

The Influence of Work Environment and Organizational Culture on Employee Performance at Pesanggrahan District Office, South Jakarta

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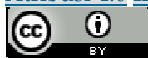
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ABSTRACT

This study examines the influence of the work environment and organizational culture on employee performance at the Pesanggrahan District Office, South Jakarta. A quantitative associative design was applied, with questionnaires used to collect the research data. The study involved the entire population of 75 employees, all of whom were included as the sample. The analytical procedures comprised validity and reliability tests, classical assumption testing, simple and multiple linear regression, correlation analysis, coefficient of determination analysis, and hypothesis testing through the t-test and F-test. The findings show that the work environment (X1) significantly affects employee performance (Y), as the calculated t-value exceeds the critical t-value ($8.874 > 1.993$). Organizational culture (X2) also has a significant effect on employee performance, with a calculated t-value of 5.813 compared with a t-table value of 1.993. The simultaneous test further demonstrates that the calculated F-value is higher than the F-table value ($56.237 > 3.12$), indicating a significant joint effect of the work environment and organizational culture on employee performance. An R Square value of 0.610 means that these two independent variables account for 61.0% of the variation in employee performance, while the remaining 39.0% is associated with factors outside the scope of this study.

INTRODUCTION

Rapid technological advancement in the digital era has intensified competition in many sectors. As a result, both public institutions and private organizations are required to continuously strengthen the quality of their management practices to achieve organizational objectives. Organizational success depends not only on technology, financial resources, and adequate facilities, but also on the capability of the people who operate the organization. For this reason, effective human resource management is essential for developing an organization that is productive, efficient, and responsive to changes in its environment.

Human resources constitute a strategic organizational asset because employees are directly involved in carrying out organizational activities. Their role extends beyond completing assigned responsibilities; employees also support the achievement of the organization's vision, mission, and objectives. High employee performance therefore becomes an important indicator of organizational success in delivering services and meeting predetermined targets. Such performance, however, is shaped by a range of factors originating from both the individual employee and the organizational setting in which the work is performed.

Table 1
Employee Performance Pre-Survey (Y) at Pesanggrahan District Office, South Jakarta

No	List of Statements	Results				
		Yes	(%)	No	(%)	Sample
1	I produce work that meets the established standards.	27	67.5%	13	32.5%	40
2	The amount of work I complete often does not meet the target.	26	65%	14	35%	40
3	I can complete the work according to the specified time.	25	65%	14	35%	40
4	I often need supervision so that work can be done well	30	75%	10	25%	40
5	I try to use resources efficiently when completing work.	32	80%	8	20%	40

Source: processed primary data, 2026

Based on the information presented in Table 1.1, the pre-survey involving 40 respondents shows that most participants selected the “Yes” response for the statements used to describe employee performance.

Table 1.2 2
-Survey of the Work Environment (X1) at the Pesanggrahan District Office, South Jakarta

No	List of Statements	Results				
		Yes	(%)	No	(%)	Sample
1	The layout of work equipment has a big influence on comfort.	39	7.50%	1	2.5%	40
2	Work procedures or work methods affect the health of work results	34	85%	6	15%	40
3	Lighting and noise are related to the comfort of workers at work.	32	80%	8	20%	40
4	Mutual respect will create a sense of respect between individuals.	28	70%	12	30%	40
5	Harmonious relationships between coworkers can increase comfort at work.	29	72.5	11	27.5%	40

Source: processed primary data, 2026

The results in Table 1.2 show that, among the 40 respondents surveyed, most gave a “Yes” response to the statements concerning conditions that may affect comfort and health in the workplace.

The pre-survey of 40 employees at the Pesanggrahan District Office, South Jakarta, provides an initial picture of factors associated with employee performance. For the first item concerning the role of innovation encouragement in improving employee creativity, 27 respondents (67.5%) answered “Yes,” whereas 13 respondents (32.5%) answered “No.” These responses suggest that most participants consider encouragement to innovate an important contributor to workplace creativity.

For the second item, which concerns work errors arising from insufficient accuracy and precision, 32 respondents (80%) answered “Yes” and 8 respondents (20%) answered “No.” This pattern indicates that inadequate accuracy and precision are still perceived as factors contributing to mistakes in the execution of work.

For the third item concerning a focus on work results as a means of supporting organizational goal attainment, 31 respondents (77.5%) selected “Yes,” while 9 respondents (22.5%) selected “No.” The responses indicate that a results-oriented approach is generally regarded as supportive of organizational objectives.

Regarding the fourth item on the consequences of weak cooperation among employees, 30 respondents (75%) answered “Yes,” compared with 10 respondents (25%) who answered “No.” These findings show that employee collaboration is an important aspect to manage because it is linked to the organization's ability to achieve its goals.

For the fifth item, which addresses whether an orderly and consistent work environment can support organizational continuity, 30 respondents (75%) responded “Yes” and 10 respondents (25%) responded “No.” Thus, most

respondents view workplace order and consistency as conditions that can contribute to organizational sustainability.

