



The Influence of Work Environment and Organizational Culture on Employee Performance at UPTD. Habibola Health Center

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Abstract This research aims to: (1) determine the description of employee performance, work environment and organizational culture; (2) analyze the influence of the work environment and work experience on employee performance both partially and simultaneously. The population in this study were employees at UPTD. Habibola Community Health Center, numbering 30 people. Because the population is limited, this research was conducted by census or saturated sampling. Data was collected through questionnaires and analyzed using descriptive methods and inferential statistics, namely multiple linear regression. Hypothesis testing is carried out through the F test and t test. The results of the descriptive analysis show that the employee performance variables, work environment and organizational culture are categorized as good. The statistical results of the t test show that partially the Work Environment and Organizational Culture variables have a positive and significant effect on employee performance. The statistical results of the F test show that simultaneously the Work Environment and Organizational Culture variables have a significant effect on employee performance. The results of the determination analysis show that the two independent variables in this study are able to explain variations in the ups and downs of employee performance at UPTD. Habibola Community Health Center was 31.5%.

Keywords : Employee Performance, Organizational Culture, Work Environment

1. BACKGROUND

Community health centers or Puskesmas are one of the first-level health service facilities, so they have a very important role in Indonesia and are responsible for public health services in a sub-district area. This has been stipulated in the Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2019 concerning Community Health Centers (Puskesmas) which are public health service facilities that organize public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, to achieve the highest level of public health in the work area. to achieve the goals that have been set, good organizational performance is required.

One of the factors that influences the level of success of an organization or company is the performance of its employees. Wulandari, M., & Agussalim, M. (2021: 227) argue that employee performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities entrusted to him. Setiobudi, E. (2017: 171) argues that performance is a a process carried out by a group of people in a company his efforts to create a product or service .

Based on the interview results, the head of UPTD. Habibola Health Center stated that the problem of organizational performance regarding *Time Lines* (time) was not optimal because most employees could not complete their tasks on time so that targets were not achieved, and *Quality* namely, the quality of service provided by Habibola Health Center employees to the community is still far from the standards applied.

To achieve good performance requires a conducive work environment. In this case, the work environment is an important thing for the company to pay attention to and is one of the determining factors for the success of employee performance.

Based on the interview results, the Head of UPTD. Habibola Health Center stated that the problem of the physical work environment is related to supporting work facilities that are still far from the expected standards such as unstable internet network connections and there are several incomplete health check tools and uncomfortable workplaces so that there is often noise and unwanted noise so that employees feel uncomfortable working. While the non-physical work environment related to work responsibilities, there are still health center employees who do not work according to the tasks given.

In addition to the work environment, organizational culture is also one of the factors causing the rise and fall of an agency's performance. If the organizational culture is good, it will be able to improve employee performance and will be able to contribute to the success of the company. Organizational culture or *corporate culture* is often interpreted as values, symbols that are understood and obeyed together by an organization so that members of the organization feel like one family and create a condition where members of the organization feel different from other organizations.

According to the interview results, the Head of UPTD. Habibola Health Center said that there were employees who did not cooperate in carrying out their duties and responsibilities. The Work Environment and Organizational Culture greatly affect employee performance, seen from previous research there are differences in the results of research on the work environment on employee performance and job placement on employee performance. The differences in the results of this study indicate a *research gap* which indicates an inconsistency in the results of research as seen in the following table:

Based on the description above and the support of existing theories, it illustrates that the work environment and organizational culture theoretically influence the performance of an organization/company. There are several studies that show that the variables above have a significant effect on an organization/company. research conducted by Hasibuan (2018) the results of the study showed that the work environment has a positive and significant effect on employee performance, but research conducted by Putra, *et all* (2017) showed that the work environment has a negative and significant effect on performance, while research conducted by Hartati, *et all* (2020) showed that the work environment has a negative and insignificant effect on performance and the results of research conducted by Rivai (2020) showed that organizational culture has a positive and significant effect on employee performance, but the

results of research conducted by Ruyiani, *et all* (2021) showed that organizational culture has a negative and significant effect on employee performance, while the results of research conducted by Wayudi *et all* (2019) showed that organizational culture has a positive and insignificant effect on employee performance, but the results of research conducted by Hamsal (2021) showed that organizational culture has a negative and insignificant effect on performance.

