

THE INFLUENCE OF ORGANIZATIONAL CULTURE, JOB TRAINING, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

(Case Study at PT. Putra Dua Perkasa)

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ABSTRACT

This study aims to examine the influence of organizational culture, job training, and work environment on employee performance at PT. The Son of Two Mighty. This research is quantitative, using primary and secondary data. Primary data was collected through a questionnaire distributed to 50 respondents (all permanent employees) using a saturated sampling technique. Secondary data consists of employee attendance and company records. The data was analyzed using Structural Equation Modeling (SEM) with Smart PLS version 4.0. The results of the study show that organizational culture has a positive and significant influence on employee performance, job training has a positive and significant influence on employee performance, and the work environment has a positive and significant influence on employee performance. These findings emphasize the importance of strengthening organizational culture, job coaching and improving the employee environment to improve employee performance.

Organizational Culture Keywords ; Job Training; Work Environment; Employee Performance.

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INTRODUCTION

Resources have a very important position in an organization or company, because to achieve maximum performance in an organization, human resources must be able to utilize and maximize all the scope in the company. Performance is an overview or abstraction of a level of achievement in the implementation of activities and policies in realizing a target, vision and mission outlined through a good strategic planning by an organization. To implement good performance, organizations must be able to prepare existing resources and improve the quality of resources so that the performance of the predetermined strategy can be realized properly in line with the desires and procedures that exist in an organization or company.

PT. Putra Dua Perkasa is a company engaged in civil works that also participates in building this country through active participation in the field of construction services, especially those related to civil works. As a service-oriented organization, PT. Multitech Yasa Guna relies heavily on the competence and ingenuity of its employees to provide high-quality services to clients. Thus, improving employee performance becomes a strategic factor to maintain competitiveness and ensure customer trust.

However, an initial survey conducted within the company revealed some problems. A significant proportion of employees stated that there are still many employees who violate the rules that have been made (66%), the application of methods in training to improve employee abilities is not appropriate (70%), and the relationship between employees and superiors within the company environment is still low (52%). These issues show that organizational culture, job training, and work environment can play an important role in determining employee performance at PT. The Son of Two Mighty. If left unaddressed, the issue can negatively impact employee performance and reduce organizational effectiveness.

Previous research has shown inconsistent findings regarding the relationship between these variables. Some studies have found that organizational culture has a positive impact on employee performance, while others have found no significant effect. Similarly, job training was found to have a positive and significant impact depending on the context, and the work environment generally plays an important role but is not always significant. This research gap provides the reason for this research, which aims to provide empirical evidence on the influence of organizational culture, job training, and work environment on employee performance at PT. The Son of Two Mighty.

Table 1.1
Data on Target and Realization of Service Sales of PT. Putra Dua Perkasa
(in billions of rupiah).

Year	Target	Realization	Percentage
2021	8.456.934	11.147.941	131,82%
2022	14.729.350	15.047.331	102,16%
2023	20.530.700	18.907.254	92,02%

Source: PT. The Mighty Two Sons

Based on Table 1.1, the results of the interview with the HR Department of PT. Putra Dua Perkasa Data shows that the visible decrease in the achievement of the target from year to year proves that the performance carried out by PT. Putra Dua Perkasa declined so that this became a problem in the company.

LITERATURE REVIEW

Employee Performance

According to Nanda, (2025) Performance is the final achievement of work achieved by individuals within the organization to carry out all their duties and is a combination of three important indicators, namely the ability and interests of employees, the ability and interests of individuals who are used to explain tasks, and the role and level of motivation of a person in doing something in the organization. Riniwati (2012) in Rivaldo, (2022) performance is the process by which an individual performs work that produces a product or outcome that helps them achieve their work goals.

Organizational Culture

What is meant by organizational culture is a set of norms and regulations formed in an organization that functions for the comfort and safety of members so that they can be more comfortable in their activities in an organization (Soelistya et al., 2022) Edgar Schein (2016) from MIT in his article on *Organizational Culture and Leadership* defines culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems.

Job Training

Job training is an effort to improve the quality of human resources in the world of work; it includes teaching new or existing employees the basic skills needed to carry out their jobs. Both new and existing employees must take part in training (Desller, 2015). The definition of job training is also put forward by Sudiantini *et al.*, (2023) Where Training and development are important activities for every organization to prevent future work accidents. Training and development includes all activities that give workers the opportunity to learn through *training, workshops, coaching, mentoring*, or other types of educational options. Training and development are aimed at encouraging and challenging them to do their jobs to the best of their ability and in accordance with the standards set by the organization or Company.