Taken together, the pre-survey findings show that respondents generally hold favorable views of the factors related to employee performance. Nevertheless, several areas remain important to strengthen, especially an innovative work culture, accuracy in performing tasks, and cooperation among employees. Improvement in these areas may support stronger performance at both the individual and organizational levels.

LITERATURE REVIEW

Environment Work

Winata (2022) describes the work environment as the combination of physical and non-physical conditions surrounding employees that may shape their behavior, comfort, enthusiasm, and performance when completing job responsibilities. A supportive and comfortable workplace can encourage productivity, whereas unfavorable conditions may weaken motivation and reduce work effectiveness.

Organizational culture

According to Sumartik, Abadiyah, and Ubaidillah (2022), organizational culture consists of shared values, beliefs, norms, and customary practices that guide members in how they think, behave, and act in pursuit of organizational objectives. Pramana et al. (2022) likewise explain organizational culture as a system of values, characteristics, beliefs, and norms that develops within an organization and provides a foundation for decision-making, communication, coordination, and the implementation of work.

Employee Performance

Aguinis (2023) views performance as work-related behavior and outcomes that are relevant to organizational objectives and can be evaluated through the contribution made by an individual toward achieving those objectives. From this perspective, performance is not limited to final outputs but also includes the behavior demonstrated while work is being carried out. Robbins and Judge (2024) similarly define performance as the degree to which an individual succeeds in performing assigned tasks and thereby contributes to organizational goal achievement.

METHODOLOGY

This study employs a quantitative approach with a descriptive method to portray the research objects and subjects in their actual condition without deliberate manipulation or intervention. The study also considers relationships among activities, perspectives, attitudes, and processes associated with the phenomenon under investigation. Sugiyono (2022:2) states that a research method is a scientific procedure used to obtain data for particular purposes and uses. A scientific approach is characterized by rational, empirical, and systematic principles. Rationality means that the research process follows reasoning that can be logically understood; empiricity requires the procedures to be observable through experience; and systematicity means that the research is conducted through ordered and logically connected stages.

Sugiyono (2022:16) further explains that quantitative research is grounded in positivist philosophy and is used to investigate a defined population or sample. Data are collected through research instruments and analyzed numerically or statistically in order to test hypotheses that have been formulated in advance.

RESEARCH RESULT AND DISCUSSION

Instrument Validity Test

1. For the physical work environment variable (X1), every questionnaire item produced a calculated r-value greater than the r-table value of 0.2272. Accordingly, all items for this variable were classified as valid and could be used in subsequent data analysis.
2. For organizational culture (X2), all questionnaire items had calculated r-values above the r-table benchmark of 0.2272. Therefore, each item was declared valid and appropriate for use as research data.
3. The employee performance variable (Y) also showed calculated r-values exceeding the r-table value of 0.2272 for all items. On this basis, the entire set of employee performance statements was considered valid and suitable for further analysis.

Instrument Reliability Test

Reliability testing is used to assess the consistency of a questionnaire as a measurement instrument. Ghozali (2017:47) explains that reliability testing evaluates a questionnaire that represents indicators of a variable or construct. An instrument can be regarded as reliable when respondents' answers remain consistent or stable over time. Reliability is then determined by applying the specified decision criteria to the resulting coefficient.

The reliability results show that the work environment (X1), organizational culture (X2), and employee performance (Y) variables meet the reliability requirement. Each variable recorded a Cronbach's alpha value above 0.600, indicating acceptable internal consistency.

Normality Test

The normality test is applied to evaluate whether the residuals associated with the independent and dependent variables in the regression model follow a normal distribution. A regression model is generally expected to have residual data that are normally distributed or approximately normal. In this study, residual values were examined to assess whether the normality assumption was satisfied.

The test produced a significance value of 0.073, which is higher than 0.050. Therefore, the residual distribution in the regression equation is considered to satisfy the normality assumption.

Multicollinearity Test

Multicollinearity testing is conducted to identify whether the independent variables in a regression model are excessively correlated with one another. A suitable regression model should not contain problematic correlations among its predictors. The assessment can be carried out by reviewing the Tolerance and Variance Inflation Factor (VIF) values.

The multicollinearity results show that the Physical Work Environment variable has a Tolerance value of 0.842 and a VIF value of 1.187. The Organizational Culture variable records the same Tolerance value of 0.842 and VIF value of 1.187. Because the Tolerance values exceed 0.10 and the VIF values are below 10, the model is interpreted as free from multicollinearity problems. Thus, the multicollinearity assumption is fulfilled.

Autocorrelation Test

The autocorrelation test is used to determine whether residual values are correlated across observations in the sample. In this study, the presence or absence of autocorrelation was evaluated using the Durbin-Watson (DW) statistic.

The Durbin-Watson test produced a value of 1.746, which lies within the interval of 1.550-2.460. Based on this criterion, the regression model is interpreted as not exhibiting autocorrelation.

