

# The Influence of Organizational Culture and Work Environment on Employee Performance in Class UUA Narcotics Correctional Institution Muara Beliti

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## Abstract

The title of this research is The Influence of Organizational Culture and Work Environment to Employee Performance using the quantitative research conducted in Muara Beliti Class IIA Narcotics Correctional Institution. The purpose of research to determine the influence of organizational culture and work environment to employee performance in Muara Beliti Class IIA Narcotic Correctional Institution both simultaneously and partially. The sample in this research as many as 103 employees in Muara Beliti Class IIA Narcotic Correctional Institution. Data analysis technique used in this research is multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves Organizational Culture has a significant effect on employee performance where  $t_{count} 2,945 > t_{table} 1,983$  and also  $sig\ 0,025 < 0,05$ . 2). Work Environment significantly influence the performance where  $t_{count} 5,347 > t_{table} 1,983$  and also  $sig\ 0,000 < 0,05$ . 4). Organizational Culture and Work Environment have significant influence simultaneously to employee performance in Muara Beliti Class IIA Narcotics Correctional Institution, where  $F_{count} 38,197 > F_{table} 3,09$  and also  $sig\ 0,000 < 0,05$ .

**Keywords:** organizational culture, work environment, employee performance

## 1. Introduction

The rapid development of science and technology has an impact on changes in the environment and the way organizations view employees. Employees are no longer considered merely a means of production, but furthermore employees are a valuable asset for the organization in achieving goals. To achieve its goals, the organization must have employees with superior competence available at the right time and place. This is realized through a series of employee management/management activities.

Performance is at the core of human resource management. The performance of each employee in the organization greatly influences the overall organizational performance. Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results. Performance management in an organization or business unit must follow general management principles, which involve planning, organization, execution and control procedures. The process of planning, organization, implementation and monitoring is then referred to as the performance method. High performance produced by employees is strongly influenced by a series of factors such as organizational culture and work environment.

Organizational culture is the values that become a guide for employees in carrying out their duties and responsibilities. These values form the basis of employee attitudes and

behavior in the workplace, whether they are in accordance with the expectations and provisions that apply in the organization

Organizational culture can help direct human resources to achieve the mission, vision and goals of the organization. Organizational culture shapes employee behavior by encouraging a mix of core values and desired behavior, thus enabling the organization to work more effectively and efficiently. Organizational culture functions as a form of behavioral boundaries, growth of organizational and employee identity, forming shared commitments, as a binding rope for all members of the organization and a means of controlling behavior.

Muara Beliti Class IIA Narcotics Correctional Institution has a strong organizational culture, values and traditions. However, the existing organizational culture is generally at a ceremonial level that is protocol in nature, and has not touched much on aspects of improving and developing employee and organizational performance substantially. The lack of organizational culture can be seen from the fact that there are still employees who do not understand the duties and responsibilities they have in the organization. Lack of awareness of duties and responsibilities has a direct impact on the resulting performance. The resulting performance tends to be less than optimal and only releases responsibility.

The work environment is a place where employees carry out work activities. The work environment can have a positive or negative impact on employee performance. The work environment in an organization is very important to note management. Even though the work environment does not carry out the production process in an organization, the work environment has a direct influence on the employees who carry out the production process. A conducive work environment has an impact on improving performance. A good work environment is one that is safe, secure, clean, quiet, bright and free of all kinds threats and distractions that can hinder employees from working optimally. The work environment is one of the causes of successful performance. However, the work environment can also cause a failure in carrying out work, because the performance produced by employees is influenced by the work environment, especially the psychological work environment.

The condition of the work environment in the Muara Beliti Class IIA Narcotics Correctional Institution, is still faced with a series of problems, including the arrangement of work space that pays little attention to economic aspects and the ease of circulation of people and goods. The work space is not properly laid out, it will reduce the quality of the existing work environment. In addition, work support equipment is often not sufficient. This condition has an impact on the less than optimal quality of performance produced by employees. The comfort of the work environment is still a problem faced by Muara Beliti Class IIA Narcotics Correctional Institution. The lack of air-conditioning facilities (AC/fan), makes the work environment seem claustrophobic and uncomfortable. In addition, the lack of employee privacy due to the concept of an open working space also has an impact on decreasing employee comfort.

