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## THE IMPACT OF INDIVIDUAL CHARACTERISTICS, WORK ENVIRONMENT, AND ORGANIZATION CULTURE AGAINST EMPLOYEE PERFORMANCE AT PT TELKOM AKSES WITEL DENPASAR Kadek Ryandana Wisma ANANNTA<sup>1</sup>, Putu Jerry KUSUMA<sup>2</sup>, Ida Bagus Agung DHARMANEGARA<sup>3</sup>

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#### Abstract:

This research examines and analyzes the influence of individual characteristics, work environment, and organizational culture on employee performance. This research was conducted at PT. Telkom Access Witel Denpasar by arriving! The research consisted of 73 respondents using random sampling techniques. All data obtained from the questionnaire distribution is suitable for use, then analyzed using multiple linear regression hypothesis testing (t-test and f-test). The results showed that (1) Fhitung (65,229) > Ftable (2.74) with a significance value of F of 0.000 < 0.05, then Ho is rejected. This means the individual characteristic variable (X1). Work environment (X2) and organizational culture (X3) simultaneously have a positive and significant effect on employee performance (Y). The regression coefficient  $\beta_1$  (individual characteristic variable) is 0.523. The regression coefficient  $\beta_2$  (work environment variable) is 0.186, indicating that the better the work environment, the greater the employee performance at PT. Telkom Access Witel Denpasar. The regression coefficient  $\beta_3$  (organizational culture variable) is 0.267, indicating that the better the organizational culture, the greater the employee performance at PT. Telkom Access Witel Denpasar.

**Keywords:** Individual Characteristics, Work Environment, Organizational Culture, Employee Performance

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## INTRODUCTION

The critical factor in a company's success is performance, generally defined as an individual's success in carrying out a task or job to achieve desired results. According to Rumawas (2018), it influences how much an employee can contribute to the company's development. Each employee in an organization is expected to contribute positively through good performance, as a company's performance depends on its employees' performance (Gibson, 2017). To improve employee performance, management is crucial in paying attention to the influencing variables.

In enhancing employee performance, especially for individuals engaged in a company's activities, the work environment plays a significant role in supporting them. According to Suhardi (2019), the work environment encompasses all the tools and work infrastructure around employees as they perform their tasks and can influence employees while they work. The work environment within the employee's scope shapes habits as one of the driving factors to enhance the quality of employees' work, known as organizational culture. According to Sule and Saefullah (2019), organizational culture consists of the values and norms adopted and practiced by a company within its operating environment. The presence of organizational culture can create a comfortable atmosphere among organizational members (individuals or the organization itself) if agreed upon

and adhered to collectively. Research by Safira (2020) shows that organizational culture positively and significantly impacts employee performance. However, research by Srickaningsih (2017) states that organizational culture negatively affects employee performance.

PT. Telkom Akses is a subsidiary of PT Telekomunikasi Indonesia Tbk. (PT Telkom) Moreover, operates in providing access network installation services, network infrastructure construction, Network Terminal Equipment (NTE) management, and operation and maintenance of broadband access networks. This research is conducted at PT Telkom Akses Indonesia, including the branch in Bali, known as PT Telkom Akses Bali Witel Denpasar, located at Jalan Raya Serma Gede No.13, Dauh Puri Kelod, West Denpasar Sub-District, Denpasar City, Bali. The company's vision is to become a world-class fiber network company with a mission to provide superior fiber network deployment and managed services to deliver the best value for stakeholders. The establishment of this company is part of Telkom's commitment to continue developing broadband networks to provide limitless access to information and communication for all Indonesians through connectivity. Therefore, the company offers various services such as receiving customer complaints or issues related to Telkom's network, internet subscription, Telkom Indihome, cable TV network, and telephone network installation.

Employee performance is influenced by their actions, which demonstrate their capacity to complete tasks. However, individual capacity varies and is heavily influenced by each individual's background. Based on interviews with the HR department, some phenomena are related to individual characteristics. These phenomena include conflicts arising from differences in employees' backgrounds, which tend to lead to differences in opinions on how to do things, often due to varying levels of education, causing some employees to feel undervalued.

On the other hand, the decline in employee performance can also be attributed to the lack of implementing the organizational culture system at PT. Telkom Akses Witel Denpasar. The company considers organizational culture necessary for improving employee performance. Organizational culture includes norms governing employee behavior and three cultural values. Implementing organizational culture can be challenging because employees have different characteristics. Therefore, company management needs to strengthen organizational culture to align individual employee behavior with the company's goals.

