



## Effect of Work Environment and Organizational Culture on Employee Performance

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### ABSTRACT

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The purpose of this study was to determine how much influence the work environment has on employee performance and organizational culture on employee performance. The object of this research is the nickel mining industry in Lutim Regency, associative research. The population is all employees at PT. Citra Lampia Mandiri (CLM) as many as 291 works of the cloud. The sample of this study used a sampling technique (method random sampling) or a simple method, namely by randomly using the Slovin formula as many as 74 employees. In this study, it was found that the work environment and organizational culture had a significant and positive influence on employee performance, either partially or simultaneously.

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### 1. Introduction

Human resources are very important for individuals or groups within the company. HR is the perfect initiator for the smooth running of business activities, moreover the progress of an HR has been determined by the company.

Good HR management, employees will have work spirit, employees will have work spirit, will ensure employees can work optimally. Will always improve knowledge, skills and willingness to work together in realizing common goals, especially regarding the work environment. Employees who work calmly can help their surroundings not get bored easily at work, so they will feel satisfied with the results of their work. On the other hand, such a bad work environment causes employees to quickly get bored and restless, which of course delays their professionalism at work.

Behavior, attitudes, and actions as part of the organizational culture that should be in accordance with the rules so that the company's vision and mission can be achieved. By applying organizational culture in carrying out work, it will produce resources that have the ability not only hard skills but also soft skills. In a company, the organization is used as a means to achieve the goals of both individuals and groups.

Organizational culture is an important aspect that must be considered by the company. Because with organizational culture, values and norms are a way to create active conditions for the company, especially fellow employees. "Humans who are essentially cultural creatures contain an explanation that culture is a measure of human life and behavior towards the environment".

Culture requires members who are surrounded by the culture to behave in accordance with the existing culture without feeling forced. If the culture behaves to direct members of the organization to have good performance, then it can be ensured that these members carry it out well, finally the implementation of the culture will produce good performance output.

In realizing sustainable company progress, it is necessary to pay attention to the condition of employee performance in the company. All companies expect their employees to excel. Employees who have good performance can provide benefits for the company. Therefore, the smooth work of course comes from employee performance. The existence of supporting and important factors in the smooth running of work is having a work environment that is peaceful, peaceful, calm and pleasant.



Employee performance can be influenced by two factors, namely the work environment and organizational culture. PT. CLM in Harapan Village, East Malili Luwu is a nickel mining industry company that has become one of the mainstay business icons to support the economy of the surrounding community.

Knowing from the above explanation, at least in this study two factors that can affect performance are raised, namely the work environment and organizational culture.

## 2. Literature Review

### 2.1 Employee performance

Performance or more often interpreted as the work of an employee in doing a job that is his responsibility (Damanauw et al., 2018). Performance as an assessment seen by the company in assessing employees (Pratami et al., 2019); (Munawirsyah, 2018). It should be noted that work assessment must be continuous and systematic in order to make a greater contribution to the company.

Sugiyarti (2012) revealed that measuring employee performance can be done with several indicators, namely work quality, quantity and creativity.

### 2.2 Work environment

The work environment is everything in the workspace that affects work. The work environment has a very important role in the organization or company (Kultsum, 2017); (Sudaryo et al., 2018). Work environment refers to all equipment and materials encountered, the environment in which a person works, working methods and work arrangements, including individuals and groups (Arifin, 2020).

Employee performance plays a very important role so that the quality of employee performance is very satisfying in their work environment (Krisnaldy et al., 2019). The work environment is divided into two factors, namely the physical environment and the non-physical environment. The physical work environment is a real thing related to the condition of the place or room and the integrity of the materials or equipment needed by employees. The non-physical environment is all the physical factors that together form the material atmosphere around the workplace. The physical work environment is a working condition that is in direct contact with an employee (Ningrum & Prasetya, 2014).

The non-physical work environment is a condition related to the working relationship of co-workers, superiors and subordinates. This non-physical work environment can affect employee performance (Putra, 2015). To maximize employee performance, a non-physical environment is needed that is so conducive.

The work environment is the environment in which employees work, therefore every organization or employee must be able to create good working conditions in order to improve their performance (Himma, 2020).

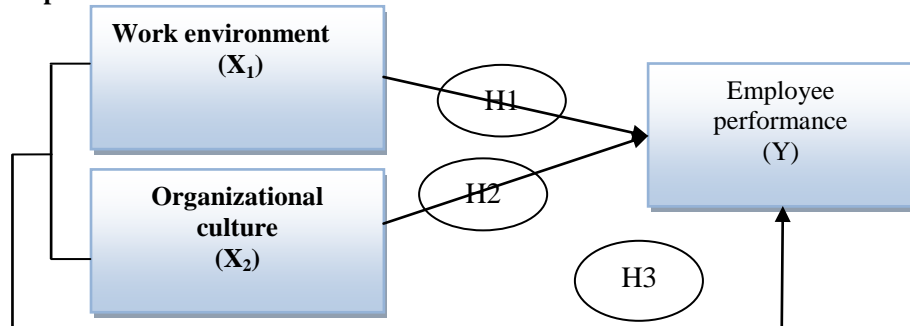
Sugiyarti (2012) revealed that to measure organizational culture can be done with several indicators, namely lighting, air temperature, space for movement, security and relations between employees.

