

Leadership Influence Andorganizational Culture on the Performance of PT Heksa Artha Bangkalan Employees with the Working Environment as Mediator

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Abstract

The independent variable of the work environment in this study was used as a mediator to determine the indirect effect of leadership and organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan. This indirect effect can be determined by determining the direct influence of leadership, culture and work environment partially on the performance of employees of PT. Heksa Artha Sakti Bangkalan. Coupled with the direct partial influence of leadership and culture on the work environment. This study processed the questionnaire data as many as 50 respondents from the population of 85 employees of PT. Heksa Artha Sakti Bangkalan. The calculation of simple linear regression and multiple linear regression was determined after the research data met the validity, reliability, normality, multicollinearity and heteroscedasticity tests. The significance test for the simple regression was carried out by t-test, by comparing t_{count} and t_{table} . The simple regression equation is significant and positive if $t_{count} > t_{table}$. Meanwhile, the significance test for multiple regression was carried out using the F-test, by comparing F_{count} with F_{table} . The multiple regression equation is significant and positive if $F_{count} > F_{table}$. The results obtained from this study, all effects, both direct and indirect, are significant and positive. The influence in percent (%) for leadership, organizational culture and work environment separately on the performance of employees of PT. Heksa Artha Sakti Bangkalan was 47.4%, 33.1% and 29.8%. The direct influence of leadership and organizational culture on the work environment are 35.8% and 33.9%, while the influence of leadership, organizational culture and work environment simultaneously on the performance of employees of PT. Heksa Artha Sakti Bangkalan is 47.8%

Keywords

Leadership; organizational culture; work environment; performance



I. Introduction

The independent variable of the work environment is used as a mediator to determine the indirect influence of leadership and organizational culture on the performance of PT. Heksa Artha Sakti Bangkalan. This influence can be determined by first finding the direct influence of leadership, organizational culture and work environment partially on the performance of employees of PT. Heksa Artha Sakti Bangkalan. Coupled with the influence of leadership and organizational culture partially on the work environment. Due to the recent developments in information, communication and transportation technology, there have been significant changes in the business world, the company prioritizes that PT. Heksa Artha Sakti Bangkalan in order to successfully control a good market, One way to do it is to investigate the influence of the independent variable leadership, organizational culture and work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan. Leadership is an ability or strength within a person to be able to lead and influence others in terms of work, where the goal is to achieve a predetermined target (goal). García-Morales et al. (2012) states that strong

leadership can improve employee performance, because the leader is someone who has a key role to direct followers in carrying out tasks in order to achieve organizational goals. Obiwuru et al. (2011) stated that leadership affects organizational performance. Research on the relationship between culture and performance has been carried out by previous researchers with the results that organizational culture has a significant effect on performance. Research findings indicate that a strong culture of an organization will help increase the level of performance (Awadh & Alyahya, 2018). Sihombing et al. (2016) successfully tested that there was a significant influence between organizational culture on employee performance. Lolowang, et. al., (2019) and Soomro & Shah (2018) conclude that there is a significant positive relationship between organizational culture and employee performance. A good work environment can trigger employee productivity and performance in a healthy, optimal, safe, and comfortable manner. Raziq & Maulabakhsh (2015) mention that a good work environment can improve employee performance. Samson, Waiganjo, & Koima, (2015) which states that the work environment has a very significant influence on employee performance and will improve employee performance. Previous research is sufficient to stimulate that leadership, organizational culture and work environment all affect employee performance. This is what prompted the author to conduct research.

The method used in this study is descriptive research (descriptive research) which aims to describe or describe the phenomenon of the influence between the dimensions of leadership, organizational culture and work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan. To determine the effect of the independent variable on the dependent variable, a questionnaire (questionnaire) was distributed to 50 respondents from 85 population of employees of PT. Heksa Artha Sakti Bangkalan.

