
**THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL
CULTURE ON WORK PRODUCTIVITY AT PT SIRAJ BADAWI CUKUP RUPIAH
(SURABRAJA)**

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Abstract

Human resources play a crucial role in every activity of a company, which must be supported by a conducive work environment and a structured organizational culture. The objective of this analysis is to conduct a study on how the roles of the work environment and organizational culture affect work productivity at PT Siraj Badawi Cukup Rupiah. The population of this research consists of all employees of Siraj Badawi Cukup Rupiah (SURABRAJA), totaling 160 individuals, and this study employs a census method (total sampling). The researcher utilizes multiple linear regression analysis, as this study involves more than one independent variable to explain the variance in the dependent variable, using SPSS as a tool. The findings of this research confirm that (1) the work environment has a positive and significant effect on work productivity partially, (2) organizational culture has a positive and significant effect on work productivity partially, and (3) both the work environment and organizational culture have a positive and significant effect on work productivity simultaneously. A positive and strong organizational culture can enhance productivity by creating an environment that fosters collaboration, innovation, accountability, and commitment.

Keywords: Work Environment, Organizational Culture, Work Productivity, Human Resources

INTRODUCTION

Human resource management is created to establish a viable company culture and to implement programs that reflect and support the core values of the company, thus ensuring its success (Estiana et al., 2023). According to Ferawati (2017) human resources play a primary role in every company activity, even though it is supported by extensive facilities and funding. However, without competent human resources, the company's activities cannot be properly executed. This indicates that human resources within a company need to be managed professionally to achieve a balance between employee needs and the demands and capabilities of the organization, which ultimately enhances productivity. This, of course, requires a supportive work environment and a structured organizational culture.

Productivity is defined as the ability of individuals, systems, or companies to utilize resources efficiently and effectively to produce desired outcomes. Therefore, every company desires its employees to be more productive (Solehati et al., 2024). Employees who exhibit high work enthusiasm and can complete tasks on time are considered productive.

In efforts to enhance employee productivity, every company must consider the factors that influence work productivity (Wirawan et al., 2018). Work productivity is understood as a condition for measuring the level of capability in producing products, whether measured individually, in groups, or at the organizational level (Rismayanti et al., 2020).

A conducive work environment can enhance employee comfort, motivation, and efficiency in carrying out their tasks. Factors such as lighting, noise, ventilation, facilities, and social relationships among employees contribute to job satisfaction and individual performance. An unfavorable work environment can hinder productivity, increase stress levels, and decrease work effectiveness.

Previous research has revealed that the work environment has a significant impact on productivity. A positive work environment is essential and will have a beneficial effect on employees. It is one of the ways to ensure that employees can perform their duties without disruptions, as the work environment can influence their job performance. When employees enjoy the environment in which they work, they are more likely to feel comfortable staying in their workplace for an extended period to complete their tasks. This aligns with the research conducted by (Irmawati et al., 2023).

In addition to the work environment, organizational culture also plays a crucial role in shaping employee attitudes and behaviors. Organizational culture reflects the values, norms, and practices that are implemented within the organization and can influence employee motivation and loyalty. A strong and positive culture can encourage employees to work more productively, while a weak organizational culture may lead to low employee engagement with the company.

Organizational culture is defined as the basic assumptions that are discovered, developed, and applied by a specific group in addressing external and internal problems, which are then taught to new members as the correct way to think and act (Schein, 2010)

(Asnora, 2020) concluded that organizational culture does not have a significant impact on employee work productivity. Conversely, (Lourens & Wibowo, 2022) stated in their research that organizational culture has a significant relationship with work productivity.

From the explanation above, it is evident that all variables in this study are closely related to one another. According to the researcher's observations, there have been few studies that consider the role of the work environment and organizational culture on work productivity, resulting in a research gap. This study serves as a starting point to examine the relationship between the work environment and organizational culture on work productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA). Furthermore, there is an inconsistency in research results, which presents another research gap in this study. An important study by Saleh & Utomo (2018) indicates that the work environment does not have a significant impact on work productivity, whereas research conducted by (Fau & Buulolo, 2023; Syahputra et al., 2022) suggests that the work environment significantly affects work productivity.

This study aims to address the research gap concerning the variables that influence work productivity, where the independent variables in this research are the work environment and organizational culture, with the subjects being employees of PT Siraj Badawi Cukup Rupiah (SURABRAJA). The researcher believes that further studies on this topic are necessary. Therefore, the objective of this analysis is to examine the roles of the work environment and organizational culture in relation to work productivity among employees at PT Siraj Badawi Cukup Rupiah (SURABRAJA).

