



THE INFLUENCE OF WORK ENVIRONMENT, ORGANIZATIONAL CULTURE, AND LEADERSHIP ON EMPLOYEE PERFORMANCE AT WINGSTOP

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Abstract - *The purpose of this study is to analyze the influence of the work environment, organizational culture and leadership on employee performance. The population and sample are 40 employees of Wingstop Pamulang. The data collection method used a questionnaire and the analysis technique used was multiple linear regression using SPSS. The results showed that: The work environment has a positive and insignificant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Leadership has no positive and significant effect on employee performance.*

Keywords: *Work Environment, Organizational Culture, And Leadership On Employee Performance*

1. INTRODUCTION

Human resources are essentially one of the assets that play an important role in achieving company goals. Because, human resources are company assets that must be cared for and maintained. Empowerment of human resources that is managed regularly and systematically will produce qualified and competitive quality human resources. In this rapidly growing era, companies must be extra selective in selecting competitive, qualified and highly competitive human resources. Company management, especially the HRD (Human Resource Development) department, must be selective in selecting prospective employees. According to Hamali stated that human resources is a strategic approach to the skills, motivation, development and management of organizing resources. (Woei, 2016)

The company can be said to be successful if the performance of human resources seeks to improve employee performance to achieve company goals that have been set. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with the authority and responsibility of each in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. (Afandi, 2018)

There is previous research related to Employee Performance. In his research on work environment on employee performance, the results show that the physical work environment and non-physical work environment have a significant effect on employee performance (Muhammad et al., 2016). The work environment has an important role in improving employee performance through a good physical and non-

physical environment, such as creating a safe and comfortable atmosphere for employees including providing work safety facilities and tools, maintaining workplace cleanliness, and increasing employee morale in every activity. , so that physical and non-physical conditions are adequate, work productivity will increase. According to Yantika, Herlambang, & Rozzaid, explained that the work environment significantly affects employee performance (Susanti & Mardika, 2021). However, based on these results for work environment variables, thus work environment variables do not have a significant effect on employee performance. In his research which states that organizational culture has a positive and significant effect on performance. So that if this variable is increased, the employee's performance will increase and if this variable is removed, the employee's performance will decrease (Jufrizen & Rahmadhani, 2020). However, based on research that has been conducted on work culture variables, it is found that the calculated value is significant, meaning that there is no significant effect between organizational culture variables and employee performance (Junaidi et al., 2017). These results support research (Siti, Nur Aisyah & Wardani, 2020) where leadership has a significant effect on improving employee performance. Where one's leadership in leading is very influential and a determining factor for increasing and decreasing employee performance, therefore it is clear that in every Companies need effective leaders. However, according to (Tirtayasa, 2019) leadership variables partially have a negative and significant effect on employee performance variables. Based on these criteria, the decision is rejected.

2. LITERATURE REVIEW

A. Work Environment

According to Afandi, (2018) the work environment is everything that is around employees and can affect them in carrying out the tasks assigned to them, for example by having an air conditioner (AC), adequate lighting and so on. According to (Susanti & Mardika, 2021) The work environment has an important role in improving employee performance through a good physical and non-physical environment, such as creating a safe and comfortable atmosphere for employees including providing facilities so that physical and non-physical conditions are adequate so that work productivity will increase. According to (Ronald & Hotlin, 2019) An unpleasant work environment will make employees have decreased performance and the time to achieve tasks that have been given may not run according to the target given so that the results of the work system implemented are ineffective and inefficient, on the contrary the environment Enjoyable work will have a good impact on yourself and the company so that employees get satisfaction in achieving their performance and the company also gets the company goals it wants to achieve.

B. Organizational Culture

According to Tutu et al., (2022) Organizational culture is a system of values, beliefs or norms that have been applied, agreed upon and followed by members of an organization as a guideline for behavior and problem solving. organizational problems. According to Nurlaini & Almasdi, (2020) organizational culture is a system of values, beliefs and habits within an organization that interact with its formal system structure to produce norms of organizational behavior.

Based on several definitions of organizational culture according to experts, it can be concluded that organizational culture is the norms and values that direct the behavior of members of the organization which are then passed on to new members to follow a predetermined system.