The different results of previous research have created *a research gap* , therefore the differences in research results need to be clarified again to find empirical evidence of the extent to which the work environment and job placement influence employee performance and this is a gap for clarifying research results .

2. THEORETICAL STUDY

Employee Performance

According to Setiobudi, E. (2017:171) performance is a a process carried out by a group of people in a company his efforts to create a product or service. Mangkunegara, (2009) in Widodo, DS, & Yandi, A. (2022:2) argues that performance is the result of work 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 work results that can be achieved by employees in an organization, in accordance with authority and responsibility given by the organization in an effort to achieve the vision, mission and objectives of the organization concerned are legal and do not violate the law and in accordance with morals and ethics

Work environment

According to Padma (2013:13) in Musran, M., Makrus, M., & Wargianto, W. (2019:2) the work environment is all the tools and materials faced by the environment around where a person works, their work methods and work arrangements both as individuals and as a group. According to Nabawi, R. (2019: 173) the work environment is everything that is around workers, both physically and mentally. non-physical factors that affect the tasks assigned and the work environment conducive will encourage and increase employee work enthusiasm so that job satisfaction which can be obtained

Organizational culture

According to Ainanur, A., & Tirtayasa, S. (2018:5) organizational culture is a system of values believed by all members of the organization that are applied and developed continuously which can be used as a reference for behavior in the organization to achieve the goals of the organization that have been set. According to David (2004) in Arianty, N.

(2015:145) stated that organizational culture is a pattern of behavior developed by an organization that it learns when experiencing problems of external adaptation and internal integration, which has been proven good enough to be validated and taught to new members as a way to realize, think and feel.

Research Hypothesis

H1 : The work environment has a partial and significant influence on employee performance.

H2 : Organizational culture has a significant partial influence on employee performance.

H3 : Work environment and organizational culture have a simultaneous influence on employee performance.

3. RESEARCH METHODS

study uses Descriptive and Associative methods . The population in this study were all employees of the Habibola Health Center, totaling 30 people. The sampling technique used in this study was saturated sampling. Saturated sample is a sampling technique when all members of the population are used as samples. Another term for saturated sample is census, where all members of the population are used as samples. So the sample used is 30 employees of Habibola Health Center.

4. RESULTS AND DISCUSSION

Descriptive Analysis

The results of the descriptive analysis show that: (1) the percentage of total scores for The Work Environment variable is 71.81 %. with a good category; (2) the percentage of the total score for the Organizational Culture variable is 74.05 % with a fairly good category ; (3) the percentage of the total score for the employee performance variable is 77.83 % with a good category Good.

Partial Hypothesis Test (t-Test)

Partial Hypothesis Testing (t-Test) is used to test the significance of the influence of each independent variable, namely: work environment variable (X1) and organizational culture (X2). partially on the dependent variable of performance (Y) . The results of the analysis of the t-test hypothesis test using the SPSS program, obtained the results shown in the following table:

Table 3. Partial hypothesis test (t-test)

Model	t count	Sig.	Information
Work environment	2,565	0.016	Significantly Influential
Organizational culture	2,269	0.032	Significantly Influential

Source: Data Analysis Results 202 3

Based on data analysis in table 3. above, the partial hypothesis test (t-test) for each independent variable against the dependent variable is as follows:

- Work Environment Variables (X_1) :

The results of the statistical test show that the t-value is 2.565 . with a significant value of 0.016 . This significance value is smaller from the alpha level used 5% (0.05), the decision is to reject the null hypothesis (H_o) and accept the alternative hypothesis (H_a), that partially the Work Environment variable (X_1) has a significant effect on the Employee Performance variable . This means that if the Work Environment variable is further improved, Employee Performance will increase with a significant increase.

- Organizational Culture Variables (X_2) :

The results of the statistical test in table 1 5 show that the calculated t value is 2.269. with a significant value of 0.032 . This significance value is smaller than the alpha level used of 5% (0.05), so the decision is to reject the null hypothesis (H_o) and accept the alternative hypothesis (H_a), that partially the variable Organizational Culture has a significant influence on Employee Performance variables . This means that if the Organizational Culture variable increases , Employee Performance will increase with significant improvement .