### 2.3 Organizational culture

Culture gives the meaning that there is a habit that is repeated by someone (Adha et al., 2019). Organizational culture is one of the basic orientations for employees to pay attention to the interests of all employees (Radianto, 2017). Work culture has actually been known to humans for a long time, but it has not been realized that a successful job is rooted in the values and behavior of an employee in carrying out their duties (Robertus Gita & Yuniawan, 2016). Values and behavior can be sourced from customs, religion, norms that apply in society and so on.

Sugiyarti (2012) revealed that measuring organizational culture can be done with several indicators, namely pride in their work, being able to work with a team, being loyal, open, and working thoroughly.

**2.4 Relationship Between Variable**



**Fig 1.** Conceptual Framework

Research hypothesis:

- a. It is suspected that the work environment affects employee performance.
- b. It is suspected that organizational culture has an effect on employee performance.
- c. It is suspected that the work environment and organizational culture together affect employee performance.

**3. Research Methods**

The type of research used is associative research to determine the effect of the work environment and organizational culture on employee performance at PT. Independent Lampia Image.

The population in this study were all employees at PT. CLM (Nickel Mining Industry Company) as many as 291 employees. And the sampling of this study used a sampling technique (*Random Sampling Method*). The meaning is simple (*simple*) because at the time of sampling the population randomly without using the existing levels in the population, using the *Slovin* formula :

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{291}{1 + 291 (10\%)^2}$$

$$n = \frac{291}{1 + 291 (0.01)^2}$$

$$n = \frac{291}{3.91}$$

$$n = 74.424$$

$$n = 74 \text{ employees.}$$

Where:

N = Total population

n = Number of samples

e = Error tolerance limit (*error tolerance*)

So based on the slovin formula above, the minimum sample of PT. CLM PT. CLM (Nickel Mining Industry Company) has 74 employees. Some of the tests carried out in this research are Validity and Reliability Test: Classical Assumption Test (normality, multicollinearity, heteroscedasticity) and multiple linear regression.

#### 4. Research Results and Discussion

##### 4.1 Test Validity

The research validity test was carried out with the aim of detecting whether the data used was valid or not and also to obtain accurate research results. The validity of the data becomes a reference for testing further research instruments. The data is said to be valid if the calculated r value is greater than the r table value.

**Tabel 1**  
Validity Test Results

Variable	No. Question Items	r Table	r Count	Information
Work environment	1	0.229	0.546	Valid
	2	0.229	0.564	Valid
	3	0.229	0.606	Valid
	4	0.229	0.534	Valid
	5	0.229	0.693	Valid
Organizational culture	1	0.229	0.619	Valid
	2	0.229	0.596	Valid
	3	0.229	0.590	Valid
	4	0.229	0.485	Valid
Employee performance	5	0.229	0.620	Valid
	1	0.229	0.645	Valid
	2	0.229	0.632	Valid
	3	0.229	0.538	Valid

Source: primary data processed, 2021

The table above shows the results of the validity test on each variable for each question. Based on the basis of decision making that is said to be valid if the calculated r value is greater than r table, it can be concluded that the data used in this study is valid.

##### 4.2 Reliability Test

Used to measure and test the consistency of respondents' answers. It is said to be reliable if the measuring instrument gives consistent results. The basis for decision making in the reliability test is the *Cronchbach Alpha* value is above 0.6.

**Table 2.**  
Reliability Test Results

Variable	Cronchbach Alpha	Information
Work environment	0.652	Reliable
Organizational culture	0.724	Reliable
Employee performance	0.619	Reliable

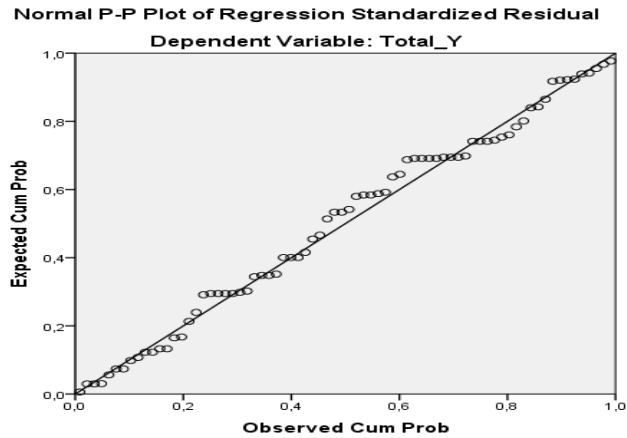
Source: primary data processed, 2021

The value of each variable in the *Cronchbach Alpha* column is above 0.6. Work environment 0.652, organizational culture 0.724 and employee performance 0.619. That is, if it refers to the basis of decision making which says that it is reliable if it is above 0.6 then each variable in this study is said to be reliable and feasible to use.