C. Leadership

Wicaksana, (2016) According to Huges Ginnett, and Curphy in Sutarto Wijono Leadership is a complex phenomenon which includes three elements, namely leader, followers, situation. Because you have to understand every different behavior of subordinates. Subordinates are influenced in such a way that they can give dedication and participation to the organization effectively and efficiently. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of the leader. According to Kosanke, (2019) explains that a leader is someone with leadership authority directing his subordinates to do part of his work in achieving goals. The organization will run well if the leader has skills in his field, and each leader has different skills, such as technical skills, humane and conceptual. In an organization, the leader has a very strategic role, because the success or failure of a leader depends on his followers.

D. Employee performance.

According to Abdurrahman, (2019) Performance is the result of work achieved by a person in carrying out his duties on skill, effort and opportunity. Performance is a combination of three important factors, namely the ability and interest of an employee, the ability and interest in explaining task delegation, as well as the role and level of motivation of a worker. The higher the three factors above, the greater the performance of the employee concerned. Performance is the result achieved by a person according to the standards that apply to the job in question. Performance is an out-come record resulting from certain employee functions or activities carried out during a certain period of time. Performance can be said to be the result achieved by someone according to the standards that apply to the job in question. Individual performance is the foundation of organizational performance (Fabiana Meijon Fadul, 2019).

E. Hyphotesis

1. Effect of the Work Environment on Employee Performance

There is previous research related to Employee Performance. In his research on work environment on employee performance, the results show that the physical work environment and non-physical work environment have a significant effect on employee performance (Muhammad et al., 2016). This means that the hypothesis states that the work environment has a significant effect on employee performance. The work environment is everything that exists around workers that can influence them in carrying out assigned tasks, and is one of the factors that influence an employee's performance. These results support previous research which states that the work environment has a positive effect on employee performance (Adha et al., 2019). The following is a hypothesis related to the Work Environment
H1: The work environment influences employee performance at Wingstop Pamulang.

2. Influence of Organizational Culture on Employee Performance

According to Jufrizen & Rahmadhani, (2020) in his research which states that organizational culture has a positive and significant effect on performance. So if this variable is increased, the employee's performance will increase and if this variable is removed, the employee's performance will decrease. Subsequent research according to (Rosyidah, Elok Fadah, Isti Tobing, 2018) Organizational culture has a significant effect on employee performance and has a positive direction. Organizational culture has a significant effect on employee performance, meaning that employee performance can appear if it is influenced by organizational culture. Organizational culture has a positive effect on employee performance, meaning that if organizational culture increases, employee performance also increases, and vice versa if organizational culture decreases, employee performance also decreases. Basically organizational culture is considered as something complex, where organizational culture itself is a habit - a habit that is created or created within an organization, so that these habits will form an unwritten rule, but all members of employees without them knowing or not having agreed Together without any coercion or threats. The following is a hypothesis related to Organizational Culture

H2: Organizational Culture influences employee performance at Wingstop Pamulang.

3. Influence of Leadership on Employee Performance

According to Junaidi et al., (2017) these results support research (Siti, Nur Aisyah & Wardani, 2020) where leadership has a significant effect on improving employee performance. Where one's leadership in leading is very influential and a determining factor for increasing and decreasing employee performance, therefore it is clear that every company needs an effective leader. The following are hypotheses related to leadership

H3: Leadership influences employee performance at Wingstop Pamulang.

3. RESEARCH METHODE

Revisited that this research method uses quantitative methods. The population in this study were all employees of Wingstop Pamulang branch, South Tangerang. The data collection technique in this study was the method of filling out an online questionnaire in which the statements included the Work Environment, Organizational Culture and Leadership, which were filled in by 40 employees. In this study, researchers used data sources, namely primary data. The data analysis used is statistical tools (SPSS/Statistics for Product and Service Solution Release 23). This questionnaire statement was made based on a Likert scale. The Likert scale is a research subject in the form of statements given to respondents. Regression analysis technique is used to determine the independent variables that have an influence on the dependent variable. The analysis used in this study is to use the analysis of data normality tests, reliability tests and multiple linear regression tests.

