

RESEARCH ARTICLE

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# ENHANCING PUBLIC SECTOR PERFORMANCE THROUGH ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, AND MOTIVATION: A CASE STUDY WITH PESTLE IMPLICATIONS

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## Abstract

Serious attention to employee performance, especially through motivation, organizational culture, and work environment, is key to realizing effective, efficient, clean, professional, and productive governance. This study aims to: (1) analyze the influence of organizational culture and work environment simultaneously on employee performance through motivation at the Tulungagung Regency Culture and Tourism Office; (2) partially analyzing the influence of organizational culture and the work environment on employee performance; and (3) identify the dominant variables that most affect employee performance. The method used is quantitative with data processing through validity, reliability, and classical assumption tests (normality, linearity, multicollinearity, and heteroscedasticity). The results of the regression analysis showed that the organizational culture ( $B = 0.304$ ;  $\text{Beta} = 0.371$ ;  $\text{Sig} = 0.065$ ) and work environment ( $B = 0.297$ ;  $\text{Beta} = 0.193$ ;  $\text{Sig} = 0.054$ ) have a significant effect on employee performance. An  $R^2$  value of 0.188 indicates that 18.8% of the variation in performance can be explained by both independent variables. The F-count value ( $5.916$ )  $>$  the F-table ( $2.780$ ) with a significance of 0.003 reinforces that this model is simultaneously significant. The study finds that organizational culture and the work environment significantly influence employee performance, supported by education, training, and motivation as key enablers. Leadership plays a crucial role in facilitating evaluation, participation, and constructive feedback to enhance productivity and professional development. Effective communication, ethical practices, and strong governance structures further support performance improvement. The alignment of policy, regulation, and competence-building efforts ensures that employees can work harmoniously toward achieving institutional goals, making these factors central to sustainable public sector performance. Sustainability strategies are recommended through strengthening work culture and improving a systematic and sustainable work environment.

## 1. Introduction

The most important asset an organization must possess and must be considered in management is human resources. People are the element that drives other resources, sets goals, innovates, and achieves organizational objectives. No matter how important or sophisticated the technology, methods, or finances, the human factor remains the most decisive factor in all organizational movements and activities toward achieving goals.

Human Resources have a very important role in an organization (Creswell & Clark, 2011). Human resources themselves are a crucial determinant of the effectiveness of activities within an organization. Planned and sustainable human resource development is an absolute necessity, especially for the future of the organization. (Komedi & Ferianto, 2023). A person's success and performance in a particular field are largely determined by their level of competence, professionalism, and commitment to their chosen field. An organization is required to improve the quality of its human resources.

According to (Yoevita & Widjajanti, 2022), performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. Improving employee performance requires an analysis of the factors that influence it, taking into account the needs of employees, including organizational culture and a positive work environment. (Ainanur & Tirtayasa, 2018). Through a positive organizational culture and work environment, it is hoped that professional and qualified employees will be created, thereby improving performance (Koesworo et al., 2022).

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A positive culture creates a supportive work environment, which in turn can increase employee motivation and productivity within the organization. Organizational culture is a characteristic that distinguishes one organization from another, formed from the values, norms, and practices embraced by its members. This culture serves as a guide for member behavior and serves as the organization's identity. (Fuadi, 2020; Ramlah et al., 2023). Organizational identity can be seen from employee performance, which reflects their abilities and skills in a particular job and impacts the rewards they will receive. (Irfad et al., 2021; Sabrinasyah et al., 2024) states that 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 authority and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him as well as the quantity, quality and time used in carrying out the tasks.

One way to achieve high-quality employee performance is by creating a positive organizational culture and work environment, as well as motivating employees. Furthermore, the work environment can also influence employee performance through work motivation. (Marunduri et al., 2023; TANJAYA, 2019) emphasizes that the work environment is where employees carry out their daily activities, and a conducive environment provides a sense of security and enables employees to perform optimally. A supportive work environment can increase motivation, which serves as a mediator between the work environment and performance. Motivated employees tend to perform better.

The government encourages companies to build a positive work culture that can increase employee motivation and productivity. This includes implementing values such as cooperation, good communication, and performance recognition. In the National Medium-Term Development Plan (RPJMN), the government emphasizes the importance of developing quality human resources (HR). A positive work culture contributes to HR development, which in turn supports the achievement of national goals. Education and training programs for HR are one way to create a positive work culture and environment. As stated by (Edy, 2016), that to improve the quality of abilities concerning work ability, thinking and skills, education and training are the most important things needed.

In Government Regulation Number 101 of 2000, Article 3, it is stated that the target of education and training is the availability of Civil Servants who have certain qualities to fulfill one of the requirements for appointment to a certain position.

Meanwhile, in Government Regulation Number 31 of 2006 concerning the National Job Training System in Article 3, it is explained that the basic principles of job training are training oriented towards the needs of the job market and the development of Human Resources based on work competencies, a shared responsibility between the business world, government and society and part of lifelong professional development and is carried out in a fair and non-discriminatory manner.

Education and training can be said to be activities to empower Civil Servants so that they can have expertise in carrying out their duties. The process of education and training is to increase insight, foster love, and train skills through dialogic communication and contain elements of similarity that are expected to support the development of Human Resources and competence. Work competence can deepen and broaden a person's work capabilities. The more often a person does the same job, the more skilled and the faster he will complete the job. In this case, competence can be defined as a person's ability to be obsessed which includes knowledge, skills and attitudes in completing a job or according to the specified performance standards. Law Number 13 of 2003 concerning Manpower (State Gazette of the Republic of Indonesia Year 2003 Number 39, Supplement to the State Gazette of the Republic of Indonesia Number 4279) article 1 paragraph 10 states that Competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with the specified standards. Employee work competency is a work process that provides employees with understanding and ability to carry out activities, so that what is expected by the organization can be achieved well in order to improve performance. Assessment of competency achievement needs to be done objectively, based on the performance of employees within the organization, with evidence of their mastery of knowledge, skills, values and attitudes as a result of learning and attending training education. Capacity building is a strategy aimed at increasing efficiency, effectiveness and responsiveness in order to improve organizational performance. Competence is defined as someone being required to perform performance in the organization by clarifying work standards and goals to be achieved and being able to communicate values and things that will be the focus of employee work. There are still many government agencies that do not have employees with adequate competencies, this can be proven by the lack of employees who have competency-based training education certificates according to the Indonesian National Competency Standards, International Standards or Special Standards issued by accredited professional certification institutions that explain that someone has mastered certain competencies and can continuously develop competency characters. Most of the research still focuses on the influence of internal organizational factors on employee performance, but not many have integrated the PESTLE approach comprehensively to analyze the external dimensions that also affect public sector performance.

With the implementation of regional autonomy, one of the challenges of change that occurs is the paradigm shift in governance, from a centralized paradigm to a decentralized one in the form of granting autonomy in the form of broad, real, and responsible financial and fiscal independence. The implementation of regional autonomy will certainly significantly affect the organizational structure, even the financing of a department will experience changes. One example is as stated in Law No. 23 of 2014 Article 8 paragraph 1, namely that government authority transferred to regions in the context of decentralization must be accompanied by the transfer and assignment of financing, facilities and infrastructure, and human resources in accordance with the transferred authority. Therefore, the Regional Government not only prepares hardware such as office facilities and other physical facilities, but the Regional Government must also prepare a qualified and professional government apparatus to achieve Good Governance (Rotberg, 2014).

The implementation of Good Governance is a prerequisite for every Government to realize the aspirations of the people and achieve the goals and ideals of the nation and state, in relation to this, the position and role of Civil Servants are important and decisive, because Civil Servants are elements of the state apparatus to organize government and development that carry out quite heavy tasks because they must be able to realize and improve a more efficient, effective, clean and responsible government. In the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus which is stated to apply to all Civil Servants throughout Indonesia, including in the environment of the Department of Culture and Tourism of Tulungagung Regency, with the amendment to the law Civil Servants as citizens of the state apparatus, state servants and public servants in the reform era, especially in facing Regional Autonomy. With the increasing and complex burden of government duties, namely the demands of society for good governance and responsibility for the welfare of society. These duties and responsibilities can be carried out by the Regional Government, if the regional government focuses more on increasing knowledge, skills, professional abilities and independence as a result of learning and attending training education, especially on improving employee work competencies. No matter how perfect and sophisticated the equipment used both in quantity and quality, if it is not supported by Apparatus Resources who have the ability to use it, it will not provide optimal results. Therefore, the human factor as the most important element in the organization must be managed well through planning, organizing direction, and supervision and evaluation so that it can be effective and efficient in achieving organizational goals.

The government requires competent and qualified employees or apparatus to ensure that goals, visions, and missions can be realized or achieved according to established plans. Competent and qualified apparatus can be obtained by developing existing apparatus resources within the agency. One such development activity is through competency-based education and training programs. By providing competency-based education and training, it is hoped that apparatus will be able to work more efficiently and carry out their duties better, thus creating a reliable apparatus workforce.

Table1. Types of Education and Training Attended by Employees of the Tulungagung Regency Culture and Tourism Office in 2024

No.	Field	Types of Education and Training You Have Undertaken
1.	Secretariat	a. Accounting and Auditing Education
		b. Regional Finance Course (KKD) Specifically for Regional Financial Administration / Accounting
		c. Regional Development Planning Document Compiler
2.	Highways	a. Training for the Formation of Functional Positions in Road and Bridge Engineering at Expert Level
3.	TRTB	a. Training for the Formation of Functional Positions in TR and TB Engineering
		b. Spatial Planning and Ecosystem-Based Urban Development Training
		c. Preparation of Detailed Spatial Planning and Zoning Regulations
4.	Creative Works	a. Technical Guidance for General Planning of Residential Environmental Drainage
		b. Tfl Sanimas Training
5.	Construction Services	a. Technical Guidance for Construction Services Supervisor Information Systems
	Laboratory	b. Dissemination and Development of Regional Soil Laboratory
	Workshop	c. Heavy Equipment Management and Operation

Source: Data from the Tulungagung Regency Culture and Tourism Office, Processed in 2024.

Based on table 1, above, it can be seen that in 2024 there are types of education and training that have been attended by employees of the Tulungagung Regency Culture and Tourism Office. Among them, the types of training in section (1) Secretariat are: (a) accounting and auditing education, (b) regional financial courses specifically for regional financial accounting/business piñata, (c) regional development planning compilers. (2) Bina Marga: (a) training for the formation of functional positions for road and bridge engineering at expert level. (3) TRTB: (a) training for the formation of functional positions for TR and TB engineering, (b) training for urban

development based on spatial planning and ecosystems, (c) preparation of detailed spatial plans and zoning regulations. (4) Cipta Karya: (a) technical guidance for general planning of residential environmental drainage, and (b) training for TFL sanimas. (5) Construction Services Laboratory and Aviation: (a) technical guidance for information systems for construction services supervisors, dissemination and development of regional laboratories in the land sector, (c) management and operation of heavy equipment. The description above also demonstrates the importance of paying more serious attention to employees through education and training, in order to realize good governance within the Government Apparatus that is effective, efficient, clean, professional, and productive. Therefore, it is necessary to formulate in detail and in an integrated manner the efforts that must be made to achieve optimal employee performance. By understanding the factors that significantly influence employee performance within the Tulungagung Regency Culture and Tourism Office, leaders and related parties can take steps to develop them.

This study aims to analyze the influence of organizational culture and work environment on employee performance at the Department of Culture and Tourism of Tulungagung Regency, both simultaneously through motivation and partially. In addition, this study also aims to identify factors that have a dominant influence on employee performance. Theoretically, the results of this study are expected to contribute to the development of government science, especially in policies related to civil servant resources and organizational performance. This study also contributes to the development of theories regarding civil servant resources and organizational performance and can be a reference for further research. Practically, the results of this study can be used as consideration for the Tulungagung Regency Government in formulating policies to improve human resources through organizational culture and the work environment, including through education programs, training, and work competency improvement to improve employee performance in carrying out their duties. In addition, this study is also useful for employees who handle civil servant resource policies, so they can increase their understanding of the importance of organizational culture and the work environment in improving employee performance.

## **2. Research methodology**

### **2.1. Design**

This research was conducted at the Department of Culture and Tourism of Tulungagung Regency. The main reason for choosing this location is because this agency is where the author serves, so the purpose of this research method is to provide researchers with an overview of how research is conducted so that problems can be resolved. The type of research method used is quantitative with comparative causality, namely *ex post facto* research, which examines causal relationships that are not manipulated or given treatment (designed or implemented) by the researcher. (Sugiyono, 2016). Causal relationship research is conducted on programs, activities, or events that have already taken place or occurred. The existence of a causal relationship is based on theoretical studies, that a variable is caused or influenced by a certain variable or results in a certain variable. (Laely & Lidiawan, 2022).

### **2.2. Population and Sample**

The population is the entire unit of analysis whose characteristics will be estimated, so the population of this study is all employees at the Department of Culture and Tourism of Tulungagung Regency, namely 54 people who have participated in organizational culture. A sample is a part of the number and characteristics possessed by a population. According to (Sugiyono, 2018) A suitable sample size in research is between 30 and 500, or a sample size of at least 10 times the number of variables being studied. A sample is a small part of a population, so for the sample to be representative of the population, the sampling must be accurate. Based on the description above, because the number of employees at the Tulungagung Regency Culture and Tourism Office who participated in the Organizational Culture and Work Environment in 2024 was 54 people who had participated in training education, the sampling technique used in this study was nonprobability sampling with a purposive sampling technique. According to (Sugiyono, 2016) that: purposive sampling is a technique for taking samples of data sources with certain considerations.

The reason for using the purposive sampling technique is because not all samples meet the criteria appropriate to the phenomenon being studied. Therefore, the author chose the purposive sampling technique, which establishes certain considerations or criteria that must be met by the samples used in this study. Therefore, the sample taken in this study is all employees who have participated in the organizational culture and work environment at the Tulungagung Regency Culture and Tourism Office. In other words, all members of the population are used as samples. The following is the number of employees who participated in organizational culture at the Department of Culture and Tourism of Tulungagung Regency.

Table2. Employees Who Participate in Organizational Culture at the Department of Culture and Tourism of Tulungagung Regency

No.	Field	Population	Sample
1.	Secretariat	3	3
2.	Highways	10	10
3.	TRTB	12	12
4.	Creative Works	7	7
5.	Laboratory and Workshop Construction Services Development	22	22
Amount		54	54

Source: Processed Primary Data, 2024

### 2.3. Operational Research Variables

Research variables are anything in any form that is determined by the researcher to be studied so that information about it can be obtained, and then conclusions can be drawn. (Hasibuan, 2008). The research variables consist of independent and dependent research variables. The independent variable is the variable that influences or causes the emergence of the dependent variable with the symbol (X). Meanwhile, the dependent variable is the variable that is influenced or becomes the result of the independent variable with the symbol (Y). In this study, there are two variables that become the independent variable (X) consisting of two variables, namely Organizational Culture (X1) and Work Environment (X2).

Table3. Operational Variables

Table 1: Operational Variables			
Variables	Indicator	Item	Amount
Performance (Y)	1. Quantity of Work	1. Able to complete work that is his responsibility	2
		2. Finishing somejob at once	
	2. Quality of Work	3. Carrying out workcarefully, precisely and accurately	2
		4. Achieve the specified target	
	3. Punctuality	5. On time in completing work	2
		6. Finishing the job effectively and efficiently	
	4. Presence	7. Come and go home on time	2
		8. Never leave work without permission	
	5. Collaboration Skills	9. Able to accept suggestions and criticism from colleagues	3
		10. Strive to be a person who can be relied on in the organization and by colleagues.	
		11. Can work in a team	
Amount			11
Organizational Culture (X1)	a. Organizational Culture Needs	1. Passionate (enthusiastic) in innovating in completing tasksat workplace.	3
		2. Interested in runningwork culture	
		3. Getunderstanding of work culture according to job requirements.	
	b. The purpose of organizational culture	4. Understanding the purpose of Organizational Culture.	2
		5. The existence of CultureOrganization is useful for improving performance.	
	c. Designing Organizational Culture	6. Understanding Organizational Culture.	3
		7. Increase knowledge and skills.	
		8. The suitability between organizational culture and the field of work.	
	d. Implementing Organizational Culture	9. Get comfort while implementing Organizational Culture.	2
		10. Feel comfortable implementing Organizational Culture.	
	e. Organizational Culture Evaluation	11. Evaluation obtained to increase knowledge, abilitiesand skills in work	2
		12. Evaluation can help to become more trained and skilled in working.	
Amount			12



EnvironmentWork (X2)	a.	Facility	1.	Commission andallowances become my motivation in working.	2
			2.	The condition of the office and my coworkers make me excited.	
	b.	Relationships with coworkers	3.	Cooperatewith the team	2
			4.	Discuss with colleagues to develop ideas for working at the Department of Culture and Tourism of Tulungagung Regency	
	c.	Working atmosphere	5.	Have a sense of comfort in doing work.	3
			6.	Get recognition for work results.	
			7.	Feel the ease when carrying out tasks.	
	d.	Knowledge	8.	Job according to educational background.	2
			9.	Influence the level of success in working with the knowledge possessed.	
	e.	Skills	10.	Have skills in carrying out tasks.	3
			11.	Complete the work with the skills you have.	
			12.	Job description according to with ability.	
Amount					12

Source: Processed Primary Data, 2024

## 2.4. Observations and Interviews

The data collection techniques in this study were carried out through three main methods: questionnaire distribution, documentation, and observation. Primary data collection was carried out through questionnaires, namely by distributing a list of questions to all employees who were used as respondents in order to obtain information relevant to the study. In addition, documentation techniques were used to supplement the primary data by studying documents available at the Tulungagung Regency Culture and Tourism Office. Data obtained through questionnaires were used as primary data in testing the research hypothesis, while data obtained through documentation techniques were secondary data. In addition, this study also used observation techniques, namely by conducting direct observations of the research objects to gain a deeper understanding of conditions in the field. The combination of these three methods is expected to increase the validity and reliability of the data obtained in this study.

## 2.5. Research Tools

This study used a questionnaire to collect primary data from respondents, with questions measuring the research variables. The collected data were then entered into Microsoft Excel for initial recapitulation and descriptive statistical calculations, such as frequencies and percentages. Excel was used to organize the data neatly before further analysis. IBM SPSS v17.0 was used for more in-depth statistical analysis, such as validity tests (correlation), reliability tests (Cronbach's Alpha), F-tests and T-tests to measure simultaneous and individual effects, and the coefficient of determination ( $R^2$ ) to see the extent to which the independent variables explain variation in the dependent variable, thus producing accurate and reliable results. (Field, 2013; Gray & Kinnear, 2012).

## 2.6. Research Procedure

The data analysis technique used aims to test the validity and reliability of the questionnaire instrument and the influence between variables in the research. (Sugiyono, 2012) Validity testing was conducted by measuring the significant relationship between the questions and the variables studied using product-moment correlation. Reliability testing was conducted to test the consistency of the instrument by calculating the Cronbach alpha coefficient. Hypothesis testing used the F-test to examine the simultaneous influence of independent variables on the dependent variable, and the T-test to examine the individual influence. The coefficient of determination ( $R^2$ ) was used to measure the extent to which the independent variables explain variation in the dependent variable. (Laely & Lidiawan, 2024) All tests were conducted using SPSS to obtain objective results that could be tested for significance. Seluruh data kemudian dianalisis menggunakan teknik coding terbuka untuk mengidentifikasi tema-tema utama yang terkait dengan enam dimensi PESTLE (politik, ekonomi, sosial, teknologi, legal, dan lingkungan) (Tsvetkova et al., 2024). This process is followed by axial coding to group relationships between categories and selective coding to build an integrated narrative about how these external factors affect organizational culture, motivation, and employee performance.

## 2.7. Framework of thinking

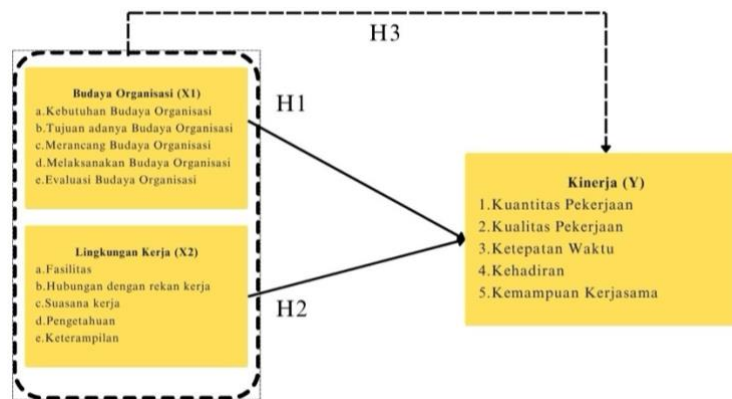


Figure1. Framework of thinking

Source:(Efrina, 2024; Ferine et al., 2021; Komari et al., 2024; Yang et al., 2024)

Table4Path Hypothesis

Path Hypothesis	Hypothesis Code
Organizational Culture (X1) → Performance (Y)	H1
Work Environment (X2) → Performance (Y)	H2
Organizational Culture (X1) and Work Environment (X2) → Performance (Y)	H3

Source:(Efrina, 2024; Ferine et al., 2021; Komari et al., 2024; Yang et al., 2024)

Implementing a positive organizational culture and work environment through education and training can impact employee performance. When these two factors are implemented together, they can support employee performance levels. Effective employee management through motivation in the form of education and training provides opportunities for employees to perform their jobs optimally. Therefore:

H1: There is a positive and significant influence of organizational culture on employee performance.

Organizational culture encompasses the values, norms, and practices within an organization. A positive culture can motivate employees to perform better and improve their performance. Research shows that a positive organizational culture has a positive and significant impact on employee performance. This is because a supportive culture can create a conducive environment for employees to innovate and collaborate, thereby increasing their productivity and work output.

Second Hypothesis: Partial Influence

Organizational Culture and Work Environment Influence Employee Performance

H2: There is a positive and significant influence of the work environment on employee performance.

The work environment encompasses all physical and psychological conditions within the workplace. A positive work environment, such as adequate facilities, a comfortable atmosphere, and positive interpersonal relationships, can increase employee motivation and work enthusiasm. Research shows that a conducive work environment positively impacts employee performance. Employees who feel comfortable and safe in the workplace tend to be more productive.

H3: The higher the work motivation given, the higher the employee performance and vice versa, if the work motivation given is low, it will cause low employee performance.

Motivation serves as a driving force that drives employees to strive to achieve goals. High motivation will increase employee productivity and performance. With strong motivation, employees will be more committed and innovative in their work.

By creating an environment that values individuals, provides opportunities for growth, and encourages good communication, organizations can improve employee motivation and overall performance. By combining the influences of organizational culture and the work environment, this hypothesis argues that both simultaneously contribute significantly to increased motivation, which in turn improves employee performance.

### 3. Results and Discussion

#### 3.1. Result

Based on calculations conducted using the SPSS version 21.00 program, the calculation results for the organizational culture variable were 0.655, the work environment variable was 0.725, and the employee performance variable was 0.688. These results show that the reliability of each variable is greater than 0.60, so the questionnaire is declared reliable.

Table5. Basic Test Statistics

No.	Variables	Cronbach Alpha	Reliability Standards	Information	VIF	Information
1.	Organizational culture	0.655	0.60	Reliability	1,009	Non-Multicollinearity
2.	Work environment	0.725	0.60	Reliability	1,009	Non-Multicollinearity
3.	Employee Performance	0.688	0.60	Reliability		

Source: Processed primary data, 2024

The VIF value is <10, indicating that all independent variables do not contain multicollinearity (non-multicollinearity). This means that the three independent variables studied are not interrelated and are therefore appropriate for use as independent variables in the model.

Table6. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Coefficient of Determination
	B	Std. Error	Beta			
1 (Constant)	17,932	11,112		1,614	.003	0.434
Organizational culture	.304	.104	.371	2,931	.065	
Work environment	.297	.195	.193	1,522	.054	

Source: Processed primary data, 2024

The sig t value of each variable is more than 0.05 ( $X_1=0.065$ ;  $X_2=0.054$ ), thus it can be concluded that there is no heteroscedasticity.

Table7. Multiple Linear Regression Test

Variables	B	Beta	t-count	t-table	Prob. (sig)
Organizational culture	0.304	0.371	2,931	1,673	0.065
Work environment	0.297	0.193	1,722	1,673	0.054
Multiple R	= 0.634				
R <sup>2</sup>	= 0.188				
F-count	= 5.916				
F-table	= 2,780				
Prob	= 0.003				

Source: Processed primary data, 2024

Calculations of the collected data yielded the following multiple regression equation:

$$Y = 17.932 + 0.304 X_1 + 0.297 X_2$$

The magnitude of the regression coefficient of variable  $X_1 = 0.304$  which means that if variable  $X_1$  changes by one unit then there will be a change in variable  $Y$  of 0.304 units or 30.4% in other words if there is an increase in variable  $X_1$  then it will cause an increase in variable  $Y$ . The regression coefficient of variable  $X_2 = 0.297$  which means that if variable  $X_2$  changes by one unit then there will be a change in variable  $Y$  of 0.297 units or 29.7% in other words if there is an increase in variable  $X_2$  then it will cause an increase in variable  $Y$ . The F test was conducted to determine the simultaneous influence of all independent variables ( $X_1$  and  $X_2$ ) on the dependent variable ( $Y$ ). From the calculations in the table above, F count = 5.916 was obtained with a significance level of 0.000, which is smaller than 0.05. This means that the regression model can be used to predict the variables of organizational culture and work environment together to have a significant influence on the Employee Performance variable. In other words, because F count is greater than F table, it is concluded that  $H_0$  is rejected, while  $H_a$  is accepted, which means that the independent variables  $X_1$  and  $X_2$  simultaneously have a significant influence on the  $Y$  variable.

The t-test was conducted to prove the three independent variables consisting of organizational culture ( $X_1$ ) and work environment ( $X_2$ ), on employee performance ( $Y$ ). The organizational culture variable ( $X_1$ ) statistically has a significant effect on employee performance. This is evident from the calculated t-value of 2,931 which is greater than the t-table at  $df = 54$ ; the degree of significance ( $\alpha = 0.05$  which is 1,673 ( $2,931 > 1,673$ ) or by looking at the probability value of 0.000 which is smaller than  $\alpha = 0.05$ . The beta value on the organizational culture variable ( $X_1$ ) is 0.371. This means that the magnitude of the partial influence of the supervisory variable ( $X_1$ ) is 37.1%. The Work environment variable ( $X_2$ ) statistically has a significant effect on employee performance. This is evident from the calculated t-value of 1.722, which is greater than the t-table at  $df = 54$ ; the degree of significance ( $\alpha = 0.05$ , which is 1.673 ( $1.722 > 1.673$ ) or by looking at the probability value of 0.000, which is smaller than  $\alpha = 0.05$ . The beta value of the Work environment variable ( $X_2$ ) is 0.193. This means that



the magnitude of the partial influence of the Work environment variable (X2) is 19.3%. Adjusted R<sup>2</sup> value = 0.634 or 63.4%, this value means that 63.4% of the independent variables consisting of organizational culture (X1) and work environment (X2), provide a large contribution of 63.4% to changes in the Employee Performance variable (Y), while 36.6% of the Y variable is influenced by other factors not discussed.

This study is an effort to design a PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis framework, the results of statistical tests on the influence of organizational culture and work environment on employee performance can be modeled into strategies. From the social side, the findings show that organizational culture (X1) has a significant influence on employee performance (Y) with a t-calculation value of 2.931 > t-table of 1.673 and a probability value of 0.000 <  $\alpha$  0.05. A beta of 0.371 indicates a contribution of 37.1%. This emphasizes the importance of internal social factors, particularly values, norms, and collective behavior in the organization, as the main determinants of employee productivity and performance achievement. Meanwhile, the work environment variable (X2), which is also included in the Environmental realm, showed a significant influence on performance, with a t-count of 1.722 > t-table of 1.673 and a probability of 0.000 <  $\alpha$  0.05. A beta of 0.193 means a contribution of 19.3%. This emphasizes the importance of physical and psychological work environment management strategies—including ergonomics, occupational safety, and comfort aspects—as part of meeting human resource and operational sustainability standards. From an economic perspective, the combined contribution of the two variables (X1 and X2) to the change in performance reached an Adjusted R<sup>2</sup> of 63.4%, indicating that improvements in the social aspects and the internal environment of the organization have a direct economic impact on the effectiveness and efficiency of the workforce. This is an important basis for designing data-driven productivity improvement policies. Indirectly, Legal and Political are relevant reinforcing elements in the implementation of organizational culture policies and work environment management in accordance with labor regulations and employee protection. This strategy can be strengthened through a technological approach, for example by applying digital tools for real-time monitoring of work culture and measurement of work climate, as part of an integrated performance management system.

### 3.2. Discussion

The results obtained from this analysis describe the influence between each independent variable; organizational culture (X1) and work environment (X2) with the related variable Employee Performance (Y). The explanation of the results of the hypothesis testing in this study is as follows:

The significance shows that organizational culture and work environment influence employee performance at the Tulungagung Regency Culture and Tourism Office. Empirically, performance is the success of an organization during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or various other possibilities that have been mutually agreed upon. Factors that can be used to improve employee performance are organizational culture and work environment. Where these two elements have an important role in improving employee performance. With the existence of organizational culture and work environment on employees, it creates motivation to do a job with a specified target and expect satisfactory results.

From the empirical conditions, this is in line with the opinion (Febryana, 2017; Ramlah et al., 2023) states that to facilitate employee performance assessment, work standards must be measurable and clearly understood. From Bangun's opinion, performance is influenced by: Quality of Work, Quantity of Work, Punctuality, Attendance, Cooperation. From the description above, the hypothesis test shows that simultaneously, which includes education, training and work competencies, have a significant effect on employee performance at the Department of Culture and Tourism of Tulungagung Regency, Tulungagung Regency.

The significance indicates that organizational culture influences employee performance at the Tulungagung Regency Culture and Tourism Office. Empirically, improving organizational culture will impact employee performance. Likewise, if employees perceive a decline in organizational culture, it will also impact employee performance.

From the empirical conditions, in line with this, there is relevance/in line with the research. (Charli, 2021; Rohmeiningsih, 2022) which analyzes the Role of Organizational Culture in Improving Employee Performance. The theory used is sociodynamic, leadership theory, and learning theory using questionnaire methods, informant interviews and observations. The results of this study indicate that organizational culture can influence employee performance. The increase in the number of muzakki and several awards received by LAZNAS Nurul Hayat can be evidence of an increase in employee performance at LAZNAS Nurul Hayat Kediri. From the description above, the hypothesis test shows that partially organizational culture has a significant effect on employee performance at the Department of Culture and Tourism of Tulungagung Regency. The results of the analysis also show that work culture has a dominant effect on employee performance, this confirms that employee performance depends on the existing organizational culture. Conducive environmental conditions and support the work implementation process will direct employees to work better, diligently and never give up. So that they can overcome various problems that arise in the work and have an impact on employee enthusiasm to work better and have a lot of work experience.

The significance shows that the work environment influences employee performance at the Tulungagung Regency Culture and Tourism Office. Empirically, improvements in the work environment will impact employee performance. Likewise, if employees perceive changes in the work environment, this will also impact employee performance.

From the empirical conditions, this is in line with the opinion (Marlius & Sholihat, 2022; Supihati, 2014) which states that the underlying characteristics of a person are related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or are cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations. Furthermore, according to (Adha et al., 2019; Anggreni Made Ria & Suardhika I Made Sadha, 2018) The work environment is all the conditions surrounding the workplace that will affect employees both directly and indirectly. This includes the physical and non-physical environment. Hypothesis testing shows that partially the work environment has a significant influence on employee performance at the Department of Culture and Tourism of Tulungagung Regency, Tulungagung Regency.

