

The Influence of Organizational Culture and Physical Work Environment on Employee Performance of PT Citra Nusantara Logistik South Tangerang

Desty Fitriani¹, Sutrisno²

^{1,2}Faculty of Economics and Business, Universitas Pamulang, Indonesia

destyfitriani11@gmail.com¹, dosen00035@unpam.ac.id²

Abstract

The purpose of this study is to determine the influence of organizational culture and physical work environment on the performance of employees of PT Citra Nusantara Logistik South Tangerang. The method used is quantitative. The sampling technique uses saturated sampling where all members of the population are used as samples, thus the sample in this study is 55 respondents. Data analysis used validity test, reliability test, classical assumption test, regression analysis, correlation coefficient, determination coefficient and hypothesis test. The population in this study is employees of PT Citra Nusantara Logistik South Tangerang and the number of saturated samples is 55 respondents. The method of data collection is through questionnaires with a *likert scale*, observation, and literature study. The results of this study are that organizational culture has a significant effect on employee performance with a determination coefficient of 53.5% and a hypothesis test obtained by calculating t_{table} or $(7.803 > 2.006)$. The physical work environment had a significant effect on employee performance with a determination coefficient of 49.0% and the hypothesis test was obtained by calculating t_{table} or $(7.131 > 2.006)$. Organizational culture and physical work environment simultaneously had a significant effect on employee performance with a regression equation of $Y = 10.087 + 0.507X_1 + 0.292X_2$, coefficient of determination was 59.4% while the remaining 40.6% was influenced by other factors. The hypothesis test obtained the value of $F_{\text{cal}} > F_{\text{table}}$ or $(38.028 > 3.18)$.

Keywords: Organizational culture; Physical work environment; Employee Performance.

INTRODUCTION

In the midst of global competition and increasingly competitive service industry dynamics, companies are required to have sustainable advantages in order to survive and develop. One of the key factors that determine the success of an organization in facing these challenges is the quality of human resources. Employees not only play the role of operational implementers, but also as determinants of service quality and company image in the eyes of customers. Therefore, employee performance is an important indicator in assessing the effectiveness of achieving organizational goals.

PT Citra Nusantara Logistik (PT CNL) is a service company engaged in relocation and household relocation for expatriate and local clients, as well as office moving and logistics services. With a major specialization in home moving services, the performance of PT CNL's

employees has a direct influence on the smooth relocation process, customer satisfaction level, and the company's reputation.

Employee performance itself can be interpreted as the results of work achieved both in quality and quantity according to the responsibilities given. Mangkunegara (2017) stated that performance is the result of a person's work in carrying out their duties which can be measured based on certain standards. In the context of PT CNL, employee performance is a crucial factor because it is directly related to service effectiveness, minimization of operational errors, and customer satisfaction which increasingly demands high service standards.

One of the internal factors that affect employee performance is organizational culture. Organizational culture reflects the value systems, norms, and habits that develop in the organization and becomes a guideline for employees'

behavior at work. A strong and positive organizational culture is able to create harmony between individual goals and organizational goals, increase a sense of belonging, and encourage employees to work optimally. Conversely, a weak organizational culture can lead to low work discipline, lack of commitment, and decreased employee performance.

Based on this description, it is important to examine the influence of organizational culture and physical work environment on employee performance at PT CNL. This research is expected to provide an empirical overview of the factors that play a role in improving employee performance, as well as a reference for management in formulating a more effective strategy to improve human resources.

Table 1: PT Citra Nusantara Logistik's Job Shipment Record in 2022 - 2024

Job Description	Year				
	2020	2021	2022	2023	2024
Outbound Shipment	495	418	323	288	287
Inbound Shipment	173	198	258	258	219
Local move (Domestic)	98	131	123	104	77
Total Work per Year	766	747	704	647	583

Source: PT Citra Nusantara Logistik

The table above shows the *Job Shipment* record of PT Citra Nusantara Logistik for the period 2020 to 2024. When viewed as a whole, the number of jobs is experiencing a downward trend from year to year. In 2020, the total number of jobs was recorded at 766 jobs, then dropped to 747 in 2021, 704 in 2022, 647 in 2023, and reached 583 jobs in 2024.

