



Effect of organizational culture and work environment on employee performance of PT. POS Indonesia (Persero) East Jakarta

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ABSTRACT

Organizations that have organizational culture and a conducive work environment will show high employee performance as well. The problems that can be formulated from this research are: Is there any influence of organizational culture, work environment on employee performance at PT Pos Indonesia (Persero) East Jakarta. This study aims to determine the magnitude of the influence of organizational culture, work environment on employee performance either simultaneously or partially. The population in this study were all employees at PT Pos Indonesia (Persero) East Jakarta. Determination of the number of samples using random sampling technique, which then obtained the results of 53 respondents. Data collection tools used are documentation and questionnaires. The research data analysis method used instrument tests (validity test and reliability test), descriptive analysis of the percentage of classical assumption test, multiple regression analysis, partial hypothesis testing (t) and simultaneous test (F), and coefficient of determination. The results of multiple linear regression analysis showed equation $Y = 19.075 + 0.208 X_1 + 0.336 X_2$. Partially the magnitude of the influence of each independent variable on the dependent variable, namely: Organizational culture of 17.7%, and work environment of 12.4%. Simultaneously the magnitude of the influence of work motivation and work environment on performance is 43.8%. The conclusion of this research is that there is an influence of organizational culture and work environment on employee performance at PT Pos Indonesia (Persero) East Jakarta simultaneously or partially.

Keywords: Organizational culture, work environment, employee performance

1. INTRODUCTION

Organization in outline is a system process consisting of external and internal factors that relate or interact with each other, and influence each other so as to make a single unit that is directed towards achieving the main goals of the organization. External factors consist of economic, cultural and social activities as well as the political situation that occurs in a country. While internal factors consist of people who work together and are responsible for working relationships, and tools, work regulations and procedures and others. The elements that make up the organization consist of three parts, namely the work, people and systems that exist in the organization. One of the important things to improve the performance of an organization or company is how the company manages the performance of its employees. Good management of employee performance will

have an impact on improving the overall performance of the agency. The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere in which employees carry out their work activities every day.

A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment in which he works, then the employee will feel at home at work and use work time effectively. On the other hand, an inadequate work environment will reduce employee performance.

The work environment also has a great influence on the formation of employee performance and in carrying out the process of achieving company goals. A pleasant work environment for employees will be able to create a high sense of enthusiasm at work so as to avoid feeling bored and tired.

Organizational culture can be a major instrument of competitive advantage. A number of studies show that a strong culture will guide behavior and give meaning to organizational activities so that the performance produced by employees is also optimal. This is a very meaningful support in achieving the success of an organization because organizational culture realistically affects employee performance. Awareness of company leaders or employees of the influence of organizational culture can provide a strong spirit to maintain, maintain, and develop the organizational culture which is a strong support for the progress of the organization. A strong organizational culture will grow and develop a great sense of responsibility within employees so that they are able to motivate them to display the most satisfying performance, achieve better goals, and in turn will motivate all members to improve performance.

2. STUDY OF THEORY

Organizational

a pattern of beliefs, values, and learned ways to deal with experiences that have been developed throughout the history of the organization which manifests in the material arrangements and behavior of organizational members.

Culture culture is . or culture. Discussing culture, obviously can not be separated from the understanding of the organization. Organization comes from the Greek term, namely "organon" and in other terms organum which means a tool, member or body part (Lawu et al., 2019).

Culture is a strong determinant of people's beliefs, attitudes and behavior, and its influence can be measured through how people are motivated to respond to their cultural environment (Wibowo, 2015). On this basis, culture is defined as an organized collection of people who share the same goals, beliefs and values, and can be measured in terms of their influence on motivation.

According to (Robbins, 2012), organizational culture is the spread of patterns of shared values and beliefs that provide meaning and behavioral rules for organizational members. Norms and beliefs that inform members of the organization about what is acceptable and what is not acceptable, dominant values that are valued above others, basic assumptions and beliefs shared by members of the organization, rules of the game that must be learned if people are to be in line and accepted as a member of the organization, and the philosophy that guides the organization in its dealings with its employees and clients.

The same thing was also expressed by (Mangkunera, 2010) who stated that organizational culture is a set of assumptions or belief

systems, values, and norms developed in organizations that are used as behavioral guidelines for members of its members to overcome external and internal adaptation problems. Organizational culture is one of the most important elements in a company which essentially leads to behaviors that are considered appropriate, binding and motivating every individual in it (Lawu et al., 2019).

