
ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT IN AN EFFORT TO IMPROVE THE PERFORMANCE OF CIREBON REGENCY ENVIRONMENTAL AGENCY EMPLOYEES



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Abstract

Employee performance is an important factor in determining the success of an organization, especially in government agencies that provide public services. This study aims to analyze the influence of organizational culture and work environment on employee performance at the Cirebon Regency Environmental Office. This study uses a quantitative approach with a survey method involving 134 respondents from a population of 200 employees determined using the Slovin formula. Data were collected through questionnaires using the Likert scale and analyzed using SPSS through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and determination coefficients. The results of the study show that organizational culture and work environment partially and simultaneously have a positive and significant effect on employee performance. The determination coefficient shows that both variables explain some of the variation in employee performance, while the rest is influenced by other factors outside of the research model. These findings emphasize the importance of strengthening organizational culture and creating a supportive work environment to improve employee performance.

Keywords: Organizational Culture, Work Environment, Employee Performance

INTRODUCTION

The performance of employees in recent years is at the heart of an organization's success, especially in the public sector, which carries out the crucial task of serving the community and carrying out national and regional development programs. In the context of local government, the demand for excellent, efficient, and integrity public services is getting stronger, along with the dynamics of regional autonomy and increasing public awareness. In the midst of global and national issues related to environmental sustainability and climate change, the role of the Cirebon Regency Environmental Agency (DLH) is very vital. The Environment Agency is responsible for ensuring that environmental quality is maintained, implementing environmental impact mitigation policies, and managing natural resources in a sustainable manner. The quality of the implementation of these tasks directly depends on optimal employee performance. High performance is not only seen from the achievement of program targets alone, but also from service quality, work innovation, and accountability.

Attention to the issue of the quality of public sector human resources and organizational effectiveness is increasing, especially in line with the development of modern bureaucracy and the demands of Good Governance, as well as changes in the dynamics in the public service sector and the environment. Public organizations are required to transform from simply running routines to being adaptive, innovative, and results-oriented entities. In order to achieve complex and multi-dimensional organizational goals, every government agency needs to ensure that the internal factors that affect employee productivity are in excellent condition. In this context, there are two internal organizational factors that contain a central role in shaping performance, namely Organizational Culture and Work Environment.

Organizational culture has an understanding as a system of values, beliefs, and norms that are obeyed and practiced by all employees, which in turn will guide their behavior and attitudes at work. At the Environmental Agency, a strong organizational culture, for example, that emphasizes integrity, a spirit of collaboration, and a commitment to environmental conservation, will encourage employees to work with drive and dedication. A healthy culture is able to build a positive work atmosphere, minimize conflicts, and encourage innovation. International studies, such as those conducted, explain the significant positive influence related to organizational culture on the performance of employees in the Bureau of Government System Organization in South Kalimantan. These findings provide an understanding of the study, which also provides findings regarding Organizational Culture affecting aspects of Employee Performance. (Amima Puteri Sharfina & Taharuddin, 2023) (Khadafi Muammar & Rahman Septia Ana, 2024)

In addition to the non-physical aspect (Organizational Culture), the Work Environment also plays an equally important role. The work environment includes the layout of the workspace, facilities, lighting, air circulation, to the availability of supporting facilities and infrastructure to support the implementation of tasks. Having comfortable, safe, and ergonomic work environments will reduce work stress, increase concentration, and directly affect employee efficiency and productivity. For example, at the Cirebon Regency Environmental Office, the availability of adequate laboratory facilities or conducive meeting rooms can directly support the speed of decision-making and the quality of work results. Studies conducted by explaining the Work Environment together have a significant effect on employee performance. There are also other studies that provide explanations regarding the

finding of significant positive influences in the work environment on employee performance aspects, including in the context of local government. (Vitriani Berliana et al., 2020)

Although previous studies have examined the relationship between organizational culture, work environment, and employee performance, several important gaps remain unresolved. Most prior studies were conducted in private-sector organizations or general public institutions, such as manufacturing companies, educational institutions, and regional administrative offices. Consequently, limited attention has been given to environmental government agencies, particularly those operating at the district level with highly technical and sustainability-oriented responsibilities.