This decline is evident in almost all types of services, especially *outbound* services which are the biggest contributors. In 2020, the number of *outbound* jobs reached 495 jobs, the highest number for the last five years. This condition is influenced by the COVID-19 pandemic situation, where many expatriates choose to return to their home countries. This had a direct impact on the

increase in international shipping volumes in that period.

After 2020, *outbound* activity continued to decline, from 418 jobs in 2021 to 323 in 2022, then 288 in 2023 and stable at 287 in 2024. For *inbound* services, there was an increase from 173 jobs in 2020 to 258 in 2022, before finally dropping back to 219 in 2024. Meanwhile, *local move* jobs had increased to 131 jobs in 2021, but slowly decreased until there were 77 jobs left in 2024.

This data shows that *outbound services* are the main contributors, followed by *inbound*, and finally *local moves*. The change in the figure reflects the operational dynamics that the company has faced in the last five years. External factors such as global conditions, expatriate mobility, and changing customer needs are one of the main causes of the rise and fall in the volume of work. This situation also illustrates the challenges that companies need to anticipate to maintain the stability of operational performance in the future.

Table 2: Data on the Results of the Pre-Survey of Organizational Culture of PT Citra Nusantara Logistik South Tangerang

Y e s	Questi ons	To tal R es p	Respondent's Answer				Ket
			Y es	%	N o	%	
1	Do employees have awareness at work?	25	15	60 %	10	40 %	Not Maximum
2	Do employees comply with the rules even without direct super	25	16	64 %	9	36 %	Not Maximum

	vision ?					
3	Do employees dare to express ideas or opinions at work?	25	13	52 %	12	48 %
4	Do employees have good relationships with coworkers?	25	18	72 %	7	28 %
5	Do employees show a friendly attitude to all parties?	25	17	68 %	8	32 %
6	Do employees have a good team orientation?	25	14	56 %	11	44 %
Total Average			15,5	62 %	9,5	48 %
						Not Maximum

Source: Accessed by Researcher (2025)

Based on the results of the pre-survey of organizational culture at PT Citra Nusantara Logistik in South Tangerang involving 25 respondents, an initial picture was obtained that the organizational culture in the company has not run

optimally and evenly in all aspects. Although some indicators show a positive trend, there is still a gap between the expected conditions and the actual conditions on the ground.

In the aspect of self-awareness at work, the results of the pre-survey showed that as many as 60% of respondents stated that employees already had awareness in carrying out their work, while 40% stated the opposite. This indicates that although most employees have shown a fairly good work awareness, there is still a proportion of employees who are considered not fully aware of their responsibilities at work.

Furthermore, regarding compliance with the rules even without direct supervision, as many as 64% of respondents stated that employees still comply with the applicable rules, while 36% of respondents stated that they did not. This shows that the level of employee discipline is quite good, but it still needs to be improved so that compliance with the rules is really driven by internal awareness, not solely because of supervision.

In terms of courage in expressing ideas or opinions at work, only 52% of respondents stated that employees dare to express their opinions, while 48% of respondents stated that they did not. This relatively balanced percentage indicates that there are still barriers in the culture of openness, where some employees do not feel fully comfortable or confident to express their opinions in the work environment.

Furthermore, in the aspect of employment relations between employees, the results of the pre-survey showed that the majority of respondents, namely 72%, stated that employees established good relationships with colleagues while 28% of respondents stated the opposite. This shows that in general, interpersonal relationships between employees are relatively good, although there are still a small number of employees who experience obstacles in building harmonious working relationships.

In terms of work attitudes, especially related to friendly attitudes to all parties, as many as 68% of respondents stated that employees showed a friendly

attitude at work, while 32% of respondents stated that they did not. These findings show that employee work attitudes are relatively positive, but efforts are still needed to instill the values of hospitality and work ethics more consistently across the organization.

