

The Influence of Organizational Culture, Work Environment, and Leadership on Employee Performance

PT Talenta Heba Parnita Depok

Sri Harini¹, Tini Kartini² and Gina Muzdalifah^{3*}

**^{1,2,3}Faculty of Economics and Business, Djuanda University,
Indonesia**

gynamuzdalifah2@gmail.com

Abstract

This study aims to determine the direct influence of organizational culture, work environment, and leadership on employee performance at PT Talenta Heba Parnita Depok. The sample in this study 57 people were using the method of determining saturated sampling techniques. The instrument test technique in this study uses the IBM Statistical Package For Social Sciences (SPSS) software application with the regression analysis method. The results showed that organizational culture, work environment, and leadership simultaneously and partially had a positive and significant effect on employee performance.

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

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1. INTRODUCTION

The success of an organization is greatly influenced by the performance of individual employees. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016, p.182). Factors that affect performance are ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016, p.189). Several ways taken by the company to improve employee performance include education and training, providing proper compensation, providing motivation, and creating a conducive work environment so that employees can work as expected. The company can be said to be successful if the performance of human resources strives to improve employee performance to achieve predetermined company goals. The performance indicators are quality, quantity, time (period), cost emphasis, and relationships between employees (Kasmir, 2016, p.210).

PT Talenta Heba Parnita is a Transportation Logistics company that operates in the field of equipment rental and services. PT Talenta Heba Parnita is part of a group company. The company frequently fails to achieve its targets. The average delivery order target of PT Talenta Heba Parnita during 2022 was 79% or 369 delivery orders. This is due to the condition that employees cannot solve the problems they face. Employees do work under duress and make the results less than optimal. This means that the target set by the company in the expedition section is not achieved or the level of achievement is still low because there are still employees who cannot complete deliveries on schedule. The non-achievement of the target certainly indicates that employee performance is still low and not optimal, the lack of application of organizational culture and the work environment is not optimal, and it is suspected that leadership is also not effective. If this is left unaddressed, it is feared that it will have an impact on the company's revenue. This can be supported by employee performance appraisal data for the last two years, decreased by 5.9% in several aspects. The decline that has occurred in the last two years is from 68% to 64%, where the performance appraisal target set by the company is 80%. This means that the employee performance appraisal rate has not increased well. This is because the self-awareness of each employee is still low in developing skills and understanding at work.

In addition to the delivery order target that has not been achieved, another obstacle that affects employee performance is the application of organizational culture. Organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of company employees and managers (Edison, 2016, p.233). The existing organizational culture in the company has not been implemented properly. A pre-survey was conducted consisting of indicators regarding organizational culture to 30 employees of PT Talenta Heba Parnita on December 10, 2022. The result of the pre-survey related to the organizational culture of PT Talenta Heba Parnita stated that 49% of employees stated that the organizational culture was good, while 51% stated the opposite. This means that the existing organizational culture at PT Talenta Heba Parnita has not been implemented properly because these values have not been implemented as expected by the company. Indicators that prove that organizational culture is still low, namely in the self-awareness indicator, 67% of employees answered "No". Employee performance indicators, 73% answered "No". Therefore, PT Talenta Heba Parnita has not implemented organizational culture well.

Another factor that affects employee performance is the work environment. A work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission (Sedarmayanti, 2017, p.23). Another problem that is thought to affect employee performance is that some still have difficulties in obtaining goods to complete their work. Based on data, facilities that require maintenance and repair have not met the operational needs of employees, with an average value of 75%. This means that the work environment at PT Talenta Heba Parnita has not been created comfortably, and the necessary facilities have not been met. Facilities with the highest level of achievement are 100%. This is because the available facilities meet the needs. Facilities that require the lowest improvement are 83%. If the company does not immediately repair several facilities that require special maintenance, it will result in the process of working on employee tasks being hampered. While the facilities with the lowest achievement rate are 50%. A pre-

survey on the non-physical work environment was distributed to 30 of PT Talenta Heba Parnita on February 17, 2023. The results of the pre-survey showed that 45% of employees stated that the condition of the company's non-physical work environment condition was good. While, 55% stated that the non-physical work environment was not good. This means that the company's non-physical work environment has not been implemented properly. The indicator of working relationships between coworkers is the highest indicator as well as the lowest, with the answer "No" of 60% of employees stating that they do not have good working relationships with coworkers and the answer "Yes" of 40% of employees stating that they have good working relationships with coworkers. This data shows that the company's work environment hasn't gone as expected.