II. Review of Literature

2.1 Leadership

Definition of leadership is an ability or strength within a person to be able to lead and influence others in terms of work, where the goal is to achieve a predetermined target (goal). Leadership in an organization also aims to motivate other people or its members to do good things and maximize their inner abilities. Without a leadership figure, an organization will be less motivated or enthusiastic in achieving its goals. Marquardt (2002) describes the dimensions and indicators of leadership consisting of seven dimensions and 15 indicators as shown in Table 1 as follows:

Table 1. Dimensions and indicators of leadership

variabel	Dimensi	Indikator
Kepemimpinan (X ₁) Marquardt (2002)	1. Pemikir sistem	1) Mampu melihat permasalahan secara menyeluruh
		2) Mampu Menyusun hubungan antar peristiwa secara dinamis
	2. Agen perubahan	3) Selalu mencoba hal baru
		4) Mendorong dan menghargai kreativitas
	3. Kreator	5) Selalu mencoba hal baru
		6) Mendorong dan menghargai kreativitas
	4. Pelayan dan pengurus	7) Melayani dan berempati,
		8) Melakukan persuasi dalam mencapai tujuan.
		9) Membangun komitmen
	5. Koordinasi	10) Mampu berkoordinasi banyak hal
		11) Mampu berkolaborasi dengan banyak pihak
	6. Instruktur dan pelatihan	12) Memberikan bimbingan dan saran pada bawahan. Menyemangati/memotivasi dalam pencapaian pelaksanaan tugas
		13) Mengilhami dan mengenal cara kerja
		14) Mampu merumuskan visi Bersama
	7. Visioner	15) Mampu mengkomunikasikan visi dan mengajak merealisasikannya

2.2 Organizational Culture

The set of values, principles, traditions, and ways of working that are shared by members of an organization and influences how they work is known as organizational culture. Organizational culture according to Matteson (2006) is as a perspective to understand the behavior of individuals and groups in an organization, usually has limitations. Organizational

culture is defined as: Symbols, language, ideology, rituals and myths. The organizational script taken from the personal script of the organization's founder or dominant leader is a historical product based on symbols and is an abstraction of behavior and behavioral products. Colquitt, Le Pine and Wesson (2009) state that organizational culture is the nature of sharing social knowledge within an organization regarding rules, norms and values that shape employee attitudes and behavior. Soomroh and Shah (2018) mentioned in their research that it was found that organizational culture inspires organizational members to be more consistent and directly or indirectly has an impact on increasing efficiency, self-development, commitment, and performance of the members themselves. Lolowang, et. al., (2019) concluded that there is a significant positive relationship between organizational culture and employee performance. Robbins (2009) suggests the dimensions and indicators of culture in an organization as tabled in Table 2 as follows.

Table 2. Dimensions and indicators of organizational culture variables

variabel	Dimensi	Indikator
Budaya Organisasi (X ₁) Robbins (2009)	Attention to detail perhatian pada kerincian	1) Kecermatan dalam menyelesaikan masalah 2) Ketrampilan 3) ketelitian dalam bekerja
	Outcome orientation (orientasi pada hasil)	4) Kemampuan meningkatkan hasilkerja 5) Penggunaan sumber daya secara optim
	Team Orientation (orientasi tim)	6) Kekompakan tim dalam bekerja 7) Intensitas komunikasi antar anggotatim
	Aggresivites (agresivitas)	8) Kecekatan dalam menghadapi pekerjaan 9) Kompetitif dalam bekerja
	Stability (kemapanan)	10) Komitmen pada tugas dan tanggung jawab 11) Kesetiaan pada nilai-nilai yang ada
	Innovation and risk taking (Inovasi dan pengambilan risiko)	12) Kemampuan untuk melakukan inovasi 13) Keberanian dalam mengambil risiko
	People orientation (orientasi pada orang)	14) Peluang karyawan untuk berkembang 15) Peluang karyawan untuk mengikuti pelatihan

2.3 Work Environment

Work environment is the physical, social, and psychological life in a company that affects employee performance and productivity. Some experts describe the work environment as everything that is around employees and that affects them in working and carrying out their duties. Several studies have stated that a good work environment can trigger employee productivity and performance in a healthy, optimal, safe, and comfortable manner. Raziq & Maulabakhsh (2015) mention that a good work environment can improve employee performance. Sedarmayanti (2013: 19) states that the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. Samson, Samson Budianto & Katini.

