The Influence of organizational culture and Work Environment on Employee Performance in Campalagian District Office

Awal Nopriyanto Bahasoan[1], Rahmat Hasanuddin[2], Samsuardi Said[3], Silvia[4]

[1,2,3,4] Faculty of Economics, University of West Sulawesi

A R T I C L E   I N F O

ABSTRACT

This study aims to determine whether organizational culture and work environment affect employee performance. The location of the research was carried out in the Campalagian sub-district office with 31 employees. Sampling uses a saturated sample in which the entire population is sampled. The data sources are taken from primary and secondary data. Data collection techniques were carried out by distributing questionnaires and observations made by researchers. Qualitative data is processed to become quantitative data results. Some questions addressed to respondents where the answers are quantified by giving a score. The analysis used was the t test using the SPSS version 25.0 windows application. The results showed that (1) Organizational Culture has a positive and significant effect on employee performance. (2) Work environment has no influence and is not significant on employee performance. And the F test analysis shows that Organizational Culture and Work Environment simultaneously have a significant positive effect on employee performance in the Campalagian District office

Corresponding Author:

Awal Nopriyanto Bahasoan
Faculty of Economics,
University of West Sulawesi
Jalan Prof. Dr. Baharuddin Lopa, SH, Talumung, Majene, Sulawesi Barat, Indonesia.
Email: awalnopriyanto@unsulbar.ac.id

1.   INTRODUCTION

The development carried out in the country at this time aims to improve the standard of living and welfare of the people. Its development programs have always paid great attention to improving the welfare of society as a whole. Development is the process of creating a just and equitable prosperous society. A prosperous society is characterized by prosperity in the form of increasing public consumption due to increased income (Bahasoan, 2019). Human resources are individuals who work in an organization or as a mover, in an agency. Effective management will determine the direction the organization should go and how to see if the organization is on the right track. Until now, human resources have a very important role in various agencies. Several ways are used by agencies in order to improve existing human resources, including through organizational culture, work environment, and performance. Performance is the result achieved by a person in carrying out tasks based on skills, experience and sincerity as well as time according to predetermined standards and criteria. Employee performance is the result of certain work processes planned at the time and place of the employee and the organization concerned (Materi et al, 2017). Improving employee

performance will bring progress for agencies to be able to survive in an unstable competitive work environment. Therefore efforts to improve employee performance are the most serious management challenge because success in achieving goals and the survival of an organization depends on the quality of the performance of the human resources in it (Suci. Is. 2015). Important factors that determine employee performance and organizational ability is adapting to the existence of organizational culture and creating changes in a comfortable work environment and improving employee performance. Culture is a habit of employees in behaving or acting in their daily lives, how employees socialize well with fellow colleagues, subordinates and superiors. This will create regularity so that a conducive working situation or condition can be created.

Situations like this provide comfort for employees at work. This convenience can increase employee performance, so that agency goals can be achieved. Organizational culture is a form of response that is owned, implicitly accepted by a group and determines how the group feels, thinks, and reacts to a diverse environment (Kreitner, et. al 2017).   In addition to influencing employee performance from organizational culture, it can also affect work environment. Talking about the work environment is very important because leaders need to pay attention to the nature of the work environment where activities take place and be able to change this environment in order to improve employee performance. The work environment is everything that is around employees when working, both physical and non-physical that can affect employees while working. According to Pranitasari (2019) the work environment has a high influence on a person's behavior. As an illustration that shows that a comfortable work environment will have a good impact on individuals, likewise if the environmental conditions are bad then the impact on individuals will also be bad. The Campalagian Sub-district Office is a place used by the government in the related area to carry out activities such as service to the community, empowering communities in villages or sub-districts, fostering the administration of village and sub-district administration, and carrying out tasks given by the Regent as part of Regional Government Affairs. The Campalagian Sub-district Office is also a government agency located in Lakacca Hamlet, Parappe Village, Campalagian District, Polewali Mandar Regency by carrying out government duties in working to provide the best service to the community and employees must also work together in carrying out their duties. Based on the phenomena that occur in the field in the organizational culture section, there are bad habits carried out by employees, such as in terms of implementing the time to go to work, there are still some employees who are late and in groups. While the phenomena that occur in the field of work environment are the management of office space that has not been maximized, it can be seen from the special room for where the letters or files have not been neatly arranged, some of the employees' workspaces use air conditioning and some only use fans. wind. So the authors are interested in conducting research entitled "The Influence of Organizational Culture and Work Environment on Employee Performance in the Campalagian District Office"
m