In addition, previous findings regarding the influence of organizational culture and work environment on employee performance remain inconsistent. Some studies found that organizational culture significantly improves employee productivity and commitment, while others reported that work environment factors have a more dominant influence on performance outcomes. Furthermore, many previous studies analyzed these variables separately and rarely examined their simultaneous contribution within public environmental institutions that face complex regulatory and ecological challenges.

The Cirebon Regency Environmental Agency possesses distinctive organizational characteristics compared to other public institutions because it is directly responsible for waste management, environmental monitoring, pollution control, and environmental impact assessment supervision. These responsibilities require not only a strong organizational culture emphasizing integrity and collaboration, but also a supportive work environment that facilitates technical coordination and operational efficiency.

Therefore, this study seeks to fill the empirical and contextual gap by simultaneously analyzing the influence of organizational culture and work environment on employee performance within a district-level environmental agency in Indonesia. The novelty of this research lies in its focus on the environmental public sector context, the integration of both organizational and physical workplace factors in one analytical model, and its contribution to strengthening human resource management studies in government environmental institutions.

The implementation of this research has the hope of being able to contribute to the development of the theory of Human Resources Management and Organizational Behavior, especially in efforts to strengthen the causal relationship model between organizational culture and the physical work environment on performance, especially in the context of the public sector in Indonesia. In addition to scientific contributions, the existence of this research also has the hope of being able to present implications on practical aspects to management and policymakers at the Cirebon Regency Environmental Service, as well as other local government agencies.

REVIEW OF LITERATURE

Employee Performance

Employee performance is the result of individual efforts in carrying out tasks in accordance with organizational standards, defining performance as an achievement in terms of quantity, quality, and responsibility in work. According to emphasis, performance reflects the effectiveness of the work process from start to finish, while assessing it as the ability of employees to carry out organizational functions. Performance is influenced by an

organizational culture that encourages positive values and a work environment that is able to drive efficiency, thereby encouraging enthusiasm, productivity, and commitment. (Mangkunegara Prabu Anwar, 2013) (Bahri et al., 2022) (Sarumaha, 2022)

Organizational culture and work environment, in terms of practical evidence, can have a positive impact on performance. The results of the study found that a good work environment improves the performance of employees at the PUPR Office of Aceh Tamiang Regency. Meanwhile, giving an explanation about the resilience of this organizational culture can have an impact on improving performance in the government sector. Likewise, it confirms that the combination of organizational culture and physical working conditions drives employee productivity, with an important influence on motivation and work outcomes. (Nurhandayani, n.d.) (Ratna Sari & Khoiru Sandi, n.d.) (Kusuma, 2021)

This study adopts a theory that outlines four main dimensions of employee performance, namely: (Edison, 2017)

1. Quality of Work, including the accuracy of work, the minimum of errors, and the conformity of results with organizational standards.
2. Quantity of Work, seen from the volume of work completed, goal achievement, and efficiency, without sacrificing the quality of work.
3. Timeliness, related to discipline, accuracy of task completion, and productive use of time.
4. Cooperation, which includes the ability to coordinate, help colleagues, and appreciate the contributions of other team members.

Organizational Culture

Organizational culture has a significant impact on shaping employee behavior and influencing overall performance. Explaining organizational culture is understood to be a pattern of fundamental assumptions that a group seeks to understand in order to deal with the challenges of internal integration and external adaptation, involving common values, norms, and beliefs. According to the explanation of the solidity of organizational culture, it is able to encourage increased employee dedication, motivation, and productivity through the formation of a common identity and the strengthening of work rules. Empirically, organizational culture has been shown to have a positive influence on performance. The research provides an explanation of the organizational culture that encourages innovation and collaboration to lead to improved employee performance in technology companies. On the other hand, the study found that cultural aspects such as long-term onboarding and risk avoidance contribute to increased efficiency as well as job satisfaction in multinational environments. (Robbins et al., n.d.) (Başar et al., 2022) (Alvesson Mats, 1987)

This study adopts Schein's theory (in) to assess the dimensions and indicators of organizational culture, namely: (Robbins et al., n.d.)

