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The Influence of Physical Work Environment and Organizational Culture on Employee Work Productivity at PT. PLN (Persero) UID Sulselrabar

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Abstract

This study aims to determine the effect of the physical work environment and organizational culture on employee productivity at PT. PLN (Persero) UID Sulselrabar. The study uses a quantitative method with an associative process. Data was collected through observation, interviews, questionnaires, and literature review. The population in this study consisted of all employees at PT. PLN (Persero) UID Sulselrabar, with a sample size of 116 individuals, using stratified random sampling as the sampling technique. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The research results indicate that the Physical Work Environment has a positive and significant effect on Work Productivity, meaning that the better the work environment, the higher the employees' work productivity will be. Organizational Culture also has a positive and significant effect on Work Productivity, meaning that the better the organizational culture, the higher the employees' work productivity will be as well. Additionally, the Physical Work Environment and Organizational Culture simultaneously have a significant impact on Work Productivity, meaning that the physical work environment and organizational culture together influence the work productivity of employees at PT PLN (Persero) UID Sulselrabar.

Keywords: Physical Work Environment, Organizational Culture, Work Productivity.

1. Introduction

Every company surely has its own objectives, and human resources are the most strategic element within the company, which must be acknowledged and accepted by management. The increase in work productivity can only be achieved by humans, and conversely, human resources can also be the cause of waste and inefficiency in various forms. Therefore, paying attention to the human element is one of the demands in the overall effort to improve work productivity (Astuti, 2023).

The productivity of a company does not only depend on the business strategies implemented, but also on how management pays attention to and optimizes human elements. Improvement in productivity can only be achieved thru the active role of management in creating comfort in performing work. Management plays a key role in encouraging and maintaining employe productivity. Therefore, all organizations must focus their attention on achieving peak productivity by addressing the needs of their human resources.

This shows that productivity cannot be separated from the working conditions faced by employes on a daily basis, especially the physical aspects which are the main foundation in creating comfort and work effectiveness. Considering the importance of support and comfort in the workplace, a conducive work environment becomes a key factor in creating a productive work atmosphere. One important aspect of the work environment is its physical condition, which directly affects employe comfort while working.

The physical work environment includes all elements that can be seen and felt directly, such as office facilities, lighting, room cleanliness, temperature, noise, and the like. These factors contribute to employe comfort and safety, which in turn can enhance concentration and work efficiency (Sisca, et al., 2022). Therefore, good management of the physical work environment is very important in creating a positive work atmosphere and supporting employe productivity. In the context of PT PLN (Persero) UID Sulselrabar, it is important to further discuss the extent to which the physical work environment supports employe productivity.

In addition to the work environment, organizational culture also plays an important role in enhancing productivity. Organizational culture refers to a system or set of values within a company and can be applied in any company or organization. The uniqueness or character within a company becomes a distinguishing factor for any business in any field. In addition, this can also become a value that subsequently shapes the attitudes and character of each individual (Mulyani & Utami, 2021).

One of the organizational cultures at PT PLN (Persero) is the implementation of the AKHLAK value system, which serves as a guideline for the behavior of all PLN employees in carrying out their duties. AKHLAK is an acronym for Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif. These values are not just slogans, but also the foundation that guides the behavior and work ethics of every employee in their daily professional lives.

A strong organizational culture plays an important role in achieving the company's goals because it can positively direct employee work behavior. When employees understand and apply the values of the organizational culture, they will be more responsible, motivated, and strive to deliver their best performance, which can ultimately enhance their work productivity. A positive culture also encourages innovation and collaboration, which are crucial in the energy industry. Therefore, it is important to examine in depth the implementation of organizational culture at PT PLN (Persero) UID Sulsebar. PT. PLN (Persero) is one of the State-Owned Enterprises (BUMN) tasked with supplying and distributing electricity to the community. This research focuses on the employees of the PT. PLN (Persero) UID Sulsebar office (South Sulawesi, Southeast Sulawesi, West Sulawesi Distribution Unit). This extensive coverage area certainly requires a large number of employees for the company to operate smoothly. As for the employee data, it can be seen in the table below:

Table 1.1 List of Divisions and Number of Employees

No	Division	Amount
1	Finance	41
2	Planning	32
3	Distribution	35
4	Niaga	31
5	K3L and Kam	8
6	Procurement Planner	6
7	Procurement Executor	5
8	Personal GM	5
Amount		163

Source: PT. PLN (Persero) UID Sulsebar

From the table above, it can be seen that the number of employees at PT. PLN (Persero) UID Sulsebar is quite large, it is hoped that the employees can carry out their tasks according to their responsibilities. If the tasks and responsibilities are realized, it will impact the increase in employee productivity.