Table 3. Dimensions and indicators of the working environment

Variable	Dimension	indicator
work environment (X ₃) Samson, Budianto and Katini, 2017	1. Employee Relations	1) Leadership ability
		2) Good information distribution
	2. Environmental Noise Level	3) Comfortable work atmosphere
		4) Noisy atmosphere
		5) Influence at work
	3. Work rules	6) Career development
		7) Employees can work better
		8) Leaders help with work activities.
	4. Air Circulation	9) Have sufficient ventilation
		10) fan installation facility
		11) humidifier installation facility.
		12) Air circulation at work
		13) Calm
		14) Convenience
		15) Work atmosphere

2.4 Employee Performance

This is very important for organizations because (1) high performance can certainly reduce absenteeism or not working because of laziness, (2) with high performance from employees, the work given or assigned to them will be completed in a shorter time. Simamora, (2006:34) states that performance is the level of achieving job requirements efficiently and effectively. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. The dimensions and indicators used by the author are based on the theory of Anwar Prabu Mangkunegara (2017: 70) in Eric Hermawan (2022) which can be seen in Table 4 as follows:

Table 4. Employee performance dimensions and indicators

Variable	Dimension	Indicator
Employee performance Anwar Prabu Mangkunegara (2017:70) in Eric Hermawan (2022)	1. Quality	1) neatness
		2) accuracy
		3) reliability
	2. Working quantity	4) punctuality
		5) job satisfaction
		6) work result
	3. Cooperation	7) collaboration
		8) compactness
	4. Responsibility	9) sense of responsibility in making decisions
		10) take advantage of facilities and infrastructure
	5. Initiative	11) independence
		12) ability to work.
		13) responsibility in making decisions
		14) Independence at work

2.5 Influence between Research Variables

a. The Direct Influence of Leadership on the Performance of Employees of PT. Heksa Artha Sakti Bangkalan

García-Morales et al. (2012) states that strong leadership can improve employee performance, because the leader is someone who has a key role to direct followers in carrying out tasks in order to achieve organizational goals. Leadership in an organization also aims to encourage other people or its members to do good things and maximize their inner abilities. Obiwuru et al. (2011) stated that leadership affects employee performance. In our research, we get a direct influence of leadership on employee performance at PT. Heksa Artha Sakti Bangkalan is significant and positive because $t_{count} > t_{table}$ ($6,575 > 2,407$). The effect in percent is 47.4%.

b. The direct influence of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan

Sobirin (2007) states that organizational culture can contribute to the success of the company's performance. Weerasinghe (2017) concludes that organizational culture will empower team work and increase morale in their workplace, to achieve performance results. Awadh & Alyahya, (2018). From the results of our research, we get direct influence of organizational culture on employee performance of PT. Heksa Artha Sakti Bangkalan is significant and positive because $t_{count} > t_{table}$ ($4,875 > 2,407$). The influence in percent is 33.1%.

c. The direct influence of organizational

It is expected that the work environment has a positive and significant effect on the performance of employees of PT. Heksa Attha Sakti Bangkalan Branch. This expectation is

supported by Samson, Budiarto, & Katini (2017), Lestary & Harmon (2018), Josephine & Harjanti (2017) and Raziq & Maulabakhsh (2015) which state that the work environment has a very significant positive and significant effect on employee performance. Research on the influence of the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan done by simple regression analysis by taking the work environment as the independent variable and the performance of employees of PT. Heksa Artha Sakti Bangkalan as the dependent variable. This simple regression analysis was conducted with 50 samples from 85 population of employees of PT. Heksa Artha Sakti Bangkalan. From the results of our research, we get a direct effect of the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan is significant and positive because $t_{count} > t_{table}$ ($4,478 > 2,407$). The influence in percent is 29.5%.