Based on interviews with the HR department at PT. Telkom Akses Witel Denpasar, some phenomena still indicate the weak implementation of organizational culture in the Denpasar Area, such as employees' inadequate understanding of the values of organizational culture as a basis for behavior. This is evidenced by many employees needing to arrive on time per the established rules, which can disrupt work, waste working hours, and lead to task delays. Additionally, some employees need a more robust culture of behavior because they still need instructions from their superiors, even though each employee already has precise tasks corresponding to their job description. This can result in task delays, sometimes exceeding set deadlines.

**Literature Review, Individual Characteristics.** According to Nugraha and Hermanto (2020), individual characteristics are the traits and qualities of a person influenced by their environment and themselves in performing activities. As described by Ratih Hurriyat (2005) in Ahmad W (2017), individual characteristics are a psychological process that affects an individual in obtaining, consuming, and receiving goods and services. Individual characteristics are internal (interpersonal) factors that drive and influence an individual's behavior.

**Work Environment.** According to Ahyari, cited in Lewis and Suprastha (2020), the work environment pertains to everything surrounding a job that can influence employees performing their tasks. According to Sedarmayanti (2017), the work environment is a place for various groups

with supportive facilities to achieve the company's goals in line with the company's vision and mission.

**Organizational Culture.** Organizational culture is a set of beliefs and values that serve as the fundamental philosophy held by members of an organization in carrying out or operating organizational activities (Tran, 2020). According to Robbins and Judge (2017), organizational culture is a series of activities jointly applied by members of the organization that distinguishes one organization from another.

**Employee Performance.** According to Hutami et al. (2020), performance is the level of contribution given by employees toward their job's objectives or work units, as well as the company/organization, as a result of their behavior and the application of their skills, abilities, and knowledge. According to Mangkunegara (2017), employee performance is the quality and quantity of work employees complete in carrying out their responsibilities.

## METHODS

This research was conducted at PT. Telkom Akses Witel Denpasar, located at Jalan Raya Serma Gede No. 13, Dauh Puri Kelod, West Denpasar Sub-District, Denpasar City, Bali. The population in this study consists of a total of 274 individuals who are employees of PT. Telkom Akses Witel Denpasar. Since the population size is known to be 274 employees, the number of samples studied and used as respondents is 73 respondents. There are four types of data used: quantitative and qualitative data. The data sources include primary and secondary data sources. The data analysis technique used in this research is multiple linear regression analysis.

## RESULT AND DISCUSSION

The results of the normality test show that the Kolmogorov-Smirnov value is 0.200, which is greater than 0.05. This indicates that the data used in this study follows a normal distribution. The results of the multicollinearity test, with tolerance values (VIF), indicate the absence of multicollinearity symptoms. As for the results of the heteroskedasticity test, each model has a significance value greater than 0.05. The results of the regression analysis using the Statistical Package of Social Science (SPSS) can be seen in Table 1 below:

**Table 1.** Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient		t	Sig
	B	Std. Error		
individual characteristics	0,523	0,091	5,756	0,000
work environment	0,186	0,080	2,342	0,022
organizational culture	0,267	0,073	3,673	0,000
(Constant): -0,367				
F-Statistics: 65,229				
Sig F: 0,000				
R <sup>2</sup> : 0,739				
R: 0,860				

Source: Data Processed (2023)

Based on Table 1, the multiple linear regression equation shows the direction of each independent variable on its dependent variable:

$$Y = -0.367 + 0.523X_1 + 0.186X_2 + 0.267X_3$$

The multiple linear regression equation can be explained as follows:



$\alpha$  = the constant value of -0.367, which means that when individual characteristics (X1), the work environment (X2), and organizational culture (X3) are all equal to zero, employee performance is -0.367, indicating a decline in employee performance.

X1 = +0.523 indicates that individual characteristics positively impact employee performance. If individual characteristics are good, employee performance will increase.

X2 = +0.186 indicates that the work environment positively impacts employee performance. If the work environment is good, employee performance will increase.

X3 = +0.267 indicates that organizational culture positively impacts employee performance. If organizational culture is good, employee performance will increase.