Then another thing that is thought to affect performance is leadership. Leadership is the whole activity of influencing people to want to work together to achieve a goal that is desired together (Martoyo, 2016, p.164). To find out the problems related to leadership, a pre-survey was conducted consisting of indicators regarding leadership to 30 employees of PT Talenta Heba Parnita on February 17, 2023. The pre-survey results showed that employees who gave disapproval answers were 56%. As many as 67% of employees gave disagreeing answers because they stated that the leader had not mastered communication techniques in giving orders, instructions, or advice. This means that the existing leadership at PT Talenta Heba Parnita has not been carried out effectively. The ability to listen indicator is the highest indicator, with the answer "No" by 67% of employees stating that the leader does not yet have the ability and willingness to listen to the opinions or suggestions of others, so there is still inaccurate information in the operation of the company. There are still employees who do not contribute to company activities. The courage indicator is the lowest indicator, with the answer "No" 47% of employees stating that the leader does not have the courage to carry out the task. From this data, it shows that leadership has not run as expected.

Based on this description, the researcher is interested in conducting this study which aims to (1) analyze the conditions of organizational culture, work environment, leadership and employee performance at PT Talenta Heba Parnita Depok, (2) analyze the simultaneous influence of organizational culture, work environment and leadership on employee performance at PT Talenta Heba Parnita Depok, (3) analyze the partial influence of organizational culture, work environment, and leadership on employee performance at PT Talenta Heba Parnita Depok.

2. LITERATURE REVIEW

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016, p.182). Performance that is carried out effectively and optimally can help the company to be faster in achieving company targets. Performance is one of the important elements in a company because it can train employees to carrying out their responsibilities to the company.

Organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of company employees and managers (Edison, 2016, p.233). Organizational culture is one of the approaches that can be taken so that the organization performs

better than its competitors. The implementation of a separate organizational culture can make employee performance better and more productive.

The work environment is a place for several groups with supporting facilities to achieve organizational goals by the vision and mission of the organization (Sedarmayanti, 2017, p.23). The work environment is a place for a number of groups where there are supporting facilities to achieve organizational goals in accordance with the vision and mission of the organization (Sedarmayanti, 2017, p.23).

Leadership is the whole activity in order to influence people to work together to achieve a goal that is desired together (Martoyo, 2016, p.164). Leaders are said to be successful if they can influence and direct others in completing their duties and responsibilities.

2.1. The Effect of Organizational Culture, Work Environment, and Leadership on Employee Performance

Organizational culture, work environment, and leadership can influence the achievement of a company's goals. If these three factors are implemented, it will create optimal employee performance. This is in accordance with previous research stating that organizational culture, work environment, and leadership can improve employee performance (Saputra et al, 2019), and (Widodo, 2017).

H1: Organizational culture, work environment, and leadership simultaneously have a positive and significant effect on employee performance.

2.2. The Effect of Organizational Culture on Employee Performance

A good organizational culture can provide benefits to employees and the company. Such as employee performance will be optimal if the organizational culture can be implemented effectively. This is in accordance with previous research stating that organizational culture partially has a positive and significant influence on employee performance (Ilham et al, 2021), (Rivai, 2020), and (Kencana, 2019)

H2: Organizational culture partially has a positive and significant effect on employee performance.

2.3. The Effect of Work Environment on Employee Performance

The work environment affects employee performance because basically a good work environment can influence a person in completing the tasks imposed by the company on him. This is in accordance with previous research stating that partially the work environment has a positive and significant effect on employee performance (Dewi, 2021), (Gultom et al, 2021), and (Kartikasari and Harini, 2016).