1. Core Values, which include a commitment to integrity, innovation, and customer focus. The indicators include the conformity of employee actions with organizational values, strengthening work ethics, and encouragement for creativity.
2. Social Norms and Practices, which deal with unwritten rules such as open communication, teamwork, and appreciation for individual contributions. The indicators include the level of cooperation between employees, an inclusive work atmosphere, and recognition of achievements.

3. Symbols and Artifacts, which include stories, rituals, and physical symbols that represent the culture of the organization. The indicators include the use of logos, corporate events, and success stories that build a collective spirit.

Based on the above research, the hypotheses proposed in this study are as follows:

H1: Organizational culture positively and significantly influences employee performance at the Cirebon Regency Environmental Agency.

Work Environment

Aspects in the form of work environment are able to affect the productivity aspect of workers when doing work. A work environment that is unable to support all work activities can have a bad impact on workers. The conduciveness of this work environment occurs when this environment is able to support workers in doing work based on order, health, and safety. The availability of facilities and infrastructure at the place where workers are active. Regarding the work, it is understood as a work environment (Suwondo & Sutanto, 2015). According to giving an explanation about the work environment that has an understanding of all things that affect the activities of workers in doing things that are their responsibilities in the workplace. Providing an explanation of the work environment is understood as a form of weight or an internal degree of the organization that occurs and lasts continuously and is able to have an effect experienced by all members of the organization. According to, the work environment is understood as a force that directly or indirectly affects the existence of employees. This work environment is understood as the scope contained in an organization that has been formed so that it can support the achievement of the company's goals. The aspect of office space layout and the sense of comfort in the office are the two main aspects that have a correlation with the work environment (Rorong, 2016). Provide an explanation of the indicators that exist in the work environment, including lighting, air circulation, noise levels, unpleasant odors, and safety in the workplace. (Martono, 2016) (Halimah et al., 2016) (Nuryasin et al., 2016) (Jufrizen, 2020) (Elizar & Tanjung Hasrudy, 2018) (Nuryasin et al., 2016) (Hasibuan Maisarah Siti & Bahri Syaiful, 2018)

The work environment is an essential factor that can play a role in efforts to improve the performance of employees (Putri et al., 2019). This aspect of the work environment is understood as an element that supports the creation of optimal work processes and maximum work results (Ferawati, 2017). Explaining that the work environment is an aspect that needs serious attention from the organization because it functions as a means to ensure that employees are able to carry out their responsibilities and duties without obstacles, adding that the work environment is able to affect employee performance either directly or gradually. (Wahyuniardi et al., 2018) (Nuryasin et al., 2016)

(Ollukkaran anto bindu, n.d.) Giving a statement regarding the condition of the work environment affects the performance of employees. The existence of an uncondusive condition in the work environment can encourage an increase in the risk of health problems for employees, which can have an impact on decreased performance. Various studies also prove that this variable in the form of a work environment is able to have a significant positive impact on the performance aspect of employees; Different results were found to show that the work environment did not have a significant positive effect on the performance of employees. Based on the above research, the hypotheses proposed in this study are: (Himma Mahmudatul, 2020) (Dumanauw et al., 2018) (Sofyan, 2013) (Pharisees, 2020) (Agung & Arianto, n.d.)

H2: Work environment positively and significantly influences employee performance at the Cirebon Regency Environmental Agency.

