

The Influence Of Work Environment And Organizational Culture On Employee Performance At PT Modulasi Utama Kontruksi Palembang

Dwi Saputra¹, Efan Elpanso², Dina Mellita³

^{1,2,3}Management Study Program, Bina Darma University

E-mail: dwisaputraa100@gmail.com, efan.elpanso@binadarma.ac.id,
dinamellita@binadarma.ac.id

Abstract

This research is motivated by the importance of human resources in achieving organizational goals, where employee performance at PT Modulasi Utama Kontruksi Palembang still faces obstacles such as inter-team communication issues, low employee care, and attendance rates that have not met company targets. This study aims to determine and analyze the effect of the work environment and organizational culture on employee performance, both partially and simultaneously. The method used is descriptive quantitative with a field research approach. The sampling technique uses total sampling with a total of 50 respondents representing all company employees. Data were collected through Likert-scale questionnaires and analyzed using classical assumption tests and multiple linear regression. The results show that the work environment and organizational culture have a positive and significant effect on employee performance, both partially and simultaneously, with a contribution of 51.9%. The conclusion of this study is that improvements in the work environment and strengthening of organizational culture can optimally enhance employee performance within the company.

Keywords: Employee Performance, Organizational Culture, Work Environment

INTRODUCTION

The era of globalization demands that companies improve quality and competitiveness through effective human resource management. Human resources are a crucial asset because the success of achieving organizational goals is heavily influenced by employee performance. Employee performance is influenced by internal factors, such as motivation, competence, and discipline, as well as external factors, such as the work environment and organizational culture (Mangkunegara, 2017).

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Therefore, creating supportive working conditions is crucial for improving employee performance.

The work environment is the conditions surrounding employees, both physical and non-physical, that can influence the performance of their work. A safe, comfortable work environment supported by good communication and working relationships can increase employee morale and productivity (Sedarmayanti, 2017); (Carlita et al., 2021). Conversely, a less conducive work environment can lead to burnout, reduce productivity, and increase the potential for turnover (Marlius & Sholihat, 2022). In addition to the work environment, organizational culture, reflected through values, norms, habits, and behavioral patterns, also plays a role in shaping employee discipline, cooperation, and a sense of belonging to the organization (Febriani & Ramli, 2023).

PT Modulasi Utama Konstruksi Palembang is a construction company with approximately fifty employees across several divisions. Based on field observations, communication and coordination issues remain, particularly regarding the communication of schedule changes and work instructions from the planning department to the implementation department. This can lead to miscommunication, inconsistent work, and delays in task completion. Furthermore, some employees lack the willingness to assist their colleagues when faced with workloads, leading to an imbalanced workload and a lack of harmonious working relationships.

This problem is also evident in the achievement of employee attendance indicators for the period from June to August 2025, which did not meet the company's targets. The targeted full attendance rate was only realized at 50% in June, 85% in July, and 90% in August. Punctuality rates, with a target of 95%, only reached 65%, 70%, and 75%, respectively, while attendance compliance rates, with a target of 85%, reached 50%, 60%, and 70%, respectively. These data indicate that despite month-to-month improvements, attendance, punctuality, and attendance compliance rates remained below the company's targets.

This situation indicates a gap between performance standards and actual employee performance. On the one hand, companies need employees who are disciplined, able to coordinate, care about their coworkers, and are able to complete their work effectively. On the other hand, problems with the work environment and organizational culture persist, reflected in suboptimal communication, low levels of concern among employees, and suboptimal disciplinary performance. Yet, the work environment and organizational culture are factors that can shape employee behavior and support employee performance (Oktavia & Fernos, 2023). This gap between expected and actual conditions provides an important basis for examining the

relationship between the work environment and organizational culture and employee performance.

Based on these conditions, research on the influence of the work environment and organizational culture on employee performance at PT Modulasi Utama Konstruksi Palembang is important. This research is expected to provide an empirical picture of the extent to which the work environment and organizational culture are related to employee performance and can be used as a consideration for the company in improving working conditions, strengthening organizational culture, and increasing discipline and work effectiveness. Thus, this research is not only academically relevant, but also has practical urgency in supporting employee performance improvement and the achievement of company goals.

Methodology

This study uses a descriptive quantitative approach with a field research approach to systematically and objectively describe the phenomena occurring in the field. The study was conducted at PT Modulasi Utama Konstruksi Palembang. The study population was all 50 employees of PT Modulasi Utama Konstruksi. Due to the relatively limited population, this study used a saturated sampling technique (total sampling), so that all members of the population were used as research samples.

