

# Analysis of Organizational Culture and Work Environment on Employee Performance: Case Study at Duren Sawit District Office, East Jakarta

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## Abstract

*This study investigates the influence of organizational culture and work environment on employee performance at the Duren Sawit District Office. Anchored in Social Cognitive Theory, this quantitative research employed a census method, surveying all 85 employees. Data were analyzed using multiple linear regression. The results revealed that both organizational culture and the work environment have significant, positive partial and simultaneous effects on employee performance. The model explained 52.4% of the variance in performance, confirming that a conducive workplace context significantly predicts employee behavior.*

**Keywords:** *Organizational Culture, Work environment, Employee Performance, Duren Sawit District Office.*

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## I. INTRODUCTION

The performance of public sector employees is a critical determinant of governmental effectiveness and the quality of service delivery to citizens (Fatah et al., 2023; Heni et al., 2022). Among the myriad factors influencing this performance, organizational culture and the work environment are consistently identified as pivotal (Bimahatma et al., 2023; Melyani et al., 2024). Organizational culture shapes behavioral norms and shared values, while the work environment provides the physical and social context for task execution. Despite general acknowledgment of their importance, a gap persists in understanding how these variables interact within the specific context of local administrative units. This study aims to provide empirical evidence by examining these dynamics at the Duren Sawit District Office.

While existing literature often confirms a positive correlation between workplace context and employee output, it frequently overlooks the underlying psychological mechanisms driving this relationship. To address this, the present research is anchored in Albert Bandura's Social Cognitive Theory (SCT). SCT posits a model of triadic reciprocal determinism, suggesting a dynamic interplay between environmental factors, personal cognitive processes, and behavior. By

applying this theoretical lens, this study moves beyond identifying simple associations to explore how organizational culture and the work environment influence employee performance through mediating cognitive factors such as self-efficacy and outcome expectancies in a public-sector setting.

The development process can run smoothly and successfully when the government management system supports the achievement of governance and development objectives. The benchmark for development success depends on the implementation of government management (bureaucracy of management) or personnel management. Managing an organization, especially a nonprofit organization, requires human resources with a professional work ethic, namely a set of positive work behaviors rooted in strong awareness, fundamental beliefs, and a total commitment to an integral work paradigm. A work paradigm is the primary concept of work, encompassing underlying ideals, governing principles, driving values, engendered attitudes, and the standards to be achieved.

The organization's structure and systems must support the strategy agreed upon by leaders. These structures and systems are determined by the leader (style). The leader determines who assists him (the staff) and the skills of that staff. The Duren Sawit district office in East Jakarta is a government agency that handles paperwork. The composition and number of employees supporting the implementation of these strategies at the Duren Sawit District Office are shown in Table 1.

**Table 1. Number of Employees Case Study at Duren Sawit District Office, East Jakarta**

| <b>Employee Status</b>                          | <b>Number of people</b> |
|---|-------------------------|
| <b>PNS - Permanent Civil Staff</b>              |                         |
| Sub-district Office and Village Office Employee | 26 People               |
| Village Secretary                               | 3 People                |
| <b>Non-Permanent Contract Staff</b>             |                         |
| Satpol PP                                       | 20 People               |
| Administrative Staff                            | 20 People               |
| <b>Honorer</b>                                  |                         |
| Security Force                                  | 8 People                |
| Cleaning Staff                                  | 8 People                |
| <b>Total</b>                                    | <b>85 People</b>        |

Sumber: Duren Sawit District Office, 2024

This study quantitatively investigates the specific influence of organizational culture and work environment on employee performance at the Duren Sawit District Office in East Jakarta. The primary objective is to empirically test and quantify the individual and collective effects of these two environmental variables on the performance of all 85 employees. By employing a census method and multiple regression analysis, this research seeks to provide robust, context-specific evidence. The findings are intended to offer practical recommendations for public administration

management and contribute to the literature by validating the applicability of Social Cognitive Theory within a local government framework.

## **II. LITERATURE REVIEW**

### *A. Performance*

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, or about how a person is expected to function and behave in accordance with the tasks assigned to them and the quantity, quality, and time used in carrying out tasks. Then (Memon et al., 2023) defines performance as a result achieved by an employee in their work according to certain criteria that apply to a job. (Lehyani et al., 2023) states that employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Moustafa et al., 2024) Employee performance is the main factor determining a company's success, and factors that influence individual employee performance include ability, organizational support, and effort. According to (Hoxha et al., 2024) Several factors, including compensation, work environment, organizational culture, leadership and motivation, work discipline, job satisfaction, communication, and others, influence performance. According to (Fantozzi et al., 2024) Performance is the result of work carried out by someone assigned to tasks, based on their skills, experience, sincerity, and time.

### *B. Performance Measurement*

Performance measurement is an important concept in evaluating employee contributions within an organization. It helps management assess how well employees perform their assigned tasks and responsibilities. Clear performance indicators are needed to ensure objective and consistent evaluation. Several other indicators related to this research, according to (Lee & Kim, 2023), suggest that the aspects for measuring individual employee performance are as follows:

#### 1. Quality

Work quality is measured by employees' perceptions of the quality of their work and the extent to which tasks are completed perfectly, given their skills and abilities. This aspect focuses on the accuracy and thoroughness of work results. Quality reflects how well employees meet predetermined standards. It is often associated with professionalism in completing assigned tasks.

## 2. Quantity

Quantity is the amount produced, expressed as the number of units or the number of activity cycles completed. This indicator describes the volume of work an employee completes. Quantity shows how much output is produced over a given period. It is commonly used to measure productivity levels.

## 3. Timeliness

Timeliness is the extent to which activities are completed at the stated start time, taking into account coordination with outputs and the time available for other activities. This indicator relates to how employees manage their work schedules. Timeliness affects the continuity of work processes. It is closely related to employee coordination.

## 4. Effectiveness

Effectiveness is the degree to which organizational resources (labor, money, technology, raw materials) are maximized to increase output from each unit of resource use. This aspect emphasizes the use of available resources in work activities. Effectiveness reflects the efficiency with which work targets are achieved. It relates to how resources are allocated and utilized.

