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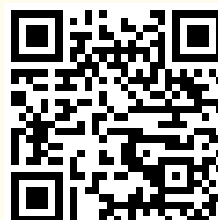
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Analysis of Organizational Culture and Work Environment on Employee Performance : Case study at Duren Sawit District Office, East Jakarta

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Abstract

This study investigates the influence of organizational culture and work environment on employee performance at the Duren Sawit District Office. Anchored in Social Cognitive Theory[9], this quantitative research employed a census method, surveying all 85 employees. Data were analyzed using multiple linear regression[8]. The results revealed that both organizational culture and work environment have a significant and positive partial and simultaneous effect on employee performance. The model explained 52.4% of the variance in performance, confirming that a conducive workplace context significantly predicts employee behavior.

Keywords: *Organizational Culture, Work environment, Employee Performance, Duren Sawit district office*

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I. INTRODUCTION

The performance of public sector employees is a critical determinant of governmental effectiveness and the quality of service delivery to citizens. Among the myriad factors influencing this performance, organizational culture and the work environment are consistently identified as pivotal. Organizational culture shapes behavioral norms and shared values, while the work environment provides the physical and social context for task execution. Despite general acknowledgment of their importance, a gap persists in understanding how these variables interact within the specific context of local administrative units. This study aims to provide empirical evidence by examining these dynamics at the Duren Sawit District Office.

While existing literature often confirms a positive correlation between workplace context and employee output, it frequently overlooks the underlying psychological mechanisms driving this relationship. To address this, the present research is anchored in Albert Bandura's Social

Cognitive Theory (SCT). SCT posits a model of triadic reciprocal determinism[3], suggesting a dynamic interplay between environmental factors, personal cognitive processes, and behavior. By applying this theoretical lens, this study moves beyond identifying simple associations to explore how organizational culture and work environment influence employee performance through mediating cognitive factors like self-efficacy[5] and outcome expectancies within a public sector setting.

he development process can run smoothly and successfully when the applied government management system supports the achievement of the objectives of governance and development implementation. The benchmark for development success depends on the implementation of government management (bureaucracy of management) or personnel management. Managing an organization, especially a nonprofit organization, requires human resources with a professional work ethic, namely a set of positive work behaviors rooted in strong awareness, fundamental beliefs, and a total commitment to an integral work paradigm. A work paradigm is the primary concept of work, encompassing underlying ideals, governing principles, driving values, engendered attitudes, and the standards to be achieved. The strategy agreed upon by leaders must be supported by the organizational structure and systems implemented within the organization. These structures and systems are determined by the leader (style).

The leader determines who assists him (staff) and the skills of the staff. Duren Sawit district office in East Jakarta is a government agency that handles paperwork.

Tabel 1.1.
Number of Employees Case study at Duren Sawit District
Office, East Jakarta

Employee Status	Number of people
PNS - Permanent Civil Staff	
Sub-district Office and Village Office Employee	26 People
Village Secretary	3 People
Non Permanent Contract Staff	
Satpol PP	20 People
Administrative Staff	20 People
Honoror	
Security Force	8 People
Cleaning Staff	8 People
Total	85 People

Sumber : Duren Sawit District Office, 2024

This study quantitatively investigates the specific influence of organizational culture and work environment on employee performance at the Duren Sawit District Office in East Jakarta. The

primary objective is to empirically test and quantify the individual and collective effects of these two environmental variables on the performance of all 85 employees. By employing a census method and multiple regression analysis, this research seeks to provide robust, context-specific evidence. The findings are intended to offer practical recommendations for public administration management and contribute to the literature by validating the applicability of Social Cognitive Theory within a local government framework.

II. LITERATURE REVIEW

A. *Performance*

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him and the quantity, quality and time used in carrying out tasks (Sutrisno, 2011). Then Robbins (2007) defines performance as a result achieved by an employee in his work according to certain criteria that apply to a job. Mangkunegara (2021) states that employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2021). Mathis (2022) employee performance is the main factor that determines the success of a company, and factors that influence individual employee performance include ability, organizational support and effort devoted. According to Siagian (2022), performance is influenced by several factors, namely compensation, work environment, organizational culture, leadership and motivation, work discipline, job satisfaction, communication, and other factors. According to Hasibuan (2021), performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity, and time.

B. *Performance Measurement*

Several other indicators related to this research, according to Robbins (2007), suggest that the aspects for measuring individual employee performance are as follows:

1. Quality

Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks relative to employee skills and abilities.

2. Quantity

Quantity is the amount produced, expressed in terms such as the number of units or the number of activity cycles completed.

3. Timeliness

Timeliness is the degree to which activities are completed at the stated start time, viewed from the perspective of coordination with output results and maximizing the time available for other activities.

4. Effectiveness

Effectiveness is the degree to which organizational resources (labor, money, technology, raw materials) are maximized with the aim of increasing output from each unit of resource use.

5. Independence

Independence is the degree to which an employee is able to carry out their work functions.

6. Work Commitment

Work Commitment is the degree to which an employee is committed to their work with the agency and their responsibilities to the office.