Based on initial observations at the research site, several issues were found that have the potential to hinder employee productivity at PT. PLN (Persero) UID Sulsebar. One of the main obstacles is the limited condition of the workspace, where some rooms do not have adequate space to support collaborative activities among employees. These limitations hinder interactions during discussions or internal meetings, as well as reduce physical comfort, which can lead to decreased concentration and work effectiveness.

In addition to absenteeism, the researchers also found tardiness in arrival and departure times within the PT. PLN (Persero) UID Sulsebar environment. This pertains to the organizational culture where this inaccuracy reflects a lack of attention and adherence to the working hours regulations set by the company. Employees who arrive late or leave early without a clear reason and without strict supervision from management. This indiscipline indicates the weak implementation of the internal supervision system and the lack of responsibility from employees toward the tasks that need to be completed. This situation not only disrupts the workflow of individual employees but also

affects the team, where other employees have to bear the burden of unfinished tasks. This will certainly disrupt employee productivity, which in the long run will affect the operational effectiveness of the company.

Work productivity is important because it serves as an indicator of the company's efficiency and effectiveness in transforming resources (time, energy, cost) into optimal results. Productive employees not only increase business profits but also reflect a comfortable physical work environment and a healthy organizational culture. By measuring productivity, companies can evaluate policies, enhance competitiveness, and ensure a balance between performance and employee well-being. In this study, productivity serves as a benchmark to demonstrate the extent to which the physical work environment and organizational culture influence employee performance.

Based on the initial survey conducted through the distribution of questionnaires to 16 employees of PT. PLN (Persero) UID Sulsebar, it was found that only 9 people (56%) stated that they were able to complete their work according to the targets set by the company. These findings indicate that there are still some employees who have not consistently met their work targets. This condition may indicate the presence of obstacles in task execution that could impact the overall productivity achievement of the company. The lack of target achievement may also reflect the need to review the workload, role clarity, and the work support available to employees.

Meanwhile, on the second question regarding the ability to complete tasks on time under pressure or deadlines, only 10 people (62.5%) stated that they were able to do so. This indicates that time management and work pressure are still challenges for some employees. The inability to complete work on time can impact the delay of team work processes and the achievement of organizational goals. These findings are important to be further examined, particularly in relation to the physical work environment conditions and the organizational culture prevailing at PT. PLN (Persero) UID Sulsebar.

The findings from this initial survey are reinforced by statements in an interview with one of the employees of PT. PLN (Persero) UID Sulsebar, who conveyed that the work environment and organizational culture greatly influence employee productivity. The employee explained that both play an important role in encouraging employees to be more productive, especially when the work environment is perceived as comfortable and the organizational culture supports a positive work ethic. Moreover, as one of the companies with the largest assets in Indonesia, PT. PLN has high performance demands, making the presence of a good physical work environment and organizational culture two crucial factors in achieving the company's targets and productivity.

Based on the initial observations, there are indications that the physical work environment, organizational culture, and work productivity have a relationship that needs further investigation. Several previous studies have examined and obtained different results. The research conducted by Tarigan et al. (2022) found that the physical work environment affects productivity, whereas the study by Pawitri & Febriana (2025) found different results, namely that the physical work environment does not affect productivity. Additionally, the research by Sindy et al. (2022) stated that organizational culture affects productivity, while the study by Asnora (2020) found different results, namely that organizational culture does not affect productivity.

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2. Research Methods

The type of research used in this study is associative research with a quantitative approach. Paiman in (Fateqah & Nuswardhani 2024) states that associative research is conducted with the aim of understanding the relationship between two or more variables. With associative research, a theory can be built that functions to explain, predict, and control a phenomenon or event.

Quantitative research is research that uses an objective approach, with data in the form of numbers or figures, including the collection and analysis of quantitative data as well as the use of statistical testing methods. Quantitative researchers collect data using instruments. Quantitative research focuses on variables and the relationships between one variable and another (Fateqah & Nuswardhani, 2024).

2.1. Population and Sample

Population refers to the entire group or elements that possess certain characteristics to be studied; the population can consist of individuals, objects, events, or anything relevant to the research being conducted (Asrulla, et al., 2023). The population of this study consists of all employees of PT. PLN (Persero) UID Sulsebar, totaling 163 employees.

A sample is a part of the population or a representative of the population that is studied and taken as a source of data and can represent the entire population, or the sample is a portion of the quantity and characteristics possessed by the population (Asrulla, et al., 2023). In this study, the sampling technique used is the Stratified Random Sampling method. Stratified Random Sampling is a sampling technique in research where the research sample or respondents are determined using specific strata (divisions).

The determination of the sample size in this study uses the Slovin method with a 5% margin of error. The simplest formula for determining the sample size is the sampling size formula developed by Eliot M. Slovin (1960).

2.2. Data source

Primary data is data created by researchers with a specific purpose in solving a problem. Primary data is data collected by researchers directly from the first source of the research object (Hidayatullah, et al., 2023). In this study, the primary data sources are observations, direct interviews, and questionnaires.