REVIEW OF LITERATURE

Work Environment

The work environment encompasses all elements surrounding employees that can influence their personal effectiveness in carrying out and completing the tasks assigned to them by the company. A work environment is considered favorable when employees can work optimally, healthily, safely, and comfortably (Uma, 2024). According to Edward & Purba (2020) the work environment encompasses all tools and materials encountered in the surrounding area where an individual works, including their working methods and arrangements, whether individually or in groups. Research conducted by Zhenjing et al (2022) indicates that the physical aspects of the environment and surrounding behaviors are two sides of a healthy work environment. The former refers to the factors related to employees' ability to remain physically connected to their workplace. Meanwhile, employee ethics are influenced by the behavioral aspects of the environment, as the workplace environment plays a crucial role in shaping individual employee behavior. According to Sedarmayanti (2017) the work environment has the following dimensions and indicators:

- 1) Physical: The physical work environment includes aspects such as lighting, cleanliness, and safety.
- 2) Psychological: The psychological work environment relates to factors such as stress, motivation, and job satisfaction.
- 3) Social: The social work environment encompasses interactions among employees, as well as relationships between supervisors and subordinates.

The work environment plays a crucial role in determining employee work productivity. Research has demonstrated that a favorable work environment can enhance work productivity, whereas a poor work environment can diminish it. Studies have shown that the work environment significantly influences work productivity. Factors such as lighting,

cleanliness, and comfort can affect employees' mood and performance. Furthermore, a supportive work environment can boost motivation and job satisfaction, which in turn can lead to increased work productivity (Handayani & Hati, 2018).

H1: Work Environment has a positive and significant relationship to Work Productivity

Organizational Culture

Organizational culture is a fundamental aspect that shapes the character and behavior of individuals and groups within an organization. As a unique configuration of norms, values, and beliefs, organizational culture creates a distinct identity that influences how the organization addresses challenges, makes decisions, and interacts with both internal and external environments. A strong culture can enhance organizational performance by creating alignment of goals between individuals and the organization (Firman et al., 2024). Meanwhile Akpa et al (2021) define organizational culture as a system of values that unconsciously and subtly drives individuals to make choices and decisions within the organization. Organizational culture encompasses the norms experienced and articulated by members in their work arrangements. Organizational culture functions as a set of fundamental beliefs formed by organizational members through external adjustment or internal integration (Bogale & Debela, 2024). Dai et al (2018) also define organizational culture as a collection of fundamental assumptions, norms, values, and shared behaviors that are transmitted to newcomers. The dimensions of organizational culture can be understood as aspects that constitute the culture itself. According to Alvesson & Sveningsson (2020), the dimensions of organizational culture include:

- 1) Involvement: The level of employee engagement in decision-making processes and organizational activities.
- 2) Consistency: The degree of uniformity in values, norms, and behaviors within the organization, as well as the level of trust and satisfaction among employees.
- 3) Adaptability: The organization's ability to adjust to changing environments.
- 4) Mission: The clarity and mutual understanding of the organization's vision and mission among employees.

Organizational culture plays a critical role in determining employee work productivity across various types of organizations, including companies and cooperatives. Research has shown that there is a relationship between organizational culture and work productivity. A study at PT. Berdikari Pondasi Utama in West Jakarta found that organizational culture positively and significantly influences employee productivity, with a correlation coefficient value of 0.794 (Mulyani et al., 2021). This indicates that a strong organizational culture can enhance employee work productivity.

H2: Organizational culture has a positive and significant relationship with work productivity.

Work Productivity

Work productivity is defined as the overall output of an individual within a specified work unit of time, and according to the standards set by the organization, along with a mental attitude of enthusiasm for achieving improvement. In an organization, the elements of employee productivity must be considered in order to maximize the utilization of available resources so that the desired targets can be achieved, both collectively and individually (Gaurifa, 2024). According to Koopmans et al (2011) work productivity refers to the ability of an individual or team to produce quality output in a specified quantity while effectively

and efficiently utilizing available resources. Work productivity encompasses the following dimensions and indicators: work ability, work motivation, work environment, work quantity, work quality, time efficiency, and absenteeism rate (Gidwani & Dangayach, 2017).

A positive and strong organizational culture can enhance productivity by creating an environment that fosters collaboration, innovation, accountability, and commitment. When employees understand and internalize the values of the organization, they are more likely to be motivated to achieve shared goals. A study at PT Astra International Auto2000 demonstrated a significant relationship between organizational culture and employee work productivity, with a Spearman correlation coefficient of 0.604 or 60.4%. (Situmorang, 2022)

H3: Work Environment and Organizational Culture have a positive and significant relationship to Work Productivity Simultaneously.

