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ARTICLE

# The Influence of New Work Environment on Employee Productivity Moderated by Corporate Culture at pt. Bank Sulutgo Manado

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## Abstract

The purpose of this study is to analyze the effect of the new work environment on employee productivity moderated by corporate culture at PT. Bank SulutGo Manado. This study was conducted using a quantitative method. A total of 123 employees of PT. Bank SulutGo Head Office were surveyed as samples in this study. The results of the study showed that the new work environment did not affect employee productivity due to the duration of use of the new office which began at the end of 2023. In addition to physical facilities, namely buildings and their facilities and infrastructure, PT. Bank SulutGo needs to present holistic changes in the work environment including a non-physical work environment. Corporate culture has a significant influence on employee productivity at PT. Bank SulutGo with the implementation of "BSGO Corporate Culture" namely integrity, high work standards, mutual cooperation and customer orientation. Corporate culture does not moderate the influence of the work environment on employee productivity. This shows that the implementation of corporate culture is unable to change the influence of the work environment on employee productivity.

**Keywords**: Work Environment, Employee Productivity, Corporate Culture

## Introduction

A company is an organization with a purpose. One of these purposes is to make a profit. Human resource management is also part of organizational management, therefore management should provide active direction to achieve the goals of the organization. One of the factors that affect the level of success of an organization is the productivity of the workforce in the work. The decline in workforce productivity often occurs due to a

possibility caused by discomfort in the workplace, lack of motivation in working and also job dissatisfaction.

High employee productivity can be achieved if employees have the desire to improve their abilities, so that the company's goals can be implemented effectively and efficiently. High productivity in cooperation that is closely related to the work environment and company culture. Based on the data, the results of the overall individual employee work productivity output at the PT Bank SulutGo Manado Head Office in achieving the targets given by the company in 2022 have been good. This can be seen from the average percentage level of overall individual productivity from each work unit of PT Bank SulutGo Manado in table 1.

**Table 1. Employee Work Productivity**

| Achievement Predicate | Number of employees | Average employee productivity |
|---|---|---|
| Very satisfactory | 0 | 0 |
| Satisfying | 260 | 63% |
| Good | 150 | 36% |
| Enough | 1 | 0.4% |
| Not enough | 2 | 0.6% |
| Total employees | 413 | 100% |

Source: BSG Human Capital Division, 2022

Based on table 1, it can be seen that the percentage of work productivity at PT. Bank SulutGo has achieved good results. Of course, this achievement cannot be separated from the existence of quality human resources and a work environment that supports the creation of employee productivity. One of the main factors that companies must consider to increase employee productivity is the comfort of the work environment. According to Mardiana (2019), the work environment is an environment where employees carry out their daily tasks. The company has an obligation to provide rights to work related to work environment facilities. Productive work requires not only work skills, but also a comfortable work environment to improve the smoothness of work completion. A conducive work environment helps employees feel comfortable in the workplace and makes them more productive and actively involved in completing work, while a non-conducive work environment is associated with employee satisfaction and depression, so it can affect employee productivity.

The next factor that can increase employee productivity is organizational culture. The organizational culture of a company is often determined by the shared values, habits, attitudes and work ethic of all members of the organization. It is used as a framework for evaluating how employees behave, think and work with each other and interact with their environment. If the organizational culture is strong, it will successfully increase workforce productivity and contribute to the success of the company.

Work productivity at PT. Bank SulutGo is also influenced by the relocation of office buildings, this can affect employee productivity by creating a more functional work environment and accompanied by providing better facilities that can later support work

efficiency, ergonomic design and a work environment that supports employee comfort so that it has the potential to increase productivity. However, the impact can vary depending on factors such as new facilities and the comfort provided. The phenomenon that occurs is the challenge of adapting to a new work environment, the potential for decreased employee productivity, and the potential for incompatibility with existing corporate cultural values and norms. New work environment conditions that include changes in organizational structure, technology, and operational procedures can affect employee performance and productivity. In addition, the corporate culture that has been previously embedded in PT. Bank SulutGo can moderate the impact of the new work environment on employee behavior and productivity.

