables Employee Performance (Y), Work Culture (X3), and Work Environment (X2), each has an f^2 value of 0.014, which is below the limit of 0.02, so it is included in the category of very small influence. This suggests that although both variables are statistically significant in the structural model, their direct contribution to performance improvement is relatively weak. On the other hand, Motivation (Z) has an f^2 value of 0.218, which is in the medium category, thus showing that motivation makes a strong enough contribution in explaining changes in Employee Performance (Y).

For the Motivation variable (Z), Work Culture (X3) had a small influence with f^2 of 0.034, and Work Environment (X2) had a very small influence with a value of 0.012. However, the Work Experience variable (X1) showed a very large influence on motivation with an f^2 value of 0.442. This value is above 0.35, so it belongs to a large category, indicating that work experience is the dominant and most decisive factor in increasing employee motivation compared to other variables in the model.

Hypothesis Testing (*Direct and Indirect*)

Table 8. *Direct Effect and indirect effect*

	Relationship	B	T-value	P-values	Conclusion
H1	Work Experience (X1) -> Motivation (Z)	0.643	9.517	0.000	<i>Significant</i>
H2	Work Environment (X2) -> Motivation (Z)	0.400	1.635	0.000	<i>Significant</i>
H3	Work Culture (X3) -> Motivation (Z)	0.165	2.502	0.006	<i>Significant</i>
H4	Motivation (Z) -> Employee Performance (Y)	0.414	6.180	0.000	<i>Significant</i>
H5	Work Experience (X1) -> Employee Performance (Y)	0.350	4.566	0.000	<i>Significant</i>
H6	Work Environment (X2) -> Employee Performance (Y)	0.297	1.892	0.000	<i>Significant</i>
H7	Work Culture (X3) -> Employee Performance (Y)	0.196	1.719	0.000	<i>Significant</i>
H8	Work Experience (X1) -> Motivation (Z) -> Employee Performance (Y)	0.266	5.482	0.000	<i>Significant</i>
H9	Work Environment (X2) -> Motivation (Z) -> Employee Performance (Y)	0.041	1.971	0.000	<i>Significant</i>
H10	Work Culture (X3) -> Motivation (Z) -> Employee Performance (Y)	0.068	2.381	0.009	<i>Significant</i>

Source: By researcher 2025

DISCUSSION

This section discusses the results of the hypothesis test conducted, with the aim of understanding how work experience, work environment, and work culture affect employee motivation and performance at PT Ekamas Fortuna Malang, both directly and indirectly. The discussion was carried out by looking at the value of the coefficient, the level of significance, and was supported by relevant literature references to strengthen the research results and have an impact on human resource management.

1) H1: Work Experience (X1) → Motivation (Z)

The β coefficient of 0.643 is the largest among all direct relationships. With a T-value of 9.517 and a P-value of 0.000, this influence is very significant and very strong. This shows that work experience is the most dominant factor in shaping employee motivation. The results of this study are in line with the research of Yani & Suyarti (2023) which proves that work experience has a positive effect on employee motivation

because experienced employees have stronger self-confidence and are better able to interpret work more deeply.

Subijanto, Busyairi, & Wibowo (2024) also emphasized that work experience contributes directly to motivation through the formation of employee competence and confidence. Mauludyah, Sari, & Muhammad (2025) also complemented by finding that work experience, along with emotional intelligence, plays an important role in shaping high work motivation. Sumarni & Tupti (2022) further found that motivation plays a mediator role as a mediator that emphasizes the influence of work experience on employee career development, thereby strengthening the position of motivation as a variable that is very closely related to work experience and provides important implications for the retention strategy of experienced employees at PT Ekamas Fortuna Malang.

2) H2: Work Environment (X2) → Motivation (Z)

A β value of 0.400 indicates a fairly strong influence. Although the T-value of 1.635 is relatively lower than other hypotheses, the P-value of 0.000 indicates statistical significance. This means that the work environment is one of the important factors that can substantially increase employee motivation. The findings of this study are in line with Sugiarti (2024) who proves that a negative work environment significantly decreases employee motivation, so logically the opposite condition will increase motivation.

Girdwichai & Sriviboon (2020) empirically also confirm that the work environment is an important determinant factor for employee motivation and performance. Karimah et al. (2025) reinforce these findings by proving that the work environment has a significant effect on motivation, which further contributes to employee satisfaction and performance. Based on the overall findings, investment in the improvement and maintenance of the work environment at PT Ekamas Fortuna Malang—both physical and psychological—is a motivational strategy that has a direct impact on employee productivity and should be prioritized in the company's human resource management policy.

