Research Article

The Influence of Organizational Culture and Work Environment on Performance of Employees Ministry of Religion Majalengka Regency

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Abstract: The purpose of this study was to determine the influence that Organizational Culture and Work Environment have on employee performance in the Ministry of Religion of Majalengka Regency, both individually and in combination, and the effect that this has on employee performance in the Ministry of Religion of Majalengka Regency. This study employs both a descriptive verification method as well as a quantitative strategy to verify its findings. It was decided to use the entire workforce of the Majalengka Regional Ministry of Religion, which amounted to 60 individuals. This study used a sample that had been saturated utilizing census methodologies, with the sample consisting of all members of the population as the subject of investigation. Specifically, the results of the study indicate that a significant effect on employee performance at the Ministry of Religion in Majalengka Regency can be found in the partial test of Organizational Culture and that a substantial impact on employee performance at the Ministry of Religion in Majalengka Regency can be found in the partial test of Work Environment. The Ministry of Religion of Majalengka Regency received substantial findings from a series of simultaneous tests, indicating that organizational culture and work environment significantly impacted employee performance.

Keywords: Organizational Culture, Work Environment, Employee Performance.

A. INTRODUCTION

As a rule, enacting a management function in an organization is quite essential to succeed in achieving efficient goals. For an organization to regulate its performance and be in line with the goals to be achieved, it is necessary to empower human resources. This happens because management has a vital role in directing and managing a group of people to work together in an organization. With the development of the environment, an organization needs to have a management strategy that functions to achieve its goals effectively and efficiently (Larasati, 2018). All potential resources in the form of humans in an organization can be referred to as Human Resources that can be utilized to achieve organizational or individual goals. To maintain organizational productivity, the organization needs human resources as a driving force that can direct and regulate the steps that must be taken by the organization (Siregar et al., 2020).

Organizations that have problems with technology, capital and technical regulations will not be able to run well. This, of course, requires organizations to have competent workforce assets in carrying out their duties. Human resources are significant to be able to run the organization. The quality of human resources will be directly proportional to the quality of the organization. Through management practices that will impact employees, the quality of an organization can then be considered good (Riniwati, 2016).

Motivation to be able to work better can be obtained through attention to human resources. This attention can be carried out through facilities that employees can get in carrying out their duties. The main point that comes from utilizing the resources owned by
the organization is good employee performance. Therefore, organizations must be able to
give good attention to improving the performance of their employees (Riniwati, 2016). As the
executor of the task, every human resource has expertise and skill as the primary capital to
organize. Employee performance can be interpreted as the ability of the employee in carrying
out his duties. The level of education, initiative, experience and motivation will affect the
power of the employee's performance (Haryanti, 2011).

Because of the importance of employee performance, organizations need to be
prepared to face various internal and external challenges. The active role of humans as
resources in the form of employees is always present in the organization's efforts to achieve
its goals. These employees need to get the facilities and infrastructure in every involvement.
Organizations need to have good leaders and establish good relationships with each
individual or group through understanding and guidance so that they can be more satisfied
and productive with their performance. This is because the organization is an activity that
requires cooperation with various people. Therefore, the leader's function to improve
relationships with multiple people needs to be implemented (Asiah, 2017).

Whether new or permanent, an employee can adapt to the organization by studying
the existing organizational culture. Organizational culture can be interpreted as something
done by members of the organization, either in verbal or non-verbal form. This activity will
then show how the organization's characteristics as a basis for thinking are created by
organization members (Sutrisno, 2019). So that employees can act in line with existing
boundaries, organizational culture is essential. Smooth organizational activities can run if
employees can apply the existing organizational culture. An organization must have its own
culture so that its employees can have a character that follows its interests. Culture can also
be an indirect rule for the organization. Although culture will continue to change, at one
point, there will be a culture that is suitable for an organization and becomes a permanent
culture for a while (Lestari, 2016).