The success of the coaching task carried out by the Muara Beliti Class IIA Narcotics Correctional Institution is largely determined by the performance of the existing apparatus. Muara Beliti Class IIA Narcotics Correctional Institution is a technical implementation unit in the correctional sector which is under and directly responsible to

the Regional Office of the Ministry of Law and Human Rights of South Sumatra. The main task of the Muara Beliti Narcotics Prison is to carry out correctional convicts who use narcotics and other illegal drugs. To carry out these tasks, narcotics prisons have functions, including: carrying out coaching for drug-case convicts, providing guidance, therapy and rehabilitation for drug-case convicts, and providing social/spiritual guidance.

The Muara Beliti Class IIA Narcotics Correctional Institution is still faced with a series of problems related to employee performance. Patterns of ineffective communication between prison staff and inmates still occur frequently, and cause friction that tends to lead to personal sentiments. In addition, the lack of performance-supporting facilities and infrastructure such as computers, office stationery and office furniture that are inadequate, has an impact on decreasing employee performance. The existing conditions resulted in a lack of employee discipline at work. This study aims to find out and analyze whether organizational culture and work environment simultaneously have a significant effect on employee performance at Muara Beliti Class IIA Narcotics Correctional Institution.

## 2. Literature Review

Performance or performance is a record resulting from the function of a particular job or activity during a certain period of time. The role of performance is very strategic, because with performance it will be known how far the employee's ability is in carrying out the tasks assigned to him. There are various definitions of performance put forward by experts. Performance as the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results (Dessler, 2019). Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results (Suparno & Sudarwati, 2014). performance is a record of the results produced for a particular job function or activity over a certain period of time (Bernardin, 2014). The indicators used to measure the level of employee performance are as follows: Quality, Quantity, Implementation of tasks, Responsibility.

Organizational culture or work culture is a habit that is carried out repeatedly by employees in an organization. Employees have morally agreed that these habits are habits that must be obeyed in the context of carrying out work in achieving goals. In other words, habits that are firmly rooted in the organization can increase the effectiveness of achieving the vision, mission and goals of the organization can be said to be organizational culture (Maryadi, 2014). Organizational culture is a variety of social knowledge in an organization regarding rules, norms, and values that shape employee attitudes and behavior (Krietner, 2018). The indicators used to measure organizational culture are as follows: Self-awareness, Aggressiveness, Personality, Performance, Team Orientation.

The work environment as a whole of work facilities and infrastructure around employees who are doing work that can affect the implementation of work (Sutrisno, 2020). The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. The work environment is a very important component when employees carry out work activities (Sulistiawan et al., 2017). By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work. The work environment is the whole of the tools and

materials faced by the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2017). The indicators used to measure the level of work environment are as follows: Workspace Design, Work Plan, Environmental Conditions, Level of Visual and Acoustical Privacy

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: organizational culture and work environment. Based on the results of research conducted (Prahasti & Wahyono, 2018), (Iqram & Rizal, 2019) and (Indrawati, 2019) organizational cultures and work environment partially or simultaneously have a positive and significant effect on performance. The influence of organizational culture variables on performance is supported by the results of research conducted (Kumajas et al., 2016) and research (Tampubolon, 2018), (Feel et al., 2015) which prove the significant effect of organizational cultures variables on performance. The effect of work environment on performance is proven by the results of a study conducted by (Setiawan & Lestari, 2016), (Primananda & Djastuti, 2015) and (Junaedy et al., 2019) which proves that the work environment variable has a significant effect on the employee performance.

### 3. Research Method

The research design used is a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design is used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this study the first independent variable (X1) is organizational culture, the second independent variable (X2) is the work environment, and the dependent variable (Y) is employee performance. This study also uses a causal approach which aims to examine the level of influence of the independent variables on the dependent variable through a regression test. In this study the data obtained were analyzed statistically using SPSS software.