## 5. Independence

Independence is the extent to which an employee can carry out their work functions. This indicator shows the ability to perform tasks without continuous supervision. Independence is associated with responsibility in the workplace. It reflects confidence in carrying out assigned duties.

## 6. Work Commitment

Work Commitment is the degree to which an employee is committed to their work with the agency and their responsibilities to the office. This aspect reflects an employee's attachment to organizational values. Work commitment is demonstrated by consistently performing duties. It relates to an employee's willingness to fulfill responsibilities.

### C. *Organizational Culture*

According to (Camacho et al., 2024), organizational culture is a pattern of beliefs and values that are understood, internalized, and practiced by the organization, giving it a distinct meaning and becoming the basis for rules of behavior within the organization. (Pham et al., 2024) similarly stated that organizational culture is a set of assumptions or systems of beliefs, values, and norms developed within an organization that serve as behavioral guidelines for its members to address external and internal adaptation issues. Therefore, it can be concluded that organizational culture

is a pattern of beliefs and values that all members internalize and use in carrying out their work, shaping how they understand, think, and feel about related issues and thus becoming a value or rule within the organization.

According to (Sytnik et al., 2025) organizational culture is a shared agreement on values that guide organizational life and bind everyone within the organization. Organizational culture is a shared perception among all members of the organization about the true meaning of life together. (Mutambik et al., 2023) defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Furthermore, (Koltunov et al., 2023) states that the system of shared meaning is formed by its members and also differentiates it from other organizations. According to (Maleknia et al., 2025) Organizational culture is the set of behavioral, social, and moral norms that underlie every action in the organization and are shaped by the beliefs, attitudes, and priorities of its members. According to (Zhang et al., 2023) Organizational culture is the way things are done in the organization.

#### *D. Organizational Culture Indicators*

To measure the extent of organizational culture within the organization, several indicators can be used. According to (Halmaghi et al., 2023), these are as follows:

- a. Innovative. Taking risks into account. Norms established by agreement state that each employee will pay close attention to any issues that could pose a risk of loss to the group and the organization as a whole.
- b. Paying attention to every problem in detail. Paying attention to every detail in the work will demonstrate the employee's thoroughness and accuracy.
- c. Oriented towards results. A manager's supervision of subordinates is one way managers direct and empower staff.
- d. Oriented towards all employee interests. Organizational success or performance is determined, in part, by teamwork. Teamwork can be fostered if managers can supervise effectively.
- e. Aggressive at work. High productivity can be achieved when employees meet the standards required to perform their duties. Good performance includes, among other things, qualifications (abilities and skills) that meet productivity requirements and are accompanied by high levels of discipline and diligence.

Maintaining and safeguarding work stability. Good employee performance must be supported by excellent health. Continuous good performance cannot be achieved if employees are not in good health. According to (Van Kleeff et al., 2023), there are five indicators for measuring organizational culture:

- a. Regulations: Regulations are implemented uniformly (indiscriminately) for all parties, regardless of specific circumstances or specific problems.
- b. Distance from superiors: Every employee can freely express opinions and ideas that differ from those of their superiors.
- c. Trust: Employees are open to other employees.
- d. Professionalism: Carrying out work with high quality can develop employee capabilities.
- e. Integration: Employees are friendly in their interactions. Based on the various indicators above, the author argues that every organization, in instilling organizational cultural values, can exercise self-control without being instructed by leaders. Therefore, with this understanding, the organizational culture will help employees work towards achieving organizational goals.

#### *E. Work Environment*

The work environment is a crucial factor in the progress and sustainability of an organization or agency. In some organizations/companies, the work environment is a critical focus. This is because the work environment is the place where employees carry out their activities and responsibilities. Without a comfortable, clean, and pleasant work environment, the organization will not function as expected. The work environment is fundamental to employee satisfaction, ensuring the organization's or agency's goals are achieved effectively and quickly.

According to (Alhammadi et al., 2024) the work environment is the surrounding environment, including facilities and infrastructure, that provide employees with comfort and security while carrying out their assigned tasks. Meanwhile, according to (Malta et al., 2024), the work environment is the surrounding environment that influences an individual's work enthusiasm. (De Wolf et al., 2025) defines the work environment as the physical and non-physical surroundings of the workplace that can create a pleasant, secure, calming, and comfortable working environment.

Furthermore, according to (Anakpo et al., 2023) the work environment is the entire infrastructure surrounding employees as they perform their work, which can influence the work itself. Furthermore, according to (Dumitriu et al., 2025) the work environment encompasses all physical and psychological factors that directly or indirectly affect employees. Based on the definitions provided by the experts above, the author concludes that the work environment is a condition in which employees work within an organization that can influence their physical and psychological well-being. Therefore, a good work environment is one in which employees can work optimally, calmly, and productively.

#### *F. Work Environment Indicators*

To determine whether a work environment meets employees' needs and boosts morale, several factors contribute to its effectiveness. According to (Slil et al., 2025), work environment indicators include:

- a. Work equipment is everything within the company, including work-supporting facilities and infrastructure, such as computers, typewriters, and so on.
- b. Employee services are everything related to the company's services to employees, such as providing places of worship and healthcare facilities.
- c. Working conditions are everything physical within the company, such as space, temperature, lighting, and ventilation.
- d. Personal relationships are everything within the company related to interpersonal relationships, such as cooperation between employees and superiors.

According to (Abdelwahed & Doghan, 2023), there are several measures of the work environment, namely:

- a. **Lighting/Lighting in the Workplace:** Light is crucial for employee safety and smooth workflow. Therefore, it is important to ensure that lighting is bright but not dazzling.
2. **Air circulation in the workplace:** Oxygen is a gas needed by living things to maintain their survival, specifically for metabolic processes. The surrounding air is considered polluted when oxygen levels are reduced, and it is contaminated with harmful gases or odors.
- b. **Noise in the workplace:** One type of pollution that experts are quite preoccupied with is noise, which is unwanted sound.
- c. **Unpleasant odors in the workplace:** The presence of odors around the workplace can be considered pollution because it can disrupt concentration at work, and persistent odors can affect the sense of smell.

Maintaining a safe work environment is essential. Therefore, safety factors must be implemented. From the indicators above, it can be concluded that an organization needs adequate and satisfactory work facilities, appropriate benefits, and loyal work relationships to achieve organizational goals.