Based on the F-test (simultaneously), the calculated F-value (65.229) is greater than the critical F-value (2.74) with a significance value of  $0.000 < 0.05$ , thus rejecting the null hypothesis ( $H_0$ ). This means that individual characteristics (X1), the work environment (X2), and organizational culture (X3) collectively have a positive and significant impact on employee performance (Y) at PT. Telkom Akses Witel Denpasar. The R-squared value is 73.9%, indicating 73.9% of employee performance at PT. Telkom Akses Witel Denpasar is influenced by individual characteristics (X1), the work environment (X2), and organizational culture (X3), while unexamined variables influence the remaining 26.1% in this research.

The results of this research align with previous studies conducted by Karyono et al. (2020) and Hudayah et al. (2022), which found that individual characteristics, the work environment, and organizational culture have a significant and positive impact on employee performance.

**Effect of Individual Characteristics on Employee Performance.** The calculated t-value (5.756) is greater than the critical t-value (1.667) with a significance level of  $0.000 < 0.05$ , leading to the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ). This means that individual characteristics positively and significantly impact employee performance at PT. Telkom Akses Witel Denpasar. The regression coefficient  $\beta_1$  (individual characteristics) is 0.523, indicating that better individual characteristics lead to improved employee performance at PT. Telkom Akses Witel Denpasar.

The results of this research align with previous studies conducted by Rachmadani et al. (2021), Lukito et al. (2018), Cahya (2019), Karyono et al. (2020), Hudayah et al. (2022), all of which found that individual characteristics have a positive and significant impact on employee performance.

**Effect of the Work Environment on Employee Performance.** The calculated t-value (2.342) is greater than the critical t-value (1.667), with a significance level of  $0.022 < 0.05$ , leading to the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ). This means that the work environment positively and significantly impacts employee performance at PT. Telkom Akses Witel Denpasar. The regression coefficient  $\beta_2$  (work environment) is 0.186, indicating that a better work environment improves employee performance at PT. Telkom Akses Witel Denpasar.

The results of this research align with previous studies conducted by Rachmadani et al. (2021), Lukito et al. (2018), Cahya (2019), Karyono et al. (2020), Hudayah et al. (2022), which found that the work environment has a positive and significant impact on employee performance.

**Effect of Organizational Culture on Employee Performance.** The calculated t-value (3.673) is greater than the critical t-value (1.667) with a significance level of  $0.000 < 0.05$ , leading to the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ). This means that organizational culture positively and significantly impacts employee performance at PT. Telkom Akses Witel Denpasar. The regression coefficient  $\beta_3$  (organizational culture) is 0.267, indicating that better organizational culture improves employee performance at PT. Telkom Akses Witel Denpasar. The results of this research align with previous studies conducted by Rachmadani et al.

(2021), Lavinia et al. (2019), Haryadi (2017), Putra and Rustono (2018), Karyono et al. (2020), Hudayah et al. (2022), which found that organizational culture has a positive and significant impact on employee performance.

## CONCLUSION

1. Individual characteristics, the work environment, and organizational culture positively and significantly impact employee performance at PT. Telkom Akses Witel Denpasar.
2. Individual characteristics have a positive and significant impact on employee performance at PT. Telkom Akses Witel Denpasar. This means that better individual characteristics lead to improved employee performance at PT. Telkom Akses Witel Denpasar.
3. The work environment positively and significantly impacts employee performance at PT. Telkom Akses Witel Denpasar. This means that a better work environment improves employee performance at PT. Telkom Akses Witel Denpasar.
4. Organizational culture has a positive and significant impact on employee performance at PT. Telkom Akses Witel Denpasar. This means that an improved organizational culture enhances employee performance at PT. Telkom Akses Witel Denpasar.

### Recommendations.

1. Individual characteristics at PT. Telkom Akses Witel Denpasar is generally good, but there is a statement regarding individual characteristics with a below-average score: "I always try to control my emotions while still inside the company."
2. The work environment at PT. Telkom Akses Witel Denpasar is generally good. However, there is a statement related to the work environment with a below-average score: "The lighting in my workspace is adequate."
3. Organizational culture at PT. Telkom Akses Witel Denpasar is generally good. Nevertheless, there is a statement regarding organizational culture with a below-average score: "I can innovate in completing tasks, which enhances the company's image."
4. Employee performance at PT. Telkom Akses Witel Denpasar is generally good. However, there is a statement related to employee performance with a below-average score: "The volume of work I produce matches the company's targets."

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