Based on the theoretical explanation above, a conceptual framework can be constructed regarding the influence of the Work Environment and Organizational Culture on Work Productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA), which includes the following:

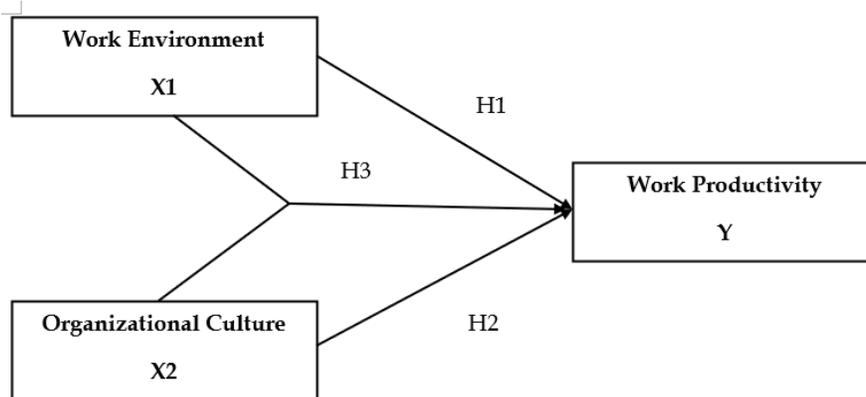


Figure 1.
Conceptual Framework

RESEARCH METHOD

The research methodology employed in this study is in the form of quantitative research. According to Sugiyono (2019) quantitative research refers to research methods based on positivist philosophy, used to study a particular population or sample, collecting data through research instruments, and conducting quantitative/statistical data analysis aimed at testing existing hypotheses. The sampling method used in this study is purposive sampling. Purposive sampling is a technique for determining samples based on specific considerations (Sukwika, 2023), the author employs purposive sampling because not all samples meet the criteria established by the author. Therefore, the author selects the purposive sampling technique by establishing certain criteria that must be met by the samples used in this study. The established criteria are employees of PT Siraj Badawi Cukup Rupiah (SURABRAJA).

his study utilizes both primary and secondary data sources. Primary data is collected through a Google Form questionnaire distributed to employees at PT Siraj Badawi Cukup Rupiah (SURABRAJA). The measurement of indicators on the Google Form employs a Likert scale. The Likert scale is a measurement tool used to assess attitudes, opinions, and perceptions of an individual or group regarding social phenomena (Sugiyono, 2019).

Respondents indicate their level of agreement or disagreement with statements by marking their chosen answers, such as through checklists or crosses. The questionnaire includes various statements. This study also uses secondary data from various sources, such as literature, physical or electronic books, previous research journals, and literature reviews (Hair et al., 2019).

The population in this study consists of all employees of Siraj Badawi Cukup Rupiah (SURABRAJA), totaling 160 individuals. Given the relatively small and accessible population size, this study employs a census method (total sampling) (Sukwika, 2023). Thus, all members of the population, namely 160 employees, are included as research respondents. This approach is chosen to ensure high data accuracy and to avoid potential sampling errors, allowing the research results to comprehensively and validly depict the conditions of the population without the need for statistical inference from the sample to the population. The census method is highly recommended to obtain representative and accurate data. The researcher uses multiple linear regression analysis since this study employs more than one independent variable to explain the variance in the dependent variable, utilizing the SPSS software as a tool.

RESULTS AND DISCUSSION

Characteristics of the Respondents

The characteristics of the respondents are used to provide an overview of the data and the respondents. Based on the data obtained, the characteristics of the respondents can be described as follows:

Table 1
Description of Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Man	131	82%
	Woman	29	18%
Respondent Age	<20 Years	53	33%
	21-30 Years	59	37%
	31-40 Years	17	11%
	>40 Years	31	19%
Respondent Education	Elementary School	15	9%
	Junior High School	23	14%
	Senior High School	71	44%
	Diploma	4	3%
	S1	46	29%
	S2	0	0%
	S3	1	1%