### *G. Theoretical Framework*

This research is anchored in Albert Bandura's Social Cognitive Theory (SCT), which provides a comprehensive framework for understanding human behavior. The central tenet of SCT is triadic reciprocal determinism, which posits a continuous, dynamic interaction among three factors: personal cognitive factors, environmental influences, and behavior. This model suggests that

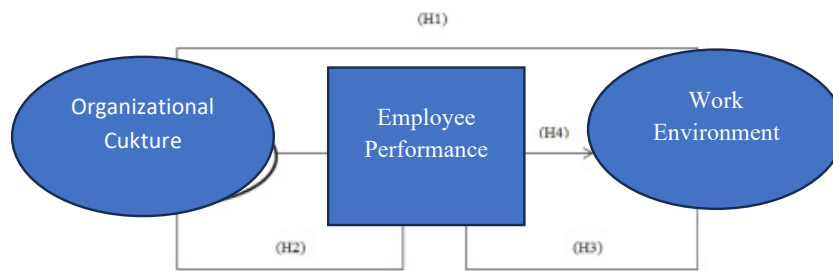
individuals are not merely passive recipients of environmental stimuli but are active agents who both influence and are influenced by their surroundings. This theoretical lens is particularly useful for examining workplace dynamics.

In this study, environmental influences are represented by organizational culture and the work environment at the Duren Sawit District Office. SCT posits that these external factors significantly shape employee actions. Organizational culture provides a set of shared norms, values, and behavioral models, while the physical and social aspects of the work environment offer reinforcements or constraints. Through observational learning, employees acquire and replicate behaviors valued and rewarded in this specific organizational context, directly affecting their task execution.

SCT emphasizes the mediating role of personal cognitive factors in the relationship between environment and behavior. An employee's self-efficacy—their belief in their capability to perform tasks—and their outcome expectancies—what they anticipate the consequences of their actions will be—are crucial. A supportive organizational culture and a positive work environment can enhance an employee's self-efficacy and foster positive outcome expectations. These internal psychological states are critical determinants of the motivation and effort an employee will invest in their work, ultimately affecting performance.

Employee performance, the behavioral component in this model, is not merely a passive outcome but an active variable within the reciprocal framework. According to SCT, an employee's performance can modify both personal and environmental factors. For instance, high performance can bolster an individual's self-efficacy and may lead to positive feedback from supervisors, thereby altering the social work environment. This feedback loop illustrates the dynamic interplay in which behavior is both a product and a producer of organizational and personal systems.

Therefore, Social Cognitive Theory offers a robust and integrative framework for this investigation. It allows for a nuanced analysis of how organizational culture and work environment do not act in isolation but interact dynamically with employees' cognitive processes to shape performance outcomes. By applying SCT, this research moves beyond identifying simple correlations to explore the underlying psychological mechanisms that explain how and why these specific environmental factors influence employee performance within the public sector setting of the Duren Sawit District Office. as illustrated in Figure 1, which presents the theoretical framework showing the interplay between organizational culture, work environment, and employees' cognitive processes and their combined impact on performance outcomes.



**Figure 1. Model of Theoretical Framework**

Source: Research, 2025

### III. RESEARCH METHOD

#### A. Research Design

This study employs a quantitative approach with an explanatory research design to investigate the causal relationships between the independent variables and the dependent variable. The primary objective is to analyze how organizational culture and work environment influence employee performance at the Duren Sawit District Office. A cross-sectional survey method will be used, with data collected at a single point in time. This design is appropriate because it allows the systematic examination of associations among variables in a naturally occurring organizational setting without experimental manipulation, providing a snapshot of the dynamics at play and facilitating the testing of hypotheses derived from the theoretical framework.

The selection of an explanatory correlational design is justified by the study's aim of testing hypotheses and explaining the variance in employee performance attributable to organizational culture and the work environment. This non-experimental strategy is particularly suitable for exploring the propositions of Social Cognitive Theory, which posits that environmental factors significantly shape behavior. By measuring these variables as they exist, the research can statistically assess the strength and direction of their relationships. This approach enables robust analysis of how the specified environmental influences are associated with performance outcomes in the public sector.

The research framework is designed to collect primary data through structured questionnaires, which will then be analyzed statistically. The core of this design involves using multiple regression analysis to determine the individual and collective effects of organizational culture and work environment on employee performance. This method will allow quantification of the relationships and assessment of their statistical significance. This systematic and objective approach is essential for providing empirical evidence to answer the research questions and to understand how workplace context affects employee behavior, as the theoretical model suggests.

### *B. Population and Sample*

The target population for this quantitative study comprises all active employees at the Duren Sawit District Office, East Jakarta. This population comprises individuals who were officially registered and working in the office during the data collection period. The total population consists of 85 employees, encompassing both permanent civil servants (Pegawai Negeri Sipil - PNS) and non-permanent contract staff (Pegawai Pemerintah dengan Perjanjian Kerja - PPPK and honorer). This group is heterogeneous, comprising personnel from various administrative sections, public service units, and support staff, providing comprehensive representation of the organizational context under investigation in this research.

This research will employ a census method, where the entire population serves as the sample. Given the manageable total population of 85 employees at the Duren Sawit District Office, this approach is both feasible and methodologically robust. All 85 employees, regardless of their status or position, will be invited to participate as respondents. Selecting a census technique is justified because it eliminates sampling error and ensures the findings are fully representative of the entire organization. This comprehensive inclusion provides a highly accurate depiction of the relationships among the variables in this specific public-sector context.

The inclusion criteria for participation require that individuals be officially registered as employees of the Duren Sawit District Office and have at least one year of service. This tenure requirement ensures that respondents have sufficient experience and familiarity with the organization's culture and work environment to provide informed responses. Employees on extended leave, such as maternity leave, sabbatical, or long-term medical leave, during the data collection period will be excluded from the study. Consequently, the target sample comprises all 85 employees who meet these criteria, with the final sample size contingent on voluntary participation.