H3: The work environment partially has a positive and significant effect on employee performance.

2.4. The Effect of Leadership on Employee Performance

The better the leadership applied to a company, the better it can build good employee working relationships and can improve employee performance. This is in accordance with previous research stating that partial leadership has a significant

effect on employee performance (Maduningtias et al, 2022), (Marpaung and Darmawan, 2022), and (Septiana et al, 2018).

H4: Leadership partially has a positive and significant effect on employee performance.

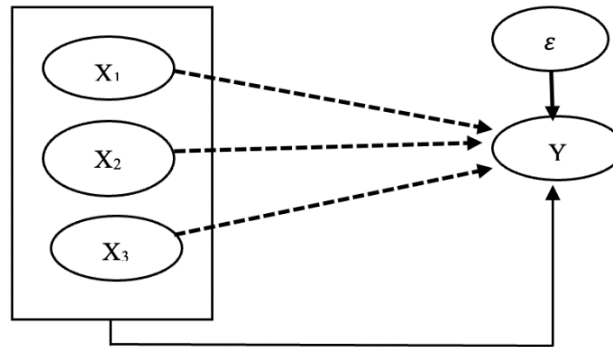


Figure 1. Relationship between variables

3. METHODOLOGY

This research was conducted to be able to obtain an overview of organizational culture, work environment, and leadership on employee performance. The research methods used in this study are descriptive and verification methods with a quantitative approach. This study has 2 (two) variables used by the author, namely independent variables consisting of organizational culture (X1), work environment (X2), leadership (X3), and dependent variables (dependent variables), namely employee performance and given a symbol (Y) with the source of questionnaire taking based on indicators on each independent or bound variable.

This research for analysis is PT Talenta Heba Parnita. The population of this study was 65 people. It consists of 1 director, 1 senior manager, 6 department managers, and 57 employees. The method of determining the sample to be taken data, researchers use saturated sampling techniques. The saturated sample method is a sampling technique in which all members of the population are used as samples. The sample in this study was 57 employees of PT Talenta Heba Parnita, meaning that all samples were used

The type of data used is quantitative data. The data sources used in this study are primary data and secondary data. How to assess the answers to each questionnaire using a Likert scale. The methodology used in this research is descriptive analysis (mean) verification analysis using multiple linear regression analysis (F test, t-test, R²).

4. RESULT AND DISCUSSION

4.1. Employee Characteristics

Human resources greatly contribute fully to the company, because it can help in achieving a company's goals. The following are the characteristics of employees

as well as respondents at PT Talenta Heba Parnita based on their position, education level, gender, age, and tenure, totaling 57 employees.

Table 1. Recapitulation of Employee Characteristics

No	Criteria	Characteristic Type	Number (people)	Percentage (%)
1	Position	Driver and conductor	27	47
2	Education level	SMA/SMK	29	51
3	Gender	Male	54	95
4	Age	31-40 years old	30	53
5	Length of service	5-10 years	23	40

Source: Primary data processed (2023).

Table 1 shows that the characteristics of respondents in this study were dominated by drivers and conductors, namely 27 people with a high school / vocational high school education level of 29 people and mostly male, namely 54 people ages 31-40 years, as many as 30 people and a tenure of 5-10 years as many as 23 people.

4.2. Employee Responses to Employee Performance, Organizational Culture, Work Environment, and Leadership of PT Talenta Heba Parnita

4.2.1. Employee Responses to Employee Performance

Based on the results of the questionnaire obtained, a descriptive analysis of weighting 1 to 5 was carried out and determined the interval class by calculating the score and average value (mean) in determining the length of the interval class. The following is a table recapitulating the score of employee responses regarding variable indicators of employee performance, which is as follows:

Table 2. Recapitulation of Employee Response Score on Employee Performance

No.	Indicator	Score	Criteria	Interpretation
1	Quality	2.92	Simply	The quality of processes and results done by employees is quite close to perfection.
2	Quantity (number)	2.78	Simply	Quantity as a measure of employee performance is enough to encourage some employees to improve their performance
3	Time (time period)	3.96	High	The minimum and maximum time limits set by the company are well adhered to by employees in carrying out their duties.
4	Cost reduction	4.02	High	Cost pressures carried out by the company are well realized and well managed by employees.
5	Relationship between employees	2.88	Simply	Relationships between employees are sufficiently established to support information needs in completing their work.
	Employee performance variable	3.31	Simply	Employee performance is fair in terms of quality of work, quantity of work, time, cost containment, and employee relations.

Source: Primary data processed (2023).

Based on the results of Table 2, it can be seen that the average employee performance assessment is 3.31, which is included in the sufficient assessment criteria. This shows that employees have sufficient performance. The highest score

of 4.02 is in the cost emphasis indicator. The lowest score of 2.78 is in the quantity indicator.

4.2.2. Employee Responses Regarding Organizational Culture Variables

The following is a recapitulation table of employee response scores regarding indicators of organizational culture variables, which are as follows:

Table 3. Recapitulation of Employee Response Scores to Organizational Culture

No	Indicator	Score	Criteria	Interpretation
1	Self-awareness	2.82	Good enough	Employees have good self-awareness, such as being able to provide satisfaction, self-development, obeying company rules, trying to achieve targets, and paying attention to every detail of the tasks assigned in order to get quality performance results.
2	Member aggressiveness	3.92	Good	Employees have good aggressiveness at work, such as making work plans before doing work and setting work strategies before doing work to achieve company goals.
3	Member personality	4.02	Good	Employees have a good personality by striving to be respectful in serving, being sensitive, and providing services according to customers' wishes so that customers get satisfaction in using the company's services.
4	Member performance	2.81	Good enough	Employees have good performance, such as realizing that performance has creativity, quantity, and efficiency value in completing each job.
5	Team orientation	2.81	Good enough	Employees have a good team orientation at work, such as teamwork, good communication, and effective coordination in teamwork.
	Organizational Culture Variable	3.27	Good enough	Employees rate the organizational culture fairly favorably in terms of self-awareness, aggressiveness, personality, performance, and team orientation.

Source: Primary data processed (2023).

Based on Table 3. It can be seen that the average value of employee responses to organizational culture variables is 3.27 which is included in the assessment criteria and is quite good. This shows that the organizational culture of PT Talenta Heba Parnita is going quite well and encourages employees to work better. Based on employee responses to organizational culture (X1), the indicator with the highest value is the personality of the members. The indicators with the lowest scores are member performance and team orientation.

4.2.3. Employee Responses Regarding Work Environment Variables

The following is a recapitulation table of employee response scores regarding indicators of work environment variables, which are as follows:

Table 4. Recapitulation of Employee Response Score to Work Environment

No.	Indicator	Score	Criteria	Interpretation
Physical work environment				
1	Workspace	2.82	Good enough	The workspace is quite neat, and complete, and accompanied by instructions for using the room to help employees work
2	Work equipment	2.85	Good enough	Supporting tools and the availability of work equipment are good enough to help employees complete work in accordance with work procedures.
3	Air circulation	4.13	Good	The air around the work environment is clean, not dirty, and cool so as not to harm the body's condition
4	Workplace noise	4.13	Good	The work environment is good, not noisy, and avoids noise so that calmness at work is not disturbed.
5	Security	4.08	Good	Security units in the company work well and keep conditions conducive so that employees feel safe.
Non-physical work environment				
1	Working relationship with superiors	4.08	Good	Working relationships with superiors are well established and do not discriminate between employees from one another.
2	Working relationships between coworkers	2.82	Good enough	Working relationships between coworkers are quite good, and there is good communication with other employees.
	Work Environment Variable	3.55	Good	The condition of the company's work environment is included in the good category based on the physical work environment that is directly related to employees and the non-physical environment.

Source: Primary data processed (2023).