The population according to Suharsimi (Arikunto, 2018) defines the population as the entire object of research. Thus, the population is not only people but also objects and other natural objects. The population is also not just the amount that exists in the object or subject being studied, but includes all the characteristics or properties possessed by the subject or object itself. The population in this study were all employees totaling 103 employees, who were in the Muara Beliti Narcotics Penitentiary Class IIA. According to (Sugiyono, 2019) the sample is part of the number and characteristics possessed by the population. So the sampling technique is a saturated sample according to (Sugiyono, 2019) is a sampling technique when the population is used as the research sample. Where all members of the population are used as samples in the study. The object of research were 103 people consisting of employees of the Muara Beliti Narcotics Penitentiary Class IIA. Respondents' answers to the statements in the distributed questionnaires are the primary data source in the study. Secondary data in this study is in the form of data related to research variables such as: absence recap, vision and mission of the organization, periodic work results reports, and other relevant supporting data.

Validity test was done to measure the validity of a questionnaire. If the questionnaire was valid then the question was able to reveal something to be

measured. All statements had  $r_{\text{count}} > r_{\text{table}}$  value, so it could be concluded that all statements were declared valid. Based on the results of reliability test all variables must had coefficient of alpha Cronbach above 0.70 so it could be concluded all the variables were declared reliable. Data analysis in this study was to use the help of SPSS (Statistical Product and Service Solution) version 24 for Windows through data processing obtained from questionnaires using the General Equation Simple Linear Regression method which aims to examine the extent to which organizational culture and work environment influence employee performance. Multiple linear regression analysis according to (Sugiyono, 2019) is used by researchers, if the researcher intends to predict the state (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (up and down in value). So multiple regression analysis will be carried out if the number of independent variables is at least 2 (two).

#### 4. Findings and Discussions

Penitentiary is a coaching system for lawbreakers and as an embodiment of justice that aims to achieve social reintegration or restore the unity of life relationships, life and livelihoods of prisoners in the community. In its development, the implementation of the correctional system has become more stable with the promulgation of Law Number 12 of 1995 concerning Corrections. With the existence of the Correctional Law, efforts to realize the vision of the correctional system will be even stronger. The goal to be achieved from the correctional system is to improve the quality of prisoners so that they are aware of mistakes, improve themselves and not repeat crimes so that they can be accepted again by the community, and play an active role in development and can live normally as good and responsible citizens. Muara Beliti Narcotics Class IIA Penitentiary carries out its main tasks and functions based on Government Regulation Number 31 of 1999 concerning Guidance and Guidance of Correctional Families. Class IIA Narcotics Penitentiary was formed with the aim of improving the quality of devotion to God Almighty, intellectual, attitude and behavior, professionalism, physical and spiritual health of the prison inmates.

Validity test is usually used to measure the degree of accuracy in a study. With valid and reliable instruments in the data collection process, it is hoped that the research results will be valid and reliable. Researchers conducted a validity test of 50 respondents, in Muara Beliti Class IIA Narcotics Correctional Institution. The calculation is done by comparing the  $r_{\text{count}}$  value with the  $r_{\text{table}}$  value where an item statement is considered valid or strong if the  $r_{\text{count}}$  is greater than the  $r_{\text{table}}$ :