C. *Organizational Culture*

According to Davis (in Lako, 2024), organizational culture is a pattern of beliefs and values that are understood, internalized, and practiced by the organization, giving it a distinct meaning and becoming the basis for rules of behavior within the organization. Mangkunegara (2021) similarly stated that organizational culture is a set of assumptions or systems of beliefs, values, and norms developed within an organization that serve as behavioral guidelines for its members to address external and internal adaptation issues. Therefore, it can be concluded that organizational culture is a pattern of beliefs and values that are believed in and internalized by all members in carrying out their work as the appropriate way to understand, think, and feel about related issues, thus becoming a value or rule within the organization.

According to Siagian (2022), organizational culture is a shared agreement on values that are shared in organizational life and bind everyone within the organization. Organizational culture is a shared perception among all members of the organization about the true meaning of life together (Siagian, 2022). Robbins (2022) defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Furthermore, Robbins (2022) states that the system of shared meaning is formed by its members and also

differentiates it from other organizations. According to Turner in Wibowo (2023), organizational culture is the behavioral, social, and moral norms that underlie every action in the organization and are shaped by the beliefs, attitudes, and priorities of its members. According to Victor Tan in Wibowo (2006), organizational culture is the way of doing things in the organization.

D. Organizational Culture Indicators

To measure the extent to which organizational culture is implemented in the organizational environment, several indicators of organizational culture can be identified. According to Tampubolon in Jatilaksono (2023), these are as follows:

1. Innovative. Taking risks into account. Norms established based on agreement state that each employee will pay sensitive attention to any issues that might pose a risk of loss to the group and the organization as a whole.
2. Paying attention to every problem in detail. Paying attention to every problem in detail in carrying out work will demonstrate the employee's thoroughness and accuracy in carrying out their work.
3. Oriented towards results. A manager's supervision of subordinates is one way managers direct and empower staff.
4. Oriented towards all employee interests. Organizational success or performance is determined, in part, by teamwork. Teamwork can be fostered if managers can supervise effectively.
5. Aggressive at work. High productivity can be achieved if employee performance meets the standards required to perform their duties. Good performance includes, among other things: qualifications (abilities and skills) that meet productivity requirements and must be accompanied by high levels of discipline and diligence.

Maintaining and safeguarding work stability. Good employee performance must be supported by excellent health. Continuous good performance cannot be achieved if employees are not in good health. According to Boke and Nalla in Susetyo (2014), there are five indicators for measuring organizational culture:

1. Regulations: Regulations are implemented uniformly (indiscriminately) for all parties, regardless of specific circumstances or specific problems.
2. Distance from superiors: Every employee can freely express opinions and ideas that differ from their superiors.
3. Trust: Employees are open to other employees.
4. Professionalism: Carrying out work with high quality can develop employee capabilities.

5. Integration: Employees are friendly in their interactions. Based on the various indicators above, the author argues that every organization, in instilling organizational cultural values, can exercise self-control without being instructed by leaders. Therefore, with this understanding, the organizational culture will help employees work towards achieving organizational goals.

E. Work Environment

The work environment is a crucial factor in the progress and sustainability of an organization or agency. In some organizations/companies, the work environment is a critical focus. This is because the work environment is the place or entire environment where employees carry out their activities and responsibilities. Without a comfortable, clean, and pleasant work environment, the organization will not function as expected. The work environment is fundamental to employee satisfaction, ensuring the organization's or agency's goals are achieved effectively and quickly.

According to Nitisemito (as cited in Romadhoni et al., 2022), the work environment is the surrounding environment, including facilities and infrastructure, that provide comfort and security for employees in carrying out their assigned tasks. Meanwhile, according to Supandi (as cited in Djuwanto et al., 2017), the work environment is the surrounding environment that influences an individual's work enthusiasm. Supardi (as cited in Rumengan and Mekel, 2015) defines the work environment as the physical and non-physical surroundings of the workplace that can create a pleasant, secure, calming, and comfortable working environment.

Furthermore, according to Saydam in Rahmawanti et al. (2024), the work environment is defined as the entire work infrastructure surrounding employees who are performing their work, which can influence the work itself.

Furthermore, according to Wursanto in Liah (2024), the work environment is everything related to the physical and psychological aspects that directly or indirectly affect employees. Based on the definitions put forward by the experts above, the author concludes that the work environment is a condition in which employees work within an organization that can influence their physical and psychological condition. Therefore, a good work environment can be considered if employees can work optimally, calmly, and with high productivity.

F. Work Environment Indicators

To determine whether a work environment meets employee needs and can boost employee morale, several factors contribute to its effectiveness. According to Parlinda and Wahyudin in Logahan (2012), work environment indicators include:

1. Work equipment is everything within the company, including work-supporting facilities and infrastructure, such as computers, typewriters, and so on.
2. Employee services are everything related to the company's services to employees, such as providing places of worship and healthcare facilities.
3. Working conditions are everything physical within the company, such as space, temperature, lighting, and ventilation.
4. Personal relationships are everything within the company related to interpersonal relationships, such as cooperation between employees and superiors.

According to Sedarmayanti in Rosa (2015), there are several measures of the work environment, namely:

1. Lighting/Lighting in the Workplace: Light is crucial for employee safety and smooth work flow. Therefore, it is important to ensure that lighting is bright but not dazzling.
2. Air circulation in the workplace: Oxygen is a gas needed by living things to maintain their survival, specifically for metabolic processes. The surrounding air is considered polluted when the oxygen content is reduced and mixed with gases or odors that are harmful to health.
2. Noise in the workplace: One type of pollution that experts are quite preoccupied with is noise, which is unwanted sound.
3. Unpleasant odors in the workplace: The presence of odors around the workplace can be considered pollution because it can disrupt concentration at work, and persistent odors can affect the sense of smell.