RESEARCH METHOD

The study used a quantitative approach with the aim of examining the causal relationship between the variables of Organizational Culture (X1) and Work Environment (X2) on performance (Y). The quantitative approach was established because the focus of this research lies in the objective measurement of variables in the form of numerical data which is then analyzed using statistical techniques. According to , it provides an explanation of quantitative research that has an understanding as a research method applied to conduct research related to populations or samples, accompanied by the aim of testing hypotheses that have been made through quantitative data collection and statistical analysis. (Purnomo Hery, 2024)

The population of this study consisted of 200 employees of the Cirebon Regency Environmental Agency. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 134 respondents. After determining the required sample size, the respondents were selected using a simple random sampling technique to ensure that each employee had an equal probability of being included in the study.

The use of simple random sampling was considered appropriate because the population characteristics were relatively homogeneous in terms of employment status and organizational structure. Data collection was conducted through questionnaires using a Likert scale, supported by literature studies. The collected data were analyzed using SPSS through validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination analysis.

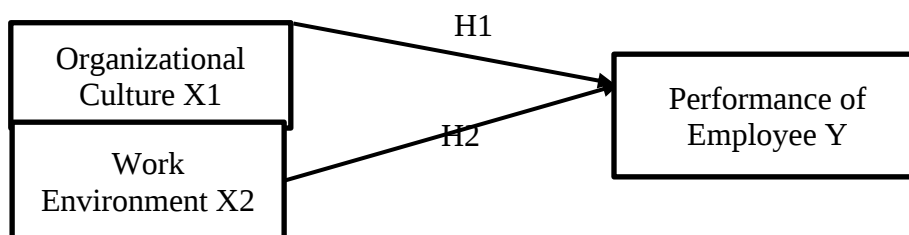


Figure 1.
Associative Research Design

RESULTS AND DISCUSSION

Characteristics of respondents

Based on the results of data processing on 134 respondents, it can be seen that all respondents in this study are 134 people. Judging from age characteristics, the most respondents were in the age group over 35 years old, which was 49 people or 36.57%. Furthermore, respondents aged 25–30 years amounted to 37 people (27.61%), 31 people under 25 years old (23.13%), and the age group of 31–35 years was the least group with 17 people (12.69%). This shows that the majority of respondents are at a productive age with relatively mature work experience. Based on gender, respondents were dominated by 83 men or 61.94%, while female respondents amounted to 51 people or 38.06%. This condition

shows that the participation of respondents in this study is more from male employees. All respondents in this study have employment status as State Civil Apparatus (ASN) with the position of Civil Servant (PNS), which is as many as 134 people or 100%. Thus, the data used fully represents the condition of ASN civil servants in the agencies studied.

Based on the working period, respondents with a working period of more than 10 years were the largest group, namely 43 people (32.09%). Furthermore, respondents with a working period of less than 1 year amounted to 37 people (27.61%), 31 people (23.13%) with a 1-5 year working period, and 23 people (17.16%) with a 6-10 year working period. This variation in tenure shows that respondents have diverse work experiences, ranging from new employees to senior employees. In addition, based on the respondents' answer information, all respondents gave an answer of "Yes" with a percentage of 100%. This indicates a very high level of respondents' approval or involvement in the aspects studied.

Validity and Reliability Test

Table 2. Research Instrument Validity Test Results

Statement	r count			R table	Remarks
	Organizational Culture	Work Environment	Employee Performance		
1	0,587	0,593	0,689	0,169	Valid
2	0,553	0,680	0,641	0,169	Valid
3	0,583	0,648	0,631	0,169	Valid
4	0,450	0,726	0,637	0,169	Valid
5	0,600	0,548	0,618	0,169	Valid
6	0,605	0,678	0,604	0,169	Valid
7	0,588	0,544	0,670	0,169	Valid
8	0,568	0,585	0,648	0,169	Valid
9	0,679	0,654	0,600	0,169	Valid
10	0,604		0,630	0,169	Valid
11	0,641		0,615	0,169	Valid
12	0,708		0,545	0,169	Valid
13	0,569			0,169	Valid
14	0,619			0,169	Valid