Based on the various explanations above, the author is interested in conducting a study that examines the influence of the work environment on employee productivity through the intermediary variable of corporate culture. The title set in this study is "The Influence of New Work Environment on Employee Productivity Moderated by Corporate Culture at PT. Bank SulutGo Manado".

## Research purposes

Based on the research background and problem formulation outlined previously, the objectives of this research are:

1.     To analyze the Influence of New Work Environment on Employee Productivity at PT. Bank SulutGo Manado.

2.     To analyze the Influence of Corporate Culture on Employee Productivity at PT. Bank SulutGo Manado.

3.     To analyze the Influence of New Work Environment on Employee Productivity in Moderation by Corporate Culture at PT. Bank SulutGo Manado

## Literature Reviews

### Theoretical basis

### Work environment

According to Wijayanto (2020), the work environment is internal stakeholders are groups or individuals who are not explicitly part of the organizational environment because in fact internal stakeholders are members of the organization, where managers have responsibility for their interests.

Sedarmayanti (2021) stated that the work environment in a company can be:

1.     Task Structure. Task structure refers to how tasks and capabilities are distributed. Thus, ``who is responsible for what'' is clarified and mechanisms are established for carrying out tasks in terms of ``who reports to whom''.

2.     Job Design. Job design represents the complexity and difficulty of the tasks performed by employees. If an employee feels that his/her task is too difficult and requires the involvement of many parties, he/she can certainly overcome it. Therefore, the administrator must be able to guarantee that the tasks given can be completed.

3.     Leadership Pattern. Leadership pattern reflects the leadership model used to lead people. There are leaders who adopt task-based leadership practices. Managers in this group pay less attention to the individual aspects of their employees. Such leadership patterns can influence the creation of a less than favorable work environment for employees.

### Corporate Culture

Robbins (2020) states that "organizational culture is a traditional way of thinking and doing things, shared by all members of the organization and its members learn or at least accept part of the culture accepted within the framework of the organization. Meanwhile, according to Sedarmayanti (2021), "Organizational culture is values that are shared among members of an organization, tend to shape group behavior. Values as organizational culture tend not to be seen only once, they are very difficult to change. At this time, group behavioral norms can be seen and expressed about behavioral patterns and organizational behavioral styles that are relatively easy to change. " Culture is something very large and complex, which can involve behavior, ceremonial matters, and certain beliefs.

**Employee Productivity**

Productivity can be described as a measure of the utilization of production factors and employee involvement in the production process. This is important to improve welfare, economic growth, and employment opportunities. To achieve maximum labor productivity, companies must ensure that they select the right employees with the right jobs and optimal working conditions (Sedarmayanti, 2021). Anoraga (2019) defines labor productivity as a universal concept. This means using fewer resources to provide more goods and services to meet the needs of more people. Productivity is based on an interdisciplinary approach that effectively uses resources while maintaining quality to effectively formulate development goals and plans and implement productive paths. Work productivity is the desire and effort of humans to continue to improve the quality of life and livelihood in all aspects (Siagian, 2019).

**Previous Research**

Measurement of variables can be done by looking at several previous research references related to the research being conducted. Several previous studies related to this research can be shown in the following table:

Lailly, Sundjoto, Rahayu (2023). The Influence of Training, Organizational Culture, and Work Environment on Employee Work Productivity at the Bangkalan Pratama Tax Service Office. The results of this study prove that organizational culture and work environment variables have a significant effect on employee productivity. Organizational culture variables have an effect on work productivity. Work environment variables have an effect on employee productivity.

Ariyanto, Heriyanti (2023)The Influence of Workload, Organizational Culture, and Work Environment on Employee Productivity of the Production Department of PT. Armstrong Industri Indonesia.The results of this study prove that the variables of organizational culture and work environment have an influence on the productivity of employees in the production department of PT. Armstrong Industri Indonesia.

Novitanti, Situmorang (2023)The Influence of Organizational Culture and Work Environment on Employee Productivity.The results of this study prove that organizational culture variables have a significant influence on employee productivity. Work environment variables have a significant impact on employee productivity at Perum Bulog Divre West Java.