Workplace safety to maintain a safe work environment, safety is essential. Therefore, safety factors must be implemented. From the indicators above, it can be concluded that an organization needs adequate and satisfactory work facilities, appropriate benefits, and loyal work relationships to achieve organizational goals.

G. Theoretical Framework

This research is anchored in Albert Bandura's Social Cognitive Theory (SCT), which provides a comprehensive framework for understanding human behavior. The central tenet of SCT is the concept of triadic reciprocal determinism, proposing a continuous, dynamic interaction among three factors: personal cognitive factors, environmental influences, and behavior. This model suggests that individuals are not merely passive recipients of environmental stimuli but are active agents who both influence and are influenced by their surroundings. This theoretical lens is particularly useful for examining workplace dynamics.

Within the context of this study, environmental influences are represented by organizational culture and the work environment at the Duren Sawit District Office. SCT posits that these external factors significantly shape employee actions. Organizational culture provides a set of shared norms, values, and behavioral models, while the physical and social aspects of the work environment offer reinforcements or constraints. Through observational learning[2], employees acquire and replicate behaviors that are valued and rewarded within this specific organizational context, directly impacting their task execution.

SCT emphasizes the mediating role of personal cognitive factors in the relationship between environment and behavior. An employee's self-efficacy—their belief in their capability to perform tasks—and their outcome expectancies—what they anticipate the consequences of their actions will be—are crucial. A supportive organizational culture and a positive work environment can enhance an employee's self-efficacy and foster positive outcome expectations. These internal psychological states are critical determinants of the motivation and effort an employee will invest in their work, ultimately affecting performance.

Employee performance, the behavioral component in this model, is not merely a passive outcome but an active variable within the reciprocal framework. According to SCT, an employee's performance can modify both personal and environmental factors. For instance, high performance can bolster an individual's self-efficacy and may lead to positive feedback from supervisors, thereby altering the social work environment. This feedback loop illustrates the dynamic interplay where behavior is both a product and a producer of the organizational and personal systems.

Therefore, Social Cognitive Theory offers a robust and integrative framework for this investigation. It allows for a nuanced analysis of how organizational culture and work environment do not act in isolation but interact dynamically with employees' cognitive processes to shape performance outcomes. By applying SCT, this research moves beyond identifying simple correlations to explore the underlying psychological mechanisms that explain how and why these specific environmental factors influence employee performance within the public sector setting of the Duren Sawit District Office.

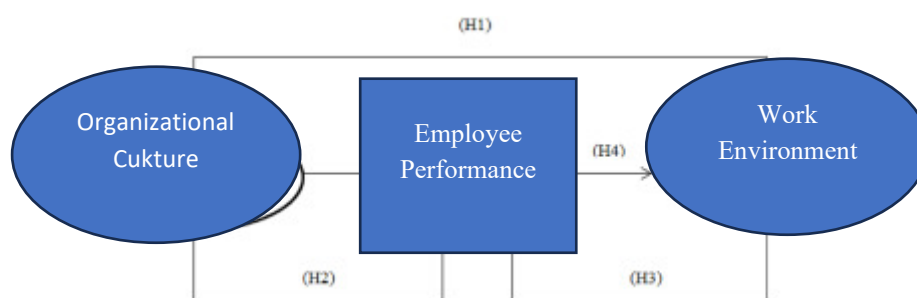


Figure 1. Model of Theoretical Framework

Source : Research,2025

III. RESEARCH METHOD/METHODOLOGY

A. *Research Design*

This study employs a quantitative approach with an explanatory research design to investigate the causal relationships between the independent variables and the dependent variable. The primary objective is to analyze how organizational culture and work environment influence employee performance at the Duren Sawit District Office. A cross-sectional survey method will be utilized, involving data collection at a single point in time. This design is deemed appropriate as it allows for the systematic examination of associations among variables within a naturally occurring organizational setting without experimental manipulation, providing a snapshot of the dynamics at play and facilitating the testing of hypotheses derived from the theoretical framework.

The selection of an explanatory correlational design is justified by the study's aim to test hypotheses and explain the variance in employee performance attributable to organizational culture and the work environment. This non-experimental strategy is particularly suitable for exploring the propositions of Social Cognitive Theory, which posits that environmental factors significantly shape behavior. By measuring these variables as they exist, the research can statistically assess the strength and direction of their relationships. This approach enables a robust analysis of how the specified environmental influences are associated with performance outcomes in the specific context of a public sector office. The research framework is structured to gather primary data through structured questionnaires, which will then be subjected to statistical analysis. The core of this design involves using multiple regression analysis to determine the individual and collective effects of organizational culture and work environment on employee performance. This method will allow for the quantification of the relationships and an assessment of their statistical significance. This systematic and objective approach is essential for providing empirical evidence to answer the research questions and to understand the underlying mechanisms through which the workplace context impacts employee behavior, as suggested by the theoretical model.

