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The Influence of Organizational Culture, Work Environment and Workload on Employee Performance

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Abstract: This study aims to analyze the influence of organizational culture, work environment, and workload on employee performance. Population in this research is 35 employees of PT. Sunrider Nusaperdana. The sample used is 35 employees, with a saturation sampling, meaning the entire population is used as the sample. Data collection method uses field research, with the research instrument being a questionnaire measured using a Likert scale. Data analysis method uses component or variance-based structural equation modeling, processed using the Partial Least Square (Smart-PLS) version 3.0 program. The research design used is a causal research with a quantitative approach. This study proves that the organizational culture variable has an original sample value of 0.363, t-statistics of 4.146 > 1.96, and a p-value of 0.000 < 0.05, meaning that organizational culture has a positive and significant influence on employee performance. The work environment variable has an original sample value of 0.176, t-statistics of 3.584 > 1.96, and a p-value of 0.000 < 0.05, meaning that the work environment has a positive and significant influence on employee performance. The workload variable has an original sample value of 0.468, t-statistics of 6.002 > 1.96, and a p-value of 0.000 < 0.05, meaning that workload has a positive and significant influence on employee performance.

Keyword: Organizational Culture, Work Environment, Workload, Employee Performance

INTRODUCTION

At this time the level of business competition is very tight, so the success of a company really depends on the use of the resources owned by the organization. One of the resources owned by an organization that can increase the effectiveness and efficiency of the organization is human resources. Therefore, human resource management is needed as a management and utilization of existing resources for individuals or employees (Mangkunegara, 2013).

Apart from that, Human Resource Management can maintain stability and increase organizational productivity. One of the goals of an organization in general is to increase organizational productivity. Increasing organizational productivity can be realized with the role of quality Human Resources who run all existing systems within the company (Mangkunegara,

2013).

Increasing organizational productivity can be supported by increasing the performance of Human Resources working in the organization. Therefore, aspects of employee performance are very important for an organization. A person's good performance can be seen from the results of their work which are in accordance with the organization's performance standards and can achieve the goals of the organization or company (Darmasaputra and Sudibya, 2019).

Reported by Kontan on February 20 2020, one of the industries that had a positive trend during 2020 with growth of 10% was the Multi Level Marketing (MLM) industry. The growth of the MLM industry does not only come from increasing the productivity of companies operating in this industry. However, it is also driven by the performance of employees who work in companies operating in the MLM industry.

PT. Sunrider Nusaperdana or better known as Sunrider is a company that implements a Multi Level Marketing marketing system where it sells various herbal-based health products. The Sunrider company has developed from 1982 to the present and is located in various parts of the world. This existence is due to consumer trust in Sunrider products. As well as a business system that helps people improve their lives. Therefore, PT Sunrider Nusaperdana employees are required to have good performance and be able to adapt to market conditions.

Table 1. Average Employee Performance Data

Year	Average value	Weight
2018	85	Good
2019	76	Good

Source: PT. Sunrider Nusaperdana (2021)

Based on data on average employee performance at PT. It is known that Sunrider Nusaperdana has experienced a decline in performance. So a pre-survey was conducted on 10 respondents as follows.

Table 2. Factors that influence employee performance at PT. Sunrider Nusaperdana

No	Statement	Yes	No	Respondent	Percentage	
					Yes	No
Compensation						
1	The salary earned meets the needs	8	2	10	80%	20%
Organizational culture						
2	Management decisions consider employee conditions and situations	3	7	10	30%	70%
Work environment						
3	Noise in the office environment interferes with work.	6	4	10	60%	40%
Work motivation						
4	There is direction from management so that they are motivated to increase work productivity.	10	0	10	100%	0%
Workload						
5	The workload provided by the company is in accordance with my abilities and skills.	3	7	10	30%	70%

Source: Primary Data Results (2023)

The results obtained were that the factors influencing the performance of PT employees. Sunrider Nusaperdana is organizational culture. In research conducted by Ilham, Adolfina and Dotulong (2021) it was found that organizational culture has a positive and significant influence on employee performance. Apart from that, in this research it was found

that organizational culture was the factor that most influenced employee performance in the research. This is because when organizational culture improves towards good it will improve employee performance. On the other hand, if the organizational culture declines towards bad, it will reduce employee performance, work environment and workload.