Data collection was conducted through questionnaires, interviews, and observations, with the questionnaire using a Likert scale as the measurement instrument. The data used consisted of primary data obtained from respondents and secondary data sourced from the web, journals, and scientific articles. Data analysis was carried out through classical assumption tests including normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis to determine the effect of independent variables on employee performance. Furthermore, the coefficient of determination, partial test (t-test), and simultaneous test (F-test) were used to determine the model's capability and the influence of variables partially and simultaneously.

Results and discussion

Classical assumption test

1. Normality Test

Table 1. Test Results Kolmogorov-Smirnov normality test

N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Standard	2.49260007

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	Deviation	
Most Extreme Differences	Absolute	,122
	Positive	,122
	Negative	-,118
Test Statistics		,122
Asymp. Sig. (2-tailed)		,060c

From the data in Table 1, it can be seen that the output of the Asymp. Sig. (2-tailed) normality test is 0.060, which is greater than 0.05, which is a requirement for successful normality. Therefore, it can be concluded that the confounding variables are normally distributed or the regression model is normal.

2. Multicollinearity Test

Table 2. Multicollinearity Test

Collinearity Statistics				Model VIF
1	Work environment	,551	1,814	
	Organizational culture	,551	1,814	
Tolerance				

a. Dependent Variable: Employee Performance

In fact, the facts in this study prove that this study does not occur multicollinearity, because all the conditions for not occurring multicollinearity have been fulfilled with data processing using SPSS 26. It can be seen that the tolerance value is $0.551 > 0.10$ and the VIF value is $1.814 < 10.00$, so it can be concluded that multicollinearity does not occur.

3. Heteroscedasticity Test

Table 3. Heteroscedasticity Test
Coefficients^a

Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		

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1	(Constant)	6,207	2,226		2,789	,008
	Work environment	-,053	,069	-,144	-,761	,450
	Organizational culture	-,046	,055	-,158	-,839	,406

a. Dependent Variable: Employee Performance

It can be understood that this research is free from heteroscedasticity characteristics and this regression model has homoscedasticity which means this research meets the requirements, the explanation that heteroscedasticity does not occur can be seen in table 4.18 where the sig value of X1 (0.450) > 0.05 and the sig value of X2 (0.406) > 0.05 where these two variables have passed the requirement limit to be declared as having homoscedasticity characteristics and no heteroscedasticity phenomenon was found.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Coefficientsa

Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3,499	1,036		3,376	,000
	Work environment	,212	,054	,477	3,894	,000
	Organizational culture	,209	,052	,494	4,036	,000

a. Dependent Variable: Employee Performance

Source: processed results from SPSS

Based on table 4, the regression models that can be used are as follows:

$$Y = \alpha + \beta X_1 + \beta X_2 + e$$

$$Y = 3.499 + 0.212 (X_1) + 0.209 (X_2) + e$$

The constant value is 3,499 which represents the value of Y or the performance of employees of PT Modulo Utama Kontruksi Palembang when it has not been influenced by the independent variables, namely the work environment (X1) and organizational culture (X2), then when the work environment variables (X1) and organizational culture (X2) which are also

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1. as an independent variable does not exist, then the Y variable or employee performance (dependent) does not have a change in value, namely 3.499 B1 the regression coefficient value (X1) is 0.212, which indicates that the work environment variable has a positive and significant influence on employee performance which can be interpreted as every 1% increase in the variable (X1) then the increase in employee performance is 0.212 (21.2%), with the note that other variables are not studied in this case.
2. B2 regression coefficient value (X2) is 0.209, which indicates that the organizational crocodile variable has a positive and significant influence on employee performance, which can be interpreted as every 1% increase in variable (X2) will increase employee performance by 0.209 (20.9%), with the note that other variables are not studied in this case.

Coefficient of Determination Test (R²)

**Table 5. Coefficient of Determination Test
Model Summary**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,734 a	,538	,519	2.545 08

- a. Predictors: (Constant), Organizational Culture, Work Environment
- b. Dependent Variable: Employee Performance

Based on Table 5, it can be seen that the Adjusted R Square value is 0.519, which means that the magnitude of the influence of the Work Environment variable (X1) and the Organizational Culture variable (X2) on the Employee Performance variable (Y) is 0.519 (51.9%). Meanwhile, the remaining 0.481 (48.1%) is influenced by other variables not taken into account in this study.

