

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT PAMAPERSADA NUSANTARA

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ABSTRACT

This research aims to determine the influence of organizational culture and work environment on employee performance at PT Pamapersada Nusantara, both partially and simultaneously. This research uses a quantitative descriptive method by distributing questionnaires to PT Pamapersada Nusantara General Service Division employees. The population in this study was 70 people at PT Pamapersada Nusantara General Service Division. Meanwhile, the number of samples was 70 people, and the sampling technique used was the Purposive Sampling technique. In analyzing the research data, SPSS 26 was used to calculate the results of the Multiple Linear Regression variable test, t-test, F test, and determination analysis. Based on the t-test, this research shows that organizational culture and work environment positively and significantly affect employee performance at PT Pamapersada Nusantara General Service Division. Based on the results of the F Test, corporate culture and the work environment have a positive and significant effect on employee performance at PT Pamapersada Nusantara General Service Division. Based on the results of multiple regression analysis, the influence of organizational culture and work environment on employee performance at PT Pamapersada Nusantara General Service Division is 76.5%. In comparison, the remaining 23.5% is influenced by other variables not examined in this research.

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1. INTRODUCTION

Every organization or company needs resources to achieve its goals, and one of the most vital resources is human labour[1][2]. Humans, as the main asset in an organization, have a very significant role in encouraging and directing the company's sustainable growth[3][4]. The mining industry is an economic sector that significantly impacts a country's economic growth. As this industry develops, mining companies face various complex and diverse challenges in efforts to improve performance[5].

Performance refers to a person's work performance, measured in quality and quantity, in completing tasks following the responsibilities given[6]. In this context, employee performance includes a combination of opportunity, ability and effort, which is assessed based on the results of their work and the extent to which they are successful in carrying out these tasks when compared to standards, targets and criteria that have been previously determined and mutually agreed upon[7][8]. Employee performance describes the achievement of work results in terms of quality and quantity following their responsibilities. This means that performance reflects the work achievements achieved by employees, both in terms of quality and quantity, in completing the tasks and responsibilities given to them[9].

Several factors influence performance, including work quality, quantity, responsibility and attitude. Quality refers to work results that are close to perfection and reflect the ability to achieve goals in an ideal way. Quantity refers to the amount or target achieved in a work activity, measured in units of the number of activity cycles completed. Responsibilities describe the workload given by the company to employees. Attitude reflects the employee's motivation and desire to complete the assigned tasks well. All of these factors together contribute to employee performance in the organization. One of the main factors that can influence the performance of a mining company is the organizational culture implemented within it [10].

Organizational culture includes the values, beliefs, and behavioural norms that shape a company's identity and the way organizational members interact[11][12]. In the context of a mining company, organizational culture can reflect a commitment to aspects of safety, environmental sustainability,

operational efficiency, and other elements relevant to this industry. A strong and positive organizational culture can provide clear direction to employees, motivate them, and create a work environment that supports improved performance[13][14].

Apart from that, a good working environment is also important in achieving optimal performance in mining companies[15]. The work environment includes the workplace's physical, social, and psychological conditions that can affect employees' well-being and productivity[16]. A safe, healthy and supportive work environment in the mining industry can help reduce the risk of work-related accidents and illnesses. In addition, aspects such as ergonomic spatial planning, appropriate equipment, and social support in the work environment can also increase employee comfort and performance. Although the importance of organizational culture and work environment has been recognized, there remains a need to understand better how these factors influence performance in mining companies[17]. In Indonesia, many companies are experiencing rapid growth, including PT Pamapersada Nusantara. PT Pamapersada Nusantara is Indonesia's largest mining company, with fifteen coal mining operation areas and two gold mining operation areas. Apart from that, this company has a culture or values that form its operations' basis. PT Pamapersada Nusantara needs to have a highly qualified human resources team.