Work Environment

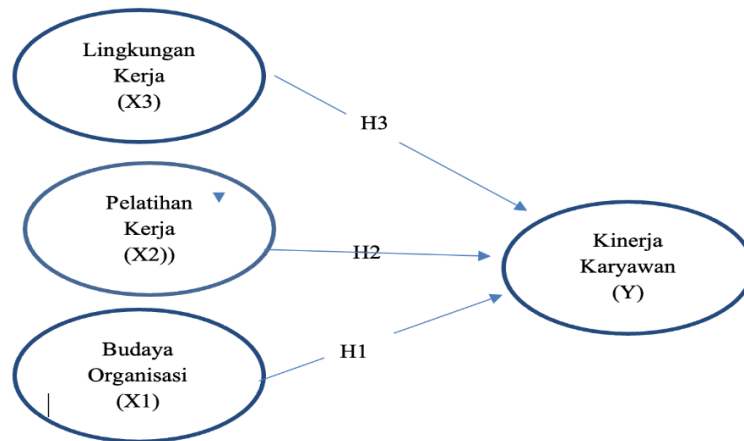
The work environment is a workplace condition or state that needs to be regulated so as not to interfere with the work of employees and in order to obtain an increase in productivity and a reduction in production costs per tab (Reksohaprojo *et al.*, 2019). Farida et al., (2016) define that what is meant by a work environment is a situation in which a good workplace includes physical and non-physical which can give a sense of fun, safety, peace, feelings of home/security, and so on.

The Relationship Between Organizational Culture, Job Training, Work Environment, and Employee Performance

Previous research has presented mixed findings about the relationship between these variables. While many studies report positive and significant influences of organizational culture, job training load, and work environment on employee performance (Harbiato *et al.*, 2023; Ermawati *et al.*, 2022; Mendonca *et al.*, 2021), others suggest that certain factors may have an insignificant impact depending on the organizational context. This study seeks to clarify this relationship in the specific context of PT. The Son of Two Mighty.

Conceptual framework

Description:



1. **Independent variable (X)** – a variable whose value is not directly affected by another variable, denoted as (X):
 - X1: Organizational Culture
 - X2: Job Training
 - X3: Working Environment
2. **Dependent variable (Y)** – a variable whose value depends on another variable, denoted as (Y):
 - Y: Employee Performance

METHOD

Research Design

This study uses a **quantitative research design** with a causal associative approach. The goal is to determine the influence of independent variables—organizational culture (X1), job training (X2), and work environment (X3)—on the dependent variable, employee performance (Y). The research was conducted at PT. The Sons of Two Mighty

Population and Sample

The population in this study consists of all permanent employees of PT. The two sons of Perkasa, totaling 50 people. Given the relatively small number of employees, the study used a census method, also known as saturated sampling, in which the entire population was taken as a sample. This ensures that all employee perceptions are represented in the analysis.

Data Collection Techniques

This study uses **primary and secondary data**:

- Primary data was obtained through a structured questionnaire distributed to all 50 employees. The questionnaire used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), measuring organizational culture variables, workload, work motivation, and job satisfaction.
- Secondary data is collected from company documents, such as employee performance records and HR reports. In addition, interviews are conducted with the HR Department to gain deeper insight into issues related to job satisfaction and employee behavior.

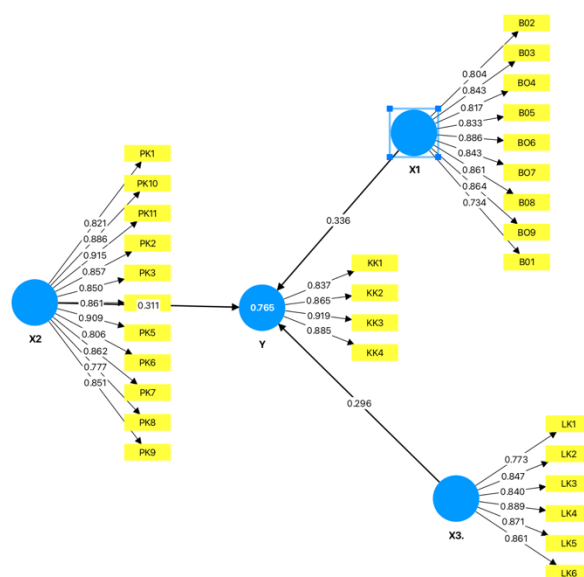
RESULTS AND DISCUSSION Data Quality Test Results