Hypothesis Testing

1. T-test (partial)

**Table 6. T-Test (Partial)
Coefficients^a**

Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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Model		B	Std. Error	Beta		
1	(Constant)	3,499	1,036		3,376	,000
	Work environment	,212	,054	,477	3,894	,000
	Organizational culture	,209	,052	,494	4,036	,000

Dependent Variable: Employee Performance

Based on the results of the T test (Partial) in Table 6, the following results were obtained:

- The Work Environment variable (X1) obtained a t-value of 3.894 with a significance value of 0.000. This significance value is smaller than 0.05, so it can be concluded that the Work Environment has a positive and significant effect on Employee Performance (Y).
- The Organizational Culture variable (X2) obtained a t-value of 4.036 with a significance value of 0.000. This significance value is smaller than 0.05, so it can be concluded that Organizational Culture has a positive and significant effect on Employee Performance (Y).

2. F Test (Simultaneous)

Table 7. Simultaneous Test ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	355,080	2	177,540	27,409	,000 ^b
	Residual	304,440	47	6,477		
	Total	659,520	49			

- Dependent Variable: Employee Performance
- Predictors: (Constant), Organizational Culture, Work Environment

Based on table 7, it can be seen that the calculated F value is 27.409 with a significance value of 0.000. This significance value is smaller than 0.05, so it can be concluded that the Work Environment (X1) and Organizational Culture (X2) simultaneously have a positive and significant effect on Employee Performance (Y).

The Influence of Work Environment on Employee Performance

Based on the research results, the work environment has a positive and significant effect on employee performance at PT Modulasi Utama Konstruksi Palembang. The partial test results show a calculated t value of 3.894, greater than the t table of 1.678, 1086

with a significance value of $0.000 < 0.05$. Thus, the first hypothesis stating that the work environment has a positive and significant effect on employee performance can be accepted.

The results of this study are also in line with previous research. (Darmawan, 2022), found that the work environment and organizational culture have a positive and significant influence on employee performance in construction companies. In addition, (Juanda & Efendi, 2024), also shows that the work environment and organizational culture have a positive and significant influence on employee performance.

The Influence of Organizational Culture on Employee Performance

Based on the research results, organizational culture has a positive and significant effect on employee performance at PT Modulasi Utama Konstruksi Palembang. The partial test results show a calculated t value of 4.036, which is greater than the t table of 1.678, with a significance value of $0.000 < 0.05$. Thus, the second hypothesis stating that organizational culture has a positive and significant effect on employee performance can be accepted.

The results of this study are in line with previous research. (Juanda & Efendi, 2024), found that organizational culture and work environment have a positive and significant influence on employee performance. (Nafisa & Dwarawati, 2025), also shows that organizational culture and work environment contribute positively to employee performance. In addition, research (Alfariz et al., 2025), shows that organizational culture and work environment have a significant influence on employee performance.

The Influence of Work Environment and Organizational Culture on Employee Performance at PT Modulasi Utama Kontruksi Palembang

Based on the F test (simultaneous) it is known that the significant value is $0.00 < 0.05$, and the F count value is $27.409 > (3.20)$ F table, then according to the application in decision making where it can be concluded that the Work Environment (X1) and Organizational Culture (X2) have a joint influence on employee performance. The output of the processed results obtained from SPSS shows that the influence of the variables Work Environment (X1) and Organizational Culture (X2) on Employee Performance (Y) together is 0.519 or 51.9% this result is obtained from the determination coefficient test seen in the adjusted R square point and the value of 0.481 (48.1%) which has an influence on this study is assumed to be another factor that is not included in this study, and it can be explained that the variables Work Environment (X1) and Organizational Culture (X2) have a significant influence on Employee Performance (Y) which has a greater influence than other factors that are not included in this study.

The results of this study are in line with previous research conducted by (Surbakti & Pohan, 2024), the results of which indicate a positive and significant influence between the work environment and organizational culture on employee performance at the Class II TPI Belawan Immigration Office. This is also in line with previous research conducted by (Gunawan & Sutrisna, 2022), where there is a significant positive influence simultaneously between work environment variables and organizational culture on employee performance.

CONCLUSION

Based on the research results, it can be concluded that the work environment has a positive and significant effect on employee performance at PT Modulasi Utama Konstruksi Palembang. Organizational culture also has a positive and significant effect on employee performance at PT Modulasi Utama Konstruksi Palembang. Simultaneously, the work environment and organizational culture have a positive and significant effect on employee performance, with a contribution of 51.9%, which means that changes in employee performance can be explained by these two variables, while the rest is influenced by other factors not examined in this study, such as leadership, work motivation, compensation, work discipline, training, and other factors.

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