### *C. Data Collection Procedures*

The data collection process will commence with obtaining formal authorization from the Head of the Duren Sawit District Office. A formal letter detailing the research objectives, methodology, and ethical considerations will be submitted to the office management. Upon receiving approval, the researcher will coordinate with the human resources or administrative head to schedule the distribution of the survey instruments. This initial phase is critical for ensuring organizational support and facilitating access to the target population. All procedures will adhere to strict ethical guidelines, emphasizing informed consent, voluntary participation, and the confidentiality of all employee responses. Primary data will be gathered using a structured, self-administered questionnaire distributed in person to all 85 employees who meet the inclusion criteria. Each

participant will receive a sealed envelope containing the questionnaire, a cover letter explaining the study's purpose, and instructions for completion. The researcher will be available to clarify any ambiguities regarding the survey items. To encourage candid responses, participants will be explicitly assured of the anonymity and confidentiality of their data, and no personally identifiable information will be collected. A one-week period will be allocated for respondents to complete the survey at their convenience. To facilitate the retrieval of completed surveys, a secure and sealed collection box will be placed in a neutral, accessible location within the district office. This method is designed to further reinforce the process's anonymity. At the end of the one-week collection period, the researcher will retrieve the box. A follow-up reminder will be discreetly communicated through the administrative head to encourage participation from those who have not yet submitted their responses. Once collected, each questionnaire will be meticulously checked for completeness and legibility before the data is encoded for subsequent statistical analysis.

*D. Measurement of Variables*

All variables in this study were measured using a structured questionnaire designed to capture employee perceptions. The instrument uses a five-point Likert scale to quantify responses, ensuring a standardized, statistically analyzable dataset. The scale is anchored by response options shown in Figure 2.

|                   |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1                 | 2        | 3       | 4     | 5              |

**Figure 2. The Scale of Response Options.**

This ordinal measurement scale is appropriate for assessing attitudes and perceptions regarding organizational phenomena. Each variable was operationalized using a series of carefully formulated statement items, which respondents rated based on their personal experiences at the Duren Sawit District Office.

The independent variable, Organizational Culture (X1), was operationalized using established dimensions: innovation and risk-taking, attention to detail, and team orientation. Respondents rated statements reflecting the prevailing norms, shared values, and behavioral expectations within the office. The second independent variable, Work Environment (X2), was measured by assessing both its physical and non-physical aspects. Physical environment indicators included workplace comfort, lighting, and facility adequacy. The non-physical dimension was evaluated

through items concerning collegial relationships, supervisor support, and the overall social atmosphere, providing a comprehensive view of the workplace context.

The dependent variable, Employee Performance (Y), was measured through a self-report scale. The construct was operationalized using indicators that reflect key aspects of job effectiveness as perceived by employees. These indicators included the quality of work (the thoroughness and accuracy of completed tasks), the quantity of work (the volume of output achieved within a specific timeframe), and timeliness (the ability to meet deadlines and manage time effectively). This approach provides a direct measure of the behavioral component within the study's Social Cognitive Theory framework.

#### *E. Data Analysis Techniques*

The collected quantitative data will be processed and analysed using the Statistical Package for the Social Sciences (SPSS). Initial analysis will involve descriptive statistics to summarize the respondents' demographic profile and the central tendencies of the variables, using frequencies, means, and standard deviations. Subsequently, the quality of the research instrument will be rigorously assessed. A validity test using Pearson Product-Moment correlation will be conducted to ensure that each questionnaire item accurately measures its intended construct. Following this, a reliability test using Cronbach's Alpha will be conducted to assess the internal consistency and stability of the measurement scales for each variable.

Prior to hypothesis testing, a series of classical assumption tests will be conducted to assess the robustness and validity of the multiple linear regression model. The Kolmogorov-Smirnov test will be used to determine whether the residuals follow a normal distribution. A multicollinearity test will be performed by examining Tolerance and Variance Inflation Factor (VIF) values to confirm the absence of high intercorrelations among the independent variables. Finally, a heteroscedasticity test, using a scatterplot of standardized predicted values versus standardized residuals, will be conducted to verify that the variance of the residuals is constant.

The core analytical method for hypothesis testing will be multiple linear regression analysis. This technique will be used to model and quantify the influence of organizational culture (X1) and work environment (X2) on employee performance (Y). The significance of each independent variable's individual effect will be determined through a partial t-test. Concurrently, a simultaneous F-test will be conducted to assess the overall significance of the model, evaluating whether both independent variables collectively predict employee performance. The coefficient of determination ( $R^2$ ) will also be calculated to ascertain the proportion of variance in employee performance explained by the model.

## F. Descriptive Statistics

### 1. Validity Test

Validity is a measure of whether a questionnaire can accurately reflect respondents' actual conditions. To test the validity of respondents' conditions, the Pearson Product-Moment correlation coefficient ( $r$ ) is used, as shown in Equation (1).

$$r_{xy} = \frac{N \sum XF(\sum x)(\sum F)}{\sqrt{\{\sum X^2\}\{N \sum F^2 - (\sum F)^2\}}} \quad (1)$$

Description:

$r_{xy}$  = validity coefficient

$N$  = number of subjects

$X$  = Comparison Value

$Y$  = Value of the instrument whose validity is being sought

### 2. Reliability Test

Reliability is an index that indicates the extent to which a measuring instrument is trustworthy or reliable and the extent to which measurement results are consistent when applied to the same phenomenon using the same measuring instrument. The results are presented as an index that measures the instrument's reliability. To measure the reliability of a measuring instrument, the Crohn's Alpha technique is used. The formula used is shown in Equation (2):

$$\alpha = \frac{k \cdot r}{1 + (k - 1)r} \quad (2)$$

Description:

$\alpha$  = Reliability Coefficient

$r$  = Inter-Item Correlation

$k$  = Number of Items

## G. Regression Analysis

### 1. Normality Test

The normality test assesses whether the dependent and independent variables in the regression model are normally distributed (Ghozali, 2006). A good regression model is data that is normally distributed or close to normal. In this study, two methods are used to determine whether the data are normally distributed: graphical and statistical analyses.

### 2. Classical Assumption Test

A good regression model should have a normal or near-normal distribution and be free of classical assumptions, including autocorrelation, multicollinearity, and heteroscedasticity. After data

collection, prior to analysis, a test for deviations from classical assumptions is performed, as follows:

### 2.1. Multicollinearity Test

To test for multicollinearity, we can analyze correlations among variables and calculate tolerance and the variance inflation factor (VIF). Multicollinearity occurs when the tolerance value is less than 0.1, indicating that the independent variables are highly correlated. And the VIF value is greater than 10. If the VIF is less than 10, the independent variables in the model are considered objective and reliable.