Table 1. Results of Testing the Validity of Organizational Cultures Variables

| No | Statement                                                                    | $R_{\text{count}}$ | $R_{\text{table}}$<br>n=50 | Remark |
|----|------------------------------------------------------------------------------|--------------------|----------------------------|--------|
| 1  | Employees should develop themselves and their abilities                      | 0,727              | 0,278                      | Valid  |
| 2  | I obey the rules that exist in the organization                              | 0,541              | 0,278                      | Valid  |
| 3  | Employees make maximum efforts to provide the best service to the community. | 0,603              | 0,2787                     | Valid  |
| 4  | Employees should have initiative and creativity at work                      | 0,821              | 0,278                      | Valid  |

|    |                                                                     |       |        |       |
|----|---------------------------------------------------------------------|-------|--------|-------|
| 5  | Employees set plans and try to get the job done well                | 0,739 | 0,278  | Valid |
| 6  | Respect for colleagues shows the level of professionalism possessed | 0,567 | 0,2787 | Valid |
| 7  | Each employee respects the differences of opinion that exist        | 0,486 | 0,278  | Valid |
| 8  | Employees prioritize quality in completing their work.              | 0,631 | 0,278  | Valid |
| 9  | Every employee always tries to work effectively and efficiently     | 0,743 | 0,278  | Valid |
| 10 | Each task is carried out by discussion and synergized               | 0,460 | 0,278  | Valid |

From table above it is known that the highest average value of 0.821 is obtained from the fourth statement "Employees should have initiative and creativity at work". While the lowest overall average value is 0.397 obtained in the ninth statement "Every employee always tries to work effectively and efficiently". The results of the validity test for all organizational culture variable statements obtained correlation values per item to the total items with a  $r_{count} > r_{table}$  value of 0.2787. Thus, all of these items are feasible to use as further research instruments.

Table 2. Results of Testing the Validity of Work Environment Variables

| No. | Statement                                                                                 | $R_{count}$ | $R_{table}$<br>n=50 | Remark |
|-----|-------------------------------------------------------------------------------------------|-------------|---------------------|--------|
| 1   | The workspace should make it easy for employees to interact                               | 0,563       | 0,278               | Valid  |
| 2   | Workspace comfort has a positive effect on employee performance                           | 0,621       | 0,278               | Valid  |
| 3   | I am able to use work process support tools                                               | 0,692       | 0,278               | Valid  |
| 4   | The organization provides adequate working tools                                          | 0,702       | 0,278               | Valid  |
| 5   | Employees understand the standard operating procedures that exist within the organization | 0,745       | 0,278               | Valid  |
| 6   | Adequate lighting will improve the quality of the work environment                        | 0,498       | 0,278               | Valid  |
| 7   | Controlled and comfortable working room temperature affects employee performance          | 0,528       | 0,278               | Valid  |
| 8   | A good work environment has a low noise level                                             | 0,601       | 0,278               | Valid  |
| 9   | Privacy at work is important for employees                                                | 0,511       | 0,278               | Valid  |
| 10  | A partition between employee desks will increase privacy at work                          | 0,632       | 0,278               | Valid  |

From table above it is known that the highest average value of 0.745 is obtained from the fifth statement "Employees understand the standard operating procedures that exist within the organization". While the lowest overall average value is 0.498 obtained in the sixth

statement "adequate information will improve the quality of the organization's work environment". The results of the validity test for all work environment variable statements obtained correlation values per item to the total items with  $r_{count} > r_{table}$  value of 0.2787. Thus, all of these items are feasible to use as research instruments.

Table 3. Results of Testing the Validity of Employee Performance Variables

| No | Statement                                                                                                                        | $r_{hitung}$ | $R_{table}$<br>n=50 | Remark |
|----|----------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------|--------|
| 1  | Employee performance is measured by the quality of the work produced                                                             | 0,471        | 0,278               | Valid  |
| 2  | The work process based on established operational standards is a form of quality performance                                     | 0,543        | 0,278               | Valid  |
| 3  | The quantity of work is an important indicator in evaluating employee performance                                                | 0,685        | 0,278               | Valid  |
| 4  | The quantity of performance is measured by completing the volume of work at one time                                             | 0,701        | 0,278               | Valid  |
| 5  | The ability of employees to work multi-tasking is a form of performance quantity                                                 | 0,574        | 0,278               | Valid  |
| 6  | I understand the duties and responsibilities attached to the position I accept                                                   | 0,621        | 0,278               | Valid  |
| 7  | Understanding of operational standards and applicable regulations is important to support the successful implementation of tasks | 0,554        | 0,278               | Valid  |
| 8  | Solutions and innovations are a form of task execution                                                                           | 0,471        | 0,278               | Valid  |
| 9  | I can complete work with high precision                                                                                          | 0,543        | 0,278               | Valid  |
| 10 | I am able to work with targets                                                                                                   | 0,685        | 0,278               | Valid  |