d. The direct influence of leadership on the work environment

The direct influence of leadership on the work environment is done by simple regression analysis by taking leadership as the independent variable and work environment as the dependent variable. This simple regression analysis was conducted with 50 samples from 85 population of employees of PT. Heksa Artha Sakti Bangkalan. From the results of our study, we found that the direct influence of leadership on the work environment was significant and positive because $t_{count} > t_{table}$ ($5,152 > 2,407$). The effect in percent is 35.8%.

e. The direct influence of organizational culture on the work environment

The direct influence of organizational culture on the work environment is done by simple regression analysis by taking organizational culture as the independent variable and work environment as the dependent variable. This simple regression analysis was conducted with 50 samples from 85 population of employees of PT. Heksa Artha Sakti Bangkalan. From the results of our study, we found that the direct influence of organizational culture on the work environment was significant and positive because $t_{count} > t_{table}$ ($4,966 > 2,407$). The effect in percent is 33.9%.

f. Indirect influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan with a working environment as a mediator

The indirect effect of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan with the work environment as a mediator can be done by determining the direct influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan, the direct influence of the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan Branch, and the direct influence of leadership on the work environment. In this study, the indirect influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan is derived from the direct influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan = 0.534. + direct influence of leadership on the work environment = $0.491 \times$ direct influence of work environment on employee performance of PT. Heksa Artha Sakti Bangkalan = 0.512.

g. The indirect effect of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan with a working environment as a mediator

Indirect casual effect organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan with the work environment as a mediator can be done by determining the direct influence of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan, the direct influence of the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan Branch, and the direct influence of organizational culture on the work environment. In this study, the indirect effect of organizational culture on the performance of employees of PT. Heksa Artha Sakti

Bangkalan is derived from the direct influence of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan = 0.478. + direct influence of organizational culture on the work environment = 0.513 × direct influence of work environment on employee performance of PT. Heksa Artha Sakti Bangkalan = 0.512. Get = 0.513×0.512 +0,

h. The direct influence of leadership, organizational culture and work environment simultaneously on the performance of employees of PT. Heksa Artha Sakti Bangkalan

The direct influence of leadership, organizational culture, and work environment simultaneously on the performance of employees of PT. Heksa Artha Sakti Bangkalan was carried out using multiple linear regression. To determine whether this simultaneous effect is significant or not, it can be done by comparing Fcount with Ftable. If Fcount > Ftable, it can be said that the direct influence of leadership, organizational culture, and work environment simultaneously on the performance of PT. Heksa Artha Sakti Bangkalan is significant and positive. Fcount is determined from the ANOVA table the direct influence of leadership, organizational culture, and work environment, simultaneously on the performance of employees of PT. Heksa Artha Sakti Bangkalan. Ftable is obtained from Table F with accuracy = 99% in the 46th row obtained from the number of respondents (50 – 4). The value of 50 is the number of respondents and the value of 4 is obtained from 1 dependent variable and 3 independent variables. column 3 (states there are 3 independent variables) the value of Ftable is 4.24 If Fcount > 4.24 the direct influence of leadership, organizational culture and work environment simultaneously on the performance of employees of PT. Heksa Artha Sakti Bangkalan is significant and positive.

III. Research Method

3.1 Writing method

The method used in this study is descriptive research (descriptive research) which aims to describe or describe the phenomenon of the influence between the dimensions of leadership, organizational culture and work environment that directly affect the performance of employees of PT. Heksa Artha Sakti Bangkalan, either partially or simultaneously. The direct influence of leadership and organizational culture partially on the work environment. The indirect influence of leadership through the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan. The indirect influence of organizational culture through the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan. Testing of each relationship between variables is carried out using the Regression Analysis method to find the Standardized Coefficient value as the path coefficient value. Regression analysis was conducted to examine the causal relationship between leadership and organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan.