Triwulandari, Widiadnya, Salain (2023).The Influence of Organizational Culture, Work Environment, and Work Stress on Employee Performance at the Denpasar Branch of BPJS Employment. The results of this study prove that the variablesWork environmenthave a significant influence onEmployee performance. Work environment variables have a significant impact onEmployee Performance at BPJS Employment Denpasar Branch.

Santoso, Dyah (2023).The Influence of Work Environment, Work Ethics, and Organizational Culture on Employee Performance at PT Indo Bismar, Surabaya City.The results of this study prove that the variablesWork environmenthave an influence onEmployee performance. VariablesOrganizational culturehave a significant

impact onEmployee Performance at PT Indo Bismar Surabaya City.

**Research Model and Hypothesis**
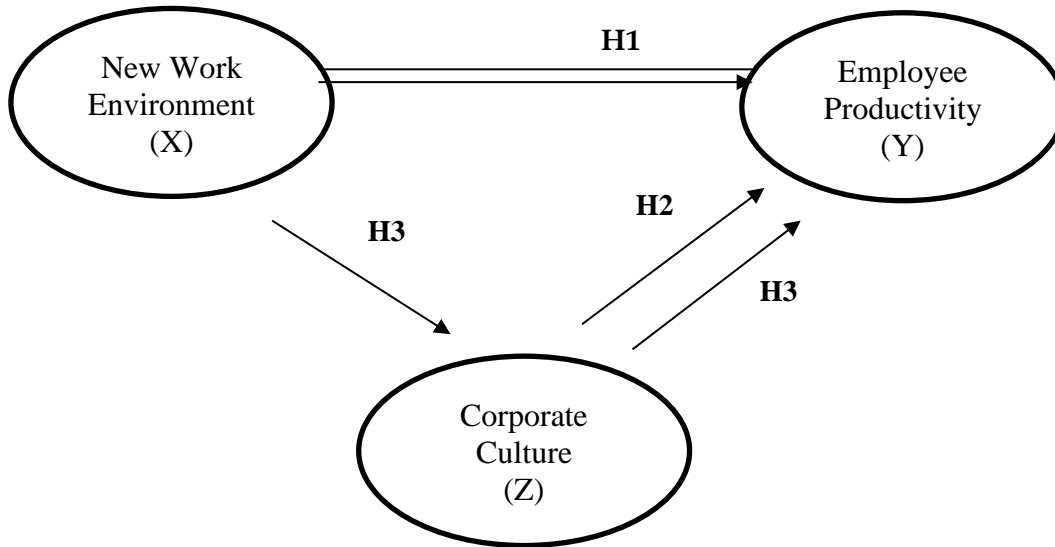


**Figure 1. Research Model**
Source: Literature Reviews, 2024

**Research Hypothesis**

Based on the conceptual framework above, the hypothesis in this study is as follows:

H1 = It is suspected that the New Work Environment has a positive and significant effect on Employee Productivity.

H2 = It is suspected that Corporate Culture has a positive and significant influence on Employee Productivity

H3    =It is suspected that the new work environment has an effect on employee productivity moderated by corporate culture.

**Methodology**
**Research methods**
**Types of research**

This type of research uses a quantitative approach, namely associative research. Associative research is research that aims to determine the influence or relationship between two or more variables (Sugiyono, 2019). The type of data used in this study is quantitative data because the data presented in this study is data in the form of numbers. Then, the data that has been obtained is processed using statistical analysis to test the hypothesis that explains the relationship between the variables to be studied. The data source used in this study is primary data or data that is directly obtained from respondents.

**Location and Object of Research**

This research was conducted at the Head Office of PT. Bank SulutGo located at Jl. Pierre Tendean No.100 Wenang Utara, Wenang District, Manado City. The time of implementation of this research was in April - May 2024.

**Method of collecting data**

The data collection method used in this study is by using the questionnaire method. A questionnaire is a data collection by compiling a list of questions in writing and then distributing them to respondents to obtain data that is related to the research used based on the measurement scale. In this study, using a closed questionnaire, where only choosing alternative answers available on the questionnaire.