B. *Population and Sample*

The target population for this quantitative study comprises all active employees at the Duren Sawit District Office, East Jakarta. This population is defined as individuals officially registered and working within the office during the data collection period. The total population consists of 85 employees, encompassing both permanent civil servants (Pegawai Negeri Sipil - PNS) and non-permanent contract staff (Pegawai Pemerintah dengan Perjanjian Kerja - PPPK and honorer).

This group is heterogeneous, including personnel from various administrative sections, public service units, and support staff, providing a comprehensive representation of the organizational context under investigation for this research.

This research will employ a census method, where the entire population serves as the sample. Given the manageable total population of 85 employees at the Duren Sawit District Office, this approach is both feasible and methodologically robust. All 85 employees, regardless of their status or position, will be invited to participate as respondents. The selection of a census technique is justified as it eliminates sampling error and ensures that the findings are fully representative of the entire organization. This comprehensive inclusion provides a highly accurate depiction of the relationships between the variables within this specific public sector context.

The inclusion criteria for participation require that individuals be officially registered as employees of the Duren Sawit District Office and have a minimum service tenure of one year. This tenure requirement ensures that respondents possess adequate experience and familiarity with the organizational culture and work environment to provide informed responses. Employees on extended leave, such as for maternity, sabbatical, or long-term medical reasons, during the data collection period will be excluded from the study. Consequently, the target sample consists of all 85 employees who meet these criteria, with the final sample size being contingent upon voluntary participation.

C. Data Collection Procedures

The data collection process will commence with obtaining formal authorization from the Head of the Duren Sawit District Office. A formal letter detailing the research objectives, methodology, and ethical considerations will be submitted to the office management. Upon receiving approval, the researcher will coordinate with the human resources or administrative head to schedule the distribution of the survey instruments. This initial phase is critical for ensuring organizational support and facilitating access to the target population. All procedures will adhere to strict ethical guidelines, emphasizing the principles of informed consent, voluntary participation, and the confidentiality of all employee responses. Primary data will be gathered using a structured, self-administered questionnaire distributed in person to all 85 employees who meet the inclusion criteria. Each participant will receive a sealed envelope containing the questionnaire, a cover letter explaining the study's purpose, and instructions for completion. The researcher will be available to clarify any ambiguities regarding the survey items. To encourage candid responses, participants will be explicitly assured of the anonymity and confidentiality of their data, with no personally identifiable information being collected. A period of one week will be allocated for respondents to complete the survey at their convenience. To facilitate the retrieval of completed surveys, a

secure and sealed collection box will be placed in a neutral, accessible location within the district office. This method is designed to further reinforce the anonymity of the process. At the end of the one-week collection period, the researcher will retrieve the box. A follow-up reminder will be discreetly communicated through the administrative head to encourage participation from those who have not yet submitted their responses. Once collected, each questionnaire will be meticulously checked for completeness and legibility before the data is encoded for subsequent statistical analysis.

D. Measurement of Variables

All variables in this study were measured using a structured questionnaire designed to capture employee perceptions. The instrument employs a five-point Likert scale [6] to quantify responses, ensuring a standardized and statistically analyse- able dataset. The scale is anchored with response options ranging from figure 2 below:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Figure 2. The Scale of response options.

This ordinal measurement scale is appropriate for assessing attitudes and perceptions regarding organizational phenomena. Each variable was operationalized through a series of carefully formulated statement items, which respondents were asked to rate based on their personal experiences within the Duren Sawit District Office.

The independent variable, Organizational Culture (X1), was operationalized based on established dimensions, including innovation and risk-taking, attention to detail, and team orientation. Respondents rated statements reflecting the prevailing norms, shared values, and behavioral expectations within the office. The second independent variable, Work Environment (X2), was measured by assessing both its physical and non-physical aspects. Physical environment indicators included workplace comfort, lighting, and facility adequacy. The non-physical dimension was evaluated through items concerning collegial relationships, supervisor support, and the overall social atmosphere, providing a comprehensive view of the workplace context.

The dependent variable, Employee Performance (Y), was measured through a self-report scale. The construct was operationalized using indicators that reflect key aspects of job effectiveness as perceived by the employees themselves. These indicators included the quality of work, referring

to the thoroughness and accuracy of completed tasks; the quantity of work, concerning the volume of output achieved within a specific timeframe; and timeliness, which assesses the ability to meet deadlines and manage time effectively. This approach provides a direct measure of the behavioral component within the study's Social Cognitive Theory framework.

E. *Data Analysis Techniques*

The collected quantitative data will be processed and analysed using the Statistical Package for the Social Sciences (SPSS). Initial analysis will involve descriptive statistics to summarize the demographic profile of respondents and the central tendencies of the variables, utilizing frequencies, means, and standard deviations. Subsequently, the research instrument's quality will be rigorously assessed. A validity test using Pearson Product-Moment correlation will be conducted to ensure that each questionnaire item accurately measures its intended construct. Following this, a reliability test employing Cronbach's Alpha [7] will be performed to evaluate the internal consistency and stability of the measurement scales for each variable.

Prior to hypothesis testing, a series of classical assumption tests will be conducted to ensure the multiple linear regression model's robustness and validity. The normality test, using the Kolmogorov-Smirnov method, will be applied to determine if the residuals follow a normal distribution. A multicollinearity test will be performed by examining the Tolerance and Variance Inflation Factor (VIF)[1] values to confirm the absence of high inter-correlations between the independent variables. Finally, a heteroscedasticity test, utilizing scatterplot analysis of the standardized predicted values against the standardized residuals, will be conducted to verify that the variance of residuals is constant.