Human resources (HR) are one of the most valuable assets in an organization. Therefore, organizations must have the ability to manage these human resources as best as possible. Quality human resources contribute their full energy, talent, creativity and dedication to the organization. Several factors that can influence employee performance in an organization include the work environment, organizational culture, and the workload they bear[18][19]. One factor that has a big impact on employee performance is organizational culture. Company or corporate culture is currently recognized as a very important dimension and cannot be ignored. Many studies have proven that an approach to organizational culture can improve overall company performance. This is because organizational culture will form strong roots and become the main driver for the behaviour of every individual within it[20], [21].

Organizational culture is a system of values, beliefs and behavioural norms that interact with the formal structure of an organization. On the other hand, the work environment is an important element that can increase work productivity. Organizational culture includes principles and rules that are mutually understood and influence the behaviour of organizational members[22]. According to Robbins and Judge[23], organizational culture is a shared value system that underlies the core values valued together in the organization. This differentiates the organization from others. Robbins also emphasized that organizational culture is a system of shared understanding produced by members of an organization and is a differentiating factor between that organization and others. *Organizational culture* is a system that refers to the shared understanding held by members of an organization and differentiates the organization from others. In this context, there are seven indicators of organizational culture: risk-taking and innovation, attention to detail, results orientation, attention to individuals, focus on teamwork, a proactive attitude, and stability in work.

Apart from organizational culture, a factor that can impact employee productivity in the work environment is the work environment itself[24]. The work environment includes social, physical and psychological aspects of an organization's environment that can influence employee performance. The work environment is a very important factor in shaping employee productivity levels, both positive and negative. The work environment refers to all elements and conditions around an individual's workplace, including work methods and arrangements at both individual and group levels [25]. The work environment can also be interpreted as a series of conditions designed to support achieving company goals [26] Another definition of the work environment is the conditions within the organizational structure and processes that create satisfaction for workers and employees who contribute to achieving company goals[27]. The work environment directly and indirectly impacts employee performance, so it can make their performance good or bad[28]. In more detail, the work environment refers to all internal and external components that can influence employee activities in achieving organizational goals. Factors influencing the work environment include lighting, air temperature, noise, room colour, ergonomics or spatial arrangement, and work safety[29].

PT Pamapersada Nusantara, the largest mining company in Indonesia, has fifteen coal mining operation areas and two gold mining operation areas. So PT Pamapersada Nusantara certainly must have superior human resources (HR). Human resources are the most important assets in an organization. PT Pamapersada Nusantara is aware that the company's operational areas are spread across several regions in Indonesia with various cultural, racial and religious backgrounds. Therefore, in HR management

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practices, PT Pamapersada Nusantara upholds diversity and provides equal opportunities to everyone in the recruitment process, during professional career development, until the end/dismissal of work, regardless of gender, ethnicity, religion, race and gender.

PT Pamapersada Nusantara upholds humanitarian principles and ensures that no discriminatory practices exist in all business activities and throughout the work area. In line with the company's strategy, PT Pamapersada Nusantara provides opportunities for people around the operational area who meet the requirements to become employees to increase local employment and the regional economy. In addition, to increase women's representation at the management level, PT Pamapersada Nusantara provides training and development programs to ensure that top female candidates will be ready to take on greater responsibilities. Support is provided for career development opportunities to anyone without discrimination in every region where the company operates. The organizational culture and work environment at PT Pamapersada Nusantara will greatly influence the commitment and performance of its employees.

Corporate culture and the work environment have become dimensions that must be completed, and the urgency of need can no longer be negotiated. There have been many studies that have proven that a cultural approach will lead companies to be better in business development. This is because this culture will take root and become the main driving force for every individual within it. Organizational culture and work environment influence employee performance. The work environment greatly influences employee performance productivity, both physical and non-physical work environments. The work environment can increase calm and enthusiasm at work. With increased enthusiasm at work, employee performance will also definitely increase.