##### 4.3 Normality Test

Normality of data in a study is used to see whether the data used is normally distributed or not. Determination of whether the data is normally distributed or not can be seen in the histogram table or normal pp plot. Data is normally distributed if the data distribution follows or is along a diagonal line





**Fig 2.** Normality test results  
Source: primary data processed, 2021

In the Normal *probability plot* above, it shows that the data distribution is normally distributed. This can be shown by looking at the distribution of existing data following or along the diagonal line.

**4.4 Multicollarity Test**

Multicollinearity can occur in a study if there is a strong relationship between the independent variables in the multiple regression model. To see if there are symptoms of multicollinearity, see the table below. Note that there is no multicollinearity symptom if the tolerance value is above 0.5 and the VIF value is below 10.

**Table 3**  
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Work environment	1,000	1,000
Organizational culture	1,000	1,000

Source: Primary data processed, 2021

The results in the table above provide the results that in this study there were no symptoms of multicollinearity. This is based on the VIF value which is below 10. The work environment is 1,000 and the organizational culture is 1,000.

**4.5 Heteroscedasticity Test**

Good research is research that does not show symptoms of heteroscedasticity or homoscedasticity. In this study, Spearman's rho heteroscedasticity test was used. On the basis of decision making, the significance value is above 0.05

**Table 4**  
Heteroscedasticity Test Results

		Work environment	Organizational culture	Unstandardized Residual	
Spearman's rho	Work environment	Correlation Coefficient	1,000	0.050	
		Sig. (2-tailed)	.	,674	
		N	74	74	
	Organizational culture	Correlation Coefficient	0.050	1,000	0.013
		Sig. (2-tailed)	,674	.	,911
		N	74	74	74
	Unstandardized Residual	Correlation Coefficient	,003	0.013	1,000
		Sig. (2-tailed)	,978	,911	.
		N	74	74	74

Source: Primary data processed, 2021



Table 4 above gives the result that the value of sig. 2 tailed is above 0.05 for each independent variable. Work environment 0.978 and organizational culture 0.911. This means that there is no symptom of heteroscedasticity with spaerman's rho.

**4.6 Hypothesis Testing**

Hypothesis testing is used to see whether there is an influence between the independent and dependent variables either simultaneously or partially.

**a. f test**

The f test or simultaneous test is used to see the effect of all independent variables, namely the work environment and organizational culture) on the dependent, namely employee performance at PT. Citra Lampia Mandiri (CLM).

**Table 5**  
f . Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7,396	2	3,698	4.087	,021 <sup>b</sup>
Residual	64,239	71	,905		
Total	71,635	73			

Source: Primary data processed, 2021

The level of significance in the table f test results is 0.021. Based on the statements put forward by many experts who say that if the significance value on the f test is below 0.05, then simultaneously the independent variables have an effect on the dependent variable. So it is concluded in this study at PT Citra Lampia Mandiri (CLM), employee performance is significantly influenced by the work environment and organizational culture with a significance value of 0.021.

**b. t test**

The t test or single test is used to see the effect of the work environment on employee performance and organizational culture on employee performance. This means that the t test is a test carried out by testing each variable X to Y.

**Table 6**  
t test results

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	7,744	2.054	3,769	,000
	Work environment	,134	,067	2,000	0.049
	Organizational culture	,140	0.069	2.019	0.047

Source: Primary data processed, 2021

From the data testing conducted with SPSS 21, it was found that:

- 1) Work Environment has a positive and significant effect on employee performance at PT. Citra Lampia Mandiri (CLM). This can be proven by looking at table 6. Where the significance value of the work environment is 0.049. this value is still classified and categorized as significant because it does not pass the critical threshold of 0.05.
- 2) Organizational culture has a positive and significant effect on employee performance at PT. Citra Lampia Mandiri (CLM). This can be proven by looking at table 6. Where the significance value of organizational culture is 0.047. This means that this value is smaller than the alpha level of 0.05 so that organizational culture has a significant influence on employee performance.

**4.7 Coefficient of Determination**

The table below is the results of the SPSS 21 test. From the table below it can be seen how much the work environment and organizational culture affect the performance of employees at PT. Citra Lampia Mandiri (CLM).

**Table 7**  
Coefficient of determination test results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,321 <sup>a</sup>	,103	,078	,951

Source: Primary data processed, 2021



The results shown in the table above are Adjusted R Square 0.103 or 10.3%. This condition illustrates that the influence given by the work environment and organizational culture is very small on employee performance. This means that 89.7.% of other factors that can affect the performance of employees at PT. Citra Lampia Mandiri (CLM). Other factors can be work motivation, leadership style or other factors.

## 5. Conclusions

There are several things that can be concluded in this study by looking at the results of research and discussion of research results that have been carried out previously:

- a. The results of the study for the work environment partially state that the work environment affects employee performance positively and significantly.
- b. The results of the research for organizational culture partially state that organizational culture affects employee performance positively and significantly.
- c. The results of the research for the work environment and organizational culture simultaneously state that the work environment and organizational culture significantly affect employee performance.

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