

## THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF STATE CIVIL APPARATUS AT THE REGIONAL SECRETARIAT OF BINJAI CITY

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### Abstract

The purpose of this study was to determine the effect of work environment and organizational culture on employee performance. This research method uses quantitative methods. The population was 110 and the sample was 110 employees with a total sampling technique. Based on the results of the t-test, there was a significant effect of the work environment on performance, which was obtained by the regression coefficient value of the Work Environment variable (t count) of 12.987 with a t table of 1.658, meaning that the t count value > t table and significance of  $0.000 < 0.050$ , so that the first hypothesis was accepted. Based on the results of the t-test, there was a significant effect of organizational culture on performance, which was obtained by the regression coefficient value of the Work Environment variable (t count) of 12.987 with a t table of 1.658, meaning that the t count value > t table and significance of  $0.000 < 0.050$ , so that the second hypothesis was accepted. Simultaneously there is a significant influence between the Work Environment and Organizational Culture on performance as seen from the calculated F value of 61,667 and the F table value of 3,081 with a significance of  $0.000 < 0.050$ , then it can be said that the calculated F value > F Table and significance  $0.000 < 0.050$ . In addition, the coefficient of determination ( $R^2$ ) = 0.309, which means that the work environment and organizational culture have a 30.9% influence on employee performance.

**Keywords:** *Work Environment, Organizational Culture, Performance*

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### INTRODUCTION

Along with the rapid development of the era, competition increases, demands for needs also increase, requiring organizations or companies to follow the development of the era so that the organization can survive, be able to compete and compete with other organizations or companies. Changes and progress in various fields require companies to remain active and develop to achieve predetermined goals. For that, companies must pay attention to the human resources they have. Human resources in this case are employees. Employees are a company asset that is very important for the progress of the company (Khairuddin, 2017). Companies generally believe that to achieve excellence, they must strive for the highest individual performance, because basically individual performance affects the performance of the team or work group and ultimately affects the overall performance of the organization. Good performance requires employee behavior that is in accordance with the company's expectations.

Performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability. According to Mangkunegara (2013), performance is the end result of an employee's efforts in carrying out his responsibilities in accordance with the tasks assigned to him, both in quality and quantity. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. From the assessment results, the company's performance can be seen as reflected by employee performance or in other words, performance is a concrete work result that can be observed and measured. an organization or agency is able to improve the performance of the State Civil Apparatus, then the organization or agency will gain many benefits. One of them is public trust in the agency.

The problems that arise related to the performance of the State Civil Apparatus at the Binjai City Regional Secretariat based on data show that the performance of the State Civil Apparatus at the Binjai City Regional Secretariat is not optimal. Poor work processes, such as arriving late or going home early before the work time is finished. Employees also experience decreased productivity and involvement in work because employees who have

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worked well but their performance is not recognized. Not only that, but employees also experience poor quality such as lack of standards, failing to meet work objectives, and feeling not good enough. This is in accordance with the performance aspect showing quantity, use and time at work. Poor employee performance is influenced by several factors, one of which is the work environment (Kaswan, 2017). The work environment in a company or institution is very important to pay attention to its management. 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 a process where the environment interacts with each other according to a certain pattern regarding the organization that cannot be separated from the environment where the organization is located, and humans are the center of everything (Nurhaedah et al., 2021).

A conducive work environment provides a sense of security and allows employees to work optimally. If employees enjoy the work environment where they work, then the employee will feel at home in their workplace and use their working time effectively. Increased performance is influenced by the work environment. If employees enjoy the work environment where they work, then the employee will feel at home in their workplace and use their working time effectively. Conversely, a non-conducive work environment can reduce employee performance.

The phenomenon related to the work environment problems experienced by the State Civil Apparatus at the Binjai City Regional Secretariat is the work environment conditions that do not provide a sense of comfort, lack of facilities provided by the agency for work. Other problems are continuous employee jealousy over the tasks and awards received by employees. This is supported by the results of research (Sihaloho et al., 2020) that the work environment has a positive and significant effect on employee performance. This means that the more conducive the work environment in an agency, the higher the employee performance will be.

In addition to the work environment, performance is also influenced by organizational culture. Organizational culture is a view, value and norm that is repeatedly carried out by employees formed in an organization that is reflected in attitudes that shape behavior, beliefs, ideals, opinions and actions that are manifested in working as a force to increase work efficiency. According to Schein (2010) Organizational culture is a tool used by companies or organizations in shaping employee attitudes and behavior by creating identity, generating employee and consumer loyalty to form the basis for decisions.

The results of research conducted by Nitadarma (2022) showed that there was a positive and significant influence simultaneously between the work environment and organizational culture on employee performance. Research results from Jufrizen & Rahmadhani (2020) showed that organizational culture has a significant positive influence on employee performance. Trang (2013), Pratiwi et al. (2014), and Zahriyah et al. (2015) also found that organizational culture has a significant positive impact on employee performance. Trang (2013) stated that employee performance can be influenced by organizational culture because organizational culture can be a robot that drives the hearts and minds of employees to act better, in other words, organizational culture is a motivator. Zahriyah et al. (2015) stated that improving employee performance according to the company's wishes also requires the contribution of a good and easy-to-understand organizational culture. Based on research conducted by Latif et al., (2022) shows that performance is influenced by the work environment. Research conducted by Suparjo et. al (2020) also shows that there is a significant influence between the work environment and employee performance. In addition, research conducted by Rosvita et al., (2018) shows that partially the organizational culture variable has a significant effect on employee performance variables.

Based on the explanation above, the purpose of this study is to determine the influence of the work environment and organizational culture on employee performance, with the hypothesis that there is a positive influence between the work environment, organizational culture on the performance of the State Civil Apparatus at the Binjai City Regional Secretariat. Assuming that the better the organizational culture, the better the performance of the State Civil Apparatus at the Binjai City Regional Secretariat. Conversely, the worse the organizational culture, the lower the performance of the State Civil Apparatus at the Binjai City Regional Secretariat. Conversely, the worse the work environment, organizational culture, the worse the performance. Assuming that the better the organizational culture, the better the performance of the State Civil Apparatus at the Binjai City Regional Secretariat. Conversely, the worse the organizational culture, the lower the performance of the State Civil Apparatus at the Binjai City Regional Secretariat.

## RESEARCH METHODS

This study uses quantitative research. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples. Quantitative research is a

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particular method by examining the relationship between variables. These variables are usually measured with research instruments so that data consisting of numbers can be analyzed based on statistical procedures (Creswell, 2010). to determine the influence of the work environment and organizational culture on employee performance. According to Arikunto (2010) Population is the entire object of research. If someone wants to research all the elements in the research area, then the research is a population research. The population of this study is the State Civil Apparatus at the Binjai City Regional Secretariat totaling 110 employees. The sample is part of the population that the researcher wants to research. According to Sugiyono (2011) a sample is part of the number and characteristics possessed by the population. For sampling using the total sampling technique. From the existing population, the researcher took the entire population to be used as a research sample, namely 110 employees.

The data collection method in this study uses a Likert scale where the Likert scale was discovered by Rensis Likert who stated that the Likert scale is used to measure attitudes and opinions. Questions or statements used are usually referred to as research variables and are specifically determined by the researcher. This data collection method uses three scales, namely the work environment scale, the organizational culture scale and the performance scale. All three scales use a Likert scale model with four answer choices, from positive (favorable) and negative (unfavorable) statements with four alternative answers, namely Strongly Agree (SS), Agree (S), Disagree (TS), and Strongly Disagree (STS). In the favorable statement Strongly agree gets a value of 4, Agree gets a value of 3, Disagree gets a value of 2, and Strongly disagree gets a value of 1. While in the unfavorable statement Strongly agree gets a value of 1, Agree gets a value of 2, Disagree gets a value of 3 and strongly disagree gets a value of 4. The data analysis method used to see whether there is an influence of the work environment and organizational culture on employee performance uses multiple regression analysis techniques with a 5% error rate.

## RESEARCH RESULT

Based on the performance scale trial data, it shows that out of 28 statements, there are 26 valid items with a Corrected Item-Total Correlation score (discrimination power index)  $> 0.3$ ; the valid item score moves from  $r_{bt} = 0.458$  to  $r_{bt} = 0.897$ . There are 2 items that are dropped, because the dropped items have a Corrected Item-Total Correlation score (discrimination power index)  $< 0.3$ . After the validity of the item is known, it is then continued with reliability analysis. The reliability index obtained by the performance scale is  $= 0.942$ , meaning that the performance scale as a measuring instrument is categorized as reliable.

Based on the trial data of the Work Environment scale, it shows that out of 30 statement items, there are 26 valid items with a Corrected Item-Total Correlation score (discrimination power index)  $> 0.3$ ; the valid item score moves from  $r_{bt} = 0.320$  to  $r_{bt} = 0.652$ . There are 4 items that are dropped, because the dropped items have a Corrected Item-Total Correlation score (discrimination power index)  $< 0.3$ . After the validity of the item is known, it is continued with reliability analysis. The reliability index obtained by the Work Environment scale is  $= 0.906$ , meaning that the Work Environment scale as a measuring instrument is categorized as reliable.

Based on the trial data of the Organizational Culture scale, it shows that out of 30 statement items, there are 26 valid items with a Corrected Item-Total Correlation score (discrimination power index)  $> 0.3$ ; the valid item score moves from  $r_{bt} = 0.350$  to  $r_{bt} = 0.815$ . There are 4 items that are dropped, because the dropped items have a Corrected Item-Total Correlation score (discrimination power index)  $< 0.3$ . After the validity of the item is known, it is continued with reliability analysis. The reliability index obtained by the Organizational Culture scale is  $= 0.909$ , meaning that the Organizational Culture scale as a measuring instrument is categorized as reliable. Based on the analysis, it is known that the Work Environment, Organizational Culture, and performance, follow a normal distribution that is distributed according to the principle of the normal curve. As a criterion if  $p > 0.05$  the distribution is stated as normal, otherwise if  $p < 0.05$  the distribution is stated as abnormal (Sujarweni, 2014).

Table 1. Normality test

Variables	P	Caption
Work environment	0.102	Normal
Organizational culture	0.111	Normal
Performance	0.098	Normal

Based on the table above, it can be said that the data distribution of the three research scales is normally distributed, where the sig (p) value for the work environment variable is  $0.102 > 0.050$ , the sig (p) value for the organizational culture variable  $0.111 > 0.050$ , and the sig value (p) for the performance variable is  $0.098 > 0.050$ . Based on the linearity test, it can be seen whether the independent variables and dependent variables can or cannot be

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analyzed by regression. The results of the analysis show that the independent variables X1 and X2 (Work Environment and Organizational Culture) have a linear relationship with the dependent variable (performance). As a criterion, if  $p >$

0.05 then it is stated to have a linear relationship degree (Riadi, 2016). The results of the relationship can be seen in the following table:

**Table 2. Linearity test**

VARIABLES	P	INFORMATION
X1 – Y	0.113	Linear
X2 – Y	0.091	Linear

Based on the table above, it can be said that the work environment with performance has a linear relationship where the sig value ( $p$ )  $>$  0.050, namely  $0.113 >$  0.050. Furthermore, the organizational culture and performance variables also have a linear relationship where the sig value ( $p$ )  $>$  0.050, namely  $0.091 >$  0.050. Multiple linear regression analysis is carried out by determining the equation  $Y = a + \beta_1 X_1 + \beta_2 X_2$ , the results of the calculation of the values are as follows:

**Table 3. Multiple Regression Analysis**

Statistics	Score B
Constant (a)	4.272
Regression coefficient value 1 ( $\beta_1$ )	3.032
The value of the regression coefficient 2 ( $\beta_2$ )	1.107

The results of this multiple linear regression equation:

$$Y = 4,272 + 3,032 X_1 + 1,107 X_2$$

Which means:

- The constant value  $a = 4.272$  means that if the Work Environment and Organizational Culture variables are not included in the study, employee performance will still increase by 4.272%.
- The coefficient value  $b_1 = 3.032$  means that if the Work Environment variable is improved further, employee performance will increase by 3.032% assuming the other independent variables are constant.
- The coefficient value  $b_2 = 1.107$  means that if the Organizational Culture variable is improved further, employee performance will decrease by 1.107% assuming the other independent variables are constant.

The regression coefficient value of the Work Environment variable (t count) is 12.987 with a t table of 1.658, the significance of the Work Environment variable on the related variable, namely employee performance, is 0.000 or less than the alpha value of 0.050. In conclusion, the t count value  $>$  t table and significance of  $0.000 <$  0.050 means that the Work Environment variable has a significant effect on employee performance or the first hypothesis is accepted. While the regression coefficient value of the Organizational Culture variable is (t count) of 13.646, with a t table of 1.658, the significance of the Organizational Culture variable on the related variable, namely employee performance, is 0.000 or less than the alpha value of 0.050. So it can be said that the t count value  $<$  t table and significance of  $0.000 <$  0.050 means that the Organizational Culture variable has a significant effect on employee performance or the second hypothesis is accepted.

Furthermore, if viewed from the ANOVA table in the regression, the calculated F value is 61,667 and the F table value is 3,081 with a significance of  $0.000 <$  0.050, then it can be said that the calculated F value  $>$  F Table and the significance of  $0.000 <$  0.050 can be interpreted that the variables Work Environment and Organizational Culture have a significant effect on employee performance. Based on the results of the calculation of the coefficient of determination, it is known that there is a significant influence between the Work Environment and Organizational Culture on performance as seen from the coefficient value ( $R^2$ ) = 0.309 with  $p = 0.000 <$  0.050, meaning that there is a positive influence of the Work Environment and Organizational Culture on performance, the higher the Work Environment and Organizational Culture, the better the performance of the employees of the Binjai City Regional Secretariat. The work environment and organizational culture have a contribution of 30.9% to employee performance.

Based on the results of the mean test, it can be concluded that the work environment is classified as low with a hypothetical mean value of 65 and an empirical mean of 53.39. Furthermore, organizational culture is classified as low with a hypothetical value of 65 and an empirical value of 54.90. Likewise, the performance variable is also classified as low where the hypothetical mean value is 65 and the empirical mean is 52.53. The results of the above study are

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supported by research conducted by Latif et al., (2022) showing that performance is influenced by the work environment. Research conducted by Suparjo et al., (2023) also shows that there is a significant influence between the work environment and employee performance. The agency as the parent company demands that every employee always work productively. One way to keep employees working productively is by providing a comfortable and conducive work environment. A comfortable and conducive work environment cannot be separated from the factors of room coloring, office cleanliness, air exchange, lighting, security and noise in the work area so that it should be considered, prepared and planned carefully because these things greatly affect the physical and psychological condition of employees, as well as the relationship between employees should be considered, every employee must foster a harmonious relationship with fellow employees and with their superiors, be able to communicate in a work team and be friendly. If the organization is able to provide these things, of course the employees will be enthusiastic in working, have a high work passion and responsibility towards completing their tasks with reliable and trustworthy quality so that if these things happen, the employee's performance in working can be said to be high.

In addition, the results of research conducted by Rosvita et al., (2018) showed that partially the organizational culture variable has a significant effect on employee performance variables. Kotter and Heskett (1997) said that a strong culture can produce effects that greatly affect individuals and performance, even in a competitive environment this influence can be greater than other factors such as organizational structure, financial analysis tools, leadership and others. An organizational culture that is easy to adapt to changes in the times (adaptive) is one that can improve performance. A strong organizational culture will help the organization in providing certainty to all employees to develop together, grow and develop the agency.

An understanding of organizational culture needs to be instilled in employees from an early age. If at the time of starting work, they enter the agency with various characteristics and different expectations, then through training, orientation and self-adjustment, employees will absorb the organizational culture which will then develop into a group culture, and finally be absorbed as a personal culture. If the process of internalizing organizational culture into a personal culture has been successful, then employees will feel identified with their agency, feel united and there are no obstacles to achieving optimal performance. This is a mutually beneficial condition, both for the agency and the employees. And the results of research conducted by Nitadarma (2022) showed the results of a positive and significant simultaneous influence between the work environment and organizational culture on employee performance.

In a company, performance is the most important thing. Every employee is required to be able to work well and provide maximum contribution. Performance is influenced by the input conditions and processes of human resources as supporting factors in carrying out tasks. Performance is the result of a work process. Corporate culture is a social control system within an organization so that each member of the organization has a relatively similar culture. With a relatively similar culture, it is expected to have an impact on the behavior of other members. In the end, the company's goals will be more effective because the company has succeeded in creating social system control over its members through corporate culture.

The work environment is a problem that needs to be considered by everyone who does a job, because the work environment can affect employees in completing work or producing goods or services. The work environment can have a direct impact on employee work productivity, because if one of these important factors does not meet the standards, the employee's work results cannot meet the targets set by the company. The facilities available to employees must be adequate, because with adequate facilities can help employees in completing all their work. The use of technology also needs to be considered. Do not let employees feel bored or even unmotivated to work just because the technology used in the company is no longer adequate, this can hinder their work and also reduce the level of productivity produced by the company. Therefore, the technology provided to employees must be adequate in order to improve the performance of the employees themselves.

## CONCLUSION

Based on the results of the t-test, there is a significant influence of the work environment on performance, which is obtained by the regression coefficient value of the Work Environment variable (t count) of 12.987 with a t table of 1.658, meaning that the t count value > t table and significance of  $0.000 < 0.050$ , so that the first hypothesis is accepted. Based on the results of the t-test, there is a significant influence of organizational culture on performance, which is obtained by the regression coefficient value of the Work Environment variable (t count) of 12.987 with a t table of 1.658, meaning that the t count value > t table and significance of  $0.000 < 0.050$ , so that the second hypothesis is accepted. Simultaneously, there is a significant influence between the Work Environment and Organizational Culture on performance as seen from the F count value of 61.667 and the F table value of 3.081 with a significance of  $0.000 < 0.050$ , so it can be said that the F count value > F Table and significance  $0.000 < 0.050$ . In addition, the

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coefficient of determination ( $R^2$ ) = 0.309, which means that the work environment and organizational culture have a 30.9% influence on employee performance.

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