3.2 Population and Sample

Population Performance of employees of PT. Heksa Artha Sakti Bangkalan, totaling 85 people. To determine the effect of the independent variable on the dependent variable, a questionnaire (questionnaire) was distributed to the sample determined by the Slovin formula

$$n = \frac{N}{1 + N(e)^2}$$

With

n : Sample size

N : Population size = 85 people

e : Error (error rate, taken 10%)

From the Slovin formula, the sample size value (n) is $n = 85/(1+85 \times 0.01) = 45.94$ people, rounded to 50 people

3.3 Data testing

Data testing is carried out before calculating the regression equation, both simple regression and multiple regression. The tests are validity, reliability, normality, multicollinearity and heteroscedasticity tests. Validity testing is to ensure that the questionnaire is really good. r testreliability is a measure that shows the consistency of the measuring instrument in measuring the same phenomenon on other occasions. Reliability testing requires that all research variables are free from reliability if the Cronbach Alpha value is > 0.600 . To set normality via uji normality if the value of Asymp. Sig. (2-tailed) on the SPSS output is greater than the level of significant (0.05). All research variables are normally distributed because Asymp. Sig. (2-tailed) all variables $.05$. The multicollinearity test was carried out with the criteria of $VIF < 10$ and $Tolerance > 0.1$. The heteroscedasticity test in this study is to see whether the independent variable tends to have a high correlation.

IV. Result and Discussion

4.1 Test data

a. Validation test

The results of the validation test can be seen in Table 1 as follows

Table 5. Research variable validation test results

Index X and Y	RcountX1	RcountX2	RcountX3	RcountY	Rtable	Information
01	.431**	.573**	.303*	.410**	0.361	valid
02	0.275	.616**	0.161	.584**	0.361	valid
03	.544**	.703**	.494**	.728**	0.361	valid
04	.425**	.679**	.367**	.287*	0.361	valid
05	.580**	.598**	.574**	.378**	0.361	valid
06	.606**	.646**	.416**	0.152	0.361	valid
07	.646**	.420**	.542**	.289*	0.361	valid
08	.700**	0.238	.534**	.626**	0.361	valid
09	.521**	-0.087	.490**	.324*	0.361	valid
10	.655**	.562**	.533**	.281*	0.361	valid
11	.818**	.685**	.527**	.584**	0.361	valid
12	.446**	.472**	.279*	.560**	0.361	valid
13	.586**	.457**	.417**	.688**	0.361	valid
14	.477**	.485**	.322*	.664**	0.361	valid
15	.693**	.648**	.443**	.568**	0.361	valid

Leadership (X1), organizational culture (X₂), work environment (X3) and Employee Performance (Y) The test results found that all questionnaires of research variables were declared valid because all calculated Pearson correlations (Rcount) were greater than the coefficients from the table whose value was 0.361 (50 respondents) with an accuracy of 0.01 (1%). Except X102, X208, X209, X302 and Y06 are not valid and X301, X312, X314, Y04, Y09 and Y10 are valid with an accuracy of 0.05 because > 0.279 .

b. Reliability test

Validation test results are tabled in Table 6

Table 6. The results of the research variable reliability test

No,	Variable	Cronbach's alpha	note
1	X1	0.851	>0.600
2	X2	0.839	>0.600

3	X3	0.684	>0.600
4	Y	0.775	>0.600

All research variables are leadership (X1), organizational culture (X2) and work environment (X3) and employee performance of PT. Heksa Artha Sakti Bangkalan (Y) is free from reliability because all of them have a Cronbach Alpha value > 0.600.

c. Normality test

The rule for determining the normality of a data is if the Asymp value. Sig. (2-tailed) on the SPSS output is greater than the level of significant (0.05). All research data on leadership (X1), organizational culture (X2), work environment (X3) and employee performance of PT. Heksa Artha Sakti Bangkalan (Y) was found to be normally distributed because all Asymp values. Sig. (2-tailed) is greater than 0.05 as shown in Table 7.