Apart from organizational culture, what can influence employee performance is the work environment. Where, research conducted by Maesaroh and Marselina (2021) found that the work environment has a positive and significant effect on employee performance. In other research conducted by Ilham, Adolfini and Dotulong (2021) shows that there is a positive and significant influence between the work environment on employee performance. This shows that if the work environment improves in the sense that the work environment becomes more comfortable for employees, it will improve the employee's performance. But on the other hand, if the work environment decreases in the sense that the work environment becomes uncomfortable for the employee, this will reduce the employee's performance. Apart from organizational culture and work environment, there are other factors that can influence employee performance, namely workload. Based on research conducted by Mutiara et al. (2021) which revealed that workload has a positive and significant influence on employee performance. Apart from this research, research conducted by Aljupri and Oktafien (2021) stated that workload has a significant influence on employee performance. This shows that, if the workload increases according to the employee's capabilities, the employee's performance will increase, while if the workload decreases, the employee's performance will decrease.

Based on the researcher's observations, the phenomenon that occurs is employee performance caused by organizational culture, work environment and perceived workload that is not in accordance with standards. This research tries to look at issues related to organizational culture, work environment, workload and employee performance at PT Sunrider Nusaperdana.

METHOD

This research was conducted from January 2022 to January 2023. This research was conducted at PT. Sunrider Nusaperdana or better known as Sunrider Indonesia is located at Garden Shopping Arcade Blok C No. 9AE-9AF Central Park, Podomoro City, Jalan Letjen S.Parman Kav.28 West Jakarta. Population is defined as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2018). So from this explanation, the author determined that the population in this study was all employees of PT Sunrider Nusaperdana Indonesia office, totaling 35 people. The sampling method in this research uses a saturated sample, where all members of the population are used as samples. So the sample in this study was 35 people.

RESULTS AND DISCUSSION

The Influence of Organizational Culture on Employee Performance.

Performance comes from the words job performance or actual performance which means work performance or actual achievement achieved by a person. The definition of performance or often called work performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. (Sebayar, 2017). Dessler (2013) in Bintoro and Daryanto (2017) states that performance is work achievement, namely the comparison between work results and the standards applied. Performance is the result of work in quantity and quality achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Sulaksono Hari, 2015). Performance is the ability of an individual or group to provide satisfactory results where they work in a particular part of the job (Duha, 2018).

According to Sulaksono Hari (2015) organizational culture is a system adopted by all

members of an organization that differentiates one organization from another. Organizational culture is the basis for orientation for employees to pay attention to the interests of all employees. The result of the process of merging the cultural style or behavior of each individual that was previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals is the organizational culture described by Emron and Yohny (2018).

In line with the definition above, Wibowo (2016) said that organizational culture is the norms and habits that are accepted as truth by everyone in the organization, organizational culture becomes a common reference among humans in interacting within the organization. Likewise, Chaerudin (2019) said that organizational culture is defined as values or norms of behavior that are understood and accepted together by members of the organization as rules of behavior within the organization. Organizational culture is a system in the form of attitudes, values, behavioral norms, language that is formed and developed by members of the organization as the personality of the organization. When organizational culture can support participation, it will produce job satisfaction which encourages employees to be more creative in improving their performance (Erniwati, 2020). Likewise, if the organizational culture is weak, it will certainly result in low employee performance.

This is supported by research by Ilham, Adolfini and Dotulong (2021) entitled "The Influence of Organizational Culture, Work Environment and Workload on Employee Performance in the Regional Office of the National Land Agency of North Sulawesi Province" which states that organizational culture is a very influential factor in improving employee performance. at the National Land Agency of North Sulawesi.

H1: Organizational culture has a positive effect on employee performance.