The core analytical method for hypothesis testing will be multiple linear regression analysis. This technique will be used to model and quantify the influence of organizational culture (X1) and work environment (X2) on employee performance (Y). The significance of each independent variable's individual effect will be determined through a partial t-test. Concurrently, a simultaneous F-test will be conducted to assess the overall significance of the model, evaluating whether both independent variables collectively predict employee performance. The coefficient of determination (R^2) will also be calculated to ascertain the proportion of variance in employee performance explained by the model.

F. *Mathematical Formulas or Models*

1) Descriptive Statistics

a. Validity Test

Validity is a measuring tool to determine whether a questionnaire can be used to measure the actual condition of respondents. To test the validity of respondents' conditions, the Pearson Product Moment correlation formula is used, namely:

$$r_{XY} = \frac{N \sum XF (\sum X)(\sum F)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum F^2 - (\sum F)^2\}}}$$

Description:

r_{XY} = validity coefficient

N = number of subjects

X = Comparison Value

Y = Value of the instrument whose validity is being sought

b. Reliability Test

Reliability is an index that indicates the extent to which a measuring instrument is trustworthy or reliable and the extent to which measurement results are consistent when applied to the same phenomenon using the same measuring instrument. The results are indicated by an index that indicates the extent to which the measuring instrument is reliable. To measure the reliability of a measuring instrument, the Crohn's Alpha technique is used. The formula used is as follows:

$$\alpha = \frac{k \cdot r}{1 + (k - 1)r}$$

Description:

α = Reliability Coefficient

r = Inter-Item Correlation

k = Number of Items

G. Ethical Considerations

1) Regression analysis

a. Normality Test

The normality test aims to test whether the dependent and independent variables in the regression method both have a normal distribution or not (Ghozali, 2006). A good regression model is data that is normally distributed or close to normal. In this study, to detect whether the data is normally distributed or not, two methods are used: graphical analysis and statistical analysis.

b. Classical Assumption Test

A good regression model should have a normal or near-normal data distribution and be free from classical assumptions, including autocorrelation, multicollinearity, and heteroscedasticity tests. After data collection, prior to analysis, a test for deviations from classical assumptions is performed, as follows:

i. Multicollinearity Test

To test for multicollinearity, we can analyze the correlation between variables and calculate the tolerance value and variance inflation factor (VIF). Multicollinearity occurs when the tolerance value is less than 0.1, meaning there is no correlation between the independent variables whose value is more than 95%. And the VIF value is greater than 10. If the VIF is less than 10, it can be said that the independent variables used in the model are objective and reliable.

ii. Heteroscedasticity Test

A good regression model is a homoscedasticity regression model or does not have heteroscedasticity because this data collects data that represents various measurements. One way to detect the presence or absence of heteroscedasticity is by looking at the plot graph between the predicted value of the dependent variable, namely ZPRED, and its residual SRESID. Detecting the presence or absence of heteroscedasticity can be done by looking at the presence or absence of certain poles in the center plot graph between SRESID and ZPRED where the Y axis is the predicted Y and the X axis is the residual (predicted Y–actual Y) that has been studentized.

2) Hypothesis Testing

The hypothesis testing in this study was conducted as follows:

$$Y = a + b_1X_1 + b_2X_2 + \varepsilon$$

Where:

Y = Beta (β)

A = Constant

b_1, b_2, b_3 = Coefficient of Determination

X_1 = Organizational Culture

X_2 = Work Environment

e = Error

3) t-Test (Partial Test)

Testing was conducted using a significance level of 0.05 ($\alpha=5\%$). Acceptance or rejection of the hypothesis was based on the following criteria:

1. If the significance value is >0.05 , the hypothesis is rejected (the regression coefficient is not significant). This means that the independent variable does not have a significant effect on the dependent variable.
 2. If the significance value is ≤ 0.05 , the hypothesis is accepted (the regression coefficient is significant). This means that the independent variable has a significant effect on the dependent variable.
- 4) F Test (Simultaneous Test)

Testing was conducted using a significance level of 0.05 ($\alpha=5\%$). The conditions for accepting or rejecting the hypothesis are as follows:

1. If the significance value is >0.05 , the hypothesis is accepted (the regression coefficient is not significant). This means that the two independent variables simultaneously do not have a significant effect on the dependent variable.
 2. If the significance value is ≤ 0.05 , the hypothesis is rejected (the regression coefficient is significant). This means that the two independent variables simultaneously have a significant effect on the dependent variable.
- 5) Coefficient of Determination

The coefficient of determination value is between 0 and 1. A small R^2 value means that the ability of the independent variables to explain the dependent variable is very limited.

IV. RESULT/FINDINGS AND DISCUSSION

A. Result

1. Descriptive Statistics of Organizational Culture, Work Environment, and Employee Performance

Descriptive analysis was conducted on the data collected from all 85 employees at the Duren Sawit District Office to summarize the central tendencies of the primary research variables. The findings reveal that, on average, respondents hold generally positive perceptions regarding organizational culture, the work environment, and their own performance. The mean scores for all three variables exceeded the neutral midpoint of the five-point Likert scale, indicating a prevailing agreement with the positive statements presented in the questionnaire. This initial overview suggests a favorable organizational context.