2.   RESEARCH METHODS

2.1   Types of Research
This type of research is descriptive quantitative. Quantitative descriptive is a research method that describes and explains independent variables to analyze their effect on the dependent variable (Sugiyono, 2018). The descriptive quantitative method can also be interpreted as a research method based on philosophy, provitism, used for researchers in certain populations or samples, collecting data using research instruments, data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses

2.2   Types and Sources of Data
The type of data used in this research is descriptive quantitative data type. While the data source used is primary data. Primary data is data obtained from informants at the research site. In this study, the source of data obtained from research sites was in the form of respondents through questionnaires, interviews, agency documents, history of company development, organizational structure and others related to research.

2.3   Research Sample

According to Silaen (2018) a sample is a portion of the population that is taken in certain ways to measure or observe its characteristics. Meanwhile, there are less than 100 civil servants working in the Campalagian sub-district office, it is better to take all of them so that this research is a population study. Determination of the sample using nonprobability sampling technique which provides an opportunity for each member of the population to be sampled using the saturated sampling method. According to Sugiyono (2017) saturated sampling is a technique for determining a sample if all members of the population are sampled. So the sample in this study were 31 people.

2.4   Data Analysis Techniques
a.   Validity Test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire can be said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Sugiyono, 2017). To measure the level of validity of the questionnaire, researchers conducted a correlation between the score of the questions and the total score of the construct using the help of a computer application, namely SPSS. The criterion is valid or not, if the correlation between the scores of each question item and the total score has a significant level below 0.05 then the question items can be said to be valid and if the correlation score of each question item with the total score has a significant level above 0.05 then the question items were declared invalid (Ghozali, 2013).

b.   Reliability Test

Testing with the aim of testing the level of stability or consistency of a measuring instrument. The questionnaire is said to be reliable if the questionnaire gives consistent results if it is used repeatedly with the assumption that the conditions at the time of measurement do not change/same object (Sugiyono, 2017). Reliability testing in this study used Cronbach Alpha. According to Indriantoro and Bambang (2002), a measuring instrument is said to be reliable if it has a Cronbach Alpha greater than 0.6. Testing was carried out with the help of SPSS software version 25.

c.   Data Normality Test

The normality test aims to measure whether in the regression model the independent variables and the dependent variable both have a normal distribution or are close to normal (Ghozali, 2013). The normal distribution will form a straight diagonal line and plotting the data will be compared with the diagonal line. If the data distribution is normal, then the line that describes the actual data will follow the diagonal line. (Ghozali, 2013). This test was carried out using SPSS 25 software.

d.   Multicollinearity Test

This test aims to determine whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2013). The multicollinearity test is carried out by looking at the magnitude of the variance of the revelations factor (VIF) and tolerance. If the VIF value is > 10 and the tolerance value is <0.1, this means that there is a correlation between the independent variables and vice versa if the VIF value is <10 and the tolerance value is > 0.1, this means that there is no correlation between the variables. This test was carried out using SPSS 25 software.

e.   Multiple Linear Regression Analysis

Multiple linear regression is used to determine the effect of several independent variables on one dependent variable (Ghozali, 2018). In this study the analytical tool used was multiple linear regression analysis to test the effect of job training (X1) and motivation (X2) on employee performance (Y) with the following research model:

$$Y = a + bX1 + bX2 + e \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots(1)$$

Information :
Y = employee performance
a = constant regression coefficient
b1 = First independent regression coefficient
b2 = Second independent regression coefficient
X1   = Organizational Culture
X2   = Organizational Environment
e   = Standard Error

f.   Partial Significance Test (T Test)

The t test aims to determine the effect of the independent variables on the dependent variable partially. To find out whether there is a significant effect of each independent variable on the dependent variable, the significant value of t is compared to the degree of confidence. When sig. t is greater than 0.05 then H0 is accepted. Vice versa if sig t is smaller than 0.05, then H0 is rejected. If H0 is rejected, this means that there is a significant relationship between the independent variables and the dependent variable (Ghozali, 2013)

g.   Simultaneous Significance Test (F Test)