A positive and supportive environment is needed for employees to be able to
complete their work. Although not carrying out the production process, the work environment
has enough influence on employee performance. A good work environment will support
employees in carrying out their work. On the other hand, a bad work environment will reduce
the performance of its employees. Work communication between employees, working
relationships between leaders and their subordinates, and the physical and non-physical
environment in which employees work are components of the work environment. The need
for an organization to control a good work environment is essential for the comfort of its
employees. An unfavourable environment can cause stress and reduced morale to employees.
The quality of service delivery to the community that comes from government institutions
can be seen from the performance of its employees (Sudaryo, Aribowo, & Sofiati, 2018).

As a government agency, the Ministry of Religion of Majalengka Regency should
fulfil the Ministry of Religion functions in its territory. To form an excellent organizational
culture to become a habit in giving a good image, the Ministry of Religion of Majalengka
Regency has 5 work cultures, namely: Integrity, Professionalism, Innovation, Responsibility
and Exemplary (Daulay, 2018). The Ministry of Religion of Majalengka Regency seeks to
describe the organization's vision and mission to determine the focus and strategic direction
to achieve good performance through strategic plans. This is done so that employees can
synergize with all stakeholders to improve their services to the community (Mursiyam, 2018).

The researchers will employ Organizational Culture and Work Environment as
independent factors in this study. These two variables will then affect the performance of
personnel at Majalengka Regency's Ministry of Religion. This study aimed to ascertain the
effect of organizational culture and work environment on the performance of Majalengka

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Regency's Ministry of Religion. Additionally, this study aims to determine the impact of organizational culture and work environment on employee performance at the Ministry of Religion in Majalengka Regency (Safiudin & Azka, 2020).

B. LITERATURE REVIEW

1. Management
   Derived from Old French, management can be interpreted as "the art of implementing and managing". Meanwhile, in English, management comes from the word "to manage", which means to manage, steer, or work. Mary Parker Follet argues that management can be interpreted as a step taken by a manager to his employees to achieve his goals. Management functions as planning, organizing, leadership and controlling. Management can consist of 6 elements: human, money, materials, machines, methods, and market (Pribadi, 2018).

2. Human Resource Management
   Human resource management is intended to achieve organizational goals by managing and carrying out existing activities. Human resource management can be done by directing and guiding employees to be able to achieve their goals. As a process in managing the workforce, the most critical objective in human resource management is to achieve organizational goals emphasizing productivity. Productivity is measured as a result of labour output and is influenced by the management system. Human resource management has functioned as labour supply, workforce development, remuneration, integration, labour maintenance and labour separation (Larasati, 2018).

3. Performance
   Performance can be interpreted as the embodiment of an employee in carrying out his responsibilities and employee success. Sinambela argues that performance is a skill in completing work or a particular ability possessed by an employee. It can be concluded that employee performance is a variety of gains that employees can achieve as their responsibilities within a specific time. According to Fadel, job appraisal indicators understand the task, innovation, work speed, work accuracy, and cooperation. Meanwhile, according to Mathis and Jackson, the factors that can affect performance are the ability of the individual, the effort devoted and the organizational environment (Maulida, 2021).

4. Organizational Culture
   The organization's leadership forms organizational culture. It is recognized as behaviour by its members in the form of social and moral rules that then become guidelines in the organization. Mangkunegara argues that organizational culture can be considered a guideline that regulates various behaviours towards various problems and becomes a reasonable assumption and belief system to be developed and trusted by its members. Organizations believe that work activities can be more productive by applying organizational culture ( Sulaksono, 2015).

   Robbin revealed seven dimensions in organizational culture: innovation and risk-taking strategies, more clear thinking, result from orientation, people-orientation, group orientation, aggressiveness and stability. Meanwhile, according to Sunyata, organizational culture can function as a step to unite members of the organization to understand each other and interact with each other as internal integration. This organizational culture can then form an identity in working together effectively and efficiently (Prawirodirdjo, 2007).
5. Work Environment

The work environment can support employees in carrying out their work even though each employee has different motivations. According to Mangkunegara, the work environment includes all facilities in the workplace environment for employees, both in the form of tools or materials for work needs or work methods and work regulations for individuals or groups (Dwihasrianti, 2020).