The Influence of the Work Environment on Employee Performance

According to Nazaya and Suwarsi (2018), the work environment is all work facilities and infrastructure around employees that can influence employees at work, including facilities, place of work, cleanliness, quietness, lighting, including work relationships between people in that place. The work environment, namely everything around the employee, has a direct or indirect influence on employee performance (Imam, 2016). The work environment is a place where employees carry out activities every day. This work environment is very important to pay attention to in increasing employee comfort at work. A safe and comfortable work environment that has adequate supporting facilities is really needed by employees when working. This will increase work productivity so that employees are able to work optimally. The work environment includes work relationships formed between fellow employees and work relationships between subordinates and superiors. If there is a good relationship between fellow employees and with superiors, it can create a feeling of comfort at work.

On the other hand, if there are bad relationships between employees and superiors, it can make you feel uncomfortable at work. As a result, it will disrupt employee performance due to an uncomfortable and supportive work environment. According to Maesaroh and Marselina (2021) in their research entitled "Work Environment, Organizational Culture and Workload on Employee Performance at Permata Hati Banjarnegara Integrated Islamic Middle School Employees", said that the work environment has a positive effect on employee performance. This is confirmed by (Sugiharjo et al., 2023) that the work environment has a significant effect on employee performance.

H2: The work environment has a positive effect on employee performance.

The Effect of Workload on Employee Performance

According to Munandar (2014) workload is a condition of work with a job description that must be completed within a certain time limit. Workload can be further differentiated into

excessive or too little workload (quantitative), which arises as a result of too many or too few tasks given to the workforce to be completed in a certain time, and excessive or too little workload (qualitative), namely if people feel unable to carry out a task or the task does not use the skills or potential of the workforce. According to Tarwaka (2015), workload is something that arises from the interaction between the relationship between tasks, the work environment used as a workplace, skills, behavior and perceptions of workers.

Workload is a condition of work with a job description that must be completed within a certain time limit. Workload can be further differentiated into excessive or too little workload (quantitative), which arises as a result of too many or too few tasks given to the workforce to complete within a certain time, and excessive or too little workload (qualitative), namely if people feel unable to carry out a task or the task does not use the skills or potential of the workforce (Munandar, 2014). If the workload felt by employees is too excessive, then employee performance will be disrupted. This is supported by research conducted by Sugiharjo and Aldata (2018) on employees of BPJS Employment Salemba branch with the title "The Effect of Workload and Work Motivation on Employee Performance".

H3: Workload has a positive effect on employee performance.

Descriptive analysis of respondents' characters based on gender

Of the 35 respondents who were male, there were 17 respondents with a percentage of 48.57% and the number of respondents who were female were 18 respondents with a percentage of 51.43%. From this statistical data, it can be concluded that the majority of employees who work at PT Sunrider Nusaperdana are female.

Table 3. Characteristics of Respondents Based on Gender

Category	Frequency	Percentage
Man	17	48.57
Woman	18	51.43
Total	35	100.00

Source: Processed Primary Data (2023)

Descriptive analysis of respondents' characters based on age.

Of the 35 respondents aged 18 - 23 years, there were 5 respondents with a percentage of 14.29%. Ages 24 – 29 years were 16 respondents with a percentage of 45.71%. Meanwhile, those aged 30 – 35 years were 6 respondents with a percentage of 17.14%. And those aged > 35 years were 8 respondents with a percentage of 22.86%. Thus, it can be concluded that most of PT Sunrider Nusaperdana's employees are aged 24 - 29 years.

Table 4. Characteristics of Respondents Based on Age

Category	Frequency	Percentage
18 - 23 years old	5	14.29
24 - 29 years old	16	45.71
30 - 35 years old	6	17.14
> 35 years	8	22.86
Total	35	100.00

Source: Processed Primary Data (2023)

Descriptive analysis of respondents' characters based on their latest education.