Furthermore, in the aspect of team orientation, the results of the pre-survey showed that as many as 56% of respondents assessed that employees had a good team orientation, while 44% of respondents assessed the opposite. These results indicate that teamwork in the company environment is still not optimal and requires special attention so that synergy between employees can be improved.

Overall, the results of the pre-survey show that the average answer is "yes" is 62% and the answer "no" is 48%. These findings indicate that the organizational culture at PT Citra Nusantara Logistik South Tangerang has been running quite well, but there are still various aspects that need to be improved and developed. Therefore, organizational culture is an important variable to be studied further because it is suspected to have a strategic role in supporting work effectiveness and the achievement of organizational goals.

Table 3: The State of the Physical Work Environment of PT Citra Nusantara Logistik Year 2025

Indicator	Ideal Conditions	Facts (Rill)	Ket
Lighting in the workplace	All workspaces are equipped with bright lighting	Lighting in the work area is considered sufficient and supports employee work activities. However, in some warehouse areas,	Not Maximum

Indicator	Ideal Conditions	Facts (Rill)	Ket
		the lighting intensity is still suboptimal	
Room temperature and comfort	The entire workspace is equipped with air conditioning so that it feels comfortable	The workspace has been equipped with air conditioning and air conditioning maintenance is carried out periodically. However, the room in the warehouse still feels hotter due to limited ventilation.	Not Maximum
Noise	A work environment free from noise that can interfere with work concentration	The workspace is quite quiet, but noise is still often heard from operational activities arranging goods in the warehouse and vehicle activities	Not Maximum

Indicator	Ideal Conditions	Facts (Rill)	Ket
		that interfere with concentration.	
Environmental cleanliness	The work area is always clean, tidy, and free of garbage or dust	The cleanliness of the work environment is well maintained through the existence of cleaners who clean the work area regularly, including <i>pantry</i> , toilets, and warehouses.	Maximum
Physical Safety and Safety in the Workplace	The company has sufficient security personnel and guarantees the safety of its employees	PT Citra Nusantara Logistik has implemented a work safety system through ISO 45001:2018 certification, the provision of safety equipment such as fire extinguishers, and	Maximum

Source: Observation Results at PT Citra Nusantara Logistik

Based on the results of observations made on the physical working environment conditions at PT Citra Nusantara Logistik in 2025 through the data table above, it can be seen that in general the company has made efforts to create a safe and comfortable working environment for employees, although there are still several aspects that need to be improved.

In terms of lighting, most work areas already have good lighting and support employee productivity. However, in the warehouse area, the light intensity is still not optimal, especially at night, so additional lighting sources are needed to support work effectiveness. Furthermore, in terms of temperature and air comfort, the company has carried out regular air conditioning maintenance. However, the temperature in certain areas such as warehouses still feels hot due to the lack of air ventilation. This condition can affect the comfort and focus of employees, especially those who work for long periods of time in the area.

In terms of noise, the office area is relatively quiet, but the sound of operational vehicle activities and loading and unloading of goods in the warehouse

is still quite clear. This shows that noise in the work environment needs to be better managed so as not to disturb employee concentration. In terms of cleanliness, the company already has a cleanliness system that is quite maintained with cleaning officers on duty on a regular basis. However, during busy working hours, the accumulation of items often makes the work area look less tidy and has the potential to reduce visual comfort at work. Finally, for physical security and occupational safety, PT Citra Nusantara Logistik has good standards with ISO 45001:2018 certification, the installation of fire extinguishers (APAR), surveillance cameras (CCTV), and emergency evacuation routes. However, safety training for all employees still needs to be carried out periodically so that awareness of the importance of occupational safety increases.