Based on its shape, the work environment can be divided into two according to Sedarmayanti, namely the physical work environment, such as all physical conditions that affect employees and the non-physical environment that affects the human condition. Meanwhile, many factors can affect the work environment, namely room lighting, the temperature in the workplace, humidity levels, air ventilation, noise, the effect of vibration mechanisms, the smell of fragrances in a room and the combination of colours in the workspace (Sudaryo, Aribowo, & Sofiati, 2018).

C. METHOD

This study uses a descriptive method with a quantitative approach. The population of this study are employees of the Ministry of Religion Majalengka Regency, with a total of 60 people. The sample used is a saturated sample of 60 people from all employees of the Ministry of Religion of Majalengka Regency. The source of the data obtained comes from primary and secondary sources. Data collection techniques can come from the results of literature studies and field studies in questionnaires. Data testing is assisted by SPSS version 26 software.

D. RESULT AND DISCUSSION

1. Data Validity Test

A validity test is carried out to find out which research instruments are helpful to show whether data is valid or vice versa. If the instrument is following what it should be, then the data can be considered valid data. SPSS version 26 application is used in this validity test. The conclusions obtained from the research instrument regarding culture, work environment and organizational performance are proven valid because all values of $r_{count}$ 0.2542.

2. Reliability Test

The Cronbach’s Alpha technique in the SPSS version 26 program was used to test the reliability of this study. The guidelines for the reliability rule are determined using the conditions put forward by Triton P. B. with a minimum value of 0.40 as quite reliable. The test results of the reliability of organizational work culture show a value of 0.400. They can be considered reliable according to Triton even though the value is less than Cronbach’s Alpha. Then the test results from the work environment get a score of 0.805, and the test from performance with a score of 0.801. Both exceed Cronbach’s Alpha 0.06, so then both can be said to be very reliable.

3. Multiple Linear Regression Test

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B   | Std. Error | Beta |       |       |       |       |
| 1     |     |             |      |       |       |       |       |
| (Constant) | 1.522 | 3.888 |      | .392 | .697  |       |       |
| Organizational culture (X1) | .261  | .085  | .272 | 3.072 | .003  |       |       |
| Work environment (X2) | .583  | .080  | .646 | 7.306 | .000  |       |       |

a. Dependent Variable: Performance (Y)
Based on the table above, it can be seen that the multiple regression analysis is as follows: \( Y = 1.522 + 0.261X_1 + 0.583X_2 \). The results of the regression test can be concluded as follows:

a. Constant value = 1.522 If the variables from \( X_1 \) and \( X_2 \) have a constant value of 0, and then the average variable \( Y \) will amount to 1.522

b. The value of the regression coefficient in the \( X_1 \) variable is 0.261 with a positive value. It can be concluded that the \( X_1 \) variable or organizational culture will have a positive and significant influence on the \( Y \) variable or the performance of the employees of the Ministry of Religion of Majalengka Regency.

c. The regression coefficient value of the \( X_2 \) variable is 0.583 with a positive value. This can then show that the \( X_2 \) variable or the work environment can have a positive and significant influence on the \( Y \) variable or the performance of the Ministry of Religion of Majalengka Regency employees.

4. Hypothesis Testing

Table 2 Partial Hypothesis Test (t-test)

| Coefficients | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|----------------------------|----|------|
| (Constant)   | 1.522                       | 3.888                      | .392 | .697 |
| Organizational culture (X1) | .261                       | .085                      | .272 | 3.072 | .003 |
| Work environment (X2) | .583                       | .080                      | .646 | 7.306 | .000 |

a. Dependent Variable: Performance (Y)

Based on the table above, it can be concluded that the partial hypothesis testing on the \( X_1 \) variable or Organizational Culture on the \( Y \) variable or performance shows that \( 3.072 > t_{\text{table}} \), it can be interpreted that \( H_0 \) is rejected and \( H_a \) can be accepted. Then the hypothesis testing was carried out on the \( X_2 \) variable, the work environment on the \( Y \) variable or the performance obtained a score of \( 7.306 > t_{\text{table}} \). This result then shows that \( H_0 \) is rejected while \( H_a \) is acceptable.