35 respondents who had SMA/SMK education, 14 respondents had a percentage of 40.00%, and 2 respondents had a D3 education with a percentage of 5.71%. And there were 19 respondents with a bachelor's degree with a percentage of 54.29, while there were none with a master's degree. Thus, the majority of PT Sunrider Nusaperdana employees have a bachelor's degree.

Table 5. Characteristics of Respondents Based on Last Education

Category	Frequency	Percentage
SMA/SMK	14	40.00
D3	2	5.71
S1	19	54.29
S2	0	0.00
Total	35	100.00

Source: Processed Primary Data (2023)

Descriptive analysis of respondents' characters based on length of work.

35 respondents who worked for less than 1 year there were 3 years with 8.57% of respondents, 14 respondents worked for 1 - 4 years with a percentage of 40.00%. Meanwhile, there were 10 respondents who worked 4 - 7 years with a percentage of 28.57%. And there were 8 respondents who worked for more than 7 years with a percentage of 22.86%. Thus, some employees of PT Sunrider Nusaperdana have worked for 1 – 4 years.

Table 6. Characteristics of Respondents Based on Length of Work

Category	Frequency	Percentage
< 1 year	3	8.57
14 years	14	40.00
4 - 7 years	10	28.57
> 7 years	8	22.86
Total	35	100.00

Source: Processed Primary Data (2023)

Descriptive analysis of organizational culture variables.

Of the 35 respondents characteristic answers to the organizational culture variable from the data processing results, it can be seen that there are 13 statements or indicators and the highest index is the indicator in statement number 11, namely "In my work, I try to be effective and efficient" which has a mean value of 3.71, which means In general, employees of PT. Sunrider Nusaperdana has a culture of working effectively and efficiently in completing its work tasks.

Table 7. Characteristics of Respondents' Answers Regarding Organizational Culture

No.	Statement	Number of Samples	Mean Score	Std. Deviation
Self-awareness				
1	I feel satisfied with the work I have done.	35	3.23	0.93
2	I try to develop myself and my abilities through training and seminars.	35	3.14	0.83
3	I always comply with applicable company regulations.	35	3.00	0.93
Aggressiveness				
1	I take the initiative in completing tasks and do not depend on my superiors.	35	3.26	1.05
2	At work, I make work plans to complete the job well.	35	3.14	1.25
Personality				
1	At work, every employee respects each other and is friendly.	35	3.20	1.17
2	In working, every employee interacts and helps each other.	35	3.20	1.09
Performance				
1	In my work, quality is what I prioritize.	35	3.03	0.74

2	I have new ideas that can be used to make work easier.	35	3.11	0.92
Team Orientation				
1	When working in a team, I always discuss and equalize perceptions.	35	2.94	0.95
2	When problems occur within the team, I always resolve them well.	35	2.89	0.92

Source: Processed Primary Data (2023)

Descriptive analysis of work environment variables

Of the 35 respondents who answered the characteristics of the work environment variable from the data processing results, it can be seen that there were 7 statements or indicators and the highest index was the indicator in statement number 7, namely "I can work together with other employees." which has a mean value of 3.29, which means that in general the work environment felt by PT employees. Sunrider Nusaperdana is quite good, especially at the level of cooperation between employees.

Table 8. Characteristics of Respondents' Answers Regarding the Work Environment

No.	Statement	Number of Samples	Mean Score	Std. Deviation
Physical Work Environment				
1	The lighting or illumination in my work space is adequate.	35	3.17	0.97
2	My work room already has good air circulation.	35	3.20	0.95
3	The decoration of my work space makes me comfortable at work.	35	3.06	0.89
4	There is no noise to disturb me while working.	35	2.89	0.98
5	The company where I work always guarantees employee safety.	35	2.94	1.07
Non-Physical Work Environment				
1	I have good communication with company leadership.	35	3.03	1.08
2	I can work together with other employees.	35	3.29	0.91

Source: Processed Primary Data (2023)

Descriptive analysis of workload variables.