Simultaneous Hypothesis Testing (F Test)

Simultaneous hypothesis testing (F test) aims to simultaneously test the influence of independent variables Work Environment (X_1) and Organizational Culture (X_2) together on the dependent variable of employee performance (Y) . The results of the analysis of the F-test hypothesis test using the SPSS program, obtained the results shown in the following table:

Table 4. simultaneous hypothesis (F test)

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	448,070	2	224,035	6,196	0.006
	Residual	976,230	27	36,157		
	Total	1424,300	29			
a. Predictors: (Constant), Work Environment, Organizational Culture						
b. Dependent Variable: Employee Performance						

Source: Data Analysis Results 202 3

calculated F value of 6.196. with a significance value of 0.006 . This significance value is smaller than the alpha level used, which is 5% or 0.05, then the 2 independent variables in this study simultaneously have a significant influence on Employee Performance (Y), meaning that the rise and fall of Employee Performance values are very much determined by the rise and fall of the 2 independent variables in this study, namely: Work Environment (X₁) and Organizational Culture (X₂). It can be concluded that the variables Work Environment (X₁), and Organizational Culture (X₂) simultaneously has a significant influence on Employee Performance (Y).

Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how far the model's ability to explain the variation of the dependent variable. The results of the analysis using the SPSS program, obtained the R2 results ^{shown} in the following table:

Table 5. Coefficient of determination (R²)

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	0.561	0.315	0.264	6.01304
a. Predictors: (Constant), Work Experience, Work Environment				
b. Dependent Variable: Employee Performance				

Source: Data Analysis Results 2023

Based on the results of data analysis in table 6 above, it can be seen that the coefficient of determination (R²) is 0.315, which means that the 2 independent variables in this study consisting of: Work Environment and Organizational Culture are able to explain the variation in the rise and fall of Employee Performance at UPTD. Habibola Health Center by 31.5% (obtained from: 0.13% × 100%). While the remaining 68.5 % (obtained from: 100% - 31.5%) is explained by other variables that are not included in this research model.

The Influence of Work Environment on Employee Performance

The results of the t-test show that the Work Environment variable has a positive and significant effect on Employee Performance at the UPTD. Habibola Health Center Positive influence can be interpreted that if the Work Environment is improved better, Employee Performance will increase. Significant influence can be interpreted that if the Work Environment is improved, Employee Performance at the UPTD. Habibola Health Center will increase with a significant increase. The results of this study support the first hypothesis proposed, namely: The Work Environment partially has a significant effect on the performance of Maumere Search and Rescue Office Employees . The results of this study are in line with several empirical evidences from previous studies related to the influence of the Work

Environment on Employee Performance, including research conducted by: 1) Hasibuan, SM (2018); 2). Putra, DGD, & Utama, IWM (2017). 3) Hartati, Y., Ratnasari, SL, & Susanti, EN (2020). These studies are able to prove that the Work Environment has a positive and significant effect on Employee Performance both partially and simultaneously.

Based on the research results, expert opinions and several previous studies, the Management of UPTD. Habibola Health Center needs to improve its Employee Performance. According to Narimawati (2007:45) the problem of this study can be measured from the total percentage (100%) minus the percentage of respondent responses. The percentage of the total score of the Employee Performance variable at UPTD. Habibola Health Center is 77.83 %, so there is a *gap* of 22.17 %.

Based on the research results, in order to reduce the gap in employee performance variables , UPTD. Habibola Health Center must be able to improve the Work Environment, especially several indicators whose perception percentage is below the variable perception percentage of 71.81 %. (there is still a *gap* of 28.19 %). These indicators are then prioritized in the short term to be improved immediately. The indicators that are prioritized to be improved are as follows:

- Noise at work (66.67%: quite good).

A comfortable, safe and conducive working environment can increase worker productivity. One of them is a working environment that is free from noise. To fix this problem, UPTD. Habibola Health Center needs a sound dampening device.

- Required space for movement (69.33%: Good)

The space for movement is the working position between one employee and another, also including work aids such as: tables, chairs, cupboards and so on. To fix this problem, it is necessary to have work support facilities that are in accordance with the established standards.

- Relations between employees (69.00: good)

The relationship between employees and other employees must be harmonious because achieving the goals of the agency will be fast if there is togetherness in carrying out the tasks assigned to them. To fix this problem, the leader must hold activities that involve all employees so that employees.