Based on Table 4, it can be seen that the average value of employee responses to work environment variables is 3.55, which is included in the good assessment criteria. The company tries to make employees feel safe and comfortable with the work environment. Therefore, employees can work in accordance with company expectations. The highest answer for the work environment variable (X2) is in the indicator of air circulation and noise in the workplace. The score is on the indicators of workspace and work relationships between colleagues.

4.2.4. Employee Responses Regarding Leadership Variables

The following is a recapitulation table of employee response scores regarding leadership variable indicators, which are as follows:

Table 5. Recapitulation of Employee Response Scores to Leadership

No.	Indicator	Score	Criteria	Interpretation
1	Analytical ability	3,96	Good	Analytical skills good leaders are able to analyze the situation thoroughly and thoroughly
2	Communication skills	2,85	Good enough	The leader's communication skills are quite good in giving orders, instructions, and advice to his employees.

No.	Indicator	Score	Criteria	Interpretation
3	Courage	4,02	Good	Employees trust my leader to be courageous in carrying out his or her duties, and to uphold the trust that has been placed in him or her.
4	Listening ability	2,72	Good enough	Employees trust leaders to have the ability and willingness to listen to other people's suggestions, especially their employees.
5	Assertiveness	4,09	Good	Employees trust leaders to be decisive in dealing with and uncertainty of their subordinates
Leadership Variable		3,52	Good	The company's leadership condition is in a good category, with indicators of analytical ability, communication skills, courage, listening ability, and assertiveness.

Source: Primary data processed (2023).

Based on Table 5. It can be seen that the average value of employee responses to leadership variables is 3.52 which is included in the good assessment criteria. The company strives for employees to feel guided and motivated by the leadership in the company so that employees can work according to company expectations. The highest answer for the leadership variable (X3) was on the assertiveness indicator. The lowest score is on the hearing ability indicator.

4.3. Discussion

4.3.1. Multiple Regression Analysis Results

The following are the results of the calculation of the regression coefficient of the effect of organizational culture, work environment, and leadership on employee performance using the help of IBM SPSS 25 as follows:

Table 6. Multiple Linear Regression

Model	Coefficients				
	Unstandardized Coefficient		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.499	3.148		.549	.585
Organizational Culture	.328	.067	.514	4.868	.000
Work Environment	.218	.080	.330	2.715	.009
Leadership	.061	.110	.067	2.112	.007

Source: Data processed (2023).

Based on Table 6. the results of the multiple linear regression analysis, a regression equation with the estimated model is obtained as follows:

$$Y = 3.499 + 0.328X_1 + 0.218X_2 + 0.061X_3 + \epsilon$$

The interpretation of the multiple linear regression test results above is as follows:

1. The constant value obtained is 3.499, which means that when the organizational culture (X_1), work environment (X_2), and leadership (X_3) = 0, the employee performance (Y) of PT Talenta Heba Parnita is positive.
2. The regression coefficient of organizational culture (X_1) is positive at 0.328, meaning that organizational culture has a positive effect on employee performance. This means that if the application of

organizational culture is getting better, it is expected to improve employee performance, assuming other variables that affect the variable remain. This statement is supported by previous research, which states that the application of organizational culture has increased, and employee performance will also increase (Ridwan, 2021).

3. The work environment regression coefficient (X_2) is positive at 0.218, meaning that the work environment has a positive effect on employee performance. If the work environment is getting better, it is suspected that it will improve employee performance, assuming other variables that affect the performance variable. This statement is supported by previous research, which states that any increase in the work environment will improve employee performance (Wijayanti and Heryanda, 2022).
4. The leadership regression coefficient (X_3) is positive at 0.061, meaning that leadership has a positive effect on employee performance. If leadership is further improved, it is expected to improve employee performance, assuming other variables affect the performance variable. This statement is supported by previous research, which states that any increase in leadership will improve employee performance (Taghulihi, 2020).