The F statistic test was carried out to prove whether the independent variables simultaneously had an influence on the dependent variable, so the F test was carried out. The F test was carried out with the aim of testing all the independent variables, namely: job training and motivation on one dependent variable, performance. Independently with a significance of 0.05 it can be concluded (Ghozali, 2013). If F count > F table, then H0 is rejected and Ha is accepted, which means the independent variable has a significant influence on the 0.05 variable. If the F count > F table, all the independent variables affect the dependent variable together. In addition, you can also see the significance value. If the significance value is less than 0.05, the independent variables jointly affect the dependent variable. Meanwhile, if the significance value is greater than 0.05, the independent variables simultaneously have no effect on the dependent variable

h.   Determination Coefficient Test

The coefficient of determination (R2) essentially measures how far the model's ability to explain the variation in the dependent variable. In the SPSS output, the coefficient of determination is located in the model summary table and is written R square. However, for multiple linear regression, on the other hand, it uses adjusted R square or written adjusted R square, because it is adjusted for the number of independent variables used in the study. In reality, the value of the adjusted R square can be negative, even though the desired value is positive. If in the empirical test the adjusted R square (R2) value is negative, then the adjusted R square (R2) value is considered zero, (Ghozali, 2011).

3.   RESULTS AND DISCUSSIONS

3.1   Characteristics of Respondents Based on Education Level

Regarding the data that has been processed, the results of the distribution of respondents based on education in this study can be seen in table 1 as follows.

Table 1. Grouping of Respondents Based on Education

Education	Number of Respondents	Percentage (%)
SENIOR HIGH SCHOOL	17	54,8
DIPLOMA	2	6,5
S1	8	25,8
S2	4	12,9
Amount	31	100.0

Source: Primary data processed, 2022

Based on table 1 above, it can be concluded that of the 31 respondents, the majority of the highest SMA was 17 people with a percentage of 54.8%, DIPLOMA was 2 people with a percentage of 6.5%, then S1 was 8 people with a percentage of 25.8%, and S2 amounted to 4 people with a percentage of 12.9%.

3.2   Characteristics of Respondents Based on Years of Service

Regarding the data that has been processed, it states that the results of the distribution of respondents based on years of service in this study can be seen in table 2

Table 2. Grouping of Respondents Based on Years of Service

Years of service	Number of Respondents	Percentage (%)
1 - 10	1	3,2
11-20	20	64.5
21 - 30	3	9,7
31 - 40	7	22,6
Amount	31	100.0

Source: Primary data processed, 2022

Based on table 4.3 above, it can be seen that the 31 respondents mostly worked for 1-10 years totaled 1 person with a percentage of 3.2%, the most worked for 11-20 years were 20 with a percentage of 64.5%, then the working period was 21-30 years amounted to 3 with a percentage of 9.7%, and years of service 31-40 years amounted to 7 with a percentage of 22.6%.

3.3   Validity Test

Based on *the SPSS output,* the calculation results for the Job Training variable show good results. This is because the minimum requirements that must be met for the questionnaire to be valid, namely (r count) > (r table) of 0.355 can be fulfilled, so it can be concluded that the questionnaire for the Job Training variable is said to be valid.

3.4   Reliability Test

Based on table 4.10 above, Cronbach's Alpha Organizational Culture of 0.844 > 0.60 r critical is declared reliable or consistent, then Cronbach's Alpha Work Environment is 0.778 > 0.60 r critical is declared reliable or consistent, and Cronbach's Alpha Employee Performance is 0.892 > 0.60 is declared reliable or consistent.

3.5   Normality Test

The normality assumption test is carried out using the *P-Plot image* . A good regression model is the data distribution is normal or close to normal. To detect normality is done by looking at the normal normal *probability plot* which compares the cumulative distribution of the normal distribution.The criterion for accepting normality is to look at the points that are close to the line and follow the diagonal line. Calculation results for all variables are presented in the following figure:
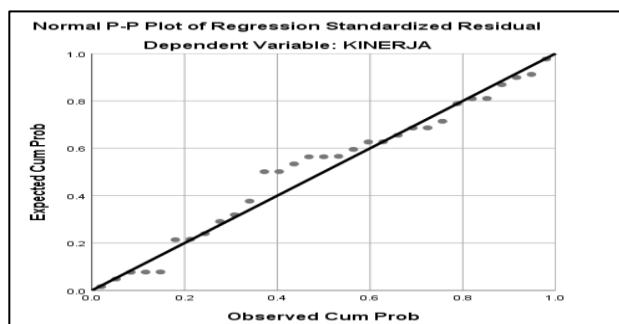

Figure 1. *P-Plot* of Normality Test

Based on Figure 1, *the P-Plot* Normality Test shows that the points in the figure approach and follow the existing diagonal line. These results indicate that the three research variables, namely job training, employee motivation and performance are normally distributed.