The Influence of Work Environment and Job Placement on Employee Performance

The results of the t-test show that the Organizational Culture variable has a positive and significant effect on Employee Performance at the UPTD. Habibola Health Center Positive influence can be interpreted that if Work Experience is increased, Employee Performance will

increase. Significant influence can be interpreted that if Organizational Culture is increased, Employee Performance at UPTD. Habibola Health Center will increase with a significant increase. Based on the description, the results of this study accept the second hypothesis proposed, namely: Organizational Culture partially has a significant effect on the performance of Maumere Search and Rescue Office Employees .

The results of this study are in line with several empirical evidences from previous studies related to the influence of Organizational Culture on Employee Performance, including studies conducted by: 1). Rivai, A. (2020); 2) Ruyani, I., Ratnasari, SL, & Susanti, EN (2021); 3) Wahyudi, WD, & Tupti, Z. (2019); 4) Hamsal, H. (2021). These studies are able to prove that Organizational Culture has a positive and significant effect on Employee Performance both partially and simultaneously.

In order to reduce the gap in Employee Performance variables , UPTD. Habibola Health Center must be able to improve Organizational Culture. Although Organizational Culture is included in the good criteria (74.05 %), there is still a *gap* of 25.95 %. This *gap* must be reduced by improving several indicators whose perception percentage is below the variable perception percentage . These indicators then become a priority in the short term for immediate improvement. The indicators that are a priority to be improved are as follows:

- Result orientation (74.00 %: Good)
is the extent to which management focuses more on results compared to techniques and processes that used. To overcome this problem, it is necessary to increase the personal work results that are set and employees must also seek and try alternatives to improve performance.
- Team orientation (71.67 %: Good)
This means that leaders prioritize work activities in the organization based on the team, not on individuals. To overcome this problem, good cooperation is needed.
- Aggressiveness (71.33 %: Good)
Aggressiveness is a condition in which each member tends to be more competitive and aggressive. To overcome this problem, there needs to be tolerance for conflict between fellow employees.

The Influence of Work Environment and Organizational Culture on Employee Performance at UPTD. Habibola Health Center

The results of the F test show that the Work Environment and Organizational Culture simultaneously has a significant influence on Employee Performance at UPTD. Habibola Health Center . A significant influence can be interpreted as meaning that if the Work

Environment and Organizational Culture is managed better together (simultaneously), then Employee Performance at UPTD. Habibola Health Center will increase with a significant increase. Based on the description, the results of this study accept the third hypothesis proposed, namely: Work Environment and Organizational Culture simultaneously has a significant effect on employee performance at UPTD. Habibola Health Center .

The results of this study are in line with several empirical evidences from previous studies related to the influence of the Work Environment and Organizational Culture simultaneously on Employee Performance including research conducted by: 1) Hasibuan, SM (2018); 2) Rivai, A. (2020) These studies are able to prove that Organizational Culture and Work Environment simultaneously have a significant influence on employee performance.

5. CONCLUSION

Based on the results of the analysis that have been discussed, the conclusions of the results of this study are as follows: The results of the descriptive analysis show that: (1) The percentage of the total score for the work environment variable is 72.56 % with a good category; (2) The percentage of the total score for the job placement variable is 64.78% with a fairly good category ; (3) The percentage of the total score for the employee performance variable is 69.22 % with a good category. The results of the t-test statistics show that partially the work environment and job placement variables have a significant effect on the employee performance variable . Statistical results The F test shows that simultaneously the variables of work environment and job placement have a significant effect on employee performance. The results of the determination analysis obtained a correlation coefficient (r) of 0.935 , this value is between the coefficient interval 0.80-1.00 so that the level of relationship between the independent variables with employee performance (Y) interpreted very strongly .

6. SUGGESTION

Based on the conclusion of the results of this study, several things can be suggested as follows: The Sikka Regency Regional Archives and Library Office is suggested to: 1) Improve employee performance by creating a good work environment so that employees will be comfortable in completing their work. A good work environment can be created by arranging the office layout well so that employees feel comfortable in their activities in the room , installing soundproofing devices so that employees do not feel disturbed. with the presence of noisy vehicles around the workplace. 2) . Improve employee performance with job placement that is in accordance with an employee's educational background and experience. Paying

attention to and placing employees based on their physical and mental condition , their daily behavior while carrying out their work , their physical and mental health is considered important because if someone is placed in a position with good mental health, it will increase their enthusiasm for work and will affect their performance in the organization.

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