From table above it is known that the highest average value of 0.701 is obtained from the seventh statement "Understanding of operational standards and applicable regulations is important to support the successful implementation of tasks". While the lowest overall average value is 0.471 obtained in the fourth statement "The quantity of performance is measured by the completion of the volume of work in one time". The results of the validity test for all performance variable statements obtained correlation values per item to the total items with  $r_{count} > r_{table}$  value of 0.2787. Thus, all of these items are feasible to use as further research instruments.

The reliability test was carried out to measure the construct level of each measurement item for each variable. The level of reliability of measurement items can be seen from the value of Cronbach's Alpha. The level of reliability for each research variable can be seen in the table below:

Table 4. Performance Variable Reliability Test Results

| No. | Variable                | Cronbach's Alpha Value | Level of Reliability |
|-----|-------------------------|------------------------|----------------------|
| 1   | Organizational Cultures | 0,749                  | High Reliability     |
| 2   | Work Environment        | 0,825                  | High Reliability     |
| 3   | Employee Performance    | 0,824                  | High Reliability     |

From the results of data analysis, the Cronbach's Alpha value for the organizational culture variable was 0.749. the Cronbach's Alpha value for the work environment variable is 0.825, and the Cronbach's Alpha value for the employee performance variable is 0.824. All Cronbach's Alpha values are above 0.60. Thus, it can be concluded that all research variables have a high level of reliability

Multiple linear regression is used to determine the multiple linear regression equation and calculate the influence of organizational culture and work environment on performance in Class IIA Penitentiary for Narcotics Muara Beliti. From the results of distributing questionnaires to 103 respondents, answers were obtained from the results of data processing with the SPSS Ver. program. 24

Table 5. T Test Result

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                        | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)             | 5.183                       | 4.189      |                           | 3.237 | .019 |
|       | ORGANIZATIONAL CULTURE | .235                        | .121       | .290                      | 2.945 | .025 |
|       | WORK ENVIRONMENT       | .612                        | .114       | .521                      | 5.347 | .000 |

a. Dependent Variable: PERFORMANCE

Based on the calculation results above, it can be seen that the value of organizational culture has a tcount value of 2.945 > ttable of 1.983 and a Sig value of 0.025 < 0.05. This shows that organizational culture variables partially have a significant effect on

performance. The work environment has a tcount of 5.347 > ttable of 1.983 and a Sig value of 0.000 < 0.05, this shows that the work environment variable partially has a significant effect on performance. From the table, the values  $a = 5.183$ ,  $b_1 = 0.235$ , and  $b_2 = 0.612$  are obtained. Then the values of  $a$  and  $b$  are arranged into a multiple linear regression equation  $\text{Performance} = a + b_1 \text{ Organizational Culture} + b_2 \text{ Work Environment}$ , then the regression equation is:  $Y = b_1 X_1 + b_2 X_2 + a$ .

The regression coefficient value representing the organizational culture variable obtained indicates that any change in the organizational culture variable will increase performance. The regression coefficient value representing the work environment obtained indicates that any change in the work environment variable will increase performance.

Based on the results of the data processing above, it is known that the coefficient of determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the performance response variable (Y) with all explanatory variables, organizational culture and work environment. By entering the data summary or tabulation values into the correlation coefficient and determination formulas using SPSS Ver. 24 with the following results.