Validity Test

Table 2.
Validity Test Results

No	Flexible	Unit	R Count	R Table	Information
1		X1.1	0.756	0.155	Valid

	Work Environment	X1.2	0.662	0.155	Valid
		X1.3	0.803	0.155	Valid
		X1.4	0.710	0.155	Valid
		X1.5	0.734	0.155	Valid
		X1.6	0.723	0.155	Valid
		X1.7	0.837	0.155	Valid
		X1.8	0.808	0.155	Valid
2	Organizational Culture	X2.1	0.586	0.155	Valid
		X2.2	0.722	0.155	Valid
		X2.3	0.832	0.155	Valid
		X2.4	0.830	0.155	Valid
		X2.5	0.797	0.155	Valid
3	Work Productivity	Y.1	0.726	0.155	Valid
		Y.2	0.839	0.155	Valid
		Y.3	0.808	0.155	Valid
		Y.4	0.863	0.155	Valid
		Y.5	0.826	0.155	Valid
		Y.6	0.790	0.155	Valid
		Y.7	0.671	0.155	Valid

Based on the validity test results presented in Table 2, it can be observed that the calculated r-values for each question item are greater than the predetermined r-table values. This indicates that all tested items possess a high level of validity, as a calculated r-value greater than the r-table signifies that the item effectively measures the intended construct.

In other words, each statement within the tested variables significantly contributes to the measurement of its respective construct. Therefore, this analysis concludes that all question items in this study are valid and positively contribute to the measurement of the intended constructs, thus serving as a foundation for further analysis and decision-making based on the data.

Reliability Test

Table 3.
Reliability Test

No	Variable	Cronbach Alpha	Limit Value	Information
1	Work Environment	0,892	0,60	Reliable

2	Organizational Culture	0,807	0,60	Reliable
3	Work Productivity	0,897	0,60	Reliable

In this study, a reliability test was conducted to assess the internal consistency of the variables utilized. One commonly used method for measuring reliability is by calculating Cronbach’s Alpha value. This value provides an indication of how well the items in a measurement instrument correlate with each other and contribute to the measurement of the same construct. The results of the reliability test presented in Table 3 indicate that the Cronbach’s Alpha value for each of the tested variables is greater than 0.60. In other words, all the variables employed in this research have met the necessary reliability criteria, thus making them reliable for further analysis.

Normality Test

Table 4
Normality Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		160
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2.09329569
Most Extreme Differences	Absolute	.138
	Positive	.096
	Negative	-.138
Kolmogorov-Smirnov Z		1.739
Asymp. Sig. (2-tailed)		.505

a. Test distribution is Normal.

b. Calculated from data.

This test was conducted on both the dependent and independent variables of the regression model to determine normality. A data distribution pattern that meets the characteristics of normality or approaches normality in SPSS indicates a robust regression model. From the table above, it is evident that the significance value of the Kolmogorov-Smirnov test is greater than 5% or 0.05, with the significance level of this study’s Kolmogorov-Smirnov test at 0.505. Thus, it can be understood that the data fall within the range of normal distribution.

Multicollinearity Test

Table 5
Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF

1	Total_X1	.583	1.714
	Total_X2	.583	1.714

a. Dependent Variable: Total_Y

The multicollinearity test was conducted to examine the correlation between independent and dependent variables in the regression model. Based on the analyzed data, it was found that all independent variables exhibited tolerance values greater than 0.1 and VIF values less than 10. This indicates that there is no significant influence among the independent variables on the stability of the regression model. Therefore, it can be concluded that there are no multicollinearity issues with the observed variables, allowing the regression model to be utilized for further analysis without concerns regarding bias or inaccuracies in the estimation results.

Multiple Linear Regression Test
T-test (Partial Test)

Table 6
T-test (Partial Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.164	1.418		1.526	.129
1 Total_X1	.440	.053	.458	8.290	.000
Total_X2	.595	.069	.478	8.663	.000

a. Dependent Variable: Total_Y

- 1) The calculated t-value of 8.290 is greater than the t-table value of 1.97, and the significance value is 0.000, which is less than the alpha level of 0.05. This indicates that the work environment has a significant partial effect on employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA).
- 2) The calculated t-value of 8.663 is greater than the t-table value of 1.97, and the significance value is 0.000, which is also less than the alpha level of 0.05. This indicates that organizational culture has a significant partial effect on employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA).

F-test (Simultaneous Test)

Table 7
Simultaneous Test Results (Uji F) – ANOVA^a
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1798.880	2	899.440	202.681	.000^b
Residual	696.720	157	4.438		
Total	2495.600	159			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X2, Total_X1

- 1) Based on Table 7 above, the findings from this test indicate a significant relationship between the work environment and organizational culture on employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA), with an F-value of 202.681, which is greater than the F-table value of 2.66, and a significance value of 0.000, which is less than the alpha level of 0.05.