Of the 35 respondents who answered the characteristics of the workload variable from the data processing results, it can be seen that there were 9 statements or indicators and the highest index was the indicator in statement number 2, namely "The work targets that employees must achieve are clear." which has a mean value of 3.40, which means that in general the workload felt by PT employees. Sunrider Nusaperdana is quite moderate in that the work targets for each employee have been clearly determined by the company.

Table 9. Characteristics of Respondents' Answers Regarding Workload

No.	Statement	Number of Samples	Mean Score	Std. Deviation
Time Load (Time Load)				
1	The current number of employees is sufficient to handle the existing work.	35	3.26	0.87
2	The work targets that employees must achieve are clear.	35	3.40	0.90
3	The work I handle has a limited time period, so I have to finish it on time.	35	3.17	1.30
Mental Efford Load				
1	I feel happy doing the same work every day.	35	3.26	1.13
2	I feel happy with my work, so I use my breaks to work.	35	3.34	1.01

No.	Statement	Number of Samples	Mean Score	Std. Deviation
3	I still work well, even when there is a lot of work.	35	3.29	0.97
Psychological Stress Load				
1	I feel happy and can enjoy all the work that is my duty.	35	3.09	1.08
2	The workload given to me by the company is in accordance with my abilities and skills.	35	3.09	0.81
3	I never leave work before work hours are over.	35	3.11	0.67

Source: Processed Primary Data (2023)

Descriptive analysis of employee performance variables

From the 35 respondents characteristic answers to employee performance variables from the data processing results, it can be seen that there are 8 statements or indicators and the highest index is the indicator in statement number 8, namely "I will improve my performance if it is not in accordance with company regulations." which has a mean value of 3.71, which means that the employees of PT. Sunrider Nusaperdana will improve its performance if it does not comply with the regulations set by the company, especially regarding the targets that need to be achieved by each employee.

Table 10. Characteristics of Respondents' Answers Regarding Employee Performance

No.	Statement	Number of Samples	Mean Score	Std. Deviation
Quality				
1	I am able to do the new tasks given well.	35	3.31	0.89
2	I do my work neatly and thoroughly.	35	3.31	0.98
Quantity				
1	I am able to complete assigned tasks quickly in accordance with requests from my superiors.	35	3.20	0.98
2	I am able to innovate in completing tasks with the abilities I have.	35	3.34	0.95
Responsibility				
1	The results of my work are in accordance with the procedures established by the company.	35	3.29	1.28
2	I am able to complete assigned tasks on time.	35	3.46	1.13
Initiative				
1	I work as hard as possible, think positively and am responsible for the tasks I do.	35	3.57	1.02
2	I will improve my performance if it is not in accordance with company regulations.	35	3.71	0.94

Source: Processed Primary Data (2023)

Measurement evaluation test results (outer model) with convergent validity (loading factor)

All research variables have an outer loading value of more than 0.7, so it can be concluded that the results of the Convergent Validity test with the outlier model parameters can be said to be valid.

Measurement evaluation test results (outer model) with convergent validity (average variance extracted) Workload

All research variables have an Average Variance Extracted value of more than 0.5, so it can be concluded that the results of the Convergent Validity test with the Average Variance Extracted parameter can be said to be valid.

Table 11. Convergent Validity Test Results (Average Variance Extracted)

Variable	Average Variance Extracted Value	Rule of Thumb	Information
Workload	0.646	0.500	Valid
Organizational culture	0.687	0.500	Valid
Employee performance	0.698	0.500	Valid
Work environment	0.702	0.500	Valid

Source: Processed Primary Data (2022)

Measurement evaluation test results (outer model) with convergent validity (communality)

All research variables have a communality value of more than 0.5, so it can be concluded that the results of the Convergent Validity test with communality parameters can be said to be valid.

Table 12. Convergent Validity (Communality) Test Results

Variable	Communality Value	Rule of Thumb	Information
Workload	0.549	0.500	Valid
Organizational culture	0.632	0.500	Valid
Employee performance	0.613	0.500	Valid
Work environment	0.603	0.500	Valid

Source: Processed Primary Data (2022)

Results of measurement evaluation testing (outer model) with discriminant validity (cross loading).