Secondary data is various information that has previously existed and is intentionally collected by researchers to complement the research data needs. Secondary data can be collected from various sources such as books, websites, or government documents (Hidayatullah, et al., 2023).

2.3. Data Analysis Techniques

According to Jaya in (Mulyana, et al., 2024), data analysis is defined as the effort of utilizing available data, which is then processed with statistics and can be used to answer the research problem formulation. The analysis in this research was conducted using the Statistical Package for the Social Sciences (SPSS) with the assistance of the IBM SPSS Statistics 22 application.

2.4. Research Instrument Test

a. Validity Test

The validity test of the research instrument is a test conducted to determine the validity/accuracy/precision of an item in measuring the variable being studied. A question item is considered valid if it can measure what it is supposed to measure. The validity test can be conducted using the product moment correlation, which correlates the score of each item with the total score. The total score itself is the score obtained from the sum of those scores (Azhari, et al., 2023)

b. Reliability Test

The reliability test of a research instrument is a test conducted to determine the reliability (level of trust) of a question item in measuring the variable being studied. A research instrument can have a high level of reliability if the results from testing the instrument show relatively stable (consistent) outcomes. Thus, the issue of instrument reliability is related to the accuracy of the results. Reliability testing is conducted to determine the stability level of a measuring instrument. Reliability testing is conducted using the internal consistency reliability approach, which employs Cronbach's alpha for identifying how well the relationships between items in the research instrument (Azhari, et al., 2023).

3. Results and Discussions

This research aims to determine the influence of the physical work environment and organizational culture on employee work productivity at PT PLN (Persero) Sulselrabar Distribution Unit. The data for this research were obtained thru the distribution of questionnaires to respondents who are active employees. Data on respondent characteristics were obtained, including gender, age, length of service, and highest education level, which were used as a basis for understanding the background of the sample being studied.

Based on the characteristics of the respondents, it is known that the majority of the respondents are female, with a dominant age range of 31-40 years, indicating that most of the respondents are in their productive age. In terms of work experience, the majority have worked for more than 10 years, indicating that they have a good understanding and experience of their tasks and responsibilities. Most respondents also have a bachelor's degree, which reflects a relatively high level of competence in supporting work activities.

Based on the respondents' feedback on the physical work environment variable (X1), the indicator with the highest score is adequate lighting conditions in the work environment, indicating that lighting is a highly perceived comfort factor for employees. Meanwhile, the lowest score is on the work facility condition indicator, where some respondents expressed that there are still limitations in the supporting work facilities. This indicates the need for improvement in providing facilities that support work effectiveness.

In the variable of organizational culture (X2), the highest score was found in the indicator of compliance with organizational regulations, indicating that most employees have a high awareness of the importance of adhering to the existing rules. However, the lowest score was in the indicator of interaction among organizational members, which indicates obstacles in communication or cooperation among employees. This can affect the work atmosphere and productivity if not addressed properly.

Meanwhile, on the work productivity variable (Y), the indicator with the highest score is the ability to complete tasks on time, indicating that the majority of employees are able to manage their time and complete tasks efficiently. Meanwhile, the lowest score was obtained on the indicator of the number of tasks completed, which indicates there is still potential for improvement in the quantity of employees' work output. The company needs to pay special attention to distributing the workload and improving work motivation.

The results of the statistical test show that the physical work environment and organizational culture simultaneously have a significant impact on work productivity, with an F calculated value of $59.456 > F$ table 3.07 and significance < 0.001 . Partially, both independent variables also have a significant influence. The physical work environment shows a t-value of $2.548 > t$ -table 1.981 and a significance of $0.012 < 0.05$, while organizational culture shows a t-value of $4.815 > t$ -table 1.981 with a significance of < 0.001 . The R Square value of 0.513 indicates that 51.3% of the variation in work productivity can be explained by these two variables, while the remaining variation is influenced by other factors outside the model, such as leadership, work motivation, or reward systems.

Thus, it can be concluded that both the physical work environment and organizational culture play important roles in enhancing employee productivity at PT PLN (Persero) UID Sulselrabar. As for the results of the hypothesis testing for each variable, the following results were obtained:

1. The Influence of Physical Work Environment on Employee Work Productivity at PT PLN (Persero) UID Sulselrabar The results of the partial hypothesis test indicate that the Physical Work Environment variable has a positive and significant effect on the Work Productivity of employees at PT PLN UID Sulselrabar. This is evidenced by a regression coefficient value of 0.194, a t-value of $2.548 > t$ -table 1.981, and a significance value of $0.012 < 0.05$, thus the first hypothesis (H1) is accepted. This means that the better the physical work environment conditions perceived by employees, such as adequate lighting, sufficient work facilities, and comfortable workspaces, the higher the work productivity they produce.