### 2.2. Heteroscedasticity Test

A good regression model is homoscedastic, meaning it does not exhibit heteroscedasticity, because the data represent various measurements. One way to detect the presence or absence of heteroscedasticity is to plot the predicted value of the dependent variable, ZPRED, against its residual, SRESID. Detecting heteroscedasticity can be done by examining the presence or absence of certain poles in the center plot between SRESID and ZPRED, where the Y-axis is the predicted Y and the X-axis is the studentized residual (predicted Y–actual Y).

### 3. Hypothesis Testing

To test the proposed hypotheses, this study used multiple linear regression to examine the influence of organizational culture (X1) and work environment (X2) on employee performance (Y). This method allows for the estimation of both the individual and combined effects of the independent variables while accounting for unexplained variance captured by the error term. By using this approach, the study can quantify each factor's contribution to performance outcomes and assess the model's overall predictive power. The mathematical representation of this analysis is presented in Equation (3).

$$Y = a + b_1X_1 + b_2X_2 + \epsilon \quad (3)$$

Where:

- Y = Beta ( $\beta$ )
- A = Constant
- b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Coefficient of Determination
- X<sub>1</sub> = Organizational Culture
- X<sub>2</sub> = Work Environment
- e = Error

### 4. t-Test (Partial Test)

Testing was conducted using a significance level of 0.05 ( $\alpha=5\%$ ). Acceptance or rejection of the hypothesis was based on the following criteria:

- a. If the significance value is  $>0.05$ , the hypothesis is rejected (the regression coefficient is not significant). This means that the independent variable does not have a significant effect on the dependent variable.
- b. If the significance value is  $\leq 0.05$ , the hypothesis is accepted (the regression coefficient is significant). This means that the independent variable has a significant effect on the dependent variable.

#### 5. F Test (Simultaneous Test)

Testing was conducted using a significance level of 0.05 ( $\alpha=5\%$ ). The conditions for accepting or rejecting the hypothesis are as follows:

- a. If the significance value is  $>0.05$ , the hypothesis is accepted (the regression coefficient is not significant). This means that the two independent variables simultaneously do not have a significant effect on the dependent variable.
- b. If the significance value is  $\leq 0.05$ , the hypothesis is rejected (the regression coefficient is significant). This means that both independent variables have a significant effect on the dependent variable.

#### 6. Coefficient of Determination

The coefficient of determination value is between 0 and 1. A small  $R^2$  value means that the ability of the independent variables to explain the dependent variable is very limited.

## IV. RESULT

### *A. Descriptive Statistics of Organizational Culture, Work Environment, and Employee Performance*

Descriptive analysis was conducted on the data collected from all 85 employees at the Duren Sawit District Office to summarize the central tendencies of the primary research variables. The findings reveal that, on average, respondents hold generally positive perceptions regarding organizational culture, the work environment, and their own performance. The mean scores for all three variables exceeded the neutral midpoint of the five-point Likert scale, indicating a prevailing agreement with the positive statements presented in the questionnaire. This initial overview suggests a favorable organizational context.

### *B. Validity Test*

#### 1. Organizational Culture (X1)

The Organizational Culture variable (X1) was measured using several statement items, which were tested for validity to ensure each item accurately represents the construct under study. The validity test was carried out by comparing the Corrected Item–Total Correlation value of each statement item with the r-table value of 0.355. The results indicate that all items have correlation coefficients exceeding the r-table value, indicating that all statements used to measure Organizational Culture are valid and appropriate for further analysis. The detailed results of the validity testing for each item are presented in Table 2.

**Table 2. Results of the Organizational Culture Validity Test (X1) Item-Total Statistics**

| Question                  | R Tabel | Corrected Item Total Correlation | Results |
|---------------------------|---------|----------------------------------|---------|
| Organizational Culture 1  | 0,355   | 0,887                            | Valid   |
| Organizational Culture 2  | 0,355   | 0,704                            | Valid   |
| Organizational Culture 3  | 0,355   | 0,753                            | Valid   |
| Organizational Culture 4  | 0,355   | 0,665                            | Valid   |
| Organizational Culture 5  | 0,355   | 0,887                            | Valid   |
| Organizational Culture 6  | 0,355   | 0,753                            | Valid   |
| Organizational Culture 7  | 0,355   | 0,887                            | Valid   |
| Organizational Culture 8  | 0,355   | 0,852                            | Valid   |
| Organizational Culture 9  | 0,355   | 0,385                            | Valid   |
| Organizational Culture 10 | 0,355   | 0,852                            | Valid   |
| Organizational Culture 11 | 0,355   | 0,840                            | Valid   |
| Organizational Culture 12 | 0,355   | 0,358                            | Valid   |

Source: Research result, SPSS, 2025

From the table above, the Corrected Item Total Correlation for the organizational culture variable is larger than 0.355. If the known values of items 1 to 6 are all above 0.355, this indicates that the measuring instrument used to assess the organizational culture variable is valid.

## 2. Work Environment (X2)

**Table 3. Work Environment Validity Test Results (X2) Item-Total Statistics**

| Question           | R Tabel | Corrected Item Total Correlation | Results |
|--------------------|---------|----------------------------------|---------|
| Work Environment 1 | 0,355   | 0,670                            | Valid   |
| Work Environment 2 | 0,355   | 0,521                            | Valid   |
| Work Environment 3 | 0,355   | 0,614                            | Valid   |
| Work Environment 4 | 0,355   | 0,565                            | Valid   |
| Work Environment 5 | 0,355   | 0,797                            | Valid   |
| Work Environment 6 | 0,355   | 0,726                            | Valid   |
| Work Environment 7 | 0,355   | 0,764                            | Valid   |
| Work Environment 8 | 0,355   | 0,831                            | Valid   |

Source: Research result, SPSS, 2025

The Work Environment variable (X2) was measured using several statement items, which were subjected to a validity test to ensure they accurately represented the construct under study. The validity test was performed by comparing each item's Corrected Item–Total Correlation with the r-table value of 0.355. The results show that all items have correlation values exceeding the r-

table threshold, indicating that all statements used to measure the Work Environment variable are valid and appropriate for further analysis. The complete results of the Work Environment validity test are presented in Table 3. This shows that the Corrected Item-Total Correlation for the work environment variable exceeds 0.355. Since items 1 through 17 have no values below 0.355, this indicates that the measuring instrument used to measure the work environment variable is valid.