Source : Data processed 2026

The validity test in this study used the Pearson Product Moment correlation, through the comparison of the r-calculated value of each statement item with the r-table at the significance level of $\alpha = 0.05$. The number of respondents resulted in an r-table value of 0.169 as the basis for testing. The results of the validity test of the *Organizational Culture* variable (X1) showed that the r-count value ranged from 0.450-0.708, all of which were greater than the r-table of 0.169, so that each statement item was considered valid. The results of the validity test of the Work Environment variable (X2) showed that the r-calculated value ranged from 0.544–0.726, all of which exceeded the r-table of 0.169, so that the indicator was able to measure the research construct precisely. The results of the validity test of the Employee Performance variable (Y) showed that the r-calculation value ranged from 0.545–0.689, all of which were greater than the r-table of 0.169, so that all statement items were declared valid and suitable for use as research instruments.

In addition to item validity testing using Pearson Product Moment correlation, the instrument development process in this study was theoretically grounded in established dimensions from previous literature related to organizational culture, work environment, and employee performance. Each questionnaire indicator was adapted from widely recognized theoretical constructs to ensure adequate construct representation.

Although this study did not employ exploratory factor analysis (EFA) or confirmatory factor analysis (CFA), the validity results indicate that all measurement items met the acceptable correlation threshold and were consistent with the conceptual dimensions underlying each variable. Therefore, the research instrument was considered sufficiently appropriate for measuring the intended constructs within the context of this study.

Meanwhile, the results of the reliability test for the three variables are presented in Table 3 below:

Table 3 . Research Instrument Reliability Test Results

Variabel	Cronbach's Alpha	R table	Reliability Level
Organizational Culture	0.860	0,7	Reliabel
Work Environment	0.810	0,7	Reliabel
Employee Performance	0.858	0,7	Reliabel

Source: Data processed 2026

The results of the reliability test showed that the Organizational Culture variable (X_1) obtained a *Cronbach's Alpha* value of 0.860. The Work Environment variable (X_2) obtained a *Cronbach's Alpha* value of 0.810. The Employee Performance Variable (Y) obtained a *Cronbach's Alpha* value of 0.858. *Cronbach's Alpha values* on all variables are at an acceptable level of reliability based on the test criteria. The research instruments on the variables of Organizational Culture (X_1), Work Environment (X_2), and Employee Performance (Y) were declared reliable and suitable for use at the next stage of data analysis.

The reliability assessment in this study was conducted using Cronbach's Alpha to evaluate the internal consistency of the measurement items. All variables demonstrated Cronbach's Alpha values above the acceptable threshold of 0.70, indicating satisfactory reliability of the research instruments.

This study employed a regression-based quantitative approach using SPSS; therefore, reliability evaluation focused on internal consistency measures commonly applied in classical multivariate analysis. Composite Reliability (CR) and Average Variance Extracted (AVE), which are more frequently associated with structural equation modeling (SEM) approaches such as PLS-SEM or CFA-based analysis, were not applied in the present study.

Classic Assumption Test

Multicollinearity Test

In this study, the multicollinearity test aims to check whether there is too high a correlation between independent variables in a multiple regression model. A multiple regression model is considered ideal if it does not show the presence of multicollinearity. The examination was carried out by observing the Tolerance and VIF scores. The regression model is considered to be free of multicollinearity if the Tolerance score is > 0.10 and the VIF score is below 10.