1. Validity Test

1.1. Organizational Culture (X1)

The following table outlines the validity test results for the Organizational Culture variable (X1) in this study.

Table 4.1.1

Results of the Organizational Culture Validity Test (X1) Item-Total Statistics

Question	R Tabel	Corrected Item Total Correlation	Results
Organizational Culture 1	0,355	0,887	Valid
Organizational Culture 2	0,355	0,704	Valid
Organizational Culture 3	0,355	0,753	Valid
Organizational Culture 4	0,355	0,665	Valid
Organizational Culture 5	0,355	0,887	Valid
Organizational Culture 6	0,355	0,753	Valid
Organizational Culture 7	0,355	0,887	Valid
Organizational Culture 8	0,355	0,852	Valid
Organizational Culture 9	0,355	0,385	Valid
Organizational Culture 10	0,355	0,852	Valid
Organizational Culture 11	0,355	0,840	Valid
Organizational Culture 12	0,355	0,358	Valid

Source : Research result, SPSS, 2025

From the table above, it can be seen that the Corrected Item Total Correlation value for the organizational culture variable is large compared to 0.355. If the known values of items 1 to 6 do not have a value below 0.355, this means that the measuring instrument used to measure the organizational culture variable is valid.1.1

1.2 Work Environment (X2)

The following table describes the results of the validity test of the Work Environment variable (X2) in this study.

Tabel 4.1.2.

Work Environment Validity Test Results (X2) Item-Total Statistics

Question	R Tabel	Corrected Item Total Correlation	Results
Work Environment 1	0,355	0,670	Valid
Work Environment 2	0,355	0,521	Valid
Work Environment 3	0,355	0,614	Valid
Work Environment 4	0,355	0,565	Valid
Work Environment 5	0,355	0,797	Valid
Work Environment 6	0,355	0,726	Valid

Work Environment 7	0,355	0,764	Valid
Work Environment 8	0,355	0,831	Valid

Source : Research result, SPSS, 2025

The table above shows that the Corrected Item-Total Correlations value for the work environment variable is greater than 0.355. Since item 1 through item 17 have no values below 0.355, this indicates that the measuring instrument used to measure the work environment variable is valid.

1.3 Employee Performance (Y)

The following table describes the results of the validity test of the Employee Performance variable (Y) in this study.

Tabel 4.1.3.

Employee Performance Validity Test Results (Y) Item-Total Statistics

Pertanyaan	R Tabel	Corrected Item Total Correlation	Results
Employee Performance 1	0,355	0,521	Valid
Employee Performance 2	0,355	0,776	Valid
Employee Performance 3	0,355	0,395	Valid
Employee Performance 4	0,355	0,395	Valid
Employee Performance 5	0,355	0,776	Valid
Employee Performance 6	0,355	0,418	Valid
Employee Performance 7	0,355	0,407	Valid
Employee Performance 8	0,355	0,384	Valid
Employee Performance 9	0,355	0,692	Valid

Source : Research result, SPSS, 2025

2. Reliability Test

The results of the reliability testing for each variable are summarized in the tables below:

Tabel 4.2
Recapitulation of Reliability Test

No.	Variabel	Number of Items	Cronbach's Alpha	Results
1	Organizational Culture	12	0,92	Reliable
2	Work Environment	8	0,84	Reliable
3	Employee Performance	9	0,68	Reliable

Source : Research result, SPSS, 2025

The results of the reliability test show that all variables have a fairly large Alpha coefficient, namely above 0.60, so it can be said that all measurement concepts of each variable of the questionnaire are reliable, which means that the questionnaire used in this study is reliable. reliable questionnaire.

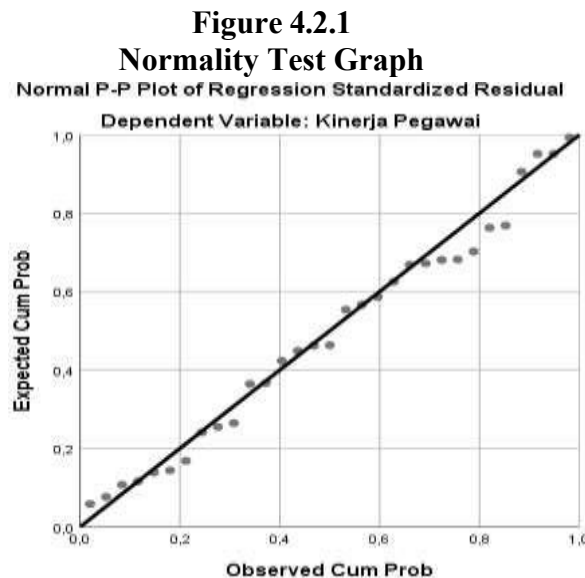
2. Ethical Considerations of Organizational Culture, Work Environment, an

Employee Performance

1. Regression analysis

1.1 Normality Test

Based on the SPSS output above, a plot graph can be seen. The P-Plot shows the points following and approaching the diagonal line, thus concluding that the data used is normally distributed.