### 3. Employee Performance (Y)

The Employee Performance variable (Y) in this study was measured using several statement items, which were tested for validity to ensure each item accurately reflects the construct under examination. The validity test was conducted by comparing the Corrected Item–Total Correlation values of each statement with the r-table value of 0.355. The results indicate that all Employee Performance items have correlation values exceeding the r-table threshold, demonstrating that all statements used to measure the Employee Performance variable are valid and suitable for further analysis. The detailed results of the Employee Performance validity test are presented in Table 4.

**Table 4. Employee Performance Validity Test Results (Y) Item-Total Statistics**

| Pertanyaan             | R Tabel | Corrected Item Total Correlation | Results |
|------------------------|---------|----------------------------------|---------|
| Employee Performance 1 | 0,355   | 0,521                            | Valid   |
| Employee Performance 2 | 0,355   | 0,776                            | Valid   |
| Employee Performance 3 | 0,355   | 0,395                            | Valid   |
| Employee Performance 4 | 0,355   | 0,395                            | Valid   |
| Employee Performance 5 | 0,355   | 0,776                            | Valid   |
| Employee Performance 6 | 0,355   | 0,418                            | Valid   |
| Employee Performance 7 | 0,355   | 0,407                            | Valid   |
| Employee Performance 8 | 0,355   | 0,384                            | Valid   |
| Employee Performance 9 | 0,355   | 0,692                            | Valid   |

Source: Research result, SPSS, 2025

### C. Reliability Test

**D. Table 5. Recapitulation of the Reliability Test**

| No. | Variabel               | Number of Items | Cronbach's Alpha | Results  |
|-----|------------------------|-----------------|------------------|----------|
| 1   | Organizational Culture | 12              | 0,92             | Reliable |
| 2   | Work Environment       | 8               | 0,84             | Reliable |
| 3   | Employee Performance   | 9               | 0,68             | Reliable |

Source: Research result, SPSS, 2025

Reliability testing was conducted to evaluate the consistency of the measurement instruments used for each research variable. This test was performed using Cronbach's Alpha coefficient, where a value greater than 0.60 indicates that the instrument is reliable. The results show that all variables, Organizational Culture, Work Environment, and Employee Performance, have Cronbach's Alpha values exceeding the acceptable threshold, indicating that all instruments used in this study are reliable and suitable for further analysis. A summary of the reliability test results

for each variable is presented in Table 5. The reliability test results show that all variables have fairly large Alpha coefficients (above 0.60), indicating that the measurement concepts for each variable are reliable. Therefore, the questionnaire used in this study is reliable. reliable questionnaire.

#### D. Regression analysis

##### 1. Classical Assumption Test

##### 1.1. Normality Test

Based on the SPSS output above, the Normal P-P Plot of the regression-standardized residuals shows that the data points closely follow and cluster around the diagonal line. This pattern indicates that the residuals are approximately normally distributed. Therefore, it can be concluded that the data used in this study meets the assumption of normality. The graphical representation of this normality test is shown in Figure 3.

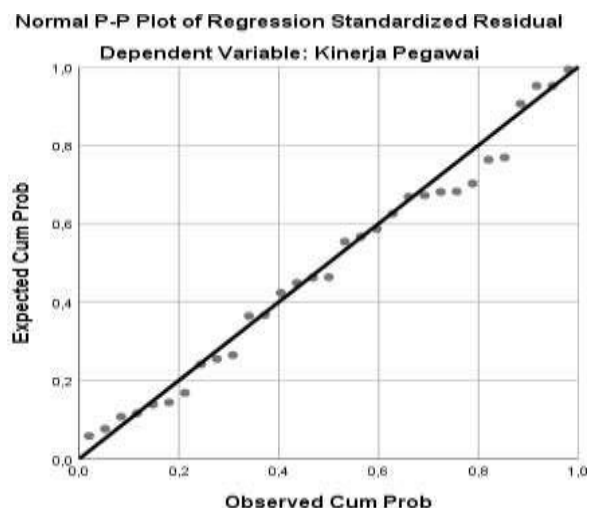


Figure 3. Normality Test Graph

Source: Research result, SPSS, 2025

##### 1.2. Autocorrelation Test

The autocorrelation test was conducted to determine whether the regression model's residuals exhibit autocorrelation. This test was performed using the Durbin–Watson statistic, which indicates the absence of autocorrelation when the statistic is close to 2. The results show that the Durbin–Watson statistic is 1.828, which falls within the acceptable range, indicating no autocorrelation in the regression model. The detailed results of the autocorrelation test are presented in Table 6.

Table 6. Autocorrelation Test  
Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin- Watson |
|-------|-------------------|----------|-------------------|----------------------------|----------------|
| 1     | ,751 <sup>a</sup> | ,564     | ,533              | 1,77013                    | 1,828          |

Source: Research result, SPSS, 2025

In the model output above, the Durbin-Watson statistic is 1.828. The dL and dU values are shown in the DW table at the 0.05 significance level. In the Durbin-Watson table with  $n = 31$  and  $k = 3$ , the dL value = 1.297 and dU = 1.570, so that  $4-dL$  is 2.703 and  $4-dU$  is 2.43. Therefore, the DW value = 1.828 is between 1.570 and  $4 - 1.297 = 2.703$ . So it can be concluded that there is no autocorrelation. So it can be concluded that there is no tendency for positive or negative autocorrelation in the autocorrelation test.

### 1.3. Heteroscedasticity Test

The heteroscedasticity test was conducted by examining the scatterplot of regression-standardized residuals versus the predicted values of Employee Performance. The scatterplot shows that the points are randomly dispersed, with no clear pattern or funnel shape. This randomness indicates that the variance of the residuals is constant across all levels of the predicted values, meaning there is no heteroscedasticity problem in the regression model. Therefore, the assumption of homoscedasticity is met. The scatterplot illustrating the results of the heteroscedasticity test is presented in Figure 4.