All research variables have a cross loading value of more than 0.5, so it can be concluded that the results of the Discriminant Validity test with cross loading parameters can be said to be valid.

Table 13. Discriminant Validity Test Results (Cross Loading)

Variables/Indicators	Cross loading value	Rule of Thumb	Information
Organizational culture			
BO.1.1	0,868	0,500	Valid
BO.1.2	0,761	0,500	Valid
BO.1.3	0,809	0,500	Valid
BO.2.1	0,863	0,500	Valid
BO.2.2	0,906	0,500	Valid
B0.3.1	0,926	0,500	Valid
B0.3.2	0,862	0,500	Valid
B0.3.3	0,783	0,500	Valid
B0.4.1	0,804	0,500	Valid
B0.4.2	0,805	0,500	Valid
B0.4.3	0,744	0,500	Valid
BO.5.1	0,804	0,500	Valid
BO.5.2	0,820	0,500	Valid
Work environment			
LK.1.1	0,781	0,500	Valid
LK.1.2	0,809	0,500	Valid
LK.1.3	0,855	0,500	Valid
LK.1.4	0,859	0,500	Valid
LK.1.5	0,833	0,500	Valid
LK.2.1	0,888	0,500	Valid
LK.2.2	0,835	0,500	Valid

Workload			
BK.1.1	0,820	0,500	Valid
BK.1.2	0,818	0,500	Valid
BK.1.3	0,825	0,500	Valid
BK.2.1	0,852	0,500	Valid
BK.2.2	0,755	0,500	Valid
BK.2.3	0,792	0,500	Valid
BK.3.1	0,833	0,500	Valid
BK.3.2	0,764	0,500	Valid
BK.3.3	0,767	0,500	Valid
Employee performance			
KK.1.1	0,815	0,500	Valid
KK.1.2	0,807	0,500	Valid
KK.2.1	0,859	0,500	Valid
KK.2.2	0,825	0,500	Valid
KK.3.1	0,889	0,500	Valid
KK.3.2	0,802	0,500	Valid
KK.4.1	0,867	0,500	Valid
KK.4.2	0,813	0,500	Valid

Source: Processed Primary Data (2023)

Results of measurement evaluation testing (outer model) with discriminant validity (square root ave and correlation between latent constructs).

All research variables have an ave root value greater than the correlation value between latent constructs, so it can be concluded that the results of the Discriminant Validity test with the square root parameter ave and the correlation between latent constructs can be said to be valid.

Table 14. Discriminant Validity Test Results (AVE Square Root and Correlation Between Latent Constructs)

Variable	AVE Root Value	Correlation Value between Latent Constructs	Rule of Thumb	Information
Organizational culture	0,829	0,778	AVE Root Value >	Valid
		0,789	Correlation Value between	
		0,753	Latent Constructs	
Work environment	0,838	0,744	AVE Root Value >	Valid
		0,753	Correlation Value between	
		0,764	Latent Constructs	
Workload	0,804	0,778	AVE Root Value >	Valid
		0,789	Correlation Value between	
		0,744	Latent Constructs	
Employee performance	0,835	0,789	AVE Root Value >	Valid
		0,789	Correlation Value between	
		0,764	Latent Constructs	

Source: Processed Primary Data (2023)

Results of measurement evaluation testing (outer model) with composite reliability

All research variables have a composite reliability value greater than 0.7, so it can be concluded that the results of reliability testing with composite reliability parameters can be said to be reliable.

Table 15. Reliability Test Results (Composite Reliability)

Variable	Composite Reability Value	Rule of Thumb	Information
Workload	0.942	Over .700	Reliable
Organizational culture	0.966	Over .700	Reliable

Variable	Composite Reability Value	Rule of Thumb	Information
Employee performance	0.949	Over .700	Reliable
Work environment	0.943	Over .700	Reliable

Source: Processed Primary Data (2023)

Results of measurement evaluation testing (outer model) with Cronbach's alpha

All research variables have a Cronbach Alpha value greater than 0.6, so it can be concluded that the results of reliability testing with Cronbach Alpha parameters can be said to be reliable.

Table 16. Reliability Test Results (Cronbach's Alpha)

Variable	Cronbach Alpha value	Rule of Thumb	Information
Workload	0.931	Over .600	Reliable
Organizational culture	0.962	Over .600	Reliable
Employee performance	0.938	Over .600	Reliable
Work environment	0.929	Over .600	Reliable

Source: Processed Primary Data (2023)

Results of structural model testing or hypothesis testing (inner model) with r-square values

The R-Square value of the employee performance variable is 0.918. In this case, the greater the R-Square value, the greater the ability of the independent variable to influence the dependent variable. The employee performance variable has an R-Square value of 0.918, which means that 91.8% of the variables that influence employee performance are organizational culture, work environment and workload and the remaining 8.2% is explained by other factors outside the variables of this research.

Table 17. R-Square Value Test Results

Variable	R-Square	R-Square Adjusted
Employee performance	0.918	0.910

Source: Processed Primary Data (2023)

Results of structural model testing or hypothesis testing (inner model) with goodness of fit model (GoF)

The Goodness of Fit Model (GoF) value in this study was 0.742. The Goodness of Fit Model (GoF) value in this study was 0.742, greater than 0.38. So it can be concluded that this research model is feasible because it has a Goodness of Fit Model (GoF) value in the large category.

Table 18. Goodness of Fit Model (GoF) Test Results

Indicator	Mark
Average Commuality	0.599
R-Square	0.918
GoF	0.742

Source: Processed Primary Data (2022)

Hypothesis testing results (path coefficient estimates)

Hypothesis testing is carried out by measuring the significance value between variables. In measuring the significance value, a bootstrapping step is needed.

Table 19. Hypothesis Testing Results (Bootstrapping)

Variabel	Original sample	T Statistics	P Values	Information
Organizational Culture - > Employee Performance	0,363	4,416	0,000	Organizational culture has a positive and significant influence on employee performance
Work Environment -> Employee Performance	0,176	3,584	0,000	The work environment has a positive and significant influence on employee performance
Workload -> Employee Performance	0,468	6,002	0,000	Workload has a positive and significant influence on employee performance

Source: Processed Primary Data (2023)

Based on the picture above, the conclusions obtained from the hypothesis are as follows: (1) The test results show that the relationship between organizational culture variables and employee performance has an original sample value of 0.363, which means this number explains the existence of a positive relationship, then the t-statistics value of 4.146 is greater than 1.96 and a p value of 0.000 is less than 0.05, which means the relationship between these variables is significant. So it can be concluded that organizational culture has a positive and significant effect on employee performance, so that H1 is accepted. (2) The test results show that the relationship between work environment variables and work performance has an original sample value of 0.176, which means this number explains the existence of a positive relationship, then the t-statistics value of 3.584 is greater than 1.96 and the p value is 0.000 less than 0, 05 which means the relationship between these variables is significant. So it can be concluded that the work environment has a positive and significant effect on employee performance, so that H2 is accepted. (3) The test results show that the relationship between workload variables and work performance has an original sample value of 0.468, which means this figure explains the existence of a positive relationship, then the t-statistics value of 6.002 is greater than 1.96 and the p value is 0.000 less than 0, 05 which means the relationship between these variables is significant. So it can be concluded that workload has a positive and significant effect on employee performance, so that H3 is accepted.

The Influence of Organizational Culture on Employee Performance

Organizational culture is a system in the form of attitudes, values, behavioral norms, language that is formed and developed by members of the organization as the personality of the organization. When organizational culture can support participation, it will produce job satisfaction which encourages employees to be more creative in improving their performance (Erniwati, 2020). Apart from that, having a good organizational culture will improve employee performance in a company. This is because the organizational culture that is formed makes employees have values that need to be implemented without written regulations or good habits so that employees will unconsciously play an active role in the company's productivity by increasing their performance. Meanwhile, when the organizational culture is weak or not good, it will result in a decrease in employee performance. This is because an organizational culture like that will tend to create bad habits so that company productivity will decrease due to a decrease in employee performance.

The results of this research are supported by research by Ilham, Adolfini and Lucky O. H. Dotulong (2021) who found that organizational culture has a positive and significant influence on employee performance. This is because when organizational culture improves towards good it will improve employee performance. On the other hand, if the organizational culture declines towards bad, it will reduce employee performance. The results of this research are also supported by research from Muhammad Irfan et al. (2019) who found that organizational culture has a positive and significant influence on employee performance.

Influence of the Work Environment on Employee Performance

According to Nazaya and Suwarsi (2018), the work environment is all work facilities and infrastructure around employees that can influence employees at work, including facilities, place of work, cleanliness, calm, lighting, including work relationships between people in the place. Apart from that, the work environment can be interpreted as a place where employees carry out activities every day. This work environment is very important to pay attention to in increasing employee comfort at work.

A safe and comfortable work environment that has adequate supporting facilities is really needed by employees when working. This will increase work productivity so that employees are able to work optimally. The work environment includes work relationships formed between fellow employees and work relationships between subordinates and superiors. If there is a good relationship between fellow employees and with superiors, it can create a feeling of comfort at work. On the other hand, if there are bad relationships between employees and superiors, it can make you feel uncomfortable at work. As a result, it will disrupt employee performance due to an uncomfortable and supportive work environment.

The results of this research are supported by research by Siti Maesaroh and Ulfa Marselina (2021) who found that the work environment has a positive and significant effect on employee performance. If the work environment improves in the sense that the work environment becomes more comfortable for employees, it will improve the employee's performance. But on the other hand, if the work environment decreases in the sense that the work environment becomes uncomfortable for the employee, this will reduce the employee's performance. The results of this research are also supported by research results from Ilham, Adolfina and Lucky O. H. Dotulong (2021) showing that there is a positive and significant influence between the work environment on employee performance.

Effect of Workload on Employee Performance

Workload is a condition of work with a job description that must be completed within a certain time limit. Workload can be further differentiated into excessive or too little workload (quantitative), which arises as a result of too many or too few tasks given to the workforce to be completed in a certain time, and excessive or too little workload (qualitative), namely if people feel unable to carry out a task or the task does not use the skills or potential of the workforce (Munandar, 2014).

Excessive workload is not good for employees because it will be a physical and mental burden on the employee. However, a workload that tends to be too light will make employees unproductive due to slacking off while working. So a good workload is a workload that is challenging and appropriate to the employee's capabilities so that the employee will increase his abilities and competencies which will improve the employee's performance.

The results of this research are supported by research conducted by R. Joko Sugiharo and Friska Aldata (2018) which revealed that workload has a positive and significant influence on employee performance. If the workload increases according to the employee's capabilities, the employee's performance will increase, while if the workload decreases, the employee's performance will decrease. And the results of this research are supported by research results from Syahrul Muhammad Aljupri and Shinta Oktafien (2021) which state that workload has a significant influence on employee performance.

CONCLUSION

From the results of the calculations in this research, the following conclusions can be drawn: (1) Organizational culture has a positive and significant effect on employee performance at PT. Sunrider Nusaperdana. This means that when organizational culture

improves towards good, employee performance will improve. On the other hand, if the organizational culture declines towards bad, it will reduce employee performance. (2) The work environment has a positive and significant effect on employee performance at PT. Sunrider Nusaperdana. This means, if the work environment improves in the sense that it becomes more comfortable for employees, it will improve the employee's performance. But on the other hand, if the work environment decreases in the sense that the work environment becomes uncomfortable for the employee, this will reduce the employee's performance. (3) Workload has a positive and significant effect on employee performance at PT. Sunrider Nusaperdana. This means, if the workload increases according to the employee's capabilities, the employee's performance will increase, while if the workload does not match the employee's capabilities or decreases, the employee's performance will decrease.

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