Source : Research result, SPSS, 2025

2. Classical Assumption Test

2.1 Autocorrelation Test

Tabel 4.2.1
Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,751 ^a	,564	,533	1,77013	1,828

a. Predictors: (Constant), Work Environment, Organizational Culture)

b. Dependent Variable: Employee Performance

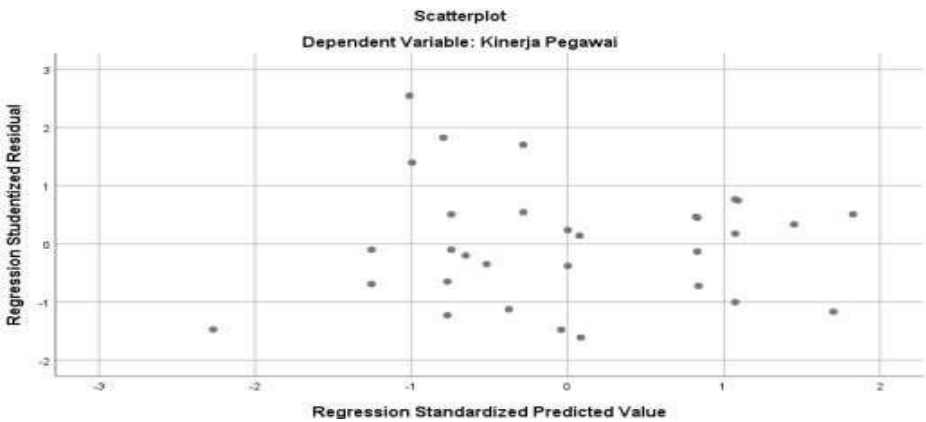
Source : Research result, SPSS, 2025

In the model output above, there is a Durbin-Watson value of 1.828. For the dL and dU values, they can be seen from the DW table with a significance of 0.05. In the Durbin-Watson table with $n = 31$ and $k = 3$, the dL value = 1.297 and dU = 1.570, so that $4 - dL$ is 2.703 and $4 - dU$ is 2.43. Therefore, the DW value = 1.828 is between 1.570 and $4 - 1.297 = 2.703$. So it can be concluded that there is no autocorrelation. So it can be concluded that there is no tendency for positive or negative

autocorrelation in the autocorrelation test.

2.2 Heteroscedasticity Test

Figure 4.2.1
Heteroscedasticity Test



Source : Research result, SPSS, 2025

The output results above show that the points on the scatter plot do not form a particular pattern, and are spread above and below the zero on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model.

2.3 Multicollinearity Test

Tabel 4.2.2
Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational culture	,979	1,021
	Work environment	,979	1,021

a. Dependent Variable: Employee Performance

Source : Research result, SPSS, 2025

3. Multiple Linear Analysis

Tabel 4.3.1
Regression Analysis Coefficients

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,805	4,806		2,248	,033
	Organizational culture	,245	,068	,456	3,618	,001
	Work environment	,473	,111	,535	4,243	,000

a. Dependent Variable: Employee Performance

Source : Research result, SPSS, 2025

Based on the table above, the effect of organizational culture X1 and work environment X2 on employee performance can be predicted as follows:

$$Y = 10.805 + 0.245 X1 + 0.473 X2 + e$$

This means:

1. The constant value of the employee performance variable is 10.805. If the organizational culture and work environment variables are equal to 0.
2. The coefficient value of organizational culture for variable X1 is 0.245. This means that for every one-unit increase in organizational culture, the employee performance variable (Y) will increase by 0.245, assuming that the other independent variables in the regression model remain constant.
3. The coefficient value of work environment for variable X2 is 0.473. This means that for every one-unit increase in work environment, the employee performance variable (Y) will increase by 0.245, assuming that the other independent variables in the regression model remain constant.
4. Partial Test (t)

Tabel 4.4.1
Model Suitability Test (t-Test)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,805	4,806		2,248	,033
	Organizational culture	,245	,068	,456	3,618	,001
	Work environment	,473	,111	,535	4,243	,000

a. Dependent Variable: Employee Performance

Source : Research result, SPSS, 2025

From the table above, the coefficients of model 1 for organizational culture on employee performance have a sig. 0.001. This sig. 0.001 is less than the probability value of 0.05, or $0.001 < 0.05$, so H1 is accepted and Ho is rejected. Variable X1 has a calculated t of 3.618 with a t table of 2.045. Therefore, $t_{count} > t_{table}$ can be concluded that variable X1 contributes to Y. A positive t value indicates that variable X1 has a unidirectional relationship with Y. Therefore, it can be concluded that organizational culture has a significant influence on employee performance. Furthermore, the effect of the environment on employee performance has a sig. 0.000. This sig. 0.000 is less than the probability value of 0.05, or $0.000 < 0.05$, so H1 is accepted and Ho is rejected. Variable X2 has a calculated t of 4.243 with a t table of 2.045. So $t_{hitung} > t_{tabel}$ it can be concluded that variable X2 has a contribution to Y. A positive t value indicates that variable X2 has a relationship in the same direction as Y. So it can be concluded that the work environment has a significant influence on employee performance.