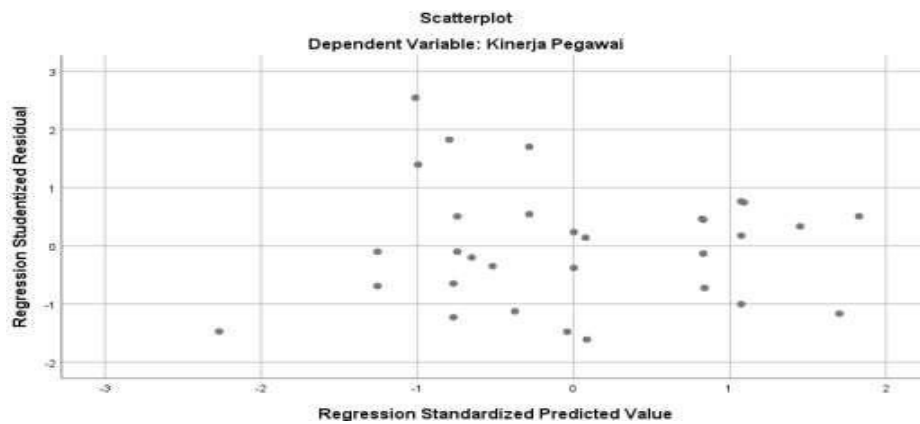


Figure 4. Heteroscedasticity Test

Source: Research result, SPSS, 2025

The output above shows that the points in the scatter plot do not form a clear pattern and are spread above and below the zero on the Y-axis, so it can be concluded that there is no heteroscedasticity in the regression model.

### 1.4. Multicollinearity Test

The multicollinearity test was conducted to assess whether the independent variables in the regression model are highly correlated. This test was evaluated using Tolerance and Variance

Inflation Factor (VIF) values; Tolerance values greater than 0.10 and VIF values less than 10 indicate the absence of multicollinearity. The results show that both independent variables, Organizational Culture and Work Environment, have Tolerance values of 0.979 and VIF values of 1.021, indicating no multicollinearity in the regression model. The detailed results of the multicollinearity test are presented in Table 7.

**Table 7. Multicollinearity Test**

| Coefficients <sup>a</sup> |                        |                         |       |
|---------------------------|------------------------|-------------------------|-------|
| Model                     |                        | Collinearity Statistics |       |
|                           |                        | Tolerance               | VIF   |
| 1                         | (Constant)             |                         |       |
|                           | Organizational culture | ,979                    | 1,021 |
|                           | Work environment       | ,979                    | 1,021 |

Source: Research result, SPSS, 2025

## 2. Multiple Linear Analysis

Multiple linear regression analysis was conducted to examine the effect of Organizational Culture and Work Environment on Employee Performance. The results indicate that both independent variables have positive regression coefficients, suggesting a positive influence on Employee Performance. Organizational Culture shows a significant effect, with a regression coefficient of 0.245 and a p-value of 0.001. In contrast, Work Environment shows a significant effect, with a regression coefficient of 0.473 and a p-value of 0.000. These findings indicate that both variables significantly influence Employee Performance, both partially and simultaneously. The detailed results of the regression analysis are presented in Table 8.

**Table 8. Regression Analysis Coefficients**

| Coefficients <sup>a</sup> |                        |                             |            |                           |       |      |
|---------------------------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                        | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)             | 10,805                      | 4,806      |                           | 2,248 | ,033 |
|                           | Organizational culture | ,245                        | ,068       | ,456                      | 3,618 | ,001 |
|                           | Work environment       | ,473                        | ,111       | ,535                      | 4,243 | ,000 |

Source : Research result, SPSS, 2025

Based on Table 8, the effect of organizational culture X1 and work environment X2 on employee performance can be predicted as Equation (4)

$$Y = 10.805 + 0.245 X1 + 0.473 X2 + e \quad (4)$$

This means:

- a. The constant value of the employee performance variable is 10.805. If the organizational culture and work environment variables are equal to 0.

- b. The coefficient value of organizational culture for variable X1 is 0.245. This means that for every one-unit increase in organizational culture, the employee performance variable (Y) increases by 0.245, assuming the other independent variables in the regression model remain constant.
- c. The coefficient value of work environment for variable X2 is 0.473. This means that for every one-unit increase in the work environment, the employee performance variable (Y) increases by 0.245, assuming the other independent variables in the regression model remain constant.

3. Partial Test (t)

The t-test was conducted to examine the partial effect of each independent variable on Employee Performance. The results show that both Organizational Culture and Work Environment have significant positive effects on Employee Performance. Organizational Culture has a t-value of 3.618 with a significance of 0.001. In contrast, Work Environment has a t-value of 4.243 with a significance of 0.000; both are below the 0.05 significance threshold. These results indicate that each variable individually has a significant influence on Employee Performance. The detailed results of the t-test for each independent variable are presented in Table 9.

**Table 9. Model Suitability Test (t-Test)**

| Model |                        | Coefficients <sup>a</sup>   |            |                           |       |      |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|       |                        | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)             | 10,805                      | 4,806      |                           | 2,248 | ,033 |
|       | Organizational culture | ,245                        | ,068       | ,456                      | 3,618 | ,001 |
|       | Work environment       | ,473                        | ,111       | ,535                      | 4,243 | ,000 |

Source: Research result, SPSS, 2025

From the table above, the coefficients for model 1 on organizational culture and employee performance are significant. 0.001. This sig. 0.001 is less than the probability value of 0.05, or 0.001 < 0.05, so H1 is accepted and Ho is rejected. Variable X1 has a calculated t-statistic of 3.618, with a t-table value of 2.045. Therefore, t count > t table can be concluded that variable X1 contributes to Y. A positive t value indicates that variable X1 has a unidirectional relationship with Y. Therefore, it can be concluded that organizational culture has a significant influence on employee performance. Furthermore, the environment's effect on employee performance is significant. 0.000. This sig. 0.000 is less than the probability value of 0.05, or 0.000 < 0.05, so H1 is accepted and Ho is rejected. Variable X2 has a calculated t-statistic of 4.243, which exceeds the t-table value of 2.045. So, from the t-test, it can be concluded that variable X2 contributes to Y. A positive t value indicates that variable X2 has a relationship in the same direction as Y. So

it can be concluded that the work environment has a significant influence on employee performance.