Table 6. Coefficient of Determination Test Result

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .658 <sup>a</sup> | .433     | .422              | 3.49289                    |

a. Predictors: (Constant), WORK ENVIRONMENT, ORGANIZATIONAL CULTURE

b. Dependent Variable: PERFORMANCE

From the calculation of the coefficient of determination, it is obtained that the value of  $R$  is 0.658. This means that there is a positive relationship between organizational culture and work environment variables on employee performance in the Muara Beliti Narcotics Penitentiary Class IIA which is very strong. If organizational culture and work environment improve, performance will also increase. Then from the calculation of the coefficient of determination ( $R^2$ ) of 0.433. This means that the magnitude of the influence of organizational culture and work environment on performance in the Muara Beliti Narcotics Class IIA Penitentiary based on the Adjusted  $R$  Square value is 0.422 or 42.2%, while the remaining 57.8% is influenced by other variables not included in this study such as variable leadership style, placement, job satisfaction and so on.

Based on the recapitulation of the results of the F Test above, it can be explained that the variables of organizational culture and work environment have on performance in the Muara Beliti Narcotics Prison Class IIA with a value of  $F_{\text{count}} = 38.197 > F_{\text{table}} = 3.09$ . The significance level has a value of  $\text{Sig} = 0.000 < \alpha = 0.05$ , with a significance level of 95% and  $a = 5\%$  and denominator  $db = n - k - 1 = 103 - 2 - 1 = 100$  and  $db$  quantifier  $k = \text{number of variables} - 1$  ( $k = 2$ ). This means that together the variables of organizational

culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Prison Class IIA. Thus the hypothesis in the research is proven and acceptable:

Table 7. Simultaneous Significance Test Results

| ANOVA <sup>a</sup> |            |                |     |             |        |                   |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
| 1                  | Regression | 932.028        | 2   | 466.014     | 38.197 | .000 <sup>b</sup> |
|                    | Residual   | 1220.030       | 100 | 12.200      |        |                   |
|                    | Total      | 2152.058       | 102 |             |        |                   |

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), WORK ENVIRONMENT, ORGANIZATIONAL CULTURE

Based on the recapitulation of the results of the F Test above, it can be explained that the variables of organizational culture and work environment have on performance in the Class IIA Narcotics Muara Beliti Penitentiary with a value of  $F_{\text{count}} = 38.197 > F_{\text{table}} = 3.09$ . The level of significance has a value of  $\text{Sig} = 0.000 < \alpha = 0.05$ , with a significance level of 95% and  $\alpha = 5\%$  and d. Beliti with  $F_{\text{count}} = 38.197 > F_{\text{table}} = 3.09$ . The significance level has a value of  $\text{Sig} = 0.000 < \alpha = 0.05$ , with a significance level of 95% and  $\alpha = 5\%$  and denominator  $db = n - k - 1 = 103 - 2 - 1 = 100$  and db quantifier  $k = \text{number of variables} - 1$  ( $k = 2$ ). This means that together the variables of organizational culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Penitentiary Class IIA. Thus the hypothesis in the research is proven and acceptable, the denominator  $= n - k - 1 = 103 - 2 - 1 = 100$  and the db quantifier  $k = \text{number of variables} - 1$  ( $k = 2$ ). This means that together the variables of organizational culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Penitentiary Class IIA. Thus the hypothesis in the research is proven and acceptable.

Based on the recapitulation of the t test above, it can be explained that the organizational culture variable on performance in the Muara Beliti Narcotics Prison Class IIA shows a tcount of  $2.945 > t_{\text{table}} = 1.983$  and a Sig value of  $0.025 < 0.05$ . This shows the research hypothesis is proven and the hypothesis is accepted. The results of research conducted in the field show that organizational culture has a significant influence on performance in Class IIA Narcotics Muara Beliti Penitentiary and the results of calculating the coefficients obtained Adjusted R Square = 0.422. Means between organizational culture variables (X1) and performance (Y) shows a strong relationship.

The organizational culture owned by employees at the Muara Beliti Narcotics Penitentiary Class IIA currently cannot be said to be optimal. Unhealthy competition

between employees in an effort to get a certain position in the organization, has an impact on decreasing organizational culture. Organizations that are oriented towards teamwork (teamwork), have shifted their orientation to more individual or group work within the organization. The secondary impact of unhealthy competition in the organization is a decrease in the sense of togetherness among employees. This condition in the long run will create communication barriers that have the potential to cause conflict between employees, which in the end will result in not achieving organizational goals.