Table 4: Data from the Pre-Survey of the Physical Work Environment of PT Citra Nusantara Logistik Year 2026

Indicator	Statement	Respondent's Answer				Ket
		Yes	%	No	%	
Lighting	The lighting of the work area is bright enough	20	80 %	5	20 %	Maximum
	Adequate lighting of the warehouse area	18	72 %	7	28 %	
Temperature & Comfort	The temperature of the workspace feels	19	76 %	6	24 %	Maximum

	comfortable during my work					
	Ventilation / air conditioning helps air circulation	17	68 %	8	32 %	
Noise	The noise in the main work area does not disturb my concentration	7	28 %	8	18 %	Not Maximum
	Noise from loading and unloading activities and operational vehicles is still within tolerable limits	6	24 %	19	76 %	
Hygiene	The work area is kept clean and tidy every day	22	88 %	3	12 %	Maximum
	Supporting	21	84 %	4	16 %	

	facilities such as pantry, toilets and warehouses are cleaned regularly		%		%	
Security	The company provides work safety equipment	20	80%	5	20%	Maximum
	I have received socialization or training related to occupational safety procedures	18	72%	7	28%	
Average Amount		16,8	67,2%	7,2	27,4%	Not Maximum

Based on the results of the pre-survey on the physical work environment variables, the findings were in line with field observation data. Indicators of lighting, room temperature and comfort, cleanliness, and occupational safety were generally considered good by the majority of respondents, with an approval rate in the range of 68-88%. This supports observational results that show that the main physical facilities in the workplace are available and functioning quite well.

On the other hand, the noise

indicator shows results that have not been maximized. Only a small percentage of respondents stated that noise is not annoying and still within tolerance limits, while the majority stated that it is disturbed by the noise of operational activities and vehicles. These findings are consistent with the author's observation that identifies noise as a weak point in the physical work environment. Thus, the results of the pre-survey reinforce and synchronize the observational findings that the noise aspect still needs to be the main concern.

Method

This type of research is quantitative, according to Sugiyono (2020:8) argues that "quantitative research is a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses". This study is an empirical study that aims to examine the influence between organizational culture variables and physical work environment on employee performance of PT Citra Nusantara Logistik Tangerang Selatan. The population and sample in this study amounted to 55 respondents, data collection using primary data by distributing questionnaires to respondents. The data analysis carried out includes: data instrument tests (validity and reliability), classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression tests, determination tests and hypothesis tests (t tests and F tests).

RESULTS OF RESEARCH AND DISCUSSION

Research Results

Validity Test

The validity test is used to determine whether the questionnaire is said to be valid or not. In this validity test, the researcher used SPSS version 26 with the following criteria:

- If the calculated value > the table, then the statement item is said to be valid.

b. If the rcalculated value < rtable, then the statement item is said to be invalid.

The following are the results of the calculation of the validity test of each variable used by the researcher in this study, namely the variables of organizational culture, physical work environment and employee performance with the following details:

Testing the Validity of Organizational Culture Variables (X₁)

Based on the results of the validity test, the following results were obtained:

Table 5: Testing the Validity of the Organizational Culture Statement Instrument (X₁)

Statement No	r count	r Table	Remarks
KX1-1	0,730	0,256	Valid
KX1-2	0,714	0,256	Valid
KX1-3	0,650	0,256	Valid
KX1-4	0,616	0,256	Valid
KX1-5	0,588	0,256	Valid
KX1-6	0,759	0,256	Valid
KX1-7	0,744	0,256	Valid
KX1-8	0,828	0,256	Valid
KX1-9	0,738	0,256	Valid
KX1-10	0,648	0,256	Valid

Source: Data Processing, 2026.

Based on the table above, if $r_{\text{counts}} > r_{\text{table}}$, it is declared valid and vice versa, if $r_{\text{counts}} < r_{\text{table}}$, it is declared invalid. In this study, the number of samples (n) to be tested was 55 respondents with a two-way significance level of 0.050 with the provision $df = n-2$, then $df = 55 - 2 = 53$, then the r table was obtained at 0.256. From the table above, it shows that statements on the organizational culture variable can be said to be valid because all statements have a calculated r value of > 0.256.

