The Influence of Organizational Culture and Work Environment on Employee Performance of PT. Bank Jatim Tbk. Tulungagung Branch

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Article Info	Abstract
 	This study aims to examine the influence of organizational culture and work environment on employee performance at PT. Bank Jatim Tbk., Tulungagung Branch. A quantitative research approach was employed, as the data consisted of numerical values analyzed using statistical methods while adhering to scientific principles, including concreteness, objectivity, measurability, rationality, and systematic analysis. The study population comprised all 59 employees of PT. Bank Jatim Tbk., Tulungagung Branch, with the total sample also consisting of 59 respondents. Data collection methods included questionnaires, interviews, and document studies. Data analysis involved validity and reliability testing, classical assumption tests, multiple linear regression analysis, partial significance tests (t-test), simultaneous significance tests (F-test), and the coefficient of determination (R^2). The findings of this study indicate that: (1) Based on the F-test, organizational culture and work environment variables collectively have a positive and significant impact on employee performance at PT. Bank Jatim Tbk., Tulungagung Branch. (2) The t-test results show that both organizational culture and work environment variables individually exert a positive and significant influence on employee performance. (3) The coefficient of determination (R^2) calculations reveal that the independent variables, organizational culture and work environment, have a strong correlation with employee performance at PT. Bank Jatim Tbk., Tulungagung Branch. Practically, it guides banking institutions in fostering culture and improving work environments to enhance performance.

1. Introduction

Changes in technology and information require all components to always follow the changes that continue to occur. The changes that occur become a challenge that needs serious attention from company managers in managing their organizations. Every situation that is constantly changing without realizing it requires a very careful attitude so that organizational managers can immediately make adjustments to the changes that occur in order to continue to survive the pace of the change process. Competition that appears in the business world requires all components to always prepare themselves, especially the quality of their human resources, in facing the emergence of new competitors in the business world.(Chantena & Wulandari, 2023). Human resources are the important meaning of a reality that every human individual is the most important element because it is always present in an organization. Human resources are the integrated ability of the power of thought and physical power possessed by an individual. Their behavior and nature are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction.(Edy, 2016). Therefore, the progress of a company can be determined from human resources that are able to display the best performance of each individual. Of all the resources in a company, human resources are the most important and very decisive resources. All the potentials possessed by humans such as skills, motivation, and intelligence greatly influence the

organization's efforts in achieving goals. Human behavior with diverse characteristics and behaviors makes human resource management not easy. Human resource problems are a challenge for management, because the success of the company depends on the quality of the human resources owned/employed(Sari et al., 2021). Human resource management or in other words managing employees will certainly have an impact on employee performance. Employee performance can be seen from how much employees provide energy, thoughts, or contribute to the organization. In addition, the placement of workers in accordance with their fields will also greatly affect employee performance, placing the right workforce will be a challenge for every workforce management. In reality, placing workers in accordance with task requirements is not an easy thing. Therefore, to meet these expectations, it is necessary to make predictions, assumptions, and stages of scientific and rational analysis, based on existing work conditions.(Rahma Amaliyah et al., 2023).

Employees or human resources (HR) have a central role in developing and achieving organizational (company/agency) goals. However, the existence of great and superior HR can actually backfire on the organization if it is not accompanied by HR planning and control from the start. On the other hand, harmony in the relationship between humans, both between fellow organizational participants and superior-subordinate relationships, is also important for any organization to have, especially in organizations that are directly and incentivized in the form of money. Mistakes in human resource management have the potential to cause office politics full of intrigue, which can disrupt work peace.(Setyorini et al., 2022). Organizations are established to achieve certain goals that can only be done through cooperation. Organizations are very important for humans to work, creating hope for rewards, either in the form of money or awards and certain satisfactions, to be able to survive and live life, both for themselves and for their families, until one day they have to stop working because of the natural process of entering retirement or because of their own will to leave the organization.(Muliya & Pratiwi, 2024). Organizational culture is an invisible social force that can move people in an organization to carry out work activities. Unconsciously, each person in an organization learns the culture that applies in their organization.(Azizah Siti Nur, nd). Furthermore,(Syanan & Magdalena, 2023)states that a system of shared meaning is formed by its citizens which also differentiates it from other organizations. This is reinforced by the statement. In the Journal of Business systems, governance and ethnics(Qonita et al., 2022)states that corporate culture helps to understand activities. Organizations and employees can communicate more effectively and efficiently, increasing cooperation with other employees because they teach each other the company's mentality directly. Research conducted by Olu Oju states that there is a positive relationship between organizational culture and company performance, this means that organizational culture has an important role in the company(Syanan & Magdalena, 2023).