4. RESULT

In this study, the number of respondents taken was 40 respondents, which consisted of 16 male respondents or 40%. Meanwhile, there were 24 female respondents or 60%. Based on the age of the respondents, there were 11 respondents of 27.5% who had an age interval of 21-25 years, 2 respondents

or 5% had an age interval of 26-30 years, 27 respondents or 67.5% had an age interval of >20 year. The last education of respondents who were at the S1 level was 7 or 17.5%, 2 respondents or 5% had the last education D3. 31 respondents or 77.5% had the last high school education. For the length of work of the respondents, there were 13 or 33.3% with a length of work of 2-5 years, 27 respondents or 66.7% with a length of service of <1 year. Based on the results of the reliability test it is known that Cronchbach Alpha has a value of 0.889 > 70 so that it can be said to be reliable.

Table 1.
One-Sample Kolmogorov ov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	1.42683205
Most Extreme Differences	Absolute	0.103
	Positive	0.103
	Negative	-0.074
Test Statistic		0.103
Asymp. Sig. (2-tailed)		.200 ^{c,d}

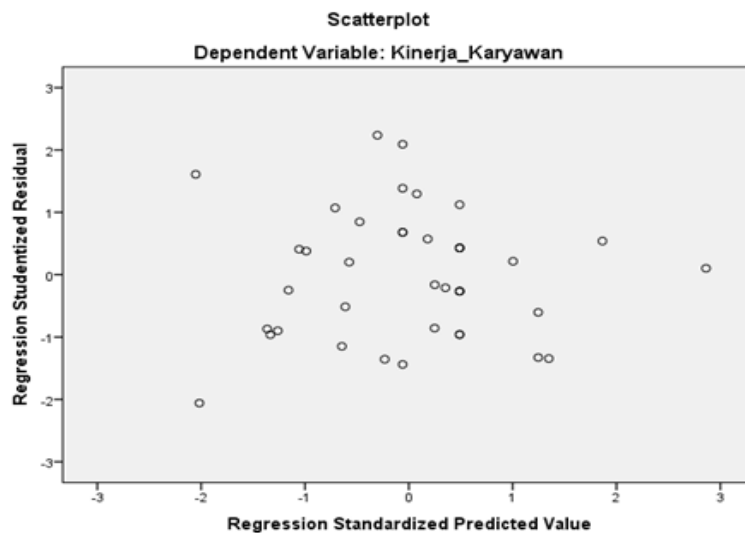
Based on the table above which shows the results of the data normality test using the Kolmogorov-Smirnov test, one sample Kalmogorov-Smirnov test results of 200c.d > 0.05 means that the data is normally distributed.

Aims to test whether the regression model found a correlation between the independent variables (Independent). A good regression model should not have a correlation between the independent variables. If the VIF value is more than 10 and the tolerance value is less than 0.10 then multicollinearity occurs, conversely there is no multicollinearity between variables if the VIF value is less than 10 and the tolerance more than 0.10. The results of the multicollinearity test can be seen in the table below:

Table 2. Multicollinearity Test

Model	Colinearity Statistic	
	Tolerance	VIF
1 (Constant)		
Work environment	0.248	4.038
Organizational culture	0.366	2.729
Leadership	0.219	4.564

It can be seen that all the variables, namely reward, work experience, and work stress, have a tolerance value of > 0.10 and a VIF value < 10, so that all variables are free from multicollinearity problems.



Based on the test results, it shows that the dots spread above and below or around the number 0 on the Y axis. The gathering points are not just above or below. So, it can be concluded that there are no symptoms of heteroscedasticity so that the regression model is feasible to use to predict employee performance based on the variables of Work Environment, Organizational Culture, and Leadership.

Table 3. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Unstandardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	32.003	2.326			13.759	0
Work environment	0.151	0.148	0.314		1.023	0.313
Organizational culture	0.259	0.126	0.516		2.049	0.048
Leadership	-0.367	0.157	-0.759		-0.233	0.026

The multiple linear regression equation that can be built in the table below:

$$Y = 32.003 + 0.151 X_1 + 0.259 X_2 + 0.367 X_3$$

Based on a constant value of 32,003, it means that the Work Environment (X1), Organizational Culture (X2) and Leadership (X3) are zero, so the employee's performance is 32,003 units.