4.3.2. Multiple Correlation Analysis Results

To find out how the relationship between organizational culture, work environment, and leadership with employee performance can be seen in the following table:

Table 7. Results of Multiple Correlation Calculation and Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.628	2.63081

a. Predictors: (Constant), Leadership, Organizational Culture, Work Environment

b. Dependent Variable: Employee Performance

Source: Data processed (2023).

Based on Table 7. can be seen from the calculation obtained R-value or correlation of 0.805. The interval value is in the very strong category (0.800-1.000) (Sugiyono, 2018, p.275). Therefore, the correlation or relationship of the variables of organizational culture, work environment, and leadership to employee performance has a very strong relationship. This statement is supported by previous research conducted by Windaryadi (2020), and Kurnia and Nurhayati (2022), which states that there is a strong relationship between organizational culture, work environment, and leadership on employee performance.

4.3.3. Coefficient of Determination Analysis (R^2)

Based on Table 7, the results obtained by R Square are 0.648 or 64.8%. This shows that the percentage contribution of the influence of organizational culture, work environment, and leadership variables on the performance of PT Talenta Heba

Parnita employees is 64.8%, while the remaining 35.2% is explained by other variables not included in this research model, such as ability and expertise, knowledge, work plan, personality, work motivation, leadership style, job satisfaction, loyalty, commitment, and work discipline. (Kasmir, 2016, p.182).

1. Testing the Regression Model Simultaneously (F Test)

The statistical hypothesis testing used the F test statistic obtained through the analysis of variance (ANOVA) table as follows:

Table 8. Simultaneous Regression Coefficient Test Results

		ANOVA				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	675.214	3	225.071	32.519	.000 ^b
	Residual	366.821	53	6.921		
	Total	1042.035	56			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Organizational Culture, Work Environment

Source: Data processed (2023).

Based on Table 8. that F_{hitung} is 32.519. This statement is supported by previous research conducted by Saputra et al. (2019), and Widodo (2017) needs to be calculated using a significant level of 0.05 ($\alpha = 5\%$) based on the F table, the value of F_{tabel} is obtained with $df_1 = (k-1)$ or $df_1 (3-1 = 2)$ and $df_2 = (n-k-1)$ or $df_2 = (57-3-1 = 53)$ of 3.172 so that F_{hitung} is greater than F_{tabel} ($32.519 > 3,172$) and has a significance value of $0.000 < 0.05$ then H_0 is rejected, and H_a is accepted, meaning that organizational culture (X1), work environment (X2), and leadership (X3) simultaneously have a positive and significant effect on employee performance (Y) at PT Talenta Heba Parnita. This statement is supported by previous research conducted by Saputra et al. (2019), and Widodo (2017), which states that organizational culture has a positive and significant effect simultaneously on employee performance, the work environment has a positive and significant effect simultaneously on employee performance, leadership has a positive and significant effect simultaneously on employee performance.

2. Partial Regression Model Testing (t-test)

The t-test is conducted to determine how the influence of organizational culture variables (X1), work environment (X2), and leadership (X3) partially affects employee performance (Y) at PT Talenta Heba Parnita. It can be seen from Table 9. t-table value and significant value of each independent variable. While the t-table value for $\alpha = 0.05$ with $n-k-1$ degrees of freedom or $57-3-1 = 53$ is 1.674, the following results are obtained:

Table 9. t-Test Results

Model		Coefficient	
		t	Sig.
1	(Constant)	.549	.585
	Organizational Culture	4.868	.000
	Work Environment	2.715	.009
	Leadership	2.112	.007

Source: Data processed (2023).

Based on the test results, a partial test recapitulation is made, namely the organizational culture variable (X_1), work environment (X_2), and leadership (X_3) as follows:

Table 10. Recapitulation of t-Test Results

No.	Variables	t_{count}	t_{table}	Conclusion
1	Organizational Culture	4.868	1.674	H_0 is rejected, and H_a is accepted, meaning that organizational culture has a positive and significant effect on employee performance.
2	Work Environment	2.715	1.674	H_0 is rejected, and H_a is accepted, meaning that the work environment has a positive and significant effect on employee performance.
3	Leadership	2.122	1.674	H_0 is rejected and H_a is accepted, meaning that leadership culture is positive and significant to employee performance.