Every agency, institution or organization is a group of human resources in which they work together to achieve common goals that have been previously determined and agreed upon. In order to achieve the goals within the agency, both at the manager level and from employees, this can create a harmonious work environment and is able to create high work discipline.(Arif Budi Setiawan & Adianto, 2020). Study(Hasibuan, 2008), states that humans always play an active role in determining plans, systems, processes, goals that the company wants to achieve. Goals cannot be realized without the role of employees, although the support of facilities and infrastructure and sources of funds owned by the company will not be of any benefit to the company, if the active role of employees is not included. This shows that human resources are the main key that must be considered with all its needs. Management of resources related to and influencing organizational performance by creating value

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or using human resource expertise related to management practices and their targets is quite broad. Therefore, the human factor also needs to get attention from leaders or managers so that employees can work better and the goals of the organization can be achieved. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on employee performance. The work environment can create a binding working relationship between people in the environment. Therefore, it should be attempted so that the work environment must be good and conducive to make employees feel at home in the room and feel happy and enthusiastic to carry out each of their tasks. Employee behavior in the work environment has a high influence on productivity(Robbins & Judge, 2022). The success of an organization is greatly influenced by the performance of its individual employees. Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved. Various ways will be taken by companies to improve employee performance, for example through education, training, proper compensation, motivation and creating a conducive work environment.(Mangkunegara, 2009). The goals of an organization or company will not be possible without the active role of employees even though the tools owned by the company are very sophisticated. Therefore, the issue of human resource performance and productivity must really get attention from the organization or company. From a management perspective, there are several prerequisites for an organization's goals to be managed effectively. Among them, organizational leaders must appreciate the dynamics, opportunities and threats within the organizational environment, as well as pay attention to broader societal problems and existing organizational input sources are managed efficiently and effectively by paying attention to existing strengths and weaknesses and utilizing emerging opportunities as best as possible. In other words, the effectiveness of an organization is very dependent on its flexibility and readiness to face the environment and the ability to obtain the resources needed for the growth and development of the organization.(Marunduri et al., 2023). In relation to this, there has been an agreement among experts that employees (human resources) are important assets, even considered the most important among other resources, in every effort to advance a society or nation. However, in reality, human resources only become important and valuable assets if these resources have high quality.(Marunduri et al., 2023). The achievement of this goal is determined by several factors, including the work discipline attitude of each employee. The organization's commitment to retaining employees, the organization implementing a culture of mutual understanding with all its employees, the implementation of work discipline, the placement of workers according to their abilities, and strong performance, all of which allow the organization to maintain its workforce. The organization will continue to improve teamwork and internal communication in order to maintain time efficiency and to optimize employee effectiveness. Employee performance is influenced by various variables, some of which are leadership and the work environment. Leadership is the ability to influence a group towards achieving goals. The role of leadership is very large for the success of the company in improving employee performance in achieving goals. A good leader is a leader who can provide new, innovative ideas and concepts that are useful for the development and progress of the company. Leadership according to Siagian is a person's ability to influence others (subordinates) in such a way that others are willing to do the leader's will even though personally it may not be liked(Lestary & Chaniago, 2018).

Employee performance can also be seen from the level of employee absence. In performance indicators, attendance is a factor that affects performance. Employee absence and lateness in work can cause employee performance to decline. This can be explained that if an employee is absent or late in work, the employee does not attend the briefing in full so that the division of tasks assigned to him will be neglected or not completed as

expected. Late employee attendance disrupts customer service and sometimes an employee has to do double duty until the employee arrives. It often happens that employees who arrive late get an unpleasant welcome from other employees so that employees who arrive late are not optimal in working. This will cause ineffectiveness and inefficiency in someone's work, and can further reduce performance.