1. The t-test value between work environment and employee performance is 1,023, with sig. 0.313. sig. value greater (>) than $\alpha = 0.05$ indicates that the hypothesis is not accepted that the work environment has a positive and not significant effect on employee performance.
2. The t-test value between organizational culture on employee performance is 2,049 with sig. 0.048. sig. value smaller (<) than $\alpha = 0.05$ indicates acceptance of the hypothesis that organizational culture has a positive and significant effect on employee performance.

3. The t-test value between leadership and employee performance is -2,330, with sig. 0.026. The sig value is smaller ($<$) than $\alpha = 0.05$ indicating that the hypothesis is accepted that leadership has no positive and significant effect on employee performance.

Table 4. ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
1	15.377	3	5.126	2.324	.091 ^b
Regression					
Residual	79.396	36	2.206		
Total	94.775	39			

The result of the $-F$ test is 2,324 with sig. 0.091. sig. value smaller F -test ($<$) than $\alpha = 0.05$ indicates acceptance of the hypothesis that work environment, organizational culture and leadership do not have a significant effect on employee performance simultaneously.

Based on the results of the R test or the Correlation Coefficient, it shows a value of 0.403, meaning that the Work Environment (X1), Organizational Culture (X2) and Leadership (X3) have a strong relationship to employee performance at Wingstop Pamulang, namely 40.3%.

The Coefficient of Determination or R square shows a value of 0.162 or 16.2%, meaning that employee performance is influenced by the Work Environment (X1), Organizational Culture (X2) and Leadership (X3), while the remaining 83.8% is influenced by other variables not examined in this research.

5. DISCUSSION

The Effect of the Work Environment on Employee Performance

Based on the results of data processing, it was obtained that the t-count test for the Work Environment variable was 1.023, with sig. 0.313. sig. value greater ($>$) than $\alpha = 0.05$. This means that the Work Environment variable partially has no significant effect on Employee Performance variables. These results prove that the Work Environment variable has a positive but not significant effect. These results support previous research (Adha et al., 2019) which stated that the work environment has a positive but not significant effect on employee performance. (Rahayu & Rushadiyati, 2021) also states that the work environment has a positive and insignificant effect employee.

The Influence of Organizational Culture on Employee Performance

Based on the results of data processing, it was obtained that the t-count test for the Organizational Culture variable was 2.049 with sig. 0.048. sig. value smaller ($<$) than $\alpha = 0.05$. This means that the Organizational Culture variable partially has a positive and significant effect on Employee Performance variables. These results support previous research (Supardi & Aulia Anshari, 2022) which stated that the Organizational Culture variable had a positive and significant effect on employee performance. In research (Muis et al., 2018) organizational culture that is truly managed as a management tool will influence and be an incentive for employees to behave positively, be dedicated and productive. These cultural values are not visible, but are forces that drive behavior to produce performance effectiveness.

The Influence of Leadership on Employee Performance

Based on the results of data processing, it was obtained that the t-count test for the Leadership variable was -2.330, with sig. 0.026. The sig value is smaller ($<$) than $\alpha = 0.05$. This means that the leadership variable partially has no positive and significant effect on employee performance variables. These results support previous research (Sapti, 2017) that leadership has no positive and significant effect. In research (Diatmika & Supartha, 2017) the results of the analysis show that leadership has no positive and significant effect on employee performance. Measured from leadership indicators which include leaders not avoiding in making decisions, leaders free employees to make decisions, leaders are able to make decisions in overcoming crises and leaders help subordinates develop their potential proven unable to improve employee performance.

6. CONCLUSION

Based on the analysis in the research above, it states that the work environment has a positive and not significant effect on employee performance at Wingstop Pamulang. Organizational culture has a positive and significant effect on employee performance at Wingstop Pamulang. Leadership has no positive and significant effect on employee performance at Wingstop Pamulang.

Suggestions for companies, it is better to create a comfortable work space by arranging the work space neatly and providing partitions between work desks so that employees can focus more on the work being undertaken. as well as increasing cohesiveness by creating a common view of work as having to cooperate with each other in supporting employee performance improvement. And leaders should not only receive reports from their subordinates but must immediately go down to supervise employees according to their respective fields of work such as supervising employee work processes.

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