Table 4. Multicollinearity Test Result

Coefficients ^a
Organizational Culture and Work 17081

Variable	Collinearity Statistics	
	Tolerance	LIVE
Organizational Culture	0.941	1.063
Work Environment	0.941	1.063

Source: Data processed 2026

Based on the results of the multicollinearity test, the Organizational Culture variable (X1) had a Tolerance value of 0.941 and a VIF value of 1.063. Meanwhile, the Work Environment (X2) variable also has a Tolerance value of 0.941 and a VIF value of 1.063. The tolerance value in both variables was above 0.10, and the VIF value was below 10, so there was no evidence of multicollinearity. This shows that independent variables do not have a strong relationship. Thus, the multiple regression model in this study is feasible to use for further analysis.

Normality Test

The normality test in this study aims to evaluate whether the residual multiple regression model follows the normal distribution using the Kolmogorov–Smirnov method on the unstandardized residuals. Residuals are declared to be normally distributed if the significance value is greater than 0.05. The results of the normality test showed an Asymp value. Sig. (2-tailed) of 0.200, greater than the 0.05 limit. This condition shows that residual data in Multiple regression models are normally distributed. The multiple regression model meets the assumption of normality and is suitable for regression analysis as well as subsequent hypothesis testing.

Multiple Regression Analysis

The multiple regression results obtained from the calculation are shown in the following Table 5:

Table 5. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4,241	3,764			1,127	,262
Organizational Culture (X ₁)	,468	,057	,511		8,160	,030
Working Environment (X ₂)	,501	,079	,396		6,317	,000
Adjusted R Square = 0.509						
F Statistics = 69.928 and sig < 0.003						

Source: Data processed 2026

The coefficient of determination (Adjusted R Square) value was 0.509 or 50.9%, indicating that organizational culture and work environment jointly explained 50.9% of the variance in employee performance. The remaining 49.1% was influenced by other variables outside the research model that were not examined in this study.

The results of the first hypothesis test obtained a calculated t-value of 8.160 with a sig. value of 0.030, which shows that there is a positive and significant influence of Organizational Culture on Employee Performance. The magnitude of the influence of Organizational Culture on Employee Performance is 0.468 and shows a positive direction. Thus, the hypothesis that states that the better the Organizational Culture, the higher the employee's performance will be accepted.

The results of the second hypothesis test obtained a calculated t-value of 6.317 with a sig. value of 0.000, which shows that there is a positive and significant influence of the Work Environment on Employee Performance. The magnitude of the influence of the Work Environment on Employee Performance is 0.501 greater than that of Organizational Culture, and shows a positive direction. Thus, the hypothesis that states that the higher the Work Environment, the higher the employee's performance is accepted.

The Influence of Organizational Culture on Employee Performance

In the results obtained from data processing applying multiple linear regression analysis with assistance from IBM SPSS, findings were obtained regarding organizational culture that significantly affects the performance of DLH employees in Cirebon Regency. This finding is based on the acquisition of a regression coefficient value of 0.468, a calculated t-value of 8.160, and a significance level of < 0.001 , which does not exceed the sig limit of 0.05. On this basis, the first hypothesis (H_1) that gives a statement about the organizational culture having a positive and significant effect on employee performance is accepted.

The findings demonstrate that organizational culture significantly contributes to employee performance improvement within the Cirebon Regency Environmental Agency. However, the magnitude of its influence ($\beta = 0.468$) indicates that organizational culture functions more as a behavioral and normative driver rather than as the primary operational determinant of performance.

This result suggests that values such as integrity, teamwork, discipline, and organizational commitment shape employees' attitudes and work orientation, particularly in public sector institutions that rely heavily on bureaucratic coordination and compliance with administrative procedures. In environmental government agencies, where employees are expected to maintain accountability and public service quality, a strong organizational culture may strengthen collective responsibility and institutional commitment.

Nevertheless, compared to the work environment variable, the influence of organizational culture was relatively lower. This finding implies that although organizational values are important, employees in technical government institutions may depend more directly on operational workplace conditions in carrying out daily responsibilities. Therefore, organizational culture alone may not be sufficient to maximize employee performance without adequate environmental and infrastructural support.