(Robbins, 2013) a strong culture has a greater impact on employee behavior and is more directly related to reducing employee turnover rates. In a strong culture, the organization's core values are deeply held and widely shared. A strong culture will have a great influence on the behavior of its members because the high level of togetherness and intensity will create an internal climate for high behavioral control.

Work

Environment The work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees at work. A conducive work environment provides a sense of security and allows employees to work optimally.

According to (Nitisemito, 2015) the work environment is everything that is around the workers' environment that can affect him in carrying out the tasks assigned to him. Meanwhile, according to (Sedarmayanti, 2009) the work environment is the overall tools and materials encountered, the work environment in which a person works, work methods, and good work arrangements as individuals and as a group.

The work environment is a place where employees carry out activities. A conducive work environment will provide a sense of security and comfort that allows employees to work optimally. If the employee likes the work environment where he works, then the employee will feel at home in his workplace, doing activities so that work time can be used effectively. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment in which he works, then the employee will feel at home at work, carrying out their activities so that work time is used effectively. On the other hand, an inadequate work environment will reduce employee performance.

The work environment in a company is one of the important things for noticed. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on employees employees who carry out the production process. Centralized work environment for employees can improve performance. On the other hand, a work environment that is not adequate will be able to reduce performance and ultimately reduce work motivation employee.

According to (Schultz, 2006) the work environment is defined as a condition that related to the characteristics of the workplace on the behavior and attitudes of employees where things These are related to the occurrence of psychological changes due to things that experienced in their work or in certain circumstances that must be continuously organization

that includes work boredom, monotonous work and fatigue. according to (Wursanto, 2009), the work environment consists of two types. First, a work environment that regarding the physical aspect is everything that concerns the physical aspect of the environment work. Second, the work environment that concerns the psychological aspect is a work environment that is cannot be captured with the five senses (Wursanto, 2009).

Employee performance

Performance comes from performance or actual performance of work performance or actual achievements achieved by someone. The definition of performance is the appearance of work in quality and quantity that is served by an employee in carrying out his duties in accordance with the responsibilities given to him (Lawu et al., 2019). Performance can be seen in terms of skills, skills, knowledge and sincerity of the employee concerned. Performance that is done with hard work will produce the expected organizational goals. In addition, performance can be self-motivation for employees with the abilities possessed by a person which will lead to competitive competition to conduct assessments, resulting in good performance achievements. Performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period. Performance can also be interpreted as an achievement achieved in carrying out services to the community in a period. Performance improvement cannot be realized if there is no good management or management, which can encourage institutional efforts to improve performance. Every performance management effort is intended to be used to encourage performance to reach the highest level in every organization.

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined terms or agreements. According to (Sutrisno, 2017) "Performance is the result of employee work seen from the aspect of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Performance is the result achieved through a series of activities and certain procedures using company resources. to achieve the company's goals set (Mangkunegara, 2017). Performance is a term derived from the word job performance which is defined as the quality and quantity of work achieved by employees in carrying out their duties per unit period of time in accordance with the responsibilities given to them. Performance in carrying out its functions does not stand alone, but is always related to employee job satisfaction and the level of compensation given, and is influenced by skills, abilities, and individual characteristics. Within the organizational framework, performance is the result of an evaluation of the work performed compared to predetermined criteria. Individual performance or staff needs attention, because individual performance will contribute to group performance and ultimately organizational performance.

Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance from one person to another may differ, due to different driving factors. Employee performance is very important because the performance of an employee in an agency will determine the effectiveness of the agency's performance. If the employee's performance is not good, the agency's performance will be not good (Frimayasa & Lawu, 2020).

3. RESEARCH METHODS

The type of research in this research is in the form of quantitative descriptive research. Descriptive research is research that aims to provide a clear and accurate description of the material or phenomenon being investigated. The tests carried out are:

1. Normality
Test The normality test is used to determine whether in the regression model the confounding or residual variables have a normal distribution or not (Ghozali, 2018)
2. Multicollinearity
Test The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between the independent variables. To find out the existence of multicollinearity, it can be seen from the tolerance value and its opponent or the variance inflation factor (VIF). If the VIF is less than 10 and the tolerance value is more than 0.1 then the regression is free from multicollinearity.
3. Heteroscedasticity
Test Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one observation residual to another observation. If the residual variance from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity.
4. Multiple Linear Regression
Analysis Multiple linear regression analysis was used to determine the effect between the independent variable and the dependent variable, namely the influence of Organizational Culture (X1) and Work Environment (X2) on employee performance (Y) at PT. Pos Indonesia (Persero) East Jakarta.
5. Partial test (t test)
Partial test (t test) is used to test whether each independent variable, namely Organizational Culture (X1) and work environment (X2) has a positive and significant influence on the dependent variable, namely performance (Y) partially. The rule of decision-making in the t-test using SPSS with a set significance level of 5%.
6. Simultaneous Test (F test)
This simultaneous test (F test) is used to see whether the independent variables, namely Organizational Culture (X1) and the work environment (X2) together have a positive and significant effect on the dependent variable, namely performance (Y).
7. Coefficient of Determination Test (R^2)
The coefficient of determination is a measure that can be used to determine the magnitude of the influence of the independent variable on the dependent variable. To determine the value of R^2 , by looking at the output of SPSS.

4. RESEARCH RESULT

Validity Test

According to (Sugiyono, 2017) A valid instrument means that the measuring instrument used to obtain data (measure) is valid. Valid means that the instrument can be used to measure what should be measured. An instrument can be said to be valid if it is able to measure what is desired in disclosing data from the variables studied appropriately. In this study, the internal validity test technique was used, namely the validity that was achieved if there was a match between the parts of the instrument as a whole (Suharsimi, 2006). The variable validity test is declared valid, if the value of $r_{count} > r_{table}$. Thus all variables can be declared valid, if each of the variables tested has a correlation coefficient (r_{count}) greater than r_{table} . The criteria used in this research is to use a sample of 53 people ($df = n-2$), with a significance value of 0.05, obtained r_{table} 0.2284. The following are the results of the validity test using SPSS for windows version 24 calculations for each variable:

Validity Test Results for Employee Performance Variables

Indicator	Question	R Table	R Calculate	Information
Culture Organizational	1	0.2284	0.541	Valid
	2	0.2284	0.569	Valid
	3	0.2284	0.525	Valid
	4	0.2284	0.627	Valid
	5	0.2284	0.596	Valid
	6	0.2284	0.565	Valid
	7	0.2284	0.690	Valid
	8	0.2284	0.720	Valid
	9	0.2284	0.556	Valid
	10	0.2284	0.844	Valid

Source: Data processed by SPSS 22.0

Validity Test Results of Organizational Culture Variables

Indicator	Question	R Table	R Calculate	Information
Culture Organizational	12	0.2284	0.826	Valid
	13	0.2284	0.778	Valid
	14	0.2284	0.536	Valid
	15	0.2284	0.664	Valid
	16	0.2284	0.690	Valid
	17	0.2284	0.604	Valid
	18	0.2284	0.599	Valid
	19	0.2284	0.754	Valid
	20	0.2284	0.681	Valid
	22	0.2284	0.512	Valid
23	0.2284	0.699	Valid	Source

Source: Data processed by SPSS 22.0

Validity Test Results of Work Environment Variables

Indicator	Question	R Table	R Calculate	Description
environment Work	24	0.422	0.609	Valid
	26	0.422	Valid 25 0.422 0.854	Valid
	27	0.422	0.701	Valid
	28	0.422	0.731	Valid
	29	0.422	0.584	Valid
	30	0.422	0.480	Valid
	Source	:	Data	processed

Source: Data processed by SPSS 22.0

Based on the results of the validity test using SPSS program for windows version 22.0 on the variables of Organizational Culture, Work Environment and Employee Performance in the table above, it can be said that the respondents' answers to all variable items are valid.

Reliability Test

According to (Sugiyono, 2018) a reliable instrument if there are similarities in data at different times, a reliable instrument means an instrument which when used several times to measure the same object will produce the same data, the questionnaire reliability test uses the same procedure as the test. validity.

Reliable means consistent or stable, a measuring instrument is associated with reliable if the results of the measuring instrument are consistent so that it can be trusted.

Reliability test is used to show that an instrument is reliable enough to be used as a data collection tool because the instrument is already good (Suharsimi, 2006). Reliability refers to the level of reliability (trustworthy) of an indicator used in research.

Calculation of Instrument Reliability Test

No.	Variable	Cronbach's Alpha	Minimum Cronbach's Alpha required	Information
1	Culture Organizational (X1)	0.87	0.60	Reliable
2	Environment (X2)	0.76	0.60	Reliable
3	Performance (Y)	0.80	0.60	Reliable

Source: Data processed by SPSS 22.0

From the trials that have been carried out, it can be seen that the results of Cronbach's Alpha for each variable are more than the minimum standard required Cronbach's Alpha, namely 0.60, then the variables of employee performance, Organizational Culture and work environment are reliable and feasible to use in data collection.