This study aims to analyze the influence of organizational culture and work environment on employee performance at PT. Bank Jatim Tbk. Tulungagung Branch. Specifically, this study explores the extent to which organizational culture contributes to improving employee performance and analyzes the impact of the work environment in supporting their productivity. In addition, this study also examines the simultaneous influence of organizational culture and work environment on employee performance. The results of this study are expected to provide recommendations for management in improving employee performance through strengthening organizational culture and improving the work environment, so as to create more conducive and productive working conditions.

2. Research methodology

2.1. Design

The research method used is a quantitative method with a descriptive research approach. According to(Ghozali & Imam, 2011), quantitative research method is a methodology that attempts to measure data and usually applies some form of statistical analysis. Quantitative research aims to measure data and generalize the results from a sample to the desired population.(Sugiyono, 2021). The object of this research is regarding employee performance at PT. Bank Jatim Tbk. Tulungagung Branch. To determine the influence of organizational culture and work environment on the performance of PT. Bank Jatim Tbk. Tulungagung Branch, the researcher uses an associative research type, namely research that aims to determine the relationship between two or more types of variables.(Suryabrata, 2014).

2.2. Population and Sample

According to(Sugiyono, 2013) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn.(Priyatno, 2014).The population in this study were all employees of PT. Bank Jatim Tbk. Tulungagung Branch, which amounted to 59 people.

2.4 Observations and Interviews

To deepen understanding of the phenomenon studied, in-depth interviews were conducted with managers, supervisors, and employees with diverse work experiences. The interviews took place over six months at 10:00 to 15:00 WIB, adjusted to working hours so as not to disrupt productivity. With a semi-structured approach, researchers used a list of questions as a guide but still provided room for exploration for informants. Probing techniques were applied to dig up more detailed information related to factors that influence performance, organizational culture, and the work environment. All interviews were recorded, transcribed, and analyzed thematically with a coding approach to identify patterns and relationships between variables.

2.5 Operational Research Variable

The definition of a variable is an indication of how a variable is measured in a study.(Laely & Lidiawan, 2022). The variables in this study are determined based on theoretical basis, namely: organizational culture, work

environment and employee performance. After the variables are identified, the variables need to be defined as seen in the table below (Table 1).

Table1. Operational Definition of Variables

Variables	Definition	Dimensions	Indicator	Scale
Organizational Culture (X1)	Organizational culture is a system of shared meanings held by employees of PT. Bank Jatim Tbk. Tulungagung Branch that distinguishes an organization from other organizations.	Innovation and courage to take risks	1. Employees' courage to express ideas with all the risks. 2. Willingness to try new things	Likert
		Attention to detail	1. Accuracy in solving problems. 2. Employee's ability to understand job descriptions	Likert
		Results oriented	1. Employee satisfaction with work results. 2. Prioritize work results over technical aspects	Likert
		Human oriented	1. Employee involvement in decision making. 2. Suitability of decision making to employee conditions	Likert
		Team oriented	1. Communication between team members. 2. Team cohesion in dealing with work problems	Likert
		Aggressive attitude	1. Employees' proactive attitude in dealing with work situations. 2. Agility in dealing with work	Likert
		Stability	1. Consistency in completing work. 2. Employee understanding of the organization's vision and mission	Likert
Work Environment (X2)	Everything that exists in the environment of the employees of PT. Bank Jatim Tbk. Tulungagung Branch that can influence them in carrying out the tasks assigned to them.	Physical work environment	1. Lighting/light in the workplace. 2. Air circulation in the workplace. 3. Noise in the workplace 4. Unpleasant odors in the workplace 5. Space required	Likert
		Non-physical work environment	1. Job security. 2. Good relationship between employees and management	Likert
Employee Performance (Y)	Performance is what is done or not done by employees of PT. Bank Jatim Tbk. Tulungagung Branch in carrying out the tasks assigned to them.	Quantity of work	1. Work targets. 2. Volume of work	Likert
		Quality of work	1. Execution of work properly. 2. Minimize the level of errors in work	Likert
		Utilization of time	1. Accuracy in completing work. 2. Deadline for completing work	Likert

Source:(Fuadi, 2020; Liga febrina et al., 2021; Rukmini et al., 2022; Soelton et al., 2021; Syauqani, 2019)