Table 7. The results of the normality test of research variables

Variable	Asymp.sig. (2-tailed)	description
X1	0.177	>0.05
X2	0.175	>0.05
X3	0.200	>0.05
Y	0.172	>0.05

d. Multicollinearity test

Yoo W, Mayberry R, Bae S, Singh K, He QP, Lillard Jr JW (2014) stated that the indications for the occurrence of multicollinearity are. if the VIF value is greater than 10 and the tolerance is less than 0.1. It can be seen that all independent variables escaped the multicollinearity problem or none of the independent variables were affected by multicollinearity, because the VIF of the three independent variables was <10 and tolerance>0.1 as shown in Table 8.

Table 8. The results of the multicollinearity test of research variables

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Skor_kepemimpinan	.464	2.157
	Skor_budaya_organisasi	.476	2.102
	skor_lingkungan_kerja	.589	1.698

e. Heteroscedasticity test

The heteroscedasticity test in this study is to see the tendency of the independent variables to have a high correlation. If there is a high correlation between the independent variables, heteroscedasticity will occur.

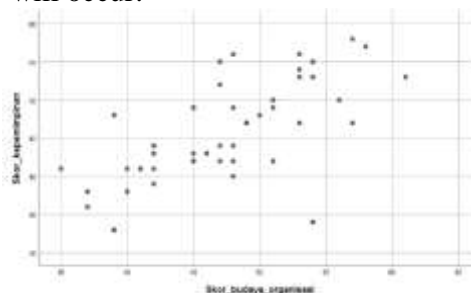


Figure 1. Graph of leadership with organizational culture

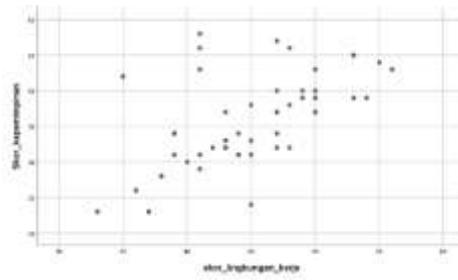


Figure 2.

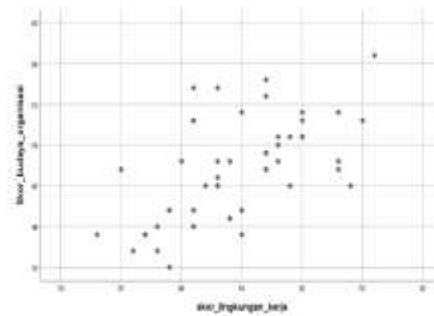


Figure 3. Graph of organizational culture with work environment

From the graphs shown in Figures 1,2, and 3 there is no particular pattern between the variables of leadership, independent of organizational culture, and work environment. Therefore, it can be said that the independent variables of leadership, organizational culture, and work environment are free from heteroscedasticity.

4.2 Simple Regression Equation

To determine the direct influence of leadership (X1), organizational culture (X2), and work environment (X3) partially on the performance of PT. Heksa Artha Sakti Bangkalan (Y). The direct influence of leadership (X1) and organizational culture (X2) on the work environment (X3). The results obtained consist of 5 (five) direct effects are tabled in Table 8 as follows.

Table 8. The direct effect of 5 (five) simple regressions between the independent and dependent variables and between the independent variables on the independent variables

Influencer	formula	tcount	table	Fcount	Ftable	Influence (%)
(X1)---Y	$Y = 22.765 + 0.534 X1$	6,575	2,407	43,229	7.19	47.4
(X2)---Y	$Y = 24,122 + 0.478 X2$	4,875	2,407	23,766	7.19	33.1
(X3)---Y	$Y = 24,200 + 0,512 X3$	4,478	2,407	20.048	7.19	29.5
(X1) --- (X3)	$X3=22,328 + 0.491 (X1)$	5,152	2,407	36,541	7.19	35.8

Leadership(X1), organizational culture (X2), work environment (X3), and employee performance (Y)

4.3 Indirect influence

a. Indirect influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan with a working environment as a mediator

The indirect effect of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan with the work environment as a mediator can be done by determining the direct influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan, the direct influence of the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan Branch, and the direct influence of leadership on the work environment. In this study, the indirect influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan can be derived from the direct influence of leadership on the performance of employees of PT. Heksa Artha Sakti Bangkalan = 0.534. +

direct influence of leadership on the work environment = $0.491 \times$ direct influence of work environment on employee performance of PT. Heksa Artha Sakti Bangkalan = 0.512. Get=0.

b. The indirect effect of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan with a working environment as a mediator

Indirect casual effect organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan with the work environment as a mediator can be done by determining the direct influence of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan, the direct influence of the work environment on the performance of employees of PT. Heksa Artha Sakti Bangkalan Branch, and the direct influence of organizational culture on the work environment. In this study, the indirect effect of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan can be derived from the direct influence of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan = 0.478. + direct influence of organizational culture on the work environment = $0.513 \times$ direct influence of work environment on employee performance of PT. Heksa Artha Sakti Bangkalan = 0.512. Get= $0.513 \times 0.512 + 0.478 = 0$,

4.4 Multiple Regression Equation

To determine the influence of leadership, organizational culture and work environment, simultaneously on the performance of employees of PT. Heksa Artha Sakti Bangkalan (Y) used multiple regression analysis. The results obtained are tabled in Table 9, as follows:

Table 9. The results of the calculation of the multiple regression equation

Influence	formula	Fcount	Ftable	Influence (%)
Y(X1,X2,X3)	$Y = 17,228 + 0.383 X1 + 0.112 X2 + 0.160 X3$	15,928	4.24	47.8

The results shown by Table 9 state that leadership (X1), organizational culture (X2) and work environment (X3) simultaneously have a positive and significant effect on the performance of employees of PT. Heksa Artha Sakti Bangkalan (Y) because $F_{count} > F_{table}$. ($15.928 > 4.24$) While the effect in % is 47.8% is also true because $F_{count} > F_{table}$. ($15.928 > 4.24$)

V. Conclusion

- 1) The direct influence of leadership on employee performance at PT. Heksa Artha Sakti Bangkalan is significant and positive because $t_{count} > t_{table}$ ($6,575 > 2,407$). The effect in percent is 47.4%.
- 2) The direct influence of organizational culture on employee performance at PT. Heksa Artha Sakti Bangkalan is significant and positive because $t_{count} > t_{table}$ ($4,875 > 2,407$). The influence in percent is 33.1%.
- 3) The direct influence of the work environment on the performance of PT. Heksa Artha Sakti Bangkalan is significant and positive because $t_{count} > t_{table}$ ($4,478 > 2,407$). The influence in percent is 29.5%.
- 4) The direct influence of leadership on the work environment is significant and positive because $t_{count} > t_{table}$ ($5,152 > 2,407$). The effect in percent is 35.8%.
- 5) The direct influence of organizational culture on the work environment is significant and positive because $t_{count} > t_{table}$ ($4,966 > 2,407$). The effect in percent is 33.9%.
- 6) Indirect influence of leadership on employee performance of PT. Heksa Artha Sakti Bangkalan with the work environment as a mediator is significant and positive because of the direct influence of leadership on the performance of employees of PT. Heksa Artha

Sakti Bangkalan = 0,534 + direct influence of leadership on work environment = 0,491 × direct influence of work environment on employee performance of PT. Heksa Artha Sakti Bangkalan = 0.512. Obtained = 0.491×0.512 +0.534=0.794.

- 7) Indirect influence of orbation culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan can be derived from the direct influence of organizational culture on the performance of employees of PT. Heksa Artha Sakti Bangkalan = 0.478. + direct influence of organizational culture on the work environment = 0.513 × direct influence of work environment on employee performance of PT. Heksa Artha Sakti Bangkalan = 0.512. Get=0.513×0.512+0.478= 0.740.
- 8) Direct influence of leadership(X1), organizational culture (X2) and work environment (X3) simultaneously have a positive and significant effect on the performance of PT. Heksa Artha Sakti Bangkalan (Y) because $F_{count} > F_{table}$. (15.928>4.24) While the influence in % is 47.8%

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