1. Normality Test

Based on statistical theory of linear model, only the residual of the dependent variable Y must be tested for normality, while the independent variable is assumed not to be a distribution function. So there is no need to test for normality principle, normality can be detected by looking at the spread of data (points) on the diagonal axis of the graph. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the standard of normality. If the data spreads far from the diagonal and/or does not follow the direction of the diagonal line, the regression model does not meet the assumption of normality.

The output results of normality testing with Kolmogorov-Smirnov are as follows: SPSS

Normality Test Output Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		53
Normal Parametersa	Mean	.0000000
	Std. Deviation	1.95748853
Most Extreme Differences	Absolute	.098
	Positive	.098
	Negative	-.051
Kolmogorov-Smirnov Z		.713
Asymp. Sig. (2-tailed)		.689
a. Test distribution is Normal.		

Source: Data processed by SPSS 22.0

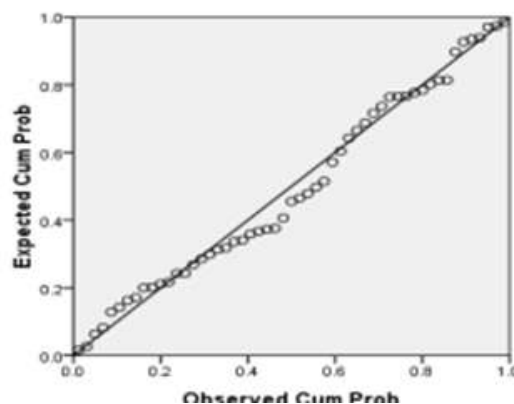
One-Sample Kolmogorov-Smirnov Test

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Source: Data processed by SPSS 22.0

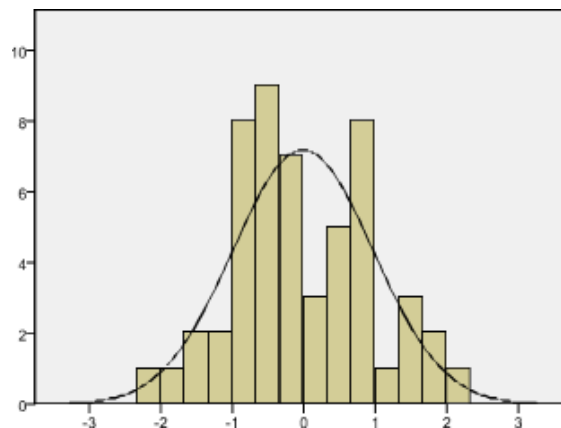
Based on the results of the study, the value of sig = 0.689 = 68.9% > 5% means that the unstandardized variables are normally distributed. Besides using the Kolmogorov-Mirnov test, the normality test can also be seen in the Normal P-Plot graph as follows:

Normal P-P of Regression Standardized Residual Dependent Variable: Kinerja



In the P-Plot graph, it can be seen that the data spreads around the diagonal line and follows the direction of the histogram line towards a normal distribution pattern, so the dependent variable Y fulfills the assumption of normality so that it can be concluded that the dependent variable and the independent variable both have a normal distribution. This normality test can also be seen in the histogram below:

In the histogram image above the line pattern forms like a bell indicating that normal distribution pattern,



Source: Data processed by SPSS 22.0 (2021)

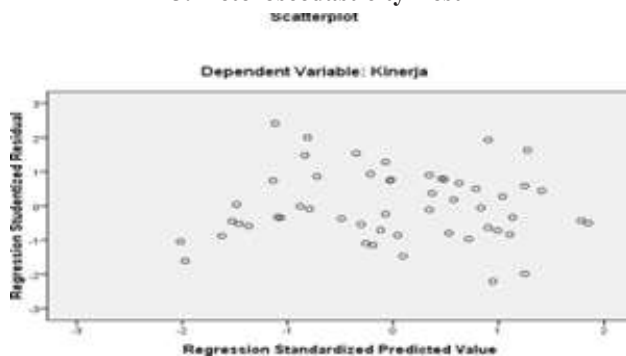
2. Test Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational culture	.661	1.514
	Work environment	.661	1.514

a. **Dependent Variable: empee performance**
Source: Data processed by SPSS 22.0.

Based on the table above, it can be seen that each independent variable has a tolerance value > 0.1 and a VIF value < 10. So it can be concluded that there is no multicollinearity between independent variables in this regression model.