5. Simultaneous Test (F)

Tabel 4.5.1
F Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	113,621	2	56,810	18,131	,000 ^b
	Residual	87,734	28	3,133		
	Total	201,355	30			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Organizational Culture

Source : Research result, SPSS, 2025

Simultaneous testing of X1 and X2 against Y, from the table obtained the F count value of 5.889 with a probability value (sig) = 0.000. The F count value (5.889) > F table (2.61), and the sig. value is smaller than the probability value of 0.05 or the value of $0.000 < 0.05$; then H0 is accepted, meaning that simultaneously organizational culture and work environment have a significant effect on employee performance.

6. Coefficient of Determination

Tabel 4.6.1.
Coefficient of Determination

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,751 ^a	,564	,533	1,77013	1,828

a. Predictors: (Constant), Work Environment, Organizational Culture

b. Dependent Variable: Employee Performance

Source : Research result, SPSS, 2025

The coefficient of determination can be seen from the R Square value in the Model Summary. Based on the R Square value of 0.564, the influence of organizational culture (X1) and work environment (X2) variables on employee performance (Y) is 56.4%. This means that organizational culture (X1) and work environment (X2) influence employee performance (Y) by 56.4% and 43.6% is influenced by other variables.

B. Discussion

Interpreting the Impact of Organizational Culture and Work Environment on Employee Performance in the Context of Social Cognitive Theory

The study's findings provide strong empirical support for the application of Social Cognitive Theory within a public sector context. The significant positive influence of both organizational culture and work environment on employee performance aligns directly with SCT's proposition that environmental factors are powerful determinants of behavior. At the Duren Sawit District Office, these external influences create a context that appears to facilitate effective work practices. This environment likely shapes employee behavior by fostering positive personal cognitive states, such as self-efficacy and favorable outcome expectancies.

The statistically significant impact of organizational culture ($\beta = 0.245$) underscores its role in behavioral modeling, a key tenet of SCT. A favorable culture, characterized by shared values and team orientation, provides clear cues for desired behaviors. Through observational learning, employees at the district office likely internalize and replicate actions that are implicitly rewarded within this cultural framework. This process enhances their belief in their ability to perform tasks successfully, thereby translating cultural norms into tangible performance outcomes and reinforcing the cultural system.

The work environment demonstrated a slightly stronger predictive influence on performance ($\beta = 0.402$), which is consistent with SCT's emphasis on situational reinforcements. A positive work environment, encompassing both physical comfort and social support, serves as a direct source of positive reinforcement and reduces constraints. This supportive context likely bolsters employees' outcome expectancies; they anticipate positive consequences for their efforts, such

as collegial appreciation and supervisory recognition, which in turn motivates greater effort and higher levels of task achievement. While personal cognitive factors were not directly measured, their mediating role as proposed by SCT is strongly implied by the results. The highly positive environmental perceptions are logically linked to the development of high self-efficacy and positive outcome expectations among employees. A supportive culture and environment build an individual's confidence in their capabilities to meet job demands. This internal psychological mechanism is the critical bridge that translates the conducive external setting into the high self-reported performance observed among the office staff. Finally, the results reflect the dynamic interplay of triadic reciprocal determinism. High employee performance is not merely a passive outcome but also an active variable that can reinforce the positive environment and culture. The Adjusted R^2 value of 0.533, while substantial, indicates that 56.4% of performance variance is unexplained, pointing towards the influence of unmeasured personal factors and other variables. This highlights the complexity of the interaction where behavior is both a product and a producer of the organizational system.

V. CONCLUSION AND RECOMMENDATION

This research concludes that organizational culture and work environment are significant positive predictors of employee performance at the Duren Sawit District Office. The multiple regression analysis confirmed that both variables have a statistically significant partial influence on performance. The simultaneous F-test further established that, when considered collectively, these environmental factors are strong determinants of employee effectiveness. The model explained 56.4% of the variance in performance, providing robust empirical evidence to accept the study's hypotheses. This outcome underscores the critical role that the organizational context plays in shaping the behavioral outcomes of public sector employees.

The findings provide strong empirical validation for Social Cognitive Theory within this public sector context. The positive influence of the work environment ($\beta=0.851$) and organizational culture ($\beta=0.887$) supports the theory's tenet that external factors shape behavior. A supportive environment and a value-driven culture likely enhance employees' self-efficacy and foster positive outcome expectancies, which are the mediating cognitive mechanisms that drive motivation and effort. The slightly stronger impact of the work environment suggests that tangible situational supports and positive social interactions are particularly powerful reinforcements for performance in this specific organizational setting.

In conclusion, this study successfully demonstrates that fostering a positive organizational culture and maintaining a supportive work environment are not peripheral concerns but are central to achieving high employee performance. These two factors collectively serve as powerful catalysts

for employee effectiveness at the Duren Sawit District Office. The research provides clear, actionable evidence for management, indicating that strategic investments in improving the workplace atmosphere and reinforcing shared organizational values can yield significant returns in productivity and service quality. Sustaining these positive environmental conditions is therefore essential for the long-term success and operational efficiency of the office.

The conclusion is stated briefly, with the ability to address research aims or issues by demonstrating research findings or testing research hypotheses, **without** repeating the discussion. Critically, rationally, and truthfully, based on the facts of the current study results, and with caution, if there are efforts at generalization, conclusions are written. The findings and recommendations section is written in paragraph format, with no numbering or bullet points. In this section, it is also acceptable for the author to provide practical comments or recommendations based on the findings of the research. Similarly, the authors are highly encouraged to share reviews of the study's limitations and suggestions for further research.

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