3.6   Multicollinearity Test

The value commonly used to indicate the presence of multicollinearity is a *tolerance value* of not less than 0.10, which means that there is no correlation between the independent variables whose value is greater than 95% or equal to the VIF value < 10. The multicollinearity test results for the independent variables are as follows:

Table 3. Multicollinearity Test

Variable	*tolerance*	Vif	Information
Work training	0.808	1,237	Non Multicol
Motivation	0.808	1,237	Non Multicol

Source: Primary data output SPSS 25, 2022

Based on table 3 above, it is known that *the Variance Influence Factor* (VIF) value is 1.237 <10.0. These results indicate that there is no independent variable multicollinearity.

3.7 Heteroscedasticity Test

Heteroscedasticity test tests the difference in residual variance from one observation period to another. Tests in this study used Graph Plots between the predicted value of the dependent variable, namely ZPRED and the residual SRESID. Heteroscedasticity does not occur if there is no clear pattern, and the points spread above and below the number 0 on the Y axis (Rahmawati et.al, 2015). The results of the heteroscedasticity test in this study are as follows
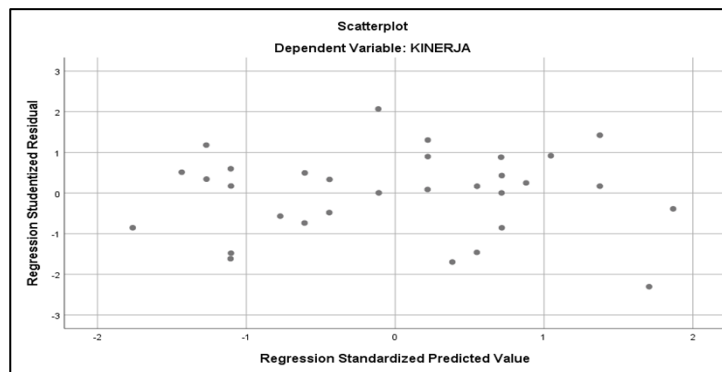

Figure 2. Heteroscedasticity Test

Based on Figure 2, the Heteroscedasticity test shows that the dots spread above and below the number 0. These results indicate that there is no symptom of heteroscedasticity in this regression equation.

3.8 Multiple Regression Analysis

Table 4. Regression Testing Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	0.029	0.340		0.085	0.933
Organizational culture	0.995	0.121	0.879	8,192	0.000
Work environment	0.019	0.117	0.018	0.165	0.870

a. Dependent Variable: Employee Performance

Source: Results of data processing via SPSS version 25, 2022

From table 4 above, the calculation of Organizational Culture and Work Environment on Employee Performance is arranged in the following model.

$Y = a + b_1 X_1 + b_2 X_2 + e$

$Y = a + 0.879 X_1 + 0.018 X_2$

Description:

Y   = Performance
a   = Constant
X_1 = Organizational Culture
X_2 = Work Environment
b_1, b_2 = Coefficient of regression direction (coefficient of $X1$, $X2$)
e   = Standard *Error*

The above results can be interpreted as follows:

a. The regression coefficient value of variable X1 (Organizational Culture) is positive, namely 0.879, so it can be concluded that there is a relationship between Organizational Culture and Employee Performance in the Campalagian District office.

b. The regression coefficient value of the variable X2 (Work Environment) is positive, namely 0.018, so it can be concluded that there is a relationship between the Work Environment and Employee Performance in the Campalagian District office.

3.9 T test

<div align="center">Table 5. Partial Test Results (t test)</div>

Model	Q	Sig.
1 (Constant)	0.085	0.933
Organizational culture	8,192	0.000
Work environment	0.165	0.870

<div align="center">a. Dependent Variable: Employee performance</div>
<div align="center">Source: Results of Data Processing via SPSS version 25, 2022</div>

Based on table 4.15 above, the independent variable test is explained as follows:

1. The results of the (partial) t test state that the significance value of organizational culture (X1) on employee performance (Y) is 0.000 <0.05 and the t count value is 8.192 > the t table value is 2.048, so this hypothesis is accepted. The purpose of these results is that there is significant influence and organizational culture (X1) on employee performance (Y) in the Campalagian Sub-district office.