Testing the Validity of Physical Work Environment Variables (X₂)

Based on the results of the validity test, the following results were obtained:

Table 6: Testing the Validity of the Physical Work Environment Statement Instrument (X₂)

Statement No	r count	r Table	Remarks
KX2-1	0,711	0,256	Valid

Statement No	r count	r Table	Remarks
KX2-2	0,717	0,256	Valid
KX2-3	0,645	0,256	Valid
KX2-4	0,759	0,256	Valid
KX2-5	0,640	0,256	Valid
KX2-6	0,587	0,256	Valid
KX2-7	0,764	0,256	Valid
KX2-8	0,752	0,256	Valid
KX2-9	0,774	0,256	Valid
KX2-10	0,693	0,256	Valid

Source: Data Processing, 2026.

Based on the table above, it is known that all statements on the physical work environment variable are declared valid, this is evidenced by the value of $r_{\text{calculated}} > r_{\text{table}}$, $(n-2) = 55 - 2 = 53$ which is 0.256. Thus, the data is suitable to be forwarded as research data.

Validity Testing of Employee Performance Variables (Y)

Based on the results of the validity test, the following results were obtained:

Table 7: Testing the Validity of Employee Performance Statement Instruments (Y)

Statement No	r count	r Table	Remarks
KY-1	0,814	0,256	Valid
KY-2	0,820	0,256	Valid
KY-3	0,786	0,256	Valid
KY-4	0,631	0,256	Valid
KY-5	0,826	0,256	Valid
KY-6	0,719	0,256	Valid
KY-7	0,780	0,256	Valid
KY-8	0,476	0,256	Valid
KY-9	0,808	0,256	Valid
KY-10	0,702	0,256	Valid

Source: Data Processing, 2026.

Based on the table above, it is known that all statements in the employee performance variable are declared valid, this is evidenced by the value of $r_{\text{calculated}} > r_{\text{of the table}}$, $(n-2) = 55 - 2 = 53$ which is 0.256. Thus, the data is suitable to be forwarded as research data.

Reliability Test

Reliability is an index that shows how reliable an instrument is. In this test, it was carried out by comparing the Cronbach alpha value obtained with the

critical standard of 0.600 with the provision that it is said to be reliable if $>$ from 0.600, and said to be unreliable if it is $<$ from 0.600. The following is a table of instrument reliability results:

Organizational Culture Variable Reliability Test (X₁)

Based on the results of the reliability test, the following results were obtained:

Table 8: Organizational Culture Variable Reliability Test (X₁) Reliability Statistics

Cronbach's Alpha	N of Items
,881	10

Source: SPSS 26 data processing

From the table above, it can be seen that the organizational culture variable is said to be reliable, because the test obtained a *cronbach alpha* value greater than 0.600, which is $0.881 > 0.600$.

Reliability Test of Physical Work Environment Variables (X₂)

Table 9: Reliability Test of Physical Work Environment Variables (X₂) Reliability Statistics

Cronbach's Alpha	N of Items
,881	10

Source: SPSS 26 data processing

From the table above, it can be seen that the physical work environment variable is said to be reliable, because the test obtained a *Cronbach alpha* value greater than 0.600, which is $0.881 > 0.600$.

Employee Performance Variable Reliability Test (Y)

Table 10: Reliability Test of Employee Performance Variables (Y) Reliability Statistics

Cronbach's Alpha	N of Items
,898	10

Source: SPSS 26 data processing

From the table above, it can be seen that the employee performance variable is said to be reliable, because the test obtained a *Cronbach alpha* value greater than 0.600, which is $0.898 > 0.600$.

Classic Assumption Test

This classical assumption test consists of a normality test, a heteroscedasticity test, and a

multicollinearity test. The tool used to process the data is using the SPSS 26 program.