2.6 Research Tools

This study uses a quantitative and qualitative approach with data collection methods through questionnaires and in-depth interviews.(Gulo, 2015). The questionnaire is the main instrument to measure respondents' perceptions of the research variables, using the Likert scale as an objective and structured measuring tool. The distribution of the questionnaire was carried out directly to respondents selected through relevant sampling techniques to ensure sample representation according to the research population.(Nizamuddin et al., 2021). The data obtained were analyzed statistically to identify patterns and relationships between variables, supporting the findings of the qualitative approach.
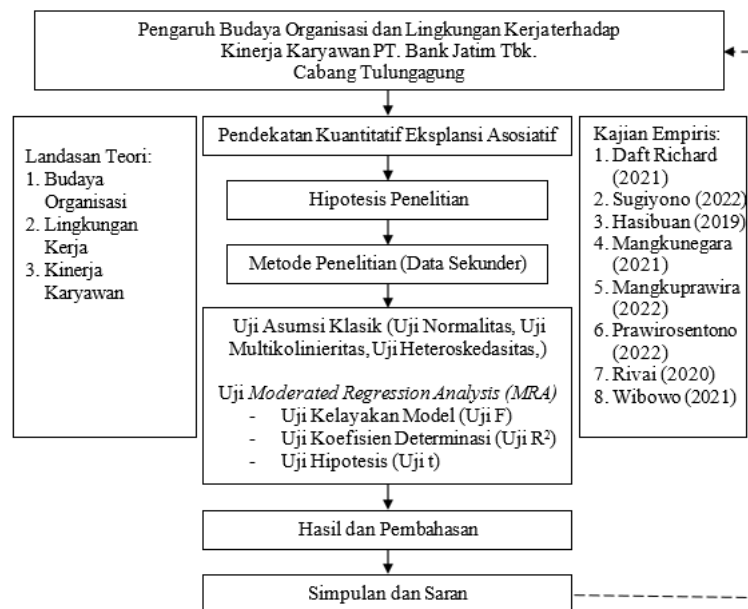
2.7 Research Procedure

Multiple linear regression is analyzed using several key statistical parameters that measure the strength and significance of the relationship between the independent variables $(X1, X2, ..., Xn X\_1, X\_2, ..., X\_n X1, X2, ..., Xn)$ and the dependent variable (Y). This model is expressed as $Y = a + b1X1 + b2X2 + ... + bnXn + e$. One of the key parameters is the regression coefficient, which shows the influence of each independent variable on the dependent variable, where a positive value indicates a unidirectional relationship, while a negative value indicates an inverse relationship.(Gerber & Finn, 2006; Gerber & Voelkl, 2012; Salcedo & McCormick, 2020). In addition, there is an intercept (a) which shows the value of Y when all independent variables are zero.

Significance tests in multiple linear regression involve t-tests (partial tests) and F-tests (simultaneous tests). The t-test is used to test the effect of each independent variable on the dependent variable with the null hypothesis $(H0 H\_0 H0)$ that the regression coefficient of a variable is equal to zero. If $|count| > ttable |t\_{count}| > t\_{table} |count| > ttable$ or p p-value < 0.05, then the null hypothesis is rejected, which means that the variable has a significant effect. Meanwhile, the F test is used to assess whether all independent variables simultaneously affect the dependent variable. If $Fcount > Ftable F\_{count} > F\_{table} Fcount > Ftable$ or p-value < 0.05, then the null hypothesis is rejected, which indicates that the regression model is significant overall. In addition to the significance test, there is a coefficient of determination $(R2)$ which measures the proportion of variance in the dependent variable that can be explained by the independent variable. Its value ranges from 0 to 1, where the closer it is to 1, the better the model is at explaining the dependent variable. To correct bias in $(R2)$, especially in models with more than one independent variable, the adjusted coefficient of determination $(R2)$ is used. In order for the regression model to be valid, a classical assumption test is required which includes normality, multicollinearity, and heteroscedasticity tests. Normality testing can be done using the Kolmogorov-Smirnov test or PP Plot, where the data is said to be normally distributed if the p p-value > 0.05.(Aisah & Permana, 2023; Rustan & Kusumaningrum, 2016). Multicollinearity test is done by looking at the Variance Inflation Factor (VIF) value, where VIF value <10 and Tolerance> 0.1 indicates no multicollinearity. Heteroscedasticity test is done with scatterplot or Glejser test, and if the point pattern is randomly distributed or p-value> 0.05, then the homoscedasticity assumption is met.