2. The results of the (partial) t test state that the significance value of the work environment (X2) on employee performance (Y) is 0.870 > 0.05 and the t count value is 0.165 < the t table value is 2.048, so this hypothesis is rejected. The purpose of these results is that there is no significant influence and work environment (X2) on employee performance (Y) in the Campalagian Sub-district office.

3.10 Test F

<div align="center">Table 6. Simultaneous Test Results (Test F)</div>

Model	Sum of Squares	Df	MeanSquare	F	Sig.
1 Regression	3,385	2	1,693	53,150	0.000 b −
residual	0.892	28	0.032		
Total	4,277	30			

a. Dependent Variable: employee performance
b. Predictors: (Constant), Work environment, Organizational culture
<div align="center">Source: Data results processed through SPSS version 25, 2022</div>

Based on table 6 above which was obtained from the results of data processing with the help of the SPSS version 25 computer program, a Sig F of 0.000 <0.05 (5%) was obtained with an F $_{count}$ $_{of}$ 53.150 > F Table 3.340. So it can be seen that the significant value for the influence of Organizational Culture (X1) and Work Environment (X2) on Employee Performance (Y) is Sig F of 0.000 <0.05 (5%) with F count $_{53.150}$ > F Table 3.340. This is stated as an accepted hypothesis, meaning that there is a significant influence of organizational culture (X1) and work environment (X2) on employee performance (Y).

3.11 Coefficient of Determination (R *Square*)

The coefficient of determination is the size of a dependent variable that can be explained by independent variables. It can also be said that a coefficient of determination measures the extent to which the independent variable describes the dependent variable. The coefficient of determination is calculated from the *R Square* value as follows.

Table 7. Test Results for the Coefficient of Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.890a –	0.792	0.777	0.17846

a. Predictors: (Constant), Work environment, Organizational culture
b. Dependent Variable: Employee performance
Source: Results of data processing via SPSS version 25, 2022

Based on table 7 above, it is known that the coefficient of determination at the *R Square* value is 0.792, this means that the ability of the independent variables (Organizational Culture (X1) and Work Environment (X2)) in explaining the dependent variable (Employee Performance (Y)) is equal to 79.2 The remaining % of 20.8% is influenced by other variables that are not included or not discussed in this study.

3.12 Discussions

Based on the results of hypothesis testing, it shows that organizational culture influences employee performance in the Campalagian sub-district office. It is known from the tcount value of the organizational culture variable that is greater than t table (8.192 > 2.048) with a significant level of 0.000 > 0.05. The test results mean that organizational culture influences employee performance. In accordance with the theory of Stephen P. Robbins in Wibowo (2016) which states that organizational culture is a general perception that is held by one member of the organization and shared by all members of the organization with a shared way of meaning system. In short, shared understanding, where different backgrounds and different organizational levels can understand the same way. If employees can understand the organizational culture well, then this can improve the performance of the employees themselves. Therefore organizational culture plays an important role in the process of improving the performance of a better and more responsible employee. This research is in line with research conducted by Juliani (2020) entitled "The Influence of Organizational Culture and Work Environment on Employee Performance at PT. BPR Desa Sangeh Abiansemal Badung", the results of his research state that organizational culture variables have a positive and significant effect on performance. Based on research at the Campalagian sub-district office, it shows that the work environment has no influence and is not statistically significant on employee performance as seen from the work of an employee. In accordance with the t test with a significant level of work environment variables 0.870 > 0.05 and the calculated t value of work environment variables is smaller than t table (0.165 <2.048). Has no influence and is not significant, this is due to the weak answers to the questionnaire statements in items 1 and 2, namely the completeness of the equipment or equipment provided by the agency is not optimal, which can be seen based on the characteristics of the respondents working under 20 years who do not get the maximum workspace facilities The results of this study are strengthened and are in accordance with what was conducted by Sari (2018) with the research title "The Influence of the Work Environment and Work Discipline on Employee Performance". In the work environment variable section which states that the work environment has no effect and is not significant on employee performance. This can be seen from the direct phenomenon found in the management of office space which is not maximal and untidy but does not reduce employee performance.