Normality Test

The normality test is carried out to find out whether the data population is normally distributed or not, the normality test is carried out by 2 (two) methods, namely: 1) Kolmogorov-Smirnov with the provision that if the significance value is $>$ 0.05, the data is declared normal. 2) A graph with the provision that the data distribution points are said to be normal if the data or scattered points are around the diagonal line and follow the direction of the diagonal line, on the other hand, the data is said to be not normally distributed if the data spreads far from the direction of the line or does not follow the diagonal line. The test results are as follows:

Table 11: Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal	Red	.0000000
Parameter, b	Std. Deviation	3.13724899
Most Extreme	Absolute	.097
Extreme	Positive	.062
Differences	Negative	-.097
Test Statistic		.097
Asymp. Sig. (2-tailed) ^c		.200d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.215
	99% Confidence Interval	.205
	Lower Bound	
	Upper Bound	.226

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

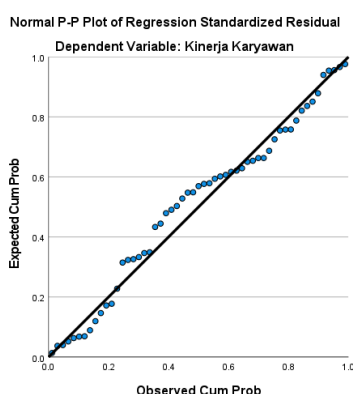
d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Data Processing, 2026.

From the table above, a significant *value (2-tailed)* of 0.200 can be obtained. Because the significance is more than 0.050 or ($0.200 > 0.050$), it is concluded that the data is normally distributed.

Furthermore, the normality test is also carried out using a *Probability Plot* (P-P Plot) graph which in principle normality can be detected by looking at the pattern of data distribution (points) on the diagonal axis of the graph or by looking at the histogram and its residuals or in other words following the direction of the diagonal line. The test results are as follows:



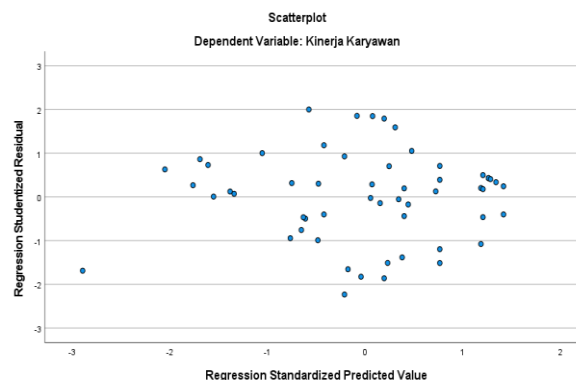
Source: Data Processing, 2026.

Figure 1: P-Plot of Normality Test

From the graph above, it can be seen that the dots are spread around the line and follow the direction of the diagonal line, so it can be concluded that the residual data from the organizational culture variables (X_1), physical work environment (X_2) and employee performance (Y) studied are normally distributed data.

Heteroscedasticity Test

The heteroscedasticity test is to find out whether or not there is variance from the residual variance for all observations in the regression model. In this study, the heteroscedasticity test can be seen in the *scatterplot* graph as follows:



Source: Data Processing, 2026.

Figure 2: Scatter Plot Graph of Heteroscedasticity Test Results

In the *scatter plot* image, it can be seen that the dots are scattered randomly and irregularly, so it can be concluded that there is no heteroscedasticity in this regression model.

Hypothesis Test

T test (Partial test)

To find out the influence between organizational culture (X_1) and physical work environment (X_2) on employee performance (Y) can be done by a t test (partial test). The provisions are as follows:

- 1) If the $t_{count} > t_{table}$ means that H_0 is rejected and H_a is accepted (there is an influence).
- 2) If the $t_{count} > t_{table}$ means that H_0 is accepted and H_a is rejected (no effect)

Partial Hypothesis Test for Organizational Culture Variables (X_1)

The hypotheses that will be tested in this section are:

H_{01} : There is no significant influence between organizational culture on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

H_{a1} : There is a significant influence between organizational culture on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

The results of data processing using the SPSS Version 26 program, with the following results:

Table 12: Partial Hypothesis Test Results Between Organizational Culture (X_1) and Employee

Performance (Y)					
Coefficient					
Models	Unstandar rdized Coefficien ts		Standar dized Coeffici ents	t	Sig .
	B	Std. Erro r			
	Beta				
1 (Constan t)	9.7 69	4.39 2		2.2 24	<.0 30
Organiza tional Culture	.78 5	.101	.731	7.8 03	<.0 00

a. Dependent Variable: Employee Performance

Source: Data Processing, 2026.

