



## Influence of Organizational Culture and Workplace Environment on Employee Performance

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### Abstract

Community Health Centers (Puskesmas) play a crucial role in providing primary healthcare services within their designated areas. The Cirebon City Prosecutor's District oversees four health centers: Prosecutor's Health Center, Jalan Kembang Health Center, Fishermen's Health Center, and Pamitra Health Center. In the first half of 2023, one of these centers reported a Community Satisfaction Index (IKM) score of 75.00, falling short of the target (76.61), indicating room for service improvement. This study examines the impact of organizational culture and work environment on employee performance among 110 Puskesmas employees in the district, using a quantitative correlational design. Data were collected via questionnaires and analyzed through multiple linear regression. Findings indicate that both organizational culture (4.10) and work environment (4.02) are rated as "Good," with overall employee performance also classified as "Good" (4.05). However, organizational culture does not significantly influence performance (Sig. = 0.083), whereas the work environment has a positive and significant effect (Sig. = 0.002). Together, these factors significantly impact performance (Sig. = 0.000), contributing 16.8%, while 79.2% is influenced by other variables. In conclusion, while organizational culture alone does not directly enhance employee performance, a supportive work environment plays a critical role. The combination of both factors positively impacts overall employee effectiveness.

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

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### Introduction

Globalization has brought significant changes to the workforce, necessitating adaptability in areas such as technological proficiency, stricter time constraints, evolving performance expectations, and modifications in work regulations. As technology advances and public expectations for service quality increase, public service institutions, including healthcare providers, must continuously improve to meet these demands. In an increasingly competitive environment, organizations are required to enhance service quality, particularly in the healthcare sector, which plays a crucial role in improving public health and overall well-being. Access to healthcare is a fundamental right, and governments bear the responsibility of ensuring the availability of high-quality, safe, efficient, and affordable healthcare services for all citizens (Article 19 of Law No. 36 of 2009). One of the key strategies to achieve this is the expansion and equitable distribution of essential healthcare facilities, such as Community Health Centers (Puskesmas), in every region (Vatica *et al*, 2021) <sup>[38]</sup>.

The Community Health Center (Puskesmas), as the primary provider of first-level healthcare services, is responsible for ensuring accessible and affordable healthcare for all residents within its designated service area. Puskesmas are expected to deliver high-quality health services with ease of access and cost efficiency (Lokan *et al*, 2023) <sup>[14]</sup>. However, a decline in community visits to Puskesmas has been observed, which may be attributed to dissatisfaction with the services provided (Syafriana *et al*, 2020) <sup>[35]</sup>. This dissatisfaction suggests that the current service quality has not yet met public expectations (Mardaleta *et al*, 2022).

A public satisfaction survey conducted at one of the Puskesmas in Kejaksan District, Cirebon City, during the first semester of 2023 (January–June), revealed that the Community Satisfaction Index (CSI) remained below the targeted standard. The Puskesmas achieved a CSI score of 75.00, failing to meet the minimum target of 76.61. An analysis by the Cirebon City Health

Office indicated that this shortfall was linked to deficiencies in facilities and infrastructure, highlighting the need for improvements in these areas. Strengthening the quality of facilities and infrastructure is essential to enhancing service delivery and ensuring that future healthcare services align with community expectations (Riswardani, 2013) <sup>[24]</sup>.

Several factors influence the quality of services provided to the community, one of which is organizational performance at both the individual and collective levels. Organizational performance is a composite of various components within an organization; therefore, performance assessments should reflect the effectiveness of the organization as a whole, including teams and individuals. Additionally, performance evaluation should incorporate ongoing efforts to enhance knowledge, skills, and competencies to ensure continuous improvement (Suwarsi, 2022) <sup>[34]</sup>.

Employee performance is a key factor in determining an organization's success. (Selfanita & Chair, 2021) <sup>[26]</sup> defines performance as the achievement of an individual in executing assigned tasks and responsibilities. Performance reflects the attainment of work targets in terms of quality, quantity, and timeliness. In other words, skills and time management are critical components of performance achievement. Optimal performance can be realized when an organization effectively selects employees who possess the necessary motivation, skills aligned with their job responsibilities, and conducive working conditions that enable them to perform at their best (Kwon *et al*, 2021) <sup>[12]</sup>.

Another factor theoretically predicted to influence employee performance is the work environment. According to Norawati *et al* (2021) <sup>[19]</sup>, the work environment plays a crucial role in supporting employees to enhance their performance. Supriyadi (2020) <sup>[33]</sup> defines the work environment as a set of forces that directly or indirectly impact an organization or company's performance. Sukmawati & Tarmizi (2022) <sup>[32]</sup> further explains that the work environment encompasses both physical and non-physical aspects surrounding the workplace, which can affect employee performance. These aspects include physical factors such as working conditions, infrastructure, and administrative facilities, as well as non-physical factors such as interpersonal relationships, workplace interactions, and overall work atmosphere. A disrupted work environment can be indicated by discomfort in the workspace, such as inadequate facilities, cramped spaces, or extreme temperatures. Several studies have shown that the work environment has a significant impact on employee performance (Kamilah & Kurniawati, 2021; Kartika & Haryani, 2020; Ogbuabor & Okoronkwo, 2019; Pio & Lengkong, 2020; Shukla, 2012) <sup>[9, 10, 20, 23]</sup>. These findings emphasize the importance of maintaining a well-structured and conducive work environment to optimize employee productivity and organizational success.

The failure to meet the minimum target for the Community Satisfaction Index (CSI) at one of the Puskesmas in Kejaksaan District, Cirebon City, highlights a gap between public expectations and the quality of services provided. This shortfall suggests potential deficiencies in various aspects of service delivery, such as responsiveness, reliability, accessibility, or resource availability. Consequently, targeted efforts are necessary to enhance service quality, ensuring that healthcare services align with community needs and expectations.

To improve service quality, organizations in both the public and private sectors must strengthen their overall organizational performance by focusing on employee performance at both individual and team levels. Employee

performance plays a critical role in determining the efficiency and effectiveness of service delivery, as well as the organization's ability to meet strategic goals. High-performing employees contribute to improved patient care, reduced service bottlenecks, and enhanced operational efficiency.

Achieving optimal performance requires organizations to cultivate a work environment that supports professional development, motivation, and collaboration. Providing adequate training, fostering a positive organizational culture, and ensuring sufficient resources are essential steps in enhancing employee performance. Additionally, organizations should implement structured performance assessments and feedback mechanisms to identify areas for improvement and recognize achievements.

When employees perform effectively, tasks within the organization are executed with greater precision, minimizing inefficiencies in the use of time, effort, financial resources, and other critical assets. This, in turn, leads to better resource allocation, higher service standards, and ultimately, increased community satisfaction. By addressing performance gaps and reinforcing a culture of continuous improvement, the Puskesmas can work towards meeting or exceeding CSI targets, thereby strengthening public trust and healthcare outcomes in the region.

Based on the previously discussed performance determinant factors, the success or failure of an organization in achieving its goals is largely influenced by the behavior of individuals and work teams, as well as situational factors encompassing both the internal and external organizational environment. Sofiyanti & Najmudin (2023) <sup>[30]</sup> emphasize that individual and team behavior, along with situational factors such as organizational culture and structure, play a significant role in shaping an organization's ability to achieve its objectives. These elements collectively determine the overall effectiveness and adaptability of an organization in responding to challenges and meeting its strategic goals.

## Method

This study employs a quantitative approach using a descriptive correlational research design. The research focuses on examining the influence of organizational culture and work environment on employee performance, specifically among employees of Community Health Centers (Puskesmas) in Kejaksaan District, Cirebon City. Descriptive research aims to systematically, factually, and accurately describe the characteristics of a specific population or provide a detailed depiction of a phenomenon. A correlational study, as part of descriptive research, seeks to analyze the relationship between two or more variables. Correlational relationships can be either positive, where variables move in the same direction, or negative, where they move in opposite directions (Sugiyono, 2019) <sup>[31]</sup>. This study was conducted across four Puskesmas in Kejaksaan District: Puskesmas Kejaksaan, Puskesmas Pamitran, Puskesmas Jalan Kembang, and Puskesmas Nelayan. The research systematically describes the role of organizational culture, work environment, and employee performance while examining the relationships among these variables. The collected data were then analyzed quantitatively to determine the extent of their influence and interactions.

The population in this study consists of employees working at Community Health Centers (Puskesmas) in Kejaksaan District, Cirebon City. The total population includes staff from four Puskesmas: Puskesmas Kejaksaan (45 employees), Puskesmas Jalan Kembang (31 employees), Puskesmas Pamitran (44 employees), and Puskesmas Nelayan (30

employees), resulting in a total of 150 employees. From this population, a sample of 110 respondents was selected to facilitate data processing and improve research accuracy. The sampling method used was probability sampling, specifically simple random sampling, ensuring that each employee had an equal chance of being selected, regardless of their position or hierarchy within the organization. Data collection methods included observations, questionnaires, and literature reviews of relevant documents to support the research analysis. These approaches were employed to gather comprehensive and reliable data for assessing the influence of organizational culture and work environment on employee performance.

### Literature Review

Culture is defined as a way of life that is passed down from generation to generation through various learning processes to create the most suitable way of living within a given environment. Culture represents a shared pattern of basic assumptions learned by a group through solving external adaptation and internal integration challenges. When applied within an organization, this concept forms what is known as organizational culture.

There are numerous definitions of organizational culture proposed by experts. Suwarsi (2022)<sup>[34]</sup> defines organizational culture as a shared system of meaning adopted by members, which distinguishes one organization from another. Similarly, Pathoni & Yuhana (2020)<sup>[22]</sup> describe organizational culture as a set of assumptions implicitly shared by a group, shaping how they perceive, think about, and react to a diverse environment. Meanwhile, (Tabrizi, 2023)<sup>[36]</sup> defines organizational culture as a pattern of fundamental assumptions learned by a group to address external adaptation and internal integration challenges. These assumptions, once proven effective, become legitimized and are taught to new members as a way of thinking, perceiving, and solving problems. Essentially, every organization must develop a corporate culture tailored to its industry, vision, and mission to ensure cohesion, consistency, and adaptability in achieving its objectives.

According to Casimir *et al* (2012)<sup>[3]</sup>, organizational culture directly contributes to employee performance by influencing how they complete assigned tasks. Shao *et al* (2015)<sup>[27]</sup> further explain that the implementation of organizational culture within a company naturally shapes employee behavior, guiding them in carrying out their duties and achieving organizational goals. The effective implementation of organizational culture among employees is expected to enhance their performance, which, in turn, leads to improved overall organizational performance. The relationship between organizational culture and performance is further explained that the higher the quality of factors within an organization's culture, the better its overall performance (Shin & Song, 2018)<sup>[28]</sup>.

The strength of an organization's culture is determined by how deeply it is ingrained in its members and the extent to which they adhere to and internalize its values. A strong organizational culture is one that is consistently practiced, widely accepted, and deeply believed in by employees at all levels. When organizational culture is well-established, it can serve as a guiding framework for employee behavior, decision-making, and overall performance, fostering unity, commitment, and alignment with the organization's goals.

Measuring organizational culture is essential to evaluate its influence on employees and organizational effectiveness. This measurement helps identify the degree of cultural alignment among employees, ensuring that the shared values, beliefs, and norms are understood and practiced consistently.

Organizations can assess their culture by gathering feedback from employees, analyzing workplace behaviors, and evaluating adherence to organizational values. This process is crucial for identifying areas where cultural reinforcement may be needed, ensuring that the organization's culture remains strong and contributes positively to employee engagement, job satisfaction, and overall organizational performance (Suwarsi, 2022)<sup>[34]</sup>.

According to Suwarsi (2022)<sup>[34]</sup>, the quality of an organization's culture can be assessed through seven key characteristics. Innovation and risk-taking reflect the extent to which an organization encourages employees to be innovative and take risks. This can be measured by evaluating the climate for innovation, the freedom to express opinions, employees' readiness to face new challenges, and the level of authority given to employees in decision-making. Attention to detail refers to how much an organization expects its employees to be precise, analytical, and detail-oriented. This aspect is measured by the degree to which employees are required to work thoroughly and accurately, the transparency of management systems, the enforcement of work discipline, and openness to criticism and suggestions. Outcome orientation describes the extent to which leadership focuses on results rather than the techniques and processes used to achieve them. Indicators for this include a company's commitment to customers, employees' ability to uphold the company's reputation, an awareness of efficiency culture, and recognition of healthy competition.

People orientation evaluates how much management decisions take into account their effects on individuals within the organization. It can be assessed by examining the climate for sharing knowledge and experiences, leadership's appreciation of employee achievements, managerial support for employee development, and encouragement for further education. Team orientation measures how much work activities are organized through teams rather than on an individual basis. It is assessed through teamwork and collaboration across departments, a culture of mutual respect, coordination between units, and synergistic cooperation. Aggressiveness reflects how competitive and proactive individuals within the organization are in executing the organizational culture to achieve optimal performance. This can be measured by the level of hard work to attain optimal results, the aggressiveness in seizing opportunities, the recognition of employee achievements, and the emphasis on time efficiency. Stability represents the extent to which an organization prioritizes maintaining stability or status quo rather than change. This is measured by employees' commitment to decisions, adherence to discipline in carrying out tasks, openness in sharing information, and the level of supervision from leadership at all levels.

The intensity of organizational culture significantly influences all levels within an organization, affecting not only employee attitudes but also their values, underlying assumptions, and beliefs. As demonstrated in a number of researches, there is a positive correlation between the strength of organizational culture and employee performance (Dawson *et al*, 2023; Malik & Tariq, 2016)<sup>[4, 15]</sup>. The strength or weakness of an organizational culture is crucial, as it serves multiple functions, including acting as a unifying force within the organization. This study aligns with the findings of Astuti & Soliha (2021)<sup>[2]</sup>, which suggest that a strong organizational culture positively impacts performance by providing extraordinary motivation to employees.

In addition to the aforementioned studies, Florea *et al* (2013)<sup>[5]</sup> conducted research examining the influence of organizational culture on employee performance using

validity tests, reliability tests, and regression analysis. The findings indicate that a well-developed and structured organizational culture positively impacts employee performance. Similarly, empirical findings from Hermawati *et al* (2020) <sup>[8]</sup> emphasize that management in a company or organization should pay close attention to organizational culture, as it has been proven to significantly affect job satisfaction, organizational commitment, and employee performance.

The work environment is a crucial factor influencing employee performance, as it encompasses various elements that directly or indirectly impact how employees carry out their tasks. According to previous researches, the work environment includes both tangible and intangible aspects, such as physical workspace conditions, organizational culture, work methods, and managerial support, all of which contribute to shaping employees' behaviors and productivity levels (Almutairi *et al*, 2022; Santika & Antari, 2020) <sup>[1, 25]</sup>. A well-structured work environment enhances job satisfaction, reduces stress, and increases motivation, thereby fostering higher performance and efficiency.

Mawoli & Babandako (2012) <sup>[17]</sup> further emphasize that the work environment consists of social, psychological, and physical components that affect employees' ability to perform their duties effectively. The social environment includes relationships with colleagues, teamwork, and leadership styles, all of which influence communication, collaboration, and overall workplace morale. The psychological aspect encompasses factors like job security, recognition, and work-life balance, which contribute to employees' motivation and emotional well-being. Meanwhile, the physical work environment refers to aspects such as office layout, lighting, ventilation, noise levels, and the availability of necessary resources, all of which play a vital role in ensuring employees can work comfortably and efficiently.

When organizations invest in improving their work environment—whether through ergonomic workplace designs, fostering a positive organizational culture, or implementing supportive management practices—they create conditions that facilitate optimal employee performance. Research has consistently shown that a conducive work environment leads to increased job satisfaction, reduced turnover rates, and higher productivity levels, ultimately benefiting both employees and the organization as a whole.

Ergonomic work facilities play a crucial role in ensuring that tasks are completed efficiently and effectively. When employees have access to ergonomically designed workspaces, they are more likely to feel comfortable and safe, which directly contributes to improved performance and productivity. An ergonomic environment minimizes physical strain, reduces fatigue, and helps prevent work-related injuries, allowing employees to maintain focus and efficiency throughout their tasks.

Olabode *et al* (2017) <sup>[21]</sup> define ergonomics as the ability to apply knowledge about human characteristics, capabilities, and limitations to the design of tasks, machine systems, living spaces, and work environments. The goal is to enable people to live, work, and engage in activities safely, comfortably, and efficiently (Koirala & Nepal, 2022) <sup>[11]</sup>. This highlights the importance of integrating ergonomic principles into workplace design, ensuring that tools, equipment, and overall work settings are optimized to support employee well-being and effectiveness. In practice, ergonomic workplace improvements can include adjustable chairs and desks, proper lighting, noise control, and user-friendly equipment. When organizations invest in ergonomic facilities, they not only enhance employee comfort but also contribute to long-

term benefits such as increased job satisfaction, reduced absenteeism, and higher overall organizational performance. According to Tsironi & Koulierakis (2019) <sup>[37]</sup>, the dimensions and indicators of the work environment can be categorized into physical and non-physical aspects. The physical work environment includes several factors that contribute to employee productivity and well-being. Lighting plays a crucial role, as adequate illumination helps employees complete their tasks more effectively. Proper air circulation is essential because oxygen is necessary for metabolism, and poor air quality resulting from pollutants or harmful gases can negatively impact health. The layout of the workspace also influences comfort and efficiency, as a well-organized workspace can enhance productivity. Additionally, decoration plays a role in creating a pleasant working atmosphere, where an appropriate colour scheme can improve mood and motivation. Noise levels should be minimized in work environments that require high concentration, as excessive noise can reduce efficiency and productivity. Lastly, workplace facilities are critical in supporting employees' tasks. Adequate facilities ensure smooth workflow and contribute to overall job satisfaction.

The non-physical work environment focuses on interpersonal relationships within the organization. The relationship between employees and their superiors must be maintained with mutual respect, fostering a sense of appreciation and professionalism. A positive relationship between leaders and employees helps create a collaborative work environment. Similarly, harmonious relationships among colleagues are crucial in preventing conflicts and promoting teamwork. A strong sense of camaraderie and a supportive work culture encourage employees to remain loyal to the organization and contribute to a positive workplace atmosphere.

A conducive and representative work environment significantly influences employee performance. Employees who work in a comfortable space, equipped with adequate facilities to complete their tasks efficiently, and supported by a cooperative and respectful workgroup, are more likely to feel engaged and committed to their work. This sense of comfort and belonging fosters optimal performance. Conversely, when employees are placed in an unclean environment, lack the necessary tools to perform their duties, and experience disharmonious relationships within their teams, they are less likely to find satisfaction in their work, leading to suboptimal performance.

Research by Leitão *et al* (2019) <sup>[13]</sup> highlights that a well-maintained work environment directly contributes to increased employee productivity and performance. This, in turn, enhances organizational effectiveness and helps reduce operational costs. A positive work environment not only improves individual and collective output but also fosters employee retention, motivation, and overall workplace morale, ultimately benefiting the organization in achieving its strategic goals.

Research findings indicate that the work environment variable has a highly significant impact on employee performance, as demonstrated by several studies found a strong positive correlation between the work environment and paramedic performance (Almutairi *et al*, 2022; Leitão *et al*, 2019; Norawati *et al*, 2021; Santika & Antari, 2020) <sup>[1, 13, 19, 25]</sup>, with an *r* value of 0.81. These results indicate a strong and significant positive relationship between the work environment and employee performance. The study further revealed a calculated *t* value of 0.69, which, when compared to the total value of 0.284 at a 5% significance level, demonstrated that  $6.09 > 0.284$ . This statistical outcome confirms a very strong and significant positive influence of

the work environment on employee performance. These findings reinforce the argument that a well-structured and supportive work environment directly enhances employee efficiency, motivation, and overall job performance, ultimately benefiting organizational productivity and effectiveness.

In an effort to improve service quality, organizations in both the public and private sectors must enhance their organizational performance by improving employee performance at both individual and group levels. This improvement should consider the determinant factors of performance, as previously discussed. With optimal performance, tasks within the organization can be completed efficiently and effectively, making the best use of time, effort, financial resources, and other essential assets. According to Gawade (2019) <sup>[6]</sup>, performance indicators serve as tools to measure the extent of employee performance achievement. Several key indicators used to assess employee performance include work quality, which reflects the level of perfection in task completion; quantity, which refers to the volume of work completed within a given timeframe; timeliness, which measures how well tasks are completed according to set deadlines; effectiveness, which assesses how well tasks yield optimal results using available resources; and independence, which indicates an employee's ability to complete tasks without relying on others. By optimizing these five indicators, organizations can ensure continuous improvement in employee performance, ultimately contributing to increased efficiency and effectiveness in overall organizational operations.

## Results and Discussion

Understanding the demographic composition of a workforce is crucial in analyzing workplace dynamics, efficiency, and service delivery, particularly in sectors like healthcare, where human resources play a fundamental role in operational success. Table 1 presents the gender distribution of respondents, revealing a significant disparity between male and female employees. The data shows that the majority of respondents are female, totaling 97 individuals, which accounts for 88% of the total sample. In contrast, male respondents make up only 13 individuals, representing 12% of the surveyed population.

This considerable gender imbalance indicates that female employees constitute the dominant workforce within the health centers of Kejaksaan District, Cirebon City. The predominance of women in healthcare settings is a well-documented phenomenon and can be attributed to multiple sociocultural and professional factors. One possible explanation is the societal perception of healthcare as a caregiving profession, which traditionally aligns with gender roles that associate women with nurturing and compassionate attributes. This perception often influences career preferences, leading to a higher proportion of women pursuing professions in nursing, midwifery, and other patient-centered healthcare roles.

Additionally, historical trends in educational and professional pathways suggest that women have been more inclined to enter healthcare-related fields due to greater accessibility and encouragement in these sectors compared to traditionally male-dominated industries. The high representation of female employees may also be linked to workplace policies, recruitment practices, and job flexibility, which can make healthcare professions more appealing to women seeking career stability and work-life balance.

From an organizational perspective, this gender distribution may have implications for workplace culture, team dynamics,

and service delivery. A predominantly female workforce could influence communication styles, decision-making processes, and patient interactions, potentially shaping the overall quality of healthcare services provided. Furthermore, understanding gender representation in healthcare institutions is essential for policymakers and administrators when designing workforce development strategies, ensuring equal opportunities for professional growth, and addressing any potential disparities in leadership roles.

In conclusion, the gender distribution of employees in Kejaksaan District's health centers reflects broader trends observed in the healthcare industry, where women constitute a significant majority of the workforce. While this demographic pattern may bring strengths in patient care and organizational cohesion, it is also important to consider its implications for workplace diversity, gender equity in leadership, and long-term workforce planning.

**Table 1:** Characteristics of Respondents

| Characteristics                     | Frequency | Percentage |
|-------------------------------------|-----------|------------|
| Sex                                 |           |            |
| Male                                | 13        | 12         |
| Female                              | 97        | 88         |
| Age                                 |           |            |
| 20-29 Years                         | 30        | 27         |
| 30-39 Years                         | 28        | 25         |
| 40-49 Years                         | 35        | 32         |
| > 50 Years                          | 17        | 15         |
| Healthcare Facility                 |           |            |
| Jalan Kembang                       | 30        | 27         |
| Kejaksaan                           | 32        | 29         |
| Pamitran                            | 25        | 23         |
| Nelayan                             | 23        | 21         |
| Profession                          |           |            |
| Health Workers                      | 94        | 85         |
| Non-Health Workers (Administration) | 16        | 15         |

Understanding the demographic composition of employees within healthcare institutions is essential for workforce planning, resource allocation, and service efficiency. Based on the questionnaire results, the majority of respondents in this study fall within the 40–49 age group, accounting for 35 individuals or 32% of the total sample. The second largest age group consists of respondents aged 20–29 years, totaling 30 people or 27%, followed by those aged 30–39 years, comprising 28 individuals or 25%. Meanwhile, employees aged 50 years and above represent the smallest proportion, with 17 people or 15%.

This distribution suggests that a significant portion of Puskesmas employees in Kejaksaan District, Cirebon City, are in their forties, an age group often characterized by extensive professional experience, stability, and leadership potential. The relatively balanced distribution across younger and middle-aged categories indicates a diverse workforce in terms of generational representation, which can impact organizational culture, adaptability to change, and mentorship opportunities within the workplace.

In terms of workplace distribution, the majority of respondents originate from the Kejaksaan health center, with 32 individuals (29%). This is followed closely by Jalan Kembang with 30 respondents (27%), Pamitran with 25 individuals (23%), and Nalayan with 23 respondents (21%). These figures reflect the proportional workforce distribution across different health centers in the district and may influence service accessibility, patient flow management, and institutional workload balancing.

Regarding professional roles, the majority of respondents

work as healthcare professionals (referred to as nakes), making up 94 individuals or 85% of the total workforce surveyed. The remaining 16 respondents, or 15%, belong to non-medical roles. This substantial predominance of healthcare workers highlights the primary function of these health centers as patient care facilities, where medical and paramedical professionals form the backbone of service delivery.

Overall, the findings indicate that the workforce in Kejaksan District's health centers is composed predominantly of middle-aged healthcare professionals, with a balanced representation of younger and older employees. This demographic profile plays a crucial role in shaping healthcare delivery, employee collaboration, and future workforce development strategies within the district's healthcare system.

Multiple linear regression analysis is a method used to understand the relationship between independent variables and a dependent variable. In this study, multiple linear regression analysis was conducted using SPSS software version 21. The results of the regression analysis produced the following regression equation:

$$Y = 148.493 + 0.252X_1 + 0.171X_2 + e$$

where Y represents employee performance,  $X_1$  represents organizational culture,  $X_2$  represents the work environment, and e denotes the error term, accounting for any disturbances or unexplained variations in the model.

This equation indicates that both organizational culture ( $X_1$ ) and the work environment ( $X_2$ ) have a positive influence on employee performance (Y). The coefficient of 0.252 for organizational culture suggests that for every one-unit increase in organizational culture, employee performance is expected to increase by 0.252 units, assuming all other factors remain constant. Similarly, the coefficient of 0.171 for the work environment implies that a one-unit improvement in the work environment leads to an increase of 0.171 units in employee performance, provided other variables are unchanged.

The constant value of 148.493 signifies the baseline level of employee performance when both organizational culture and the work environment are at zero. Meanwhile, the error term (e) represents external factors not included in the model that may still influence employee performance.

These findings suggest that organizational culture and the work environment collectively contribute to the enhancement of employee performance. A strong organizational culture fosters a shared sense of values, beliefs, and behaviors among employees, which can lead to higher motivation, job satisfaction, and commitment to the organization's goals. A supportive work environment, on the other hand, ensures that employees have the necessary resources, facilities, and interpersonal relationships to perform their tasks efficiently. To further validate these results, additional statistical tests such as the t-test for partial significance and the F-test for overall model significance should be conducted. These tests will help determine whether the independent variables significantly impact employee performance individually and collectively. Moreover, examining the coefficient of determination ( $R^2$ ) would provide insights into how much of the variation in employee performance can be explained by organizational culture and the work environment, helping to assess the model's overall effectiveness.

By understanding these relationships, organizations can implement targeted strategies to strengthen their culture and improve workplace conditions, ultimately leading to enhanced employee performance and overall organizational success.

The interpretation of the multiple linear regression equation is as follows:

The positive constant value of 148.483 indicates that if the health center does not consider organizational culture ( $X_1$ ) and the work environment ( $X_2$ ), employee performance (Y) will still experience an increase. This suggests that there are other factors influencing employee performance beyond those included in this model.

The positive coefficient for organizational culture ( $X_1$ ), which is 0.252, implies that an improvement in organizational culture will lead to an increase in employee performance by 0.252 units or 25.2%, assuming all other variables remain constant. This means that fostering a strong organizational culture—characterized by shared values, norms, and a cohesive work environment—can significantly contribute to enhancing employee performance.

Similarly, the positive coefficient for the work environment ( $X_2$ ), which is 0.171, indicates that an improvement in the work environment will result in an increase in employee performance by 0.171 units or 17.1%, provided other variables do not change. This suggests that factors such as workplace safety, adequate facilities, and a positive interpersonal atmosphere contribute meaningfully to an employee's ability to perform their duties effectively.

These findings emphasize the crucial role of both organizational culture and the work environment in shaping employee performance. Organizations, especially in the healthcare sector, should prioritize cultivating a strong organizational culture and providing a conducive work environment to maximize employee productivity and overall institutional effectiveness.

The coefficient of determination, as shown in the Model Summary, provides an overview of how well the independent variables—organizational culture and work environment—explain the variations in employee performance, which is the dependent variable. In other words, the Model Summary helps researchers understand the extent to which the regression model aligns with the observed data while also considering other factors that may influence the study's outcomes.

In this study, the coefficient of determination (R-Square) is 0.168, indicating that 16.8% of the variations in employee performance can be explained by the organizational culture and work environment variables included in the model. This suggests that while these two factors do have an influence on employee performance, a significant portion—83.2%—of the variations in performance is likely influenced by other factors not accounted for in this model. These could include elements such as leadership style, motivation, job satisfaction, training and development programs, and external economic conditions.

Although the R-Square value is relatively low, it does not necessarily mean that organizational culture and work environment are unimportant. Instead, it highlights the complexity of employee performance, which is often shaped by multiple interconnected variables. Future research may benefit from incorporating additional predictors to improve the explanatory power of the model and gain a more comprehensive understanding of the determinants of employee performance in healthcare settings.

In this study, the number of independent variables is two—organizational culture and work environment—while the number of respondents is 110 employees. After substituting these values into the formula, the degrees of freedom are determined as  $(2; 110-2) = (2; 108)$ , which is then used to find the F-table value in the F-distribution statistical table. The F-table value obtained is 3.08.

The results of the simultaneous test (F-test) indicate that the calculated F-value (F-statistic) is 10.800, which is greater than the F-table value of 3.08. Additionally, the significance level is 0.000, which is smaller than the threshold of 0.05. Based on these findings, it can be concluded that the third hypothesis (H3) is accepted. This result suggests that organizational culture ( $X_1$ ) and work environment ( $X_2$ ) collectively have a positive and significant influence on employee performance at the public health centers (Puskesmas) in Kejaksaan District, Cirebon City.

These findings imply that improvements in both organizational culture and work environment contribute to enhanced employee performance. A strong organizational culture fosters a sense of belonging, shared values, and motivation among employees, while a conducive work environment ensures better working conditions, support systems, and job satisfaction. The significant relationship identified in this study highlights the importance of these factors in shaping employee productivity and efficiency within healthcare institutions. Future research may explore additional variables that could further enhance the explanatory power of this model, such as leadership style, job motivation, and employee engagement.

A partial test (t-test) is used to determine the extent to which an individual independent variable influences the dependent variable. The decision is made by comparing the calculated t-value with the critical value, adjusted to a significance level of 0.05. If the calculated t-value exceeds the t-table value and the significance level is less than 5%, then the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted. Conversely, if the calculated t-value is lower than the t-table value and the significance level is greater than 5%, then  $H_0$  is accepted, and  $H_a$  is rejected (Sugiyono, 2019) [31]. The calculation results indicate that the t-table distribution value is 1.982. This value serves as a reference for assessing the statistical significance of the independent variables in influencing employee performance. By comparing the calculated t-values of organizational culture and work environment with this t-table value, the study determines whether each variable significantly affects employee performance individually. If the independent variables yield t-values greater than 1.982 with significance levels below 0.05, it confirms that these variables have a meaningful impact on performance.

This statistical approach helps researchers isolate the effects of each independent variable, ensuring that any observed influence on employee performance is not merely a result of their combined effect but also a consequence of each variable's individual contribution. Understanding these relationships provides valuable insights for organizational decision-making, particularly in designing interventions to strengthen corporate culture and improve working conditions for enhanced employee productivity.

Based on the results of the partial test (t-test), the findings can be explained as follows:

The effect of organizational culture on employee performance was found to be insignificant. The partial test results show that the calculated t-value (1.748) is lower than the t-table value (1.982), with a significance level greater than 0.05 ( $0.083 > 0.05$ ). The path coefficient (beta) is 0.170. Therefore, the first hypothesis ( $H_1$ ) is rejected, and the null hypothesis ( $H_0$ ) is accepted, indicating that organizational culture ( $X_1$ ) has no significant influence on employee performance (Y) at the Kejaksaan District Health Center in Cirebon City. This suggests that variations in organizational culture do not have a direct and meaningful impact on how employees perform their duties.

In contrast, the effect of the work environment on employee performance was found to be positive and significant. The partial test results show that the calculated t-value (3.175) is higher than the t-table value (1.982), with a significance level below 0.05 ( $0.002 < 0.05$ ). The path coefficient (beta) is 0.308. This leads to the acceptance of the second hypothesis ( $H_2$ ), confirming that the work environment ( $X_2$ ) has a positive and significant influence on employee performance (Y) at the Kejaksaan District Health Center in Cirebon City. This means that a well-maintained and supportive work environment plays a crucial role in enhancing employee productivity and effectiveness.

The findings from the partial test (t-test) reinforce that while organizational culture does not have a statistically significant impact on employee performance, the work environment does. The calculated t-value for organizational culture (1.748) is lower than the t-table value (1.982), and the significance level obtained ( $0.083 > 0.05$ ) further confirms the lack of significance. The path coefficient (beta) of 0.170 also supports this conclusion. On the other hand, the work environment was found to be a key determinant in influencing employee performance, highlighting the importance of ensuring conducive working conditions to optimize workforce productivity.

This study aligns with previous research conducted by Mewahaini & Sidharta (2022) [18]. Their study also presented t-test results, where the calculated t-value was 1.446, which is lower than the t-table value of 1.678, with a significance probability of 0.155, which is greater than 0.05. The path coefficient (beta) was found to be 0.216. Based on these findings, it can be concluded that the organizational culture variable, when analyzed separately, has a negative and insignificant effect on employee performance. This supports the results of the current study, which also found that organizational culture does not have a meaningful influence on performance. These consistent findings suggest that other factors, such as the work environment or individual employee characteristics, may play a more dominant role in shaping employee productivity and effectiveness.

The results of the partial test (t-test) indicate that the work environment has a positive and significant influence on employee performance at the Puskesmas in Kejaksaan District, Cirebon City. The findings reveal that the calculated t-value (3.175) is greater than the t-table value (1.982), with a significance level of less than 0.05 ( $0.002 < 0.05$ ). Additionally, the path coefficient (beta) is 0.308. These results suggest that improvements in the work environment contribute directly to enhancing employee performance. A supportive and well-structured workplace can foster efficiency, motivation, and overall job satisfaction, leading to higher productivity. The significance of these findings reinforces the importance of creating a conducive work environment as a strategic factor in optimizing employee performance.

These findings align with previous research, which also demonstrated a significant relationship between the work environment and employee performance. The results of that study indicated a calculated t-value of 3.826, exceeding the t-table value of 1.975, with a significance level of ( $0.000 < 0.05$ ) and a path coefficient (beta) of 0.314. These findings reinforce the conclusion that the work environment has a positive and significant partial influence on employee performance. The consistency between this study and previous research highlights the crucial role of the work environment in shaping employee productivity and effectiveness. A well-structured and supportive work setting fosters motivation, engagement, and overall job satisfaction,

ultimately leading to improved performance outcomes. These results emphasize the need for organizations to prioritize workplace conditions as a strategic factor in achieving optimal employee performance.

The results of the simultaneous test (F test) indicate that organizational culture and work environment have a positive and significant influence on employee performance at the Community Health Center (Puskesmas) in Kejaksaan District, Cirebon City. With an F-calculated value of 10.800, which exceeds the F-table value of 3.08, and a significance level of 0.000, which is less than 0.05, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted. This finding confirms that organizational culture and work environment, when considered together, play a crucial role in shaping employee performance. A supportive and well-structured work environment, combined with a strong organizational culture, fosters employee motivation, job satisfaction, and productivity. These results highlight the importance of improving both factors to enhance overall organizational effectiveness and employee outcomes.

This study aligns with the findings of previous research conducted by Gulo *et al* (2023) <sup>[7]</sup>. Their research examined the influence of organizational culture and work environment on employee performance at PT. Kereta Api Indonesia Divre II Sumbar. The results of the F test showed an F-calculated value of 9.802, which exceeded the F-table value of 2.329, with a significance probability of 0.000, which is less than 0.05. These findings reinforce the conclusion that organizational culture and work environment together have a positive and significant influence on employee performance. A conducive work environment and a well-established organizational culture create conditions that enhance employee engagement, motivation, and efficiency. This consistency across different studies suggests that improving both factors is essential for optimizing workforce performance and achieving organizational goals.

## Conclusion

Based on the discussion presented, several key conclusions can be drawn. First, the organizational culture at the Puskesmas in Kejaksaan District, Cirebon City, falls into the "Good" category, with an average score of 4.07. The Team Orientation dimension received the highest score (4.19), indicating strong teamwork, while the lowest score was observed in the Aggressiveness dimension (3.96), though it still remains within the "Good" category. Overall, the organizational culture demonstrates a solid foundation in teamwork and balanced implementation across various aspects. Second, the work environment is also classified as "Good," with an average score of 3.96. The non-physical work environment received a higher average score (4.12) compared to the physical work environment (3.81), suggesting room for improvement, particularly in the physical work environment. Third, employee performance is categorized as "Good," with an overall average score of 4.03. The Quality dimension scored the highest (4.10), while the Effectiveness dimension had the lowest score (3.94), though still within the "Good" classification. These findings align with the Employee Performance Unit's evaluation by the Agency for Personnel and Human Resource Development, indicating consistent performance among Puskesmas employees in 2023. Fourth, organizational culture does not have a significant impact on employee performance at the Puskesmas in Kejaksaan District, implying that the effectiveness of the organizational culture does not substantially influence employees' work outcomes. Fifth, the work environment has a positive and significant effect on

employee performance, demonstrating that improvements in the work environment contribute to enhanced employee performance. Lastly, when considered simultaneously, organizational culture and work environment exert a positive and significant influence on employee performance at the Puskesmas, emphasizing the importance of both factors in fostering higher productivity and overall workplace efficiency.

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