A conducive work environment can create comfort and a sense of security for employees in carrying out their tasks, thereby increasing concentration and work enthusiasm. Conversely, poor physical work conditions can reduce work efficiency, increase fatigue, and potentially disrupt the achievement of work targets. Therefore, good management of the physical work environment becomes one of the important factors in driving performance and productivity improvement.

Aspects such as the layout of the workspace, air ventilation, lighting, environmental cleanliness, and the availability of supporting facilities greatly influence daily work comfort. When employees' basic needs are met, such as adequate space, sufficient work tools, and a work environment that does not cause physical stress, employees will be more focused and motivated to complete their tasks optimally. Even in the long term, a well-

managed work environment can reduce stress levels, decrease absenteeism, and increase employee loyalty and job satisfaction toward the organization.

The results of this study align with the work environment theory proposed by Sedarmayanti (2009), which states that the physical conditions of the workplace, including lighting, ventilation, and cleanliness, directly impact employee productivity. These results are in line with the research conducted by Tarigan et al. (2022) and Kusumadewi (2022), which show that the physical work environment has a positive and significant impact on work productivity.

2. The Influence of Organizational Culture on Employee Work Productivity at PT PLN (Persero) UID Sulselrabar Based on the hypothesis testing results, the Organizational Culture variable also shows a positive and significant influence on Work Productivity, with a regression coefficient value of 0.549, a t-value of 4.815 > t-table 1.981, and a significance value < 0.001 < 0.05, thus the second hypothesis (H2) is accepted. This means that the stronger the organizational culture applied in the workplace, the higher the level of employee work productivity.

A strong organizational culture is characterized by adherence to rules, clear work guidelines, and good social relationships among employees as well as with external parties. When organizational values are understood and implemented together, employees will feel more motivated, have a sense of belonging to the company, and work responsibly and efficiently.

Moreover, a positive organizational culture also creates harmony in thinking and acting within the work environment. A culture that values cooperation, openness, and individual contributions will create a supportive work environment. Employees also find it easier to adapt and are motivated to deliver their best performance. Therefore, strengthening organizational culture becomes a strategic step in supporting sustainable work productivity.

The results of this study align with the views of Robbins & Judge (2017) regarding organizational culture, where shared values and strong norms create harmony and a positive effect on performance. This research supports the findings of previous studies by Sindy et al. (2022) and Irmawati et al. (2023), which also found that a good organizational culture significantly contributes to improving work productivity.

3. The Simultaneous Influence of Physical Work Environment and Organizational Culture on Work Productivity The F-test results show that the Physical Work Environment and Organizational Culture variables simultaneously have a significant effect on Work Productivity, with a calculated F value of 59.456 > table F 3.08 and a significance value of < 0.001 < 0.05. Thus, the third hypothesis (H3) is accepted. This means that both independent variables together are able to explain the variation in employee work productivity at PT PLN UID Sulselrabar.

A sufficient physical work environment and a strong organizational culture will complement each other in creating a comfortable and professional work atmosphere. When both factors are functioning well, employees will feel more enthusiastic and responsible in completing their tasks. A clean and organized work environment, supported by adequate facilities, will enhance focus and comfort, while a supportive organizational culture such as openness, appreciation, and teamwork can build emotional bonds and employee loyalty to the company.

The combination of physical comfort and strong work culture values will create a positive work atmosphere, where employees feel valued and supported in carrying out their tasks. This will certainly impact the improvement of efficiency, productivity, and the overall achievement of work targets. Therefore, it is important for organizations not only to focus on improving physical aspects but also to build and maintain a conducive organizational culture as a foundation to continuously drive employee performance.

The results of this study align with the organizational performance model by Gibson et al. (2006), which asserts that the combination of physical environment and work culture shapes optimal work behavior and output. This research is consistent with previous findings by Tinungki et al. (2024), which state that the physical work environment and organizational culture have a positive and significant impact on employee work productivity.

4. Conclusion

Based on the results of the research analysis on the influence of Physical Work Environment and Organizational Culture on Employee Work Productivity at PT PLN (Persero) UID Sulselrabar, the following conclusions can be drawn: 1. The Physical Work Environment has a positive and significant effect on Work Productivity. This means that the better the physical conditions of the workplace, such as adequate workspaces, complete work facilities, and good lighting and ventilation, the higher the employee work productivity will be. 2. Organizational Culture has a positive and significant effect on Work Productivity. This means that strong organizational culture values, such as adherence to rules, clear work guidelines, and harmonious interactions, can encourage employees to work more

optimally and responsibly. 3. The Physical Work Environment and Organizational Culture jointly influence Work Productivity. With a coefficient of determination value of 0.513, these two variables are able to explain 51.3% of the variation in work productivity, while the remaining variation is explained by other variables outside this study.

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