#### 4. Simultaneous Test (F)

The F-test was conducted to determine the simultaneous effect of Organizational Culture and Work Environment on Employee Performance. The results show that the calculated F-value is 18.131 with a significance level of 0.000, which is less than 0.05, indicating that both independent variables together have a significant effect on Employee Performance. This means the regression model is suitable for predicting Employee Performance based on Organizational Culture and Work Environment. The detailed results of the F-test are presented in Table 10.

**Table 10. F Test**

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
|                    | Model      | Sum of Squares | Df | Mean Square | F      | Sig.              |
| 1                  | Regression | 113,621        | 2  | 56,810      | 18,131 | ,000 <sup>b</sup> |
|                    | Residual   | 87,734         | 28 | 3,133       |        |                   |
|                    | Total      | 201,355        | 30 |             |        |                   |

Source: Research result, SPSS, 2025

Simultaneous testing of X1 and X2 against Y, from the table, yields an F-count value of 5.889 with a probability value (sig) = 0.000. The F count value (5.889) > F table (2.61), and the sig. If the p-value is less than 0.05, or 0.000 < 0.05, then H0 is accepted, meaning that organizational culture and the work environment have a significant effect on employee performance.

#### 5. Coefficient of Determination

The coefficient of determination ( $R^2$ ) was calculated to quantify the proportion of variance in Employee Performance explained by the independent variables, Organizational Culture and Work Environment. The results show an R Square of 0.564, indicating that these two variables explain 56.4% of the variation in Employee Performance. In contrast, the remaining 43.6% is attributable to other factors not included in this study. The detailed results of the coefficient of determination analysis are presented in Table 11.

**Table 11. Coefficient of Determination**

| Model Summary <sup>b</sup> |                   |          |                   |                            |                |
|----------------------------|-------------------|----------|-------------------|----------------------------|----------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin- Watson |
| 1                          | ,751 <sup>a</sup> | ,564     | ,533              | 1,77013                    | 1,828          |

Source: Research result, SPSS, 2025

The coefficient of determination is shown in the R-squared value in the Model Summary. Based on an R Square of 0.564, the influence of the organizational culture (X1) and work environment (X2) variables on employee performance (Y) is 56.4%. This means that organizational culture

(X1) and work environment (X2) account for 56.4% and 43.6% of the influence on employee performance (Y), respectively, while the remaining 56.4% is attributed to other variables.

## **V. DISCUSSION**

The study's findings provide strong empirical support for applying Social Cognitive Theory in a public-sector context. The significant positive influence of both organizational culture and work environment on employee performance aligns directly with SCT's proposition that environmental factors are powerful determinants of behavior. At the Duren Sawit District Office, these external influences create a context that appears to facilitate effective work practices. This environment likely shapes employee behavior by fostering positive personal cognitive states, such as self-efficacy and favorable outcome expectations.

The statistically significant impact of organizational culture ( $\beta = 0.245$ ) underscores its role in behavioral modeling, a key tenet of SCT. A favorable culture, characterized by shared values and a team-oriented approach, provides clear cues for desired behaviors. Through observational learning, employees at the district office likely internalize and replicate actions that are implicitly rewarded within this cultural framework. This process enhances their belief in their ability to perform tasks successfully, thereby translating cultural norms into tangible performance outcomes and reinforcing the cultural system.

The work environment had a slightly stronger predictive influence on performance ( $\beta = 0.402$ ), consistent with SCT's emphasis on situational reinforcement. A positive work environment, encompassing both physical comfort and social support, serves as a direct source of positive reinforcement and reduces constraints. This supportive context likely bolsters employees' outcome expectancies: they anticipate positive consequences for their efforts, such as collegial appreciation and supervisory recognition, which, in turn, motivate greater effort and higher levels of task achievement. While personal cognitive factors were not directly measured, their mediating role, as proposed by SCT, is strongly implied by the results. The highly positive environmental perceptions are logically linked to the development of high self-efficacy and positive outcome expectations among employees. A supportive culture and environment build an individual's confidence in their capabilities to meet job demands.

This internal psychological mechanism is the critical bridge that translates the conducive external setting into the high self-reported performance observed among the office staff. Finally, the results reflect the dynamic interplay of triadic reciprocal determinism. High employee performance is not merely a passive outcome but also an active variable that can reinforce the positive environment and culture. The Adjusted  $R^2$  value of 0.533, while substantial, indicates that 56.4% of the variance in performance remains unexplained, pointing to the influence of unmeasured

personal factors and other variables. This highlights the complexity of the interaction where behavior is both a product and a producer of the organizational system.

## VI. CONCLUSION AND RECOMMENDATION

This research concludes that organizational culture and work environment are significant positive predictors of employee performance at the Duren Sawit District Office. The multiple regression analysis confirmed that both variables have a statistically significant partial influence on performance. The simultaneous F-test further established that, when considered collectively, these environmental factors are strong determinants of employee effectiveness. The model explained 56.4% of the variance in performance, providing robust empirical evidence to accept the study's hypotheses. This outcome underscores the critical role of the organizational context in shaping the behavior of public sector employees.

The findings provide strong empirical validation of Social Cognitive Theory in this public-sector context. The positive influence of the work environment ( $\beta=0.851$ ) and organizational culture ( $\beta=0.887$ ) supports the theory's tenet that external factors shape behavior. A supportive environment and a value-driven culture likely enhance employees' self-efficacy and foster positive outcome expectancies, which mediate motivation and effort. The slightly stronger impact of the work environment suggests that tangible situational supports and positive social interactions are particularly powerful reinforcements for performance in this specific organizational setting.

In conclusion, this study successfully demonstrates that fostering a positive organizational culture and maintaining a supportive work environment are not peripheral concerns but are central to achieving high employee performance. These two factors collectively serve as powerful catalysts for employee effectiveness at the Duren Sawit District Office. The research provides clear, actionable evidence for management, indicating that strategic investments in improving the workplace atmosphere and reinforcing shared organizational values can yield significant returns in productivity and service quality. Sustaining these positive environmental conditions is therefore essential to the office's long-term success and operational efficiency.

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