Given the importance of organizational culture for the successful achievement of organizational goals, it is necessary to review in advance what culture exists and develops within the organization. (Krietner, 2018) suggests four types of organizational culture, namely: a culture of power, a culture of roles, a culture of support and a culture of achievement. Each type of organizational culture has its advantages and disadvantages. However, seeing the increasingly complex challenges faced by organizations in the future, a culture of achievement is a culture that is able to answer all challenges. Achievement culture focuses on the high performance of each employee. If every employee in the organization has a high awareness of achievement, the overall organizational performance will automatically increase.

The research results obtained are in line with research conducted by (Kumajas et al., 2016). Research on the Influence of Organizational Culture, Work Discipline and Work Environment on Employee Performance at PT. PLN (Persero) Regional Office of Sulutenggo states that there is a positive and significant relationship between organizational culture and employee performance at PT. PLN (Persero) Sulutenggo Regional Office

The results of the t test show that the work environment variable on employee performance at the Muara Beliti Narcotics Prison Class IIA shows a tcount of 5.347 > ttable of 1.983 and a Sig value of 0.000 < 0.05. This value can be interpreted that partially the work environment variable has a significant influence on the performance of employees in the Muara Beliti Narcotics Penitentiary Class IIA. This shows the hypothesis in the research is proven and the hypothesis is accepted. From the results of research conducted in the field, it shows that the work environment has a significant influence on employee performance at the Class IIA Narcotics Muara Beliti Correctional Institution with an Adjusted R Square coefficient of 0.442, which means there is a strong relationship between work environment variables (X2) and performance (Y).

According to (Sutrisno, 2020)s the work environment is all the work facilities and infrastructure that are around employees who are doing work, which can affect the implementation of work. The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. Departing from the definition above, the working environment conditions in the Muara Beliti Narcotics Correctional Class IIA are still not optimal. An unorganized work space, an uncomfortable working temperature and work process support facilities such as stationery and other office necessities that are often unavailable are a series of problems faced by organizations in creating a comfortable work environment for employees.

Employee comfort at work has a positive impact on work results. The higher the quality

of the work environment provided by the organization for employees, the higher the resulting performance. The less than optimal working environment conditions at the Narcotics Muara Beliti Class IIA Penitentiary are caused by the limited available budget, even though the organization already has plans to improve the quality of the existing work environment. Therefore, the current improvement in the quality of the work environment still prioritizes aspects of optimizing existing facilities and infrastructure, and gradually increasing supporting facilities in accordance with budget availability

The results of this study are in accordance with the results of research conducted by (Sulistiawan et al., 2017) in 2017 conducting research on employees at the Sebulu II Health Center showing that the work environment has a significant effect on performance. This is in line with the results of a study conducted on 103 employees at the Muara Beliti Narcotics Penitentiary Class IIA.

Based on the recapitulation of the t test above, it can be explained that the variable of job satisfaction on performance in the Lubuklinggau Class IIA Correctional Institution, shows a tcount value of  $3.678 > t_{table}$  of 2.008 and a Sig value of  $0.007 < 0.05$ . This shows the research hypothesis is proven and the The results of multiple linear regression calculations obtained the following equation: value  $a = 5.183$ ,  $b_1 = 0.235$  and  $b_2 = 0.612$  values then the values of a and b are arranged into the multiple linear regression equation  $Y = a + b_1X_1 + b_2X_2$  then the regression equation is as follows: Performance =  $5.183 + 0.235$  organizational culture +  $0.612$  work environment. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 5.183. This illustrates that without being influenced by the independent variables of organizational culture and work environment, the value of employee performance is  $\beta/a = 5.183$ .