1. Outdoor Model

a. Validitas Convergence

The initial stage of external model evaluation is through a convergent validity test. The convergent validity test for each construct was carried out by referring to Chin in Ghozali (2014) explaining that the value of the indicator is considered valid if it exceeds the number of 0.70. In this context, a loading factor value of less than 0.70 will be eliminated from the model. By looking at the output results of the correlation between the indicators and their components as seen in the table with the structural image. Another requirement is that the **Average Extracted Variance (AVE)** value for each construct must be **greater than 0.50**, indicating that more than 50% of the indicator's variance can be explained by latent constructs.

Figure 1
PLS Outdoor Model



Source: PLS Output 2025

Table 2
Convergent Validity Test Results

Variabel	Indicator	Outer Loading	Information
Culture Organization (X1)	BO1	0,734	Valid
	BO2	0,804	Valid
	BO3	0,843	Valid
	BO4	0,817	Valid
	B05	0,833	Valid
	BO6	0,886	Valid
	BO7	0,843	Valid
	BO8	0,861	Valid
	BO9	0,864	Valid
Training Work (X2)	PK1	0,821	Valid
	PK2	0,886	Valid
	PK3	0,915	Valid
	PK4	0,857	Valid
	PK5	0,850	Valid
	PK6	0,861	Valid
	PK7	0.909	Valid
	PK8	0.806	Valid
	PK9	0.862	Valid
	PK10	0.777	Valid
	PK11	0.851	Valid
Work Environment (X3)	LK1	0.773	Valid
	LK2	0.847	Valid
	LK3	0.840	Valid
	LK4	0.899	Valid
	LK5	0.871	Valid
	LK6	0.861	Valid
Employee Performance (Y)	KK1	0.837	Valid
	KK2	0.865	Valid
	KK3	0.919	Valid

Source : PLS Output 2025

The results of the convergent validity test showed that each indicator of work motivation, work discipline, organizational culture and employee performance had met convergent validity (valid data) because it had a loading factor value above 0.70.

b. Discriminatory Validity

The test of discriminant validity, i.e. reflective indicators, can be seen from the value of the cross-load between the indicator and its construction. An indicator can be declared valid if it has the highest loading factor for the intended construction compared to the loading factor for other constructions. The results of this study show that all indicators meet these criteria, so it can be concluded that discriminant validity has been achieved and that each construction is empirically different from the others.

Table 3
Results of Discriminatory Validity Test (Cross loadings)

	Work Motivation	Work Discipline	Organizational Culture	Employee Performance
BO1	0.731	0.582	0.592	0.570
BO2	0.804	0.592	0.604	0.600
BO3	0.843	0.664	0.607	0.700
BO4	0.817	0.622	0.629	0.708
BO5	0.833	0.683	0.646	0.664
BO6	0.886	0.720	0.683	0.778
BO7	0.843	0.725	0.641	0.679
BO8	0.861	0.740	0.672	0.697
BO9	0.864	0.651	0.628	0.649
PK1	0.603	0.821	0.649	0.585
PK2	0.662	0.857	0.688	0.660
PK3	0.735	0.850	0.790	0.745
PK4	0.691	0.861	0.677	0.710
PK5	0.754	0.909	0.722	0.741
PK6	0.652	0.806	0.609	0.650
PK7	0.621	0.862	0.660	0.645
PK8	0.678	0.777	0.602	0.694
PK9	0.681	0.851	0.739	0.693
PK10	0.705	0.886	0.722	0.758
PK11	0.715	0.915	0.719	0.784
LK1	0.649	0.633	0.773	0.558
LK2	0.654	0.683	0.847	0.743
LK3	0.616	0.720	0.840	0.618
LK4	0.667	0.695	0.889	0.741
LK5	0.703	0.678	0.871	0.683
KP1	0.627	0.725	0.652	0.837
KP2	0.671	0.722	0.778	0.865

KP3	0.784	0.716	0.728	0.919
KP4	0.757	0.714	0.658	0.885

Source: PLS Output 2025

Table 3 The results of the discriminant validity test using the Fornell-Larcker criterion show that the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation value between constructs. This suggests that each construct is capable of measuring itself better than correlating with other constructs. In addition, the cross-loading results also show that each indicator has the highest loading value on the intended construction compared to the other constructions. Therefore, it can be concluded that the requirements for discriminant validity in this study have been met, meaning that all constructions are empirically different and can be used for further analysis.