Table 3 Simultaneous Hypothesis Testing (F Test)

\[
\text{ANOVA} \\
\begin{array}{c|ccc|c}
\text{Model} & \text{Sum of Squares} & \text{df} & \text{Mean Square} & \text{F} & \text{Sig.} \\
\hline
1 & \text{Regression} & 633.850 & 2 & 316.925 & 40.401 & .000^* \\
1 & \text{Residual} & 447.133 & 57 & 7.844 & \\
1 & \text{Total} & 1080.983 & 59 & & \\
\end{array}
\]

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Work Environment (X2), Organizational Culture (X1)

In table 3, the simultaneous test results show the \( F \) count value of 40.401 with a significance level of 0.000, so it can be said that the \( F_{\text{count}} > F_{\text{table}} \) value is 40.401 > 3.16 by providing an explanation that \( H_0 \) is rejected and \( H_a \) is accepted. So, the variables of Organizational Culture and Work Environment have a simultaneous and significant influence on the performance variable.

5. Test of Coefficient of Determination

To see the results of the contribution value of the independent variable in the form of Organizational Culture and Work Environment in influencing the dependent variable in the form of performance, a determination coefficient test is carried out. Open testing is carried out to prove the amount of influence that has been successfully reduced by the independent variable to the dependent variable so that the results obtained are close to the value of 1.
Table 4 Coefficient of Determination Test

| Model | R   | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|----------------------------|
| 1     | .766 a | .586     | .572              | 2.801                      |

a. Predictors: (Constant), Work environment (X2), Organizational culture (X1)

From the table above, it can be concluded that the value of R Square is 0.586 or (58.6%). This value shows that the independent variables, namely X₁ or Organizational Culture and X₂ Work Environment, have a real influence of 58.6% on the dependent variable Y or Performance. Meanwhile, the residual value of 41.4% is influenced by another variable not examined by the researcher.

The results of testing the hypothesis regarding the effect of Organizational Culture on Performance found that the value of \( t_{\text{count}} \) was 3.072, and the sum of \( t_{\text{table}} \) was 2.002. This means that \( t_{\text{count}} > t_{\text{table}} \) with a significant deal of 0.003 < 0.05, so it can be concluded that the variable of X₁ Organizational Culture has a significant influence on the variable of Y Performance. Based on previous research from Saidi & Ahmad Basri, organizational culture can have a positive and significant effect simultaneously on the performance of employees.

Then the results of testing the Work Environment on Performance hypothesis found that the value of \( t_{\text{count}} \) was 7,306 and the sum of \( t_{\text{table}} \) was 2,002. This means that \( t_{\text{count}} > t_{\text{table}} \) with a significant level value of 0.000 < 0.05. It can be concluded that the variable X₂ Work Environment has a significant effect on the variable Y Performance. Previous research by Dian Riyanti HZ, Iskandar Ali Alam & Defrizal also showed a positive and significant influence by the work environment on employee performance.

The last is testing the F value, which is carried out simultaneously to get the \( F_{\text{count}} \) value of 40.401 with \( F_{\text{table}} \) 3.16. Because in the test, it can be found that the value of \( F_{\text{count}} > F_{\text{table}} \), then the value is successful to meet 40.401 > 3.16 so that then \( H_0 \) is rejected and \( H_a \) can be accepted. Then, using a significance level of 0.000 < 0.05, it can be concluded that X₁ Organizational Culture and X₂ Work Environment simultaneously affect Y Employee Performance. The results of this test were then strengthened by previous research by Enjeli, which showed that Organizational Culture and Work Environment had a positive and significant effect on employee performance.

E. CONCLUSION

Organizational culture and work environment impact ministry of religion employees' performance, as this study has shown. This means that as the workplace culture and environment improve, employee productivity rises as well. The study's findings also reveal that Organizational Culture and Work Environment can have an impact on the Ministry of Religion's employees' performance in the Majalengka Regency.

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