2.8 Framework of Thinking

This study has a systematic framework of thought, connecting independent and dependent variables through a multiple linear regression model, and is supported by classical assumption tests to ensure the validity and reliability of the analysis (Figure 1).

Picture1. Framework of thinking

Source:(Gergova & Warren, 2024; Ghulam & Mousa, 2019; Heaton et al., 2023; Jaquette et al., 2018; Thursday & Susan Abraham, 2024; Kantorowicz et al., 2024)

3. Results and Discussion
3.1. Results

Descriptive analysis in this study is to formulate and interpret the results of the study in the form of respondent identity and distribution of answers to each variable. This study shows that the majority of respondents are aged 31-40 years with a percentage of 43%, 41-50 years with a percentage of 27%, 20-30 years with a percentage of 5%, 51 years and above by 25% (Table 2).

Table2. Respondent Characteristics Based on Age

Age	Amount	Percentage
20 – 30 Years	3	5%
31 – 40 Years	25	43%
41 -50 Years	16	27%
51 – 58 Years	15	25%
Total	59	100%

Source: Primary data processed by researchers (2023).

PT. Bank Jatim Tbk. Tulungagung Branch is the majority of productive employees. The characteristics of employees during the productive period tend to like challenging work, develop competence in certain tasks and develop innovation and creativity in carrying out work.

The majority of respondents are male with a percentage of 53%, and female with 47%. This shows that the number of male employees is more dominant compared to female employees with a level of difference in number that is not too large, so that male and female employees can complement each other in completing work (Table 3).

Table3. Respondent Characteristics Based on Gender
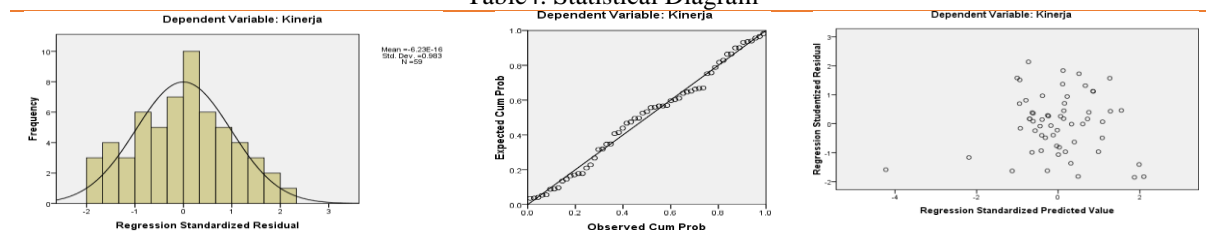
Gender	Amount	Percentage
Man	31	53%
Woman	28	47%
Total	59	100%

Source: Primary data processed by researchers (2025).

Ika Ayu Marganing Mukti[1], Sasi Utami[2], Nur Laely[3] | 19

Male employees tend to be more competent and able to deal with a greater workload compared to female employees, while female employees tend to be neater, more patient and more careful in completing work compared to male employees, therefore the difference in the number of male and female employees is not too large, making employees of PT. Bank Jatim Tbk. Tulungagung Branch able to support and complement each other in completing work.

The normality test in this study was conducted using three methods: histogram, PP Plot, and Kolmogorov-Smirnov Test. The histogram shows a symmetrical data distribution pattern without significant skew, indicating a normal distribution. The PP Plot shows points that follow the diagonal line, confirming the assumption of normality. Meanwhile, the Kolmogorov-Smirnov test produces an Asymp. Sig. (2-tailed) value of 0.911 (>0.05), confirming that the data is normally distributed. Furthermore, the heteroscedasticity test using Scatterplot shows points spread randomly around the Y-axis without a particular pattern, indicating the absence of heteroscedasticity (Table 4).

Table4. Statistical Diagram

Source: Primary data processed by researchers (2025).