Table 4

Results of the Discriminant Validity Test (Fornell Lacker Criterion)

	Organizational Culture	Work Discipline	Employee Performance	Work Motivation
CultureOrganisation	0.833			
Job Training	0.800	0.855		
Work Environment	0.762	0.808	0.848	
Employee Performance	0.811	0.819	0.804	0.877

Source : PLS Output 2025

The results of the Fornell-Larcker test showed that the square root of AVE for each construction (Organizational Culture = 0.833; Job Training = 0.855; Work Environment = 0.848; Employee Performance = 0.877) is greater than the correlation with other constructions. Thus, all constructions meet the requirements of discriminatory and empirically distinct validity.

c. Reliability of Composite and Alpha Cronbach

Testing the reliability of Cronbach composites and alphas aims to evaluate the consistency and stability of research instruments. A construction is considered reliable if it has a composite reliability value and a Cronbach alpha ≥ 0.70 . The results of this study showed that all latent variables, namely Organizational Culture, Job Training, Work Environment, and Employee Performance, had composite reliability and a Cronbach alpha value greater than 0.70. This shows that each construction meets the reliability criteria, and the questionnaire used as a data collection instrument in this study can be considered reliable and consistent in measuring the variables in question.

Table 6
Composite Reliability & Alpha Cronbach Test Results

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
Organizational Culture	0.944	0.948	Reliabel
Job Training	0.963	0.965	Reliabel
Work Environment	0.921	0.927	Reliabel
Employee Performance	0.900	0.902	Reliabel

Source: SmartPLS Output 2025

The results of the reliability test showed that all variables—Organizational Culture ($\alpha = 0.958$; CR = 0.961), workload ($\alpha = 0.944$; CR = 0.948), Work Motivation ($\alpha = 0.963$; CR = 0.965), and Employee Performance ($\alpha = 0.900$; CR = 0.902)—has an Alpha and Cronbach Composite Reliability value above 0.70. These results show that all constructions are reliable and consistent for further analysis.

2. Inner Model

The R-Square value is used to measure the suitability of structural models, specifically the ability of exogenous variables to explain endogenous variables. According to Hair et al. (2017), the R-Square value can be categorized as **strong (0.75)**, **medium (0.50)**, and **weak (0.25)**.

a. R-Square

Table 7 Values of Endogenous R2 Variables

Variable endogenous	R-square	R-square Adjusted
Employee Performance	0.765	0.750

Source : PLS Output 2025

The results showed that the Employee Performance variable had an R-Square value of **0.765** and an Adjusted R-Square of **0.750**. This means that Organizational Culture, Job Training, and Work Environment together are able to explain 75% of the variance in employee performance, while the remaining 25% is explained by other factors outside of this research model. Based on Hair's categorization, this R-Square value can be considered **strong**, indicating that the model has good explanatory power.

b. Q-Square

Table 8
Q2 Value of Endogenous Variables

Variabel	SSO	SSE	Q ² (=1SSE/SSO)
Employee Performance	315.000	236.880	0.248

Source: PLS Output 2025

The results showed that the Employee Performance variable had a Q² value of **0.248**, which is greater than zero. This shows that the model has good predictive relevance, meaning that exogenous variables (Organizational Culture, Job Training, and Work Environment) are able to effectively predict the construction of Employee Performance.