PESTLE's strategy to these findings suggests that the social and internal environmental aspects of the organization are not only complementary factors, but are key parts that need to be strategically managed to support the overall performance of the organization. In the framework of PESTLE analysis, research findings regarding the influence of organizational culture, work environment, and motivation through education and training on employee performance at the Tulungagung Regency Culture and Tourism Office can be described in depth. Politically, government institutions such as the Culture and Tourism Office are under the regulation and supervision of the central and regional bureaucracy. These findings highlight the importance of *participatory and responsive leadership*, especially when it comes to opening up spaces for dialogue such as suggestions, criticism, and periodic evaluations. The Head of the Service needs to ensure that there are internal policies that encourage the active involvement of employees in the formulation of work policies, training, and competency improvement—this is in line with the principles of *good governance* and public accountability. From an economic aspect, improving employee performance through a good organizational culture and work environment has implications for budget efficiency and productivity of public services. Investment in education and training is not only a cost, but a long-term strategy to create quality human resources who are able to provide optimal services, support the tourism sector, and increase the contribution of the regional economy. In addition, increased work motivation also has an impact on reducing *turnover* and *absenteeism*, which contributes to operational budget savings. Socially, a conducive organizational culture creates a sense of belonging, a collective work ethic, and harmony in relationships between employees. The results of the study show that this aspect is very dominant in shaping performance, so social strategies focused on strengthening shared values, professional ethics, and interpersonal communication must continue to be developed. Education and training also play a role as a means of *social mobility* and strengthening social competence, especially in culture-based public services and tourism. In terms of technology, strengthening employee performance can also be supported by digital systems such as *e-training*, *e-performance appraisal*, and internal communication platforms. The technology can be used to facilitate online training, data-driven evaluations, and build real-time feedback mechanisms. This will accelerate the HR development process and create a more efficient and adaptive work system to the challenges of bureaucratic digitalization. Legally, these findings encourage the need for conformity between training, employee development, and applicable personnel regulations, such as the ASN Law, as well as Government Regulations on ASN Management. Every training and evaluation program should be designed based on the principles of meritocracy and transparency, in order to avoid ethical violations and conflicts of interest. In addition, strengthening work culture needs to remain in the corridor of public service laws and regulations. From the environmental dimension, both physical and psychological, a comfortable, healthy, and emotionally supportive work environment has been proven to contribute directly to improved performance. This aspect includes office layout, work facilities, lighting, and a work atmosphere that is free from excessive pressure. A positive environment also supports the spirit of participating in training and self-development, which ultimately improves the quality of public services to the community.

#### 4. Conclusions and Recommendations

This study demonstrates that organizational culture and the work environment significantly influence employee performance at the Tulungagung Regency Culture and Tourism Office. Furthermore, education and training, as a form of work motivation, also play a crucial role in improving employee performance. Overall, organizational culture and the work environment have been shown to have a dominant influence on employee performance at the agency. The PESTLE model recommends that public institutions such as the Culture and Tourism Office consistently implement a holistic approach involving political factors (participatory evaluation), economic (training efficiency), social (strengthening work culture), technology (adoption of digital systems), legal (regulatory compliance), and environmental (healthy workspace management). With this strategy, employee performance improvement will be more directed, sustainable, and in line with the vision of modern public services.

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Implications that can be used as consideration for related agencies and for further research. The Head of the Service is advised to conduct periodic evaluations by opening up space for suggestions, opinions, and criticism from subordinates to improve the work ethic of all employees, either through meetings, questionnaires, or other discussion forums, especially in aspects of education, training, and work competencies. In addition, employees are expected to continue to increase motivation and participate in education and training to improve their performance. Relevant agencies also need to develop and maintain aspects of education, training, and work motivation related to tasks inside and outside the office, maintain professional ethics, and strengthen harmonious working relationships in support of the organization's vision, mission, and goals. Finally, further research is recommended to explore other factors that have the potential to influence employee performance, considering that there are still variables outside this study that can provide further insights regarding improving employee performance in the government sector.

#### Declaration of Competing Interest

None

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#### CRediT authorship contribution statement

**Eko Suwito** was primarily responsible for the conceptualization of the research, designing the methodology, collecting data, conducting data analysis, and drafting the initial manuscript. Enni Sustiyatik contributed to data validation, result interpretation, academic supervision, and content editing to ensure clarity and coherence of the manuscript. Sasi Utami worked on data visualization, statistical processing, testing classical assumptions, and contributed significantly to the results and discussion sections. Budi Rahayu focused on literature review, developing the theoretical framework, and conducting critical reviews and substantive revisions of the manuscript. All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

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