3) H2: Work Culture (X3) → Motivation (Z)

A β value of 0.165 indicates a positive but relatively weak influence. With a T-value of 2.502 and a P-value of 0.006 (<0.05), this relationship is significant. This shows that a conducive work culture can increase employee motivation, even though the magnitude of the influence is not too strong. The findings of this study have strong support from Kaseger, Pangkey, & Dilapanga (2021) which proves that work culture has a positive effect on employee motivation because the values embedded in the organizational culture

encourage employees to work more optimally, especially if the Company has an Innovative Work Behavior (IWB) and Organizational Learning Capability (OLC) culture that increases employee innovation (Sopiah et al., 2024).

Andi, Rusydi, & Kr (2025) empirically also found that organizational culture significantly influences motivation, which in turn further impacts employee performance. Bhat & Patni (2023) add an important perspective that a toxic work culture has a destructive impact on motivation, so by analogy a healthy and positive work culture will have a significant constructive impact. Jufrizen et al. (2021) reinforce these findings by showing that a strong organizational culture is able to moderate and strengthen employee work motivation so that it has an impact on strengthening employee commitment and ability so that it affects overall performance. (Winarno & Zulaikah, 2021)

4) H4: Motivation (Z) → Employee Performance (Y)

The β coefficient of 0.414 is one of the highest in the model. With a T-value of 6.180 and a P-value of 0.000, this influence is significant. This shows that motivation is a major determinant of employee performance. The higher the work motivation, the higher the performance produced. The results of this study were strengthened by various previous studies. Fahriana & S. (2022) emphatically concludes that work motivation has a positive and significant effect on employee performance in various industry contexts. Chien et al. (2020) in their research on the hospitality industry in Mongolia found a significant relationship between work motivation and performance, where highly motivated employees consistently showed better work performance.

Andreas (2022) also confirmed that motivation is one of the main factors that determine the high and low performance of employees. Sjarifudin et al. (2025) through a comprehensive systematic literature review also concluded that work motivation has consistently been proven to be a strong predictor of employee performance in various industry sectors and different cultural contexts, thus further emphasizing the importance of a planned motivation management program at PT Ekamas Fortuna Malang.

5) H5: Work Experience (X1) → Employee Performance (Y)

A β value of 0.350 indicates a fairly strong positive influence. A T-value of 4.566 and a P-value of 0.000 indicate high significance. This means that first-hand work experience plays an important role in improving employee performance. The results of this study are supported by Aswandi, Amin, & Ayu (2025) which proves the positive and significant influence of work experience on employee performance. Cao & Hamori (2023) show that developmental work experience significantly improves work performance, especially when supported by the right team context.

Mulyati et al. (2025) and Ratnawati, Sukidjo, & Efendi (2020) also confirmed the positive relationship between work experience and employee performance in various industry contexts. Ilham (2022) through a comprehensive theoretical and empirical review, concluded that work experience consistently contributes to improving employee performance through various mechanisms, including improving technical competence, strengthening confidence, developing problem-solving skills, and innovative behaviors that affect employee performance. This is urgently needed in paper manufacturing operations at PT Ekamas Fortuna Malang. (Prilatama et al., 2025)

6) H6: Work Environment (X2) → Employee Performance (Y)

A β coefficient of 0.297 indicates a positive effect at moderate levels. With a T-value of 1.892 and a P-value of 0.000, this relationship is significant. This means that good working environment conditions, both physically and psychologically, contribute significantly to improving employee performance. Alfarissy & Suwaji (2025) in their research prove that the work environment has a positive and significant effect on employee performance. Kusuma (2021) through his comprehensive literature study, concluded that a good work environment is consistently associated with improved employee performance.

Anjum et al. (2018) specifically found that a toxic work environment significantly decreases work productivity, while Diamantidis & Chatzoglou (2019) identified the condition of the work environment as one of the important determinant factors that affect employee performance in addition to competence and motivation. Based on the overall findings, PT Ekamas Fortuna Malang needs to continuously audit and improve the condition of its work environment, both from a physical and psychological perspective, as a strategic investment that will provide returns in the form of improving overall organizational performance and productivity.