c. Hypothesis Testing Results

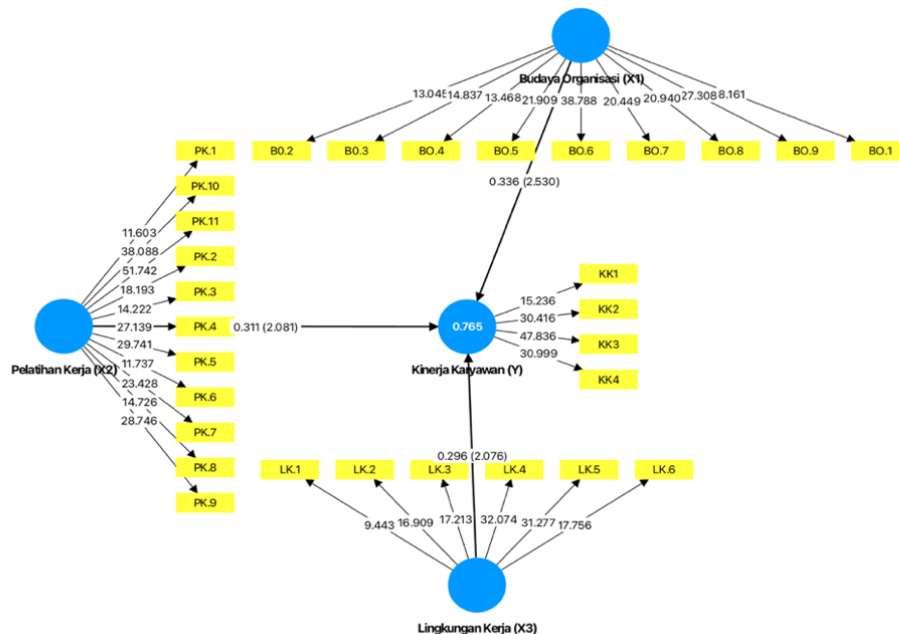
The estimated value for the path relationships in the structural model must be significant. The significance value of this hypothesis can be obtained by the bootstrapping procedure. To see the significance of the hypothesis by looking at the value of the parameter coefficient and the value of the T-statistic significance in the bootstrapping algorithm report. To determine whether it is significant or insignificant, it can be seen from the T table at alpha 0.05 (5%) = 1.96, then the T table is compared with the T count (T-statistic).

Table 9
Hypothesis Testing Results

	<i>Original Sample</i>	<i>T Statistic</i>	<i>P Values</i>	<i>Information</i>
Organizational Culture - > Employee Performance	0.336	2.530	0.011	Significant Positive Effect
Job Training - > Employee Performance	0.311	2.081	0.037	Significant Positive Effect
Work Environment - > Employee Performance	0.296	2.076	0.038	Significant Positive Effect

Figure 3.

Hasil Bootsrapping



Source : PLS Output 2025

d. Discussion

The Influence of Organizational Culture on Employee Performance

Based on the results of hypothesis testing in this study, it was found that organizational culture has a positive and significant influence on employee performance. These results show that organizational culture has a positive and significant effect on employee performance, where if a strong and positive culture is proven to be able to boost employee morale, collaboration, and productivity, it has a direct impact on overall employee performance

This research is in line with research conducted by Febriani, Ramli et al., (2023), and Sarumaha, (2022) which shows that Organizational Culture has a positive and significant influence on employee performance.

The Effect of Job Training on Employee Performance

These results show that job training has a positive and significant effect on employee performance, where the training provided is able to improve the knowledge, skills, and competencies of employees in carrying out their duties more effectively and efficiently.

This research is in line with research conducted by Sudarsi et al., (2024), and Mellinia Agustin and Siti Safaria, (2021) which shows that job training has a positive and significant influence on employee performance.

The Effect of Work Motivation on Job Satisfaction

Based on the results of this study, it is shown that the work environment has a positive and significant effect on employee performance, where a good work environment including the

physical and non-physical environment around the workplace can accelerate problem solving and can avoid conflicts between employees so as to improve employee performance

This research is in line with research conducted by Putra *et al.*, (2024), and Mueuia *et al.*, (2020) which shows that job training has a positive and significant influence on employee performance

Conclusion

The results of this study aim to determine the influence of organizational culture, job training, and work environment on employee performance (Study on PT. Putra Dua Perkasa) Based on the discussion and analysis of data in the previous chapter, several conclusions of the research can be stated as follows:

1. Organizational culture variables have a positive and significant effect on employee performance. The results of this study show that if the Company has a good organizational culture, the employee performance that occurs at PT Putra Dua will also be higher
2. Job training variables have a positive and significant effect on employee performance. The results of this study show that the more training obtained from the agency, the higher the employee performance that occurs at PT Putra Dua Perkasa.
3. Work environment variables have a positive and significant effect on employee performance. The results of this study show that the more comfortable and conducive the work environment, the higher the employee performance that occurs at PT Putra Dua.

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