The majority of respondents' last education was SI with a percentage of 65%, SMA/equivalent with a percentage of 21%, D-III with a percentage of 6%, S-II with a percentage of 5%, and DI with a percentage of 3%. From these data it is concluded that at PT. Bank Jatim Tbk. Tulungagung Branch has more employees with a Bachelor's degree (Table 5).

Table5. Respondent Characteristics Based on Education

Information	Total	Percentage
High school/equivalent	12	21%
IN	2	3 %
D-III	4	6 %
SI	38	65%
S-II	3	5 %
Total	59	100%

Source: Primary data processed by researchers (2025).

PT. Bank Jatim Tbk. Tulungagung Branch realizes that having employees with a high level of education means that employees have more knowledge. Supported by appropriate training and motivation opportunities, employees with a higher level of education will be more capable and competent to carry out their duties well, thus the level of education affects the performance of employees of PT. Bank Jatim Tbk. Tulungagung Branch considering that employees are required to be able to establish relationships and provide the best service to the community who need comfort and trust in the institution (Table 6).

Table6. Regression Test and T Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,803	4.778		3,517	.001
Organizational culture	.127	.045	.387	2,833	.006

Work environment	.331	.122	.370	2,714	.009

Source: Data Processing, 2025

The multiple linear regression analysis equation in this study is:

$$Y = 16.803 + 0.127\ X1 + 0.331\ X2$$

Constant ($\beta0$) = 16.803 indicates that if the variables of organizational culture (X1) and work environment (X2) are 0, then employee performance will remain at 16.803. The coefficient X1 ($\beta1$) = 0.127 indicates that organizational culture (X1) has a positive effect on employee performance. This means that if organizational culture increases, employee performance will increase by 0.127. A positive coefficient indicates a positive relationship between organizational culture and performance, so that the better the organizational culture, the higher the employee performance at PT. Bank Jatim Tbk. Tulungagung Branch. The coefficient X2 ($\beta2$) = 0.331 indicates that the work environment (X2) also has a positive effect on employee performance. In other words, if the work environment increases, employee performance will increase by 0.331. This positive coefficient value confirms that the better the work environment, the higher the employee performance at PT. Bank Jatim Tbk. Tulungagung Branch (Table 7).

Table7. F and R Square Test

Model	Sum of Squares	df	Mean Square	F	Sig.	R Square
Regression	737,835	2	368,918	27.100	.000a	0.492
Residual	762,334	56	13,613			
Total	1,500,169	58				

Source: Data Processing, 2025

Simultaneous F test, and obtained the value of F count = 27.100 with a significance level of 0.000. While the value of F table = 3.16. The value of F count > F table (27.100 > 3.16) and the level of significance (0.000 < 0.05) with the hypothesis Ha rejected and Ho accepted. So it can be concluded that the independent variables, namely Organizational Culture (X1) and Work Environment (X2) together have a positive and significant effect on the Employee Performance variable of PT. Bank Jatim Tbk. Tulungagung Branch (Y). The R Square value = 0.492, which means that 49.2% of the variation in Employee Performance (Y) can be explained by the variables of Organizational Culture (X1) and Work Environment (X2). Meanwhile, the remaining 50.8% is explained by other variables not examined in this study, such as individual factors, work motivation, or leadership.

3.2. Discussion

3.2.1. Descriptive Study

Descriptive analysis in this study aims to formulate and interpret the results of the study based on the characteristics of the respondents and the distribution of answers to each variable studied. This study revealed that the majority of respondents were in the productive age range, namely 31-40 years with a percentage of 43%, followed by 41-50 years of age at 27%, while the young age group of 20-30 years was only 5%, and 51 years and above reached 25%. These data indicate that PT. Bank Jatim Tbk. Tulungagung Branch is dominated by employees of productive age who have a tendency to accept work challenges, develop professional competencies, and innovate in carrying out tasks. In terms of gender, the composition of employees shows a relative balance, with 53% male and 47% female. Although there is a dominance of male employees, the difference that is not too significant indicates the diversity of the workforce that supports organizational dynamics. Male employees tend to be more adaptive to high workloads and operational challenges, while female employees are known to have advantages in accuracy, patience, and regularity in working. This combination of characteristics enables synergy

in an effective work team to achieve organizational targets. In terms of education level, the majority of employees have a Bachelor's degree (S1) of 65%, followed by high school graduates/equivalent of 21%, Diploma III (D3) of 6%, Masters (S2) of 5%, and Diploma I (D1) of 3%. This study confirms that PT. Bank Jatim Tbk. Tulungagung Branch relies on workers with high academic competence. Employees with higher education have broader insights in facing work challenges, adapting to developments in the banking industry, and providing professional services to customers. The existence of training programs and competency improvement is an important factor in optimizing employee performance in order to create superior and trusted banking services.