Source: Data processed, 2023

In Table 10. it can be seen that the three independent variables, namely organizational culture (X_1), work environment (X_2), and leadership (X_3), have a positive and significant effect partially on employee performance (Y). This is indicated by the t_{count} value of all variables greater than t_{table} . These results are supported by previous research conducted by Ilham et al. (2021), Kartikasari and Harini (2015), and Maduningtias et al. (2022), which states that the organizational culture variable has a positive and significant effect on employee performance.

5. CONCLUSION

5.1. Conclusion

Based on the results of research and hypothesis testing that has been carried out regarding the influence of organizational culture, work environment, and leadership on employee performance at PT Talenta Heba Parnita, the following conclusions are obtained:

1. Employee responses to organizational culture (X_1), work environment (X_2), and leadership (X_3) on employee performance (Y) as follows:
 - a. Employee responses to employee performance variables are in the moderate category. The highest value is in the cost emphasis indicator. While the lowest value is in the quantity indicator.
 - b. Employee responses to organizational culture variables included in the criteria are quite good. The highest value is found in the member's personality indicator. While the lowest values are found in the indicator of member performance and team orientation
 - c. Employee responses to work environment variables are included in the good criteria. The highest value is found in the indicators of air circulation

and noise in the workplace. Meanwhile, the lowest value is found in the indicators of workspace and working relationships between coworkers.

- d. Employee responses to leadership variables are included in the good criteria. The highest value is in the assertiveness indicator. While the lowest value is in the ability to listen indicator.
2. Organizational culture, work environment, and leadership simultaneously have a positive and significant effect on the performance of employees of PT Talenta Heba Parnita.
 3. The results of the partial test of the effect of organizational culture, work environment, and leadership on employee performance, namely:
 - a. Organizational culture has a positive and significant effect on employee performance at PT Talenta Heba Parnita.
 - b. The work environment has a positive and significant effect on employee performance at PT Talenta Heba Parnita.
 - c. Leadership has a positive and significant effect on employee performance at PT Talenta Heba Parnita.

5.2. Research Limitations

This study has several limitations in conducting research, which are:

1. Independent variables, namely Organizational Culture, Work Environment, and Leadership are applied and carried out by PT Talenta Heba Parnita employees.
2. The dependent variable (bound), namely Employee Performance, which is done by all employees of PT Talenta Heba Parnita
3. The sample used as the object of research was all employees of PT Talenta Heba Parnita many as 57 people.
4. The instruments used are in the form of Employee Performance Questionnaires, Organizational Culture, Work Environment, and Leadership which are compiled based on indicators on each research variable. The sampling technique is a saturated sampling technique. The saturated sample method is a sampling technique in which all members of the population are used as samples. The sample of this study was all employees of PT Talenta Heba Parnita.

5.3. Research Limitations

Based on the research results and conclusions obtained, the authors propose the following managerial implications:

1. We recommend that the management of PT Talenta Heba Parnita improve employee performance by providing incentives on a unit basis as a form of work motivation so that employees can achieve or exceed predetermined targets.

2. We recommend that the management of PT Talenta Heba Parnita improve employee performance by providing incentives on a unit basis as a form of work motivation so that employees can achieve or exceed predetermined targets.
3. The company needs to organize and arrange office space, all machines, tools, and office furniture in the right and strategic place to achieve work efficiency. Then, procure activities (gathering in the form of spiritual studies, morning exercises, participating in *events*) for all employees so that harmonious communication can be established with other coworkers.
4. Leaders should be given training to develop themselves and adjust to the situation and conditions in the company so that good communication is established.

5.4. Advice

Further research is expected to add other variables that can affect employee performance, such as ability and expertise, knowledge, work design, personality, motivation, leadership style, job satisfaction, loyalty, commitment, and work discipline.

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