**Population and Research Sample**

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that have been determined by researchers to be studied and later drawn conclusions (Sugiyono, 2019). The population in this study were all employees at the Head Office of PT. Bank SulutGo, totaling 400 employees.

A sample is a small part of the number and characteristics of a population. With limited funds, manpower, and time, researchers use samples from the population (Sugiyono, 2019). To calculate the minimum number of samples needed, use the Slovin Formula.

$$n = \frac{N}{1+N.e^2} \qquad n^2 = \frac{400}{1+400.(10\%)^2} \qquad n^2 = \frac{400}{5} \qquad n = 80$$

Information:          $n$= Sample size          N = Population size $e$= error

Based on this formula, the number of samples obtained is 80.

Sampling techniques are generally divided into two parts; namely probability samples and non-probability samples. In probability samples, each member of the population has an equal chance of becoming a member of the sample, while in non-probability samples not all members of the population have an equal chance of being selected for the research sample. In this study, the researcher used probability sampling techniques. The method used is convenience sampling, which is a sampling analysis technique based on randomness alone, the researcher selects the population based on what the respondents feel ready to do and can provide the necessary information.

**Research Instrument Scale**

Research instruments are tools that can be used to receive, process, and interpret information received by interviewees applying the same measurement model. There are already instruments available and tested for validity and reliability, such as instruments to measure achievement motives, measure (n-post) attitudes, measure IQ, measure abilities and others. Research instruments determine the variables studied. Research instruments are used for measurements that aim to produce accurate quantitative data.

**Variables and Operational Definitions**

The operational definition of a variable is an attribute or property or value of an object that has certain variations that have been determined by the

researcher to be studied and then conclusions drawn.

1.      Independent Variable. The independent variable in this study is the Work Environment (X), the operational definition of this variable, namely the Work Environment. The work environment includes a set of tools and materials encountered, a person's work environment, work methods and work arrangements, both individually and in groups.

2.      Dependent Variable. The Dependent Variable in this study uses the Employee Productivity variable (Y). The operational definition of Employee Productivity is the desire to continue to improve the quality of life and livelihood in all areas, to achieve maximum workforce productivity, the company must ensure the selection of the right employees, the right jobs and optimal working conditions to be able to produce certain output.

3.      The moderating variable between Work Environment and Employee Productivity is Corporate Culture (Z). The operational definition of corporate culture variable is a culture that refers to values shared among members of an organization, which tend to shape group behavior

**Results and Discussion**

**Test Results**

**Validity Test**

Data from the survey results of 123 respondents were tested for validity. Validity testing is used to evaluate the validity of each statement contained in each variable which aims to assess whether the statement is valid or invalid. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Sugiyono, 2014). The validity results are obtained from the comparison of the values between r count and r table where the r count value> r table value Table 2 shows the validity results of the survey data.

**Table 2 Validity Test Results**

| Variables | Item | r count | r table | Information |
|---|---|---|---|---|
| Work environment | LK_1 | 0.637 | 0.176 | Valid |
| | LK_2 | 0.655 | 0.176 | Valid |
| | LK_3 | 0.775 | 0.176 | Valid |
| | LK_4 | 0.586 | 0.176 | Valid |
| | LK_5 | 0.695 | 0.176 | Valid |
| | LK_6 | 0.809 | 0.176 | Valid |
| | LK_7 | 0.713 | 0.176 | Valid |
| | LK_8 | 0.629 | 0.176 | Valid |
| | LK_9 | 0.765 | 0.176 | Valid |
| Corporate Culture | BP_1 | 0.718 | 0.176 | Valid |
| | BP_2 | 0.617 | 0.176 | Valid |
| | BP_3 | 0.807 | 0.176 | Valid |
| | BP_4 | 0.583 | 0.176 | Valid |

| | | | | |
|---|---|---|---|---|
| | BP_5 | 0.627 | 0.176 | Valid |
| | BP_6 | 0.761 | 0.176 | Valid |
| | BP_7 | 0.709 | 0.176 | Valid |
| | BP_8 | 0.834 | 0.176 | Valid |
| | BP_9 | 0.740 | 0.176 | Valid |
| | BP_10 | 0.603 | 0.176 | