

## THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, AND LEADERSHIP ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR

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### ABSTRACT

This study investigates the influence of organizational culture, work environment, and leadership on employee performance within the Regional Secretariat of Malaka Regency, Indonesia. Employing a quantitative approach with a causal research design, data were collected from 139 civil servants using a structured questionnaire. The data were analyzed using multiple linear regression. The findings reveal that both organizational culture and work environment have a significant positive impact on employee performance, particularly when they foster innovation, transparency, and collaboration. Leadership also demonstrates a positive effect, although to a lesser extent compared to the other two variables. The combined effect of the three independent variables accounts for 49.7% of the variation in employee performance. This study provides practical implications for public sector management by emphasizing the need to strengthen organizational culture, create a supportive and conducive work environment, and enhance leadership effectiveness. The findings also contribute to the broader literature on human resource management in government institutions, particularly in emerging economies.

**Keywords:** Organizational culture, work environment, leadership, employee performance, public sector, Indonesia.

### I. INTRODUCTION

Employee performance remains a critical determinant of organizational effectiveness, especially within public sector institutions that are charged with delivering essential services to the public. Governments worldwide face mounting pressure to improve service quality, enhance bureaucratic responsiveness, and increase accountability. In this context, the performance of civil servants is increasingly viewed not only as a measure of individual capacity but also as a reflection of the organizational environment in which they operate (Armstrong, 2006; Sedarmayanti, 2016).

In developing countries like Indonesia, the public sector faces persistent challenges in optimizing employee performance. Empirical evidence suggests that low performance in government agencies can often be traced to deeper organizational issues such as poor