3. Heteroscedasticity Test



Source: Data processed by SPSS 22.0

4. Multiple Regression Analysis

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	19.076	2.653		7.191	.000
	Organizational culture	.209	.063	.420	3.288	.000
	Work environment	.337	.126	.341	2.663	.010

Source: Data processed by SPSS 22.0

regression equation is obtained multiple: $Y = 19,076 + 0,209X_1 + 0,337X_2$, where:

Y = Employee Performance

X₁ = Organizational Culture

X₂ = Work Environment

The regression equation has meaning as follows:

1. Constant = 19,076

If the variable Organizational Culture, Work Environment, is considered equal to zero, then the variable Employee performance is 19,076. or if there is no influence from the independent variables of work motivation and work environment, then the performance does not change.

2. Coefficient of Work Motivation = 0.209

If the Organizational Culture variable increases by one point, while the Work Environment is considered constant, it will cause an increase in employee performance of 0.208.

3. Coefficient of work environment = 0.337

If the work environment variable increases by one point, while motivation is considered constant, it will cause an increase in employee performance of 0.337.

5. Partial Hypothesis Testing (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	19.076	2.653		7.191	.000
	Organizational culture	.209	.063	.420	3.288	.000
	Work environment	.337	.126	.341	2.663	.010

Source: Data processed by SPSS 22.0

Based on the partial test results for the Organizational Culture variable, it was obtained $t = 3.288$ with a significance value of $0.00 < 0.05$, then H_0 is rejected and H_a was accepted. This shows that partially H_1 which states that there is an influence of work motivation on employee performance is accepted.

Based on the results of the partial test for the Work Environment variable, it was obtained $t = 2.663$ with a significance value of $0.01 < 0.05$. because the significant probability is less than 0.05 then H_0 is rejected and H_a is accepted. This shows that partially H_2 which states that there is an influence of the Work Environment on employee performance is accepted.

6. Simultaneous hypothesis testing (F test).

Simultaneous test (F test) is used to see whether the independent variables, namely Organizational Culture (X₁) and Work Environment (X₂) together have a positive and significant effect on the dependent variable, namely performance (Y). The decision-making criteria in the F test using SPSS are:

- 1) If the significance value is > 0.05, then H_0 is accepted and H_a is rejected, or the independent variable from the linear regression model is unable to explain the dependent variable.
- 2) If the significance value is < 0.05, then H_0 is rejected and H_a is accepted, or the independent variable from the linear regression model is able to explain the dependent variable.

To perform the F test can be seen in the ANOVA table below:

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	169.428	2	84.714	21.259	.000 ^a
	Residual	199.252	50	3.985		
	Total	368.679	52			

a. **Predictors: (Constant), Work environment, Organizational culture**

b. **Dependent Variable: Kinerja**

Source: Data processed by SPSS 22.0

In the ANOVA table or F test, the calculated F value is 21,259 with a significance level of $0.000 < 5\%$. Because the significant probability is less than 0.05, then H_0 is rejected and H_a is accepted. In other words, the independent variables of Organizational Culture and Work Environment here are able to explain the magnitude of the dependent variable of employee performance. This shows that simultaneously H_3 which states that there is an influence of Organizational Culture and Work Environment on Employee Performance is accepted.

7. Coefficient of Simultaneous Determination (R²To) see the magnitude of the influence of the independent variable o the dependent variable as a whole, it can be seen in the following model summary table:

Determination (R²)Multiple

Model	R	R Square	Adjusted Square R	Std. Error of the Estimate
1	.679 ^a	.461	.439	1.99625

Source: Data processed by SPSS 22.0

In the table above, the value of Adjusted R Square = 0.439 = 43.9% means that the independent variables of Organizational Culture and Work Environment, together affect the dependent variable Employee performance is 43.9% and the remaining 56.1% is influenced by other variables not included in this study.

5. CONCLUSION

1. Organizational culture has a positive influence on the performance of employees of PT Pos Indonesia (Persero) East Jakarta partially. It can be concluded that the higher the Organizational Culture, the higher the employee's performance, and vice versa the less/lower work motivation, the lower the employee's performance.
2. Work environment has a positive influence on the performance of employees of PT Pos Indonesia (Persero) East Jakarta partially. It can be concluded that the better the work environment, the more employee performance is created, and vice versa, the worse the work environment, the worse employee performance is.
3. There is an influence between work motivation and work environment on the performance of employees of PT Pos Indonesia (Persero) East Jakarta simultaneously. So it can be concluded that if the two variables are increased together, the employee's performance will also increase.

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