4.   CONCLUSION

Based on research results Based on the results of data analysis and discussion in this study, it can be concluded as follows: From the results of research that has been tested on the hypothesis shows that organizational culture variables have a significant positive effect on employee performance. This can be seen from the t count > t table (8.192 > 2.048) with a significant value of 0.000 <0.05, this means that organizational culture influences employee performance in the Campalagian sub-district office. From the results of research that has been tested on the hypothesis shows that work environment variables do not have a significant influence on employee performance. This can be seen in the value of t count <t table (0.165 <2.048) with a significant value of 0.870 > 0.05. This means that the work environment does not affect the performance of employees in the Campalagian sub-

district office. From the simultaneous test results, it can be concluded that organizational culture and work environment have a significant positive influence on employee performance.

REFERENCES

Afandi, P. (2017). Manajemen Sumber Daya Manusia. Riau : Zanafa Publishing

Arikunto, S. 2013.Prosedur Penelitian Suatu Pendekatan Praktik. Edisi Revisi. Jakarta: PT. Rineka Cipta

Bahasoan, A. N., Khaldun, R. I., Rahmat, A., & Tahawa, T. H. B. (2019). Pertumbuhan Ekonomi dan Indeks Pembangunan Manusia di Provinsi Sulawesi Tengah. Bomba: Jurnal Pembangunan Daerah, 1(2), 74-83.

Ghozali, Imam. 2013. Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro

Indriantoro, Nur dan Bambang Supomo. 2002. Metodologi Penelitian Bisnis. Yogyakarta : BPFE Yogyakarta

Juliani, N. P. S., & Suputra, G. A. (2021). Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. BPR Desa Sangeh Abiansemal Badung. WidyaAmrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata, 1(1), 335-348

Kreitner, Robert dan Angelo Kinicki. 2014. Perilaku Organisasi. Edisi 9. Buku 1.
Jakarta: Salemba Empat.

Maftri dkk, 2017. Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Dinas Pekerjaan Umum Kabupaten Sukoharjo. Vol. 18, No.1. Jurnal Akuntansi dan Pajak. Hal. 84-93.

Mangkunegara, A.A. Anwar Prabu. 2017. Manajemen Sumber Daya Manusia Perusahaan, Bandung : Remaja Rosdakarya

Pranitasari, D., Rozaq, A., Manajemen, P. S., Tinggi, S., Ekonomi, I., & Jakarta, I. (2019). Pengaruh Kerja Tim dan Pengembangan Karier terhadap Pengembangan Diri dan Keterlibatan Kerja Karyawan. Jurnal Manajemen Dan Keuangan, 8(3), 253–266.

Rahmawati, Amalia Dewi, dkk. 2015. Pengaruh Ukuran Perusahaan, Profitabilitas, Struktur Modal dan Keputusan Investasi Terhadap Nilai Perusahaan. Jurnal Administrasi Bisnis, Vol. 23 (2): 1-7.

Sari, T. I. P. (2018). PENGARUH LINGKUNGAN KERJA DAN DISIPLIN KERJA TERHADAP KINERJA PEGAWAI (Studi kasus p ada Pusat Pendidikan dan Pelatihan Pegawai Kementerian Pendidikan dan Kebudayaan) (Bachelor's thesis, Jakarta: Fakultas Ekonomi dan Bisnis UIN Syarif Hidayatullah Jakarta).

Sedarmayanti (2017). Perencanaan dan Pengembangan SDM untuk meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja. Bandung : PT. Refika Aditama

Silaen, S. (2018). Metode Penelitian Sosial untuk Skripsi dan Tesis. Bogor: Penerbit In Media

Sinambela, Lijan Poltak. (2016). Manajemen Sumber Daya Manusia: membangun tim kerja yang solid untuk meningkatkan kinerja. Jakarta: Bumi Aksara

Sugiyono. (2017). Metode peneltian kuantitatif, kualitatif. Dan R&D. Bandung : Alfabeta CV.

Suwatno dan Donni Juni Priansa. 2016. Manajemen SDM dalam Organisasi Publik dan Bisnis. Bandung: Alfabeta

.Vijay, Govindarajan dan Anthony, N. Robert. 2011. Sistem Pengendalian Manajemen. Jilid 2. Tanggerang: Karisma Publishing Group

Wibowo, (2016) Budaya Organisasi (Sebuah Kebutuhan Untuk Meningkatkan Kinerja Jangka Panjang, cetakan kedua. Jakarta : Gramedia PustakaUtama.