2. METHOD

The approach is descriptive quantitative with observation methods, questionnaires, documentation and literature study as data collection tools. The research subjects were employees of PT Pamapersada Nusantara, with a population of 70 people in the General Service division. Sampling was done using the saturated sample method, where the entire population was part of the research. In data analysis, the two techniques used are descriptive analysis, which aims to describe the characteristics of the research object, including the place, the condition of the respondents, and the items in the variables. After the data is collected, data processing is carried out using regression analysis to estimate how changes in the independent variables (organizational culture and work environment) can influence the value of the dependent variable (employee performance)[30][31].

3. RESULT AND DISCUSSION

In this study, after the data was declared valid and reliable through validity and reliability tests, a multiple linear regression test was carried out, which aims to determine how much influence the independent variables, namely organizational culture and work environment, have on the dependent variable, namely performance employee at PT Pamapersada Nusantara in the General Service division.

Table 1. Regression Results

		Unstandardized Coefficients	
Model		B	Std. Error
1	Constanta	36,759	4,387
	organizational_culture_X1	,735	,175
	work_environment_X2	,766	,135

a. Dependent Variable, performance employee (Y)

From Table 1, it can be seen that the regression coefficient for variable X1 is 0.735. This means that if the other independent variables remain constant, and the value of X1 increases by 1%, Y will increase by approximately 0.735. In conclusion, there is a significant relationship between organizational culture and employee performance in the General Service division of PT Pamapersada Nusantara. Furthermore, the regression coefficient for variable X2 is 0.766. This can be interpreted as if the other independent variables remain constant, and the value of X2 increases by 1%, then Y will increase by approximately 0.766. Thus, there is a significant positive relationship between the work environment and employee performance in the General Service division of PT Pamapersada Nusantara.

Table 2. t test

Model		T	Sig
1	Constant	7,765	,000
	organizational_culture_X1	2,787	,001
	work_environment_X2	2,935	,001
b. Dependent Variable, performance employee (Y)			

Based on the table above, it can be concluded that the variable This shows that organizational culture has a partial and significant positive influence on employee performance in the General Service division of PT Pamapersada Nusantara. In other words, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted for the organizational culture variable. Furthermore, for the work environment variable (X2), the calculated t value is 2.935, also greater than the t table of 1.675, with a significance value (sig) of 0.001, smaller than the significance level of 0.05. This shows that the work environment also partially and significantly positively influences employee performance in the General Service division of PT Pamapersada Nusantara. Therefore, the decision is to reject the null hypothesis (H0) and accept the alternative hypothesis (H1) for the work environment variable.

Table 3. F test ANOVAa

Model		Sum of Squares	Df	Mean of Square	F	Sig
1	Regression	117,425	5	23,485	3,593	,029 ^b
	Residual	428,740	65	6,596		
	Total	428,857	70			

From this table, it can be concluded that the calculated F value of 3.598 is greater than the F table value of 2.51, and the significance value of 0.028 is smaller than the significance level of 0.05. Therefore, the null hypothesis (H0) is rejected. The conclusion is that simultaneously, organizational culture and work environment positively and significantly influence employee performance in the General Service division of PT Pamapersada Nusantara.

Based on the R squared (R²) value of 0.765, we can conclude that the organizational culture and work environment variables, when combined, influence 76.5% of employee performance in the General Service division of PT Pamapersada Nusantara. In other words, around 76.5% of the variation in employee performance can be explained by organizational culture and work environment factors. At the same time, the remainder is influenced by other factors not examined in this study.

4. CONCLUSION

The research results show that, based on the t-test, multiple regression coefficients, F test, and coefficient of determination test, organizational culture and work environment positively and significantly influence employee performance in the General Service division of PT Pamapersada Nusantara. The R square value of 0.765, equivalent to 76.5%, indicates that employee performance in this division is influenced by 76.5% by organizational culture and work environment on customer satisfaction. The remainder, around 23.5%, is influenced by other factors not included in this research, such as motivation, discipline, career level, and salary.

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