Heteroscedasticity Test

Heteroscedasticity testing is intended to determine whether the variance of the regression residuals differs across observations. One method for detecting this condition is the Glejser test, which evaluates whether changes in the residual variance are systematically associated with the independent variables.

Using the Glejser method, the Physical Work Environment variable obtained a significance value of 0.086, while Organizational Culture recorded a significance value of 0.692. Since both values are above 0.05, the regression model is considered not to show symptoms of heteroscedasticity. Therefore, the relevant assumption is regarded as satisfied.

Linear Regression Analysis

The regression analysis is used to estimate the extent to which the independent variables X1 and X2 are associated with changes in Y. In this study, the analysis evaluates the effects of the work environment (X1) and organizational culture (X2) on employee performance (Y), both separately and simultaneously.

The multiple regression equation obtained is $Y = 10.918 + 0.439X_1 + 0.301X_2$. The coefficients in this equation can be interpreted as follows:

1. The constant of 10.918 indicates the predicted value of employee performance (Y) when the work environment (X1) and organizational culture (X2) variables are treated as zero or are not included in the prediction.
2. The coefficient for the work environment (X1) is 0.439. This indicates that, when organizational culture (X2) is held constant, a one-unit change in the work environment is associated with a 0.439-point change in employee performance (Y).
3. The organizational culture coefficient (X2) is 0.301. With the work environment variable (X1) held constant, each one-unit change in organizational culture is associated with a 0.301-point change in employee performance (Y).

Correlation Coefficient Analysis (r)

Correlation coefficient analysis is used to assess the degree of association between the independent variables and the dependent variable.

The analysis yielded a correlation coefficient of 0.781. Because this value falls within the 0.600-0.799 interval, the work environment and organizational culture are interpreted as having a strong relationship with employee performance.

Analysis of the Coefficient of Determination

The coefficient of determination is used to estimate the proportion of variation in the dependent variable that can be accounted for by the independent variables, either partially or jointly. In this study, the analysis concerns the contribution of the work environment (X1) and organizational culture (X2) to employee performance (Y).

The test produced a coefficient of determination of 0.599. This value indicates that the work environment and organizational culture account for 59.9% of employee performance, while the remaining 40.1% (100% - 59.9%) is attributable to other factors that were not examined in this research.

Partial Hypothesis Testing (t-Test)

Partial hypothesis testing for the work environment (X1) and organizational culture (X2) in relation to employee performance (Y) was performed using the t-test. A 5% significance level (0.05) was adopted, and the calculated t-values were compared with the relevant t-table value.

For the work environment variable, the calculated t-value is higher than the t-table value ($8.874 > 1.993$), and the significance value is below 0.05 ($0.000 < 0.05$). Consequently, H_0 is rejected and H_1 is accepted, indicating a significant influence of the work environment on employee performance.

For organizational culture, the calculated t-value also exceeds the t-table value ($5.813 > 1.993$). The significance level of 0.000 is below 0.050. Therefore, H_0 is rejected and H_2 is accepted, supporting a significant effect of organizational culture on employee performance.

Simultaneous Hypothesis Testing (F Test)

The simultaneous effect of the physical work environment and organizational culture on employee performance was evaluated with the F-test at a 5% significance level. The decision was made by comparing the calculated F statistic with the F-table value.

The simultaneous test produced an F-value greater than the F-table value ($56.237 > 3.12$), with a significance value of 0.000, which is below 0.05. Thus, H_0 is rejected and H_3 is accepted. The result indicates that the work environment and organizational culture jointly have a significant influence on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings concerning the influence of the Work Environment and Organizational Culture on Employee Performance at the Pesanggrahan District Office, South Jakarta, the study arrives at the following conclusions:

1. The work environment significantly influences employee performance, as represented by the regression equation $Y = 18.939 + 0.536X_1$. The correlation coefficient of 0.720 indicates a strong relationship between the two variables, while the coefficient of determination shows a contribution of 51.9%. The hypothesis test also gives t-count $>$ t-table ($8.874 > 1.993$). Accordingly, H_0 is

- rejected and H1 is accepted, demonstrating a significant effect of the physical work environment on employee performance.
2. Organizational culture has a significant effect on employee performance, with the regression equation $Y = 19.256 + 0.516X_2$. The correlation coefficient is 0.562, indicating a moderate relationship, and the coefficient of determination is 31.6%. The t-test result shows that t-count exceeds t-table ($5.813 > 1.993$). Therefore, H0 is rejected and H2 is accepted, confirming a significant influence of organizational culture on employee performance.
 3. When examined together, the Work Environment and Organizational Culture significantly affect Employee Performance, based on the regression equation $Y = 10.918 + 0.439X_1 + 0.301X_2$. The correlation coefficient of 0.781 indicates a strong relationship between the independent variables and the dependent variable. The coefficient of determination is 61.0%, leaving 39.0% to be explained by other factors. The simultaneous hypothesis test yields F-count $>$ F-table ($56.327 > 3.12$). Thus, H0 is rejected and H3 is accepted, indicating that the physical work environment and organizational culture jointly exert a significant influence on employee performance.

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