The Influence of the Work Environment on Employee Performance

The work environment showed the strongest influence on employee performance ($\beta = 0.501$), indicating that physical and operational workplace conditions play a dominant role in supporting employee effectiveness within the Environmental Agency.

This finding reflects the practical characteristics of environmental public institutions, where employees are directly involved in administrative coordination, environmental supervision, field monitoring, and technical activities requiring adequate facilities and supportive workplace conditions. A conducive work environment may reduce work fatigue, improve concentration, and enhance employees' efficiency in completing tasks.

The stronger influence of the work environment compared to organizational culture also suggests that employees tend to respond more immediately to tangible workplace conditions than to abstract organizational values. This condition is particularly relevant in public organizations where work performance is closely related to the availability of infrastructure, workspace comfort, operational facilities, and inter-unit coordination.

These findings reinforce previous studies emphasizing that workplace quality significantly contributes to productivity and employee effectiveness, especially in government institutions with technical and service-oriented responsibilities.

Comparative and Analytical Discussion

Interestingly, the findings indicate that the work environment had a slightly stronger effect than organizational culture, which differs from several previous studies that identified organizational culture as the dominant determinant of employee performance. This difference may arise from the institutional characteristics of environmental agencies, where operational activities and technical coordination require substantial physical and infrastructural support.

Therefore, the study highlights that the relative importance of organizational factors may vary depending on institutional context, organizational function, and the nature of employees' responsibilities.

The adjusted R^2 value of 50.9% indicates that organizational culture and work environment jointly provide moderate explanatory power regarding employee performance. This suggests that employee performance in public institutions is multidimensional and cannot be explained solely by organizational and environmental factors. Other variables such as leadership style, motivation, compensation, organizational commitment, and job satisfaction may also contribute substantially to employee performance variation.

CONCLUSION

The findings of this study demonstrate that organizational culture and work environment positively and significantly influence employee performance at the Cirebon Regency Environmental Agency. Organizational culture contributes to shaping employees' behavioral orientation through values such as integrity, discipline, teamwork, and organizational commitment, which support coordination and accountability within public sector institutions. However, its influence was relatively lower compared to the work environment variable, indicating that organizational culture primarily functions as a normative and behavioral driver of employee performance.

Meanwhile, the work environment emerged as the most dominant factor influencing employee performance. This finding indicates that physical workplace conditions, operational facilities, workspace comfort, and infrastructural support play a substantial role in improving employee effectiveness, particularly in environmental government institutions that rely heavily on technical coordination and operational activities. Employees in such institutions tend to respond more directly to tangible workplace conditions that facilitate the completion of daily responsibilities.

The comparative findings of this study suggest that the relative influence of organizational factors may vary depending on institutional characteristics and organizational functions. In the context of environmental public agencies, operational and infrastructural support appears to be more immediately associated with employee productivity than organizational values alone.

In addition, the adjusted R^2 value of 50.9% indicates that organizational culture and work environment jointly provide moderate explanatory power regarding employee performance. This implies that employee performance is multidimensional and may also be

influenced by other variables outside the present research model, such as leadership style, job satisfaction, work motivation, compensation, and organizational commitment.

Theoretically, this study contributes to strengthening human resource management literature by providing empirical evidence regarding the simultaneous influence of organizational culture and work environment within the context of environmental public institutions in Indonesia. Practically, the findings imply that the Cirebon Regency Environmental Agency should not only strengthen organizational values and employee discipline, but also prioritize improvements in workplace facilities, operational infrastructure, and environmental comfort to optimize employee performance.

This study also has several limitations. Construct validity was assessed primarily through Pearson correlation without employing exploratory factor analysis (EFA) or confirmatory factor analysis (CFA). In addition, reliability testing relied mainly on Cronbach's Alpha without incorporating Composite Reliability (CR) and Average Variance Extracted (AVE). Future studies are recommended to apply SEM-based approaches and include additional variables to provide more comprehensive explanations of employee performance in public sector organizations.

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