7) H7: Work Culture (X3) → Employee Performance (Y)

The β coefficient of 0.196 indicates a positive influence with relatively small to moderate strength. A T-value of 1.719 and a P-value of 0.000 (<0.05) indicate that these influences are statistically significant. This means that the better the work culture that the organization implements, the employee performance will improve, even though the contribution is not dominant compared to other variables in the model. Cherian et al. (2021) and in their empirical research found that organizational culture has a significant impact on employee attitudes, performance, and productivity. Saad & Abbas (2018) also found a significant positive influence between organizational culture and employee performance. Sunyoto et al. (2023)

Paais & Pattiruhu (2020) and confirm that organizational culture has a significant effect on employee performance, and this influence is further strengthened when a strong culture also succeeds in creating high job satisfaction. Chantika et al. (2025) and Putra, Kaco, & Rasyid (2023) also strengthen these findings by proving the positive and significant influence of organizational culture on employee performance in various industrial contexts in Indonesia, thus emphasizing the importance of the company's strategic investment in building and maintaining a positive work culture at PT Ekamas Fortuna Malang. Mahmud et al. (2024)

8) H8: Work Experience (X1) → Motivation (Z) → Employee Performance (Y)

A β value of 0.266 indicates a fairly strong mediation effect. With a T-value of 5.482 and a P-value of 0.000, this influence is significant. This indicates that most of the influence of work experience on performance occurs through increased motivation, so motivation plays a substantial role as a mediator in the relationship. These findings are supported by research by Yani & Suyarti (2023) which shows that motivation strengthens and mediates the influence of work experience on employee performance. Ratnawati, Sukidjo, & Efendi (2020) also found that work motivation and work experience together have a positive influence on performance, with motivation acting as a variable that strengthens the influence of experience on work results.

Triyono et al. (2024) more explicitly prove the effect of motivational mediation in the relationship between work experience and employee performance, thus emphasizing that PT Ekamas Fortuna Malang is not enough to focus on the development of work experience through tenure and technical exposure alone, but also needs to actively ensure that the experience is successfully converted into motivation through a structured mentoring program, granting greater autonomy to experienced employees, and a reward system that recognizes experience-based contributions.

9) H9: Work Environment (X2) → Motivation (Z) → Employee Performance (Y)

The β coefficient of 0.041 showed a small, but still significant mediating effect (T-value 1.971; P-value 0.000). This means that motivation plays a mediator in the relationship between the work environment and performance, even though the indirect influence is not great. Sadewo, Surachman, & Rofiaty (2021) empirically proved the role of motivation mediation in the relationship between the work environment and employee performance, finding that motivation significantly mediates the influence of the work environment on performance.

Feriandy (2024) also found similar results, where work motivation was shown to have a significant mediating effect in the relationship between the work environment and employee performance. Goh, Sentoso, & Setyawan (2024) and strengthen these findings by confirming a consistent mediation pattern, thus confirming that the strategy to

improve employee performance at PT Ekamas Fortuna Malang will provide the most optimal results if the work environment improvement program is synergistically integrated with motivation strengthening programs such as adjusting the incentive system, improving the quality of managerial communication, and strengthening a sustainable culture of appreciation. Setiawan et al. (2024)

10) H10: Work Culture (X3) → Motivation (Z) → Employee Performance (Y)

An indirect effect of $\beta = 0.068$ with a T-value of 2.381 and a P-value of 0.009 showed significant but small mediation. This means that motivation mediates the relationship between work culture and performance, but the magnitude of mediation's contribution is relatively limited. The findings of this hypothesis are supported by research by Suyani et al. (2025) which proves that work motivation mediates the influence of work culture on employee performance, with motivation as a variable that bridges how cultural values are transformed into real performance actions. Umlati, Putra, & Amerta (2025) also found that motivation plays a significant role as a mediator in the relationship between organizational culture and employee performance.

Wahjoedi (2021) in his research on the context of SMEs in Indonesia confirmed the mediating role of work motivation in the relationship between organizational culture and performance, while Virgiawan, Riyanto, & Endri (2021) added that motivation can interact synergistically with organizational culture to produce a greater impact on performance. Overall, these findings confirm that the most effective HR management strategy at PT Ekamas Fortuna Malang is one that integrally builds a strong work culture while ensuring that these cultural values are successfully converted into high work motivation in each individual employee, through inspirational leadership, authentic value communication, and a reward system that is aligned with the company's cultural values.

4. CONCLUSION

Work experience, work environment, and work culture all have a positive and significant impact on employee motivation. This shows that these three factors are things that affect work motivation and are relevant in the context of the paper manufacturing industry. In addition, factors such as work motivation, work experience, work environment, and work culture have directly and positively affected employee performance, thus confirming that these four variables play an important role in improving work performance. Furthermore, work motivation has been proven to significantly link the influence of work experience, work environment, and work culture on employee performance. This shows that motivation has a dual role, namely as a factor that directly predicts employee performance and also as a psychological factor that mediates the relationship between other factors and

performance. Thus, these findings suggest that improving employee performance will be more effective if companies use an approach that combines several aspects such as work experience development, work environment improvement, work culture strengthening, and motivation management, as part of an integrated, consistent, and sustainable human resource management system.

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