Discussion

H1: The Effect of Work Environment on Employee Productivity Partially

The results of the hypothesis testing and data processing indicate that the work environment is an important factor in enhancing employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA). This finding refers to the T-value of the impact of the work environment on productivity, which is 8.290. This value is greater than 1.97, with a p-value of 0.000, which is less than 0.05. Therefore, it can be concluded that the work environment has a positive and significant effect on employee productivity. As the work environment improves, employee productivity also increases; conversely, a deteriorating work environment significantly hampers employee productivity. Thus, maintaining a good work environment is essential for PT Siraj Badawi Cukup Rupiah. This conclusion is consistent with studies conducted (Amuntai, 2023; Labib et al., 2022; Voordt & Jensen, 2023).

One of the company's efforts to enhance productivity and employee motivation is to maintain and pay attention to the work environment, ensuring it remains conducive and comfortable for all employees. The work environment significantly influences the increase in employee productivity, as it encompasses all aspects surrounding employees that can affect their ability to perform their tasks and responsibilities. A positive work environment can support effective work execution, fostering motivation and productivity, ultimately leading to improved employee performance. (Tamala et al., 2023).

H2: The Effect of Organizational Culture on Employee Productivity Partially

The results of the hypothesis testing and data processing indicate that organizational culture is an important factor in enhancing employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA). This finding refers to the T-value of the impact of organizational culture on productivity, which is 8.663. This value is greater than 1.97, and the p-value is 0.000, which is less than 0.05. Therefore, it can be concluded that organizational culture has a positive and significant effect on employee productivity. As the organizational culture within a company improves, employee productivity also increases; conversely, a deteriorating organizational culture will negatively impact productivity. Thus, maintaining a positive organizational culture is essential for PT Siraj Badawi Cukup Rupiah. This conclusion is consistent with the research conducted by (Ketprapakorn & Kantabutra, 2022; Patanjali & Bhatta, 2025; Tamala et al., 2023)

Organizational culture also plays a crucial role in shaping the work environment that affects employee well-being and productivity. A comfortable, inclusive, and supportive work environment encourages employees to feel valued and motivated to perform at their best. In an organizational culture that prioritizes work-life balance, pays attention to employee well-being, and provides opportunities for career development, employees tend to feel more satisfied and dedicated to their tasks, ultimately leading to positive impacts on productivity. Organizational culture can be adapted to meet the needs of the organization, but such changes must be executed

thoughtfully and understood by all parties involved. A strong organizational culture is often based on local wisdom, the individual characteristics within the company, and technological advancement. A robust organizational culture distinguishes one organization from another and creates economic added value. (Maryam et al., 2019).

H3: The Simultaneous Effect of Work Environment and Organizational Culture on Employee Productivity

The results of the hypothesis testing and data processing indicate that both the work environment and organizational culture are significant factors in enhancing employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA). This finding refers to the calculated F-value of the impact of the work environment and organizational culture on productivity, which is 202.681. This value is greater than 2.66, and the p-value is 0.000, which is less than 0.05. Therefore, it can be concluded that the work environment and organizational culture have a positive and significant effect on employee productivity simultaneously. This conclusion is consistent with the research conducted by (Yunita, 2019). A comfortable work environment and a strong organizational culture can enhance employee motivation and performance. A healthy and supportive environment positively impacts employees as they carry out their tasks, just as a robust organizational culture does. Conversely, if the work environment and organizational culture are insufficiently supportive, it will negatively affect employee performance and productivity (Sudrajat et al., 2022).

CONCLUSION

This study presents a comprehensive analysis of the relationship between the work environment, organizational culture, and employee productivity at PT Siraj Badawi Cukup Rupiah (SURABRAJA). The findings of this research confirm that (1) the work environment has a positive and significant effect on employee productivity partially; (2) organizational culture has a positive and significant effect on employee productivity partially; and (3) both the work environment and organizational culture have a positive and significant effect on employee productivity simultaneously. A positive and strong organizational culture can enhance productivity by creating an environment that encourages collaboration, innovation, accountability, and commitment. When employees understand and internalize the organization's values, they tend to be more motivated to achieve common goals.

This study has limitations, and therefore, it is recommended that future research be conducted in a manner that addresses these limitations. Among these limitations is the small sample size, which raises concerns about the representativeness of the population. This limitation can be overcome in future research by conducting longitudinal surveys to increase the sample size. Additionally, this study suggests that future researchers consider other variables that may contribute to employee productivity. This research offers valuable insights for researchers seeking a deeper understanding of the impact of the work environment and organizational culture on employee productivity.

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