Based on the test results in the table above, the value of $t_{\text{calculated}} > t_{\text{of the table}}$ or ($7.803 > 2.006$) was obtained, this was also strengthened by a significance value of < 0.05 or ($0.001 < 0.05$). Thus, H_{01} was rejected and H_{a1} was accepted, this shows that there is a significant influence between organizational culture on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

Partial Hypothesis Test for Physical Work Environment Variables (X2)

The hypotheses that will be tested in this section are:

H02: There was no significant influence between the physical work environment on the performance of employees of PT Citra Nusantara Logistik Tangerang Selatan.

Ha2: There is a significant influence between the physical work environment on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

The results of data processing using the SPSS Version 26 program, with the following results:

Table 13: Partial Hypothesis Test Results Between Physical Work Environment (X2) and Employee Performance (Y)

Coefficient

Models	Unstandar dized Coefficien ts		Standar dized Coeffici ents	t	Sig .
	B	Std. Err or			
1 (Consta nt)	20.6 96	3.2 83		6.3 05	<.0 01
Physical Work Environ ment	.575	.08 1	.700	7.1 31	<.0 01

a. Dependent Variable: Employee Performance

Source: Data Processing, 2026.

Based on the test results in the table above, the t_{cal} value of the table was obtained $> t_{\text{or}}$ ($7.131 > 2.006$), this was also strengthened by a significance value of < 0.05 or ($0.001 < 0.05$). Thus, H_{02} was rejected and H_{a2} was accepted, this shows that there is a significant influence between the physical work environment on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

Simultaneous Test (F Test)

Statistical F testing is a test of all its independent variables (organizational culture and physical work environment) against its dependent variables (employee performance). The statistical calculation of F from ANOVA is carried out by comparing the critical values obtained from the distribution table F at a certain significant level. The hypothesis formulation made is as follows:

H03: There was no significant influence between organizational culture and physical work environment simultaneously on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

Ha3: There is a significant influence between organizational culture and physical work environment simultaneously on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

As a comparison to see the significant effect, a significant level of 5% (0.05) was used and compared the F-calculation with the F-table with the following criteria:

- 1) If $F_{\text{calcul}} < F_{\text{table}}$ means H_0 is accepted and H_a is rejected
- 2) If $F_{\text{calcul}} > F_{\text{table}}$ means H_0 is rejected and H_a is accepted

The formula for finding the F value of the table is:

$$(df = k-1) = df_1 = 3-1 = 2 \text{ and } (df_2 = n - k) = 55 - 3 = 52$$

So with a significance of 5% or 0.05, F_{table} of 52 = 3.18 from the statistical table is obtained. Here are the results of the ANOVA test or the F test:

Table 14: Results of simultaneous tests (test f) between organizational culture (x1) and physical work environment (x2) on employee performance (y)

NEW ERA					
Models	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	777.350	2	388.675	38.028	<.001b
Residual	531.486	52	10.221		
Total	1308.836	54			

a. Dependent Variable: Employee Performance

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

Source: Data Processing, 2026.

Based on the test results in the ANOVA table above, the value of $F_{\text{was obtained}} > F_{\text{calculation of the table}}$ or (38.028 > 3.18) and strengthened with a significance of < 0.05 or (0.001 < 0.05). Therefore, it can be concluded that organizational culture and physical work environment together have a significant effect on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

Discussion

After the findings in this case are known, it is then analyzed how well the data presents the results of the research raised, especially the ability to explain how good the organizational culture and physical work environment are to employee performance. Furthermore, the results of this study will be discussed as follows:

The Influence of Organizational Culture (X1) on Employee Performance (Y)