3.2.2.   The Influence of Organizational Culture on Employee Performance

The results of the t-test show that t count for organizational culture (X1) = 2.833, greater than t table = 1.672 (2.833 > 1.672) with a significance value of 0.006 < 0.05. This proves that organizational culture has a positive and significant influence on employee performance. In an operational context, a strong organizational culture, such as open communication, supportive leadership, and upheld work values, can increase employee productivity and loyalty at PT. Bank Jatim Tbk. Tulungagung Branch. These results are in line with research conducted by Djuremi (2021) at the Semarang City Market Service, which found that a positive organizational culture improves employee performance. Likewise, the study(Laely et al., 2023; Laely & Lidiawan, 2024; Lidiawan, 2022, 2024; Lidiawan & Laely, 2024)in his research at PT. Bank Negara Indonesia Manado Branch Office also concluded that organizational culture plays an important role in increasing employee productivity and performance.

3.2.3.   The Influence of Work Environment on Employee Performance

The t-test results also show that t count for work environment (X2) = 2.714, is greater than t table = 1.672 (2.714 > 1.672) with a significance level of 0.009 < 0.05. This indicates that the work environment has a significant influence on employee performance. In the banking work environment, factors such as physical comfort in the workplace, good relationships between employees, and support from superiors play a major role in increasing work efficiency and effectiveness. The results of this study are consistent with the findings(Andarini & Laely, 2019; Laely et al., 2024; Lidiawan et al., 2024; Lidiawan & Laely, 2024; Panjaitan & Laely, 2017; Yap et al., 2024), which shows that the work environment has a positive effect on employee performance in the West Kutai Regency Government, East Kalimantan. In addition, Widyanto Eko Susetyo's (2020) research at Bank Muamalat Indonesia Consumer Division, Surabaya Branch Area also proved that a good work environment increases employee productivity and satisfaction.

3.2.4.   The Influence of Organizational Culture and Work Environment on Employee Performance

The F test analysis shows that organizational culture (X1) and work environment (X2) simultaneously have a significant influence on employee performance. With a calculated F value = 27.100, greater than Ftable = 3.16 (27.100 > 3.16) and a significance level of 0.000 < 0.05, these results strengthen the findings that the two independent variables are key factors in improving employee performance at PT. Bank Jatim Tbk. Tulungagung Branch. In practice, banks that have a strong organizational culture and a conducive work environment will be better able to retain high-performing employees. This supports the research(Azizah Siti Nur, nd; Fajar & Efendi, 2023; Fuadi, 2020; Sinabariba & Fahmi, 2021), which concludes that organizational culture and work environment jointly influence employee performance at PT. Bank Muamalat Indonesia Consumer Division Area Surabaya Branch.

4. Conclusions and Recommendations

This study proves that organizational culture and work environment significantly affect employee performance at PT. Bank Jatim Tbk. Tulungagung Branch. The regression results show that organizational culture has a coefficient of 0.127 ($p = 0.006$), while the work environment has a coefficient of 0.331 ($p = 0.009$), with an R^2 value of 49.2%. This indicates that almost half of the variation in employee performance is explained by these two variables. The results of this study provide practical implications for company management. Bank Jatim must strengthen an organizational culture that supports innovation, open communication, and effective leadership. In addition, improving the quality of the work environment, including physical facilities and social relationships in the workplace, will contribute to increasing employee productivity. Further research can explore other factors that affect employee performance, such as motivation, transformational leadership, and compensation. In addition, a longitudinal approach can be used to measure the long-term impact of organizational culture and work environment on performance. A mixed-method study can also provide deeper insight into the psychological factors that affect employee perceptions.

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