While the value of the regression coefficient representing the organizational culture variable has a value of 0.235 indicating that any changes in the organizational culture variable, the performance will change in a direct proportion of 0.235 assuming the other independent variables are constant. Then the value of the regression coefficient that represents the work environment variable is obtained by a value of 0.612 indicating that any changes in the work environment variable, the performance will change in a direct proportion of 0.612 assuming the other independent variables are constant.

From the calculation of the coefficient of determination, the R value is 0.658. This can be interpreted that the magnitude of the contribution of organizational culture and work environment to the performance of employees in the Muara Beliti Narcotics Correctional Class IIA is very strong. Then from the calculation of the Adjusted R Square coefficient of determination of 0.422. This means that the influence of organizational culture and work environment on employee performance in Class IIA Penitentiary for Narcotics Muara Beliti is 0.422 or 42.2%, while the remaining 47.8% is influenced by other variables not included in this study. Testing the hypothesis in this study obtained a value of  $F_{count} = 38.197 > F_{table} = 2.86$  with a significance level of  $Sig = 0.000 < \alpha = 0.05$ , with a significance level of 95% and  $a = 5\%$  and denominator  $db = n - k - 1 = 103 - 2 - 1 = 100$  and  $db$  quantifier  $k = \text{number of variables} - 1$  ( $k = 2$ ). This means that together the variables of organizational culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Prison Class IIA. Thus, the hypothesis in the research is proven and acceptable.

The results of this study are in accordance with the results of research conducted by Anggy Henly Kumajas, Victor P.K. Lengkong and Rudy S. Wenas in 2016 proved that either partially or simultaneously organizational culture and the environment had a positive and significant effect on performance. The research results above are corroborated by the results of research conducted by Deni Sulistiawan, Sukisno S. Riadi and Siti Maria in 2017 which stated that the work environment has a positive and significant influence on performance. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at the Muara Beliti Narcotics Class IIA Penitentiary, using a sample of 103 respondents, while other studies used a different number of respondents, with different demographics of respondents, so that the variations in the respondents' answers became more diverse. This certainly affects the results of research. Therefore, the Head of the Muara Beliti Narcotics Class IIA Penitentiary as the decision maker in the future should be able to improve and improve the organizational culture and quality of the work environment in the Class IIA Narcotics Muara Beliti Correctional Institution, so that the performance produced by employees is optimal.

## 5. Conclusion

From the results of the research conducted, the authors draw conclusions about the results of the research conducted that organizational culture and work environment have a significant influence on the performance provided by employees at the Muara Beliti Narcotics Penitentiary Class IIA. This is evidenced by the F count value of 38.197 and the Sig value of 0.000. The F count value of 38.197 is greater than the F table value of 3.09. Thus it is proven that organizational culture and work environment variables have a significant simultaneous influence on employee performance.

Based on the research results obtained, the researchers submit suggestions that can be used as material for consideration for the organization for future improvements, as follows: (1) Organizational culture as an important variable that influences performance needs to get attention from the organization. Increasing the understanding that employees have regarding the main tasks and functions attached to the positions held will ultimately improve the performance of the employees themselves. In addition, mastery of operational standards and other regulations related to duties and responsibilities will have an impact on the growth of work independence for each employee. Employees who are able to work independently while still prioritizing synergy between employees and parts of the organization will ultimately create a good organizational culture. (2) Work environment as the dominant variable in research indicates that there needs to be an increase in the quality of the work environment. Improving the quality of the work environment can be done through improving work facilities and infrastructure, arranging work spaces that pay attention to economic aspects, so as to create work comfort which has an impact on improving performance. (3) Good performance is impossible to achieve without a conducive organizational culture and work environment. Therefore, the organization should encourage the creation of a conducive organizational culture and work environment. Adequate office facilities, comfortable rooms, good communication between employees and between departments within the organization as well as the authority given by the organization to employees to maximize their abilities and talents

are steps that can be taken to create an organizational culture and a conducive work environment. The Head of the Muara Beliti Narcotics Class IIA Penitentiary in his capacity and authority plays a central role in creating a conducive organizational culture and work environment

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