Based on the results of the analysis, the variables of organizational culture research have a significant effect on employee performance as evidenced by the results of the $t_{\text{-test}}$ calculation = 7.803 while $t_{\text{table}} = 2.006$ ($t_{\text{cal}} > t_{\text{table}}$) with a significant level of $0.001 < 0.05$, then H_{01} is rejected and H_{a1} is accepted. This research is in line with the research that has been conducted by Dewi Komala Sari and Sirajuddin (2025) with the title of their research The Influence of Organizational Culture and Physical Work Environment on Employee Performance at PT Lihe Auto Parts Indonesia Bekasi Regency. Where the results of the study show that organizational culture has a significant effect on employee performance with a regression equation of $Y = 10.371 + 0.745X_1$ and a determination of 52.1% of the hypothesis test obtained T calculation > T table (9.161 > 1.991).

Influence of Physical Work Environment (X2) on Employee Performance (Y)

Based on the results of the analysis, the physical work environment variable has a significant effect on employee performance as evidenced by the results of the t_{cal} test = 7.131 while $t_{\text{table}} = 2.006$ ($t_{\text{cal}} > t_{\text{table}}$) with a significant level of $0.001 < 0.05$, H_{02} is rejected and H_{a2} is accepted. This research is in line with research that has been conducted by Muhammad Gandung, Denok Sunarsi, Suwanto (2024) with the title The Influence of Physical Work Environment and Work Stress on Employee Performance of PT Trans Retail Indonesia (Carrefour) Ciputat Branch. Where this study shows that the physical work

environment has a positive effect on performance with a regression equation $Y = 8.089 + 0.810X_1$ and with a correlation coefficient value of 0.681. Thus, H_0 was rejected and H_2 was accepted, meaning that there was a significant influence of the physical work environment on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

Simultaneous Influence of Organizational Culture (X_1) and Physical Work Environment (X_2) on Employee Performance (Y)

Based on the results of the Anova test, the value of $F_{cal} > F_{table}$ or ($38.028 > 3.18$) was obtained and also strengthened with a significance value of < 0.05 or ($0.001 < 0.05$), then H_{03} was rejected and H_{a3} was accepted. Therefore, it can be concluded that organizational culture and physical work environment together have a significant effect on the performance of employees of PT Citra Nusantara Logistik South Tangerang. This research is in line with the research that has been conducted by Muammar Gaddafi and Ana Septia Rahman (2024) with the research title The Influence of Organizational Culture and Physical Work Environment on Employee Performance of PT Trimitra Trans Persada Parung Bogor. Where in the study it was concluded that organizational culture and physical work environment simultaneously had a significant effect on employee performance with an influence contribution of 54.7% and hypothesis test obtained $F_{count} > F_{table}$ ($46.530 > 3.115$).

Conclusion

Based on the results of the description in each previous chapter, and from the results of the analysis and discussion of the influence of organizational culture (X_1) and physical work environment (X_2) on employee performance (Y), the following are as follows:

1. Partially, organizational culture has a significant effect on employee performance, this is evidenced by the results of the hypothesis test obtained by t_{count} of $> t_{table}$ ($7.803 > 2.006$) and also strengthened with a significance of

$0.001 < 0.05$. So H_{a1} was accepted. Thus, it can be concluded that organizational culture variables have a significant effect on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

2. Partially, the physical work environment has a significant effect on employee performance, this is evidenced by the results of the hypothesis test obtained by t_{count} of $> t_{table}$ ($7.131 > 2.006$) and also strengthened with a significance of $0.001 < 0.05$. So H_{a2} was accepted. Thus, it can be concluded that the physical work environment variables have a significant effect on the performance of employees of PT Citra Nusantara Logistik South Tangerang.
3. Organizational culture and physical work environment simultaneously have a significant effect on employee performance, this is evidenced by the results of the hypothesis test obtained $F_{count} > F_{table}$ or ($38.028 > 3.18$) and also strengthened with a significance of $0.001 < 0.05$. Hence H_{a3} is accepted. Thus, it can be concluded that the variables of organizational culture and physical work environment simultaneously have a significant effect on the performance of employees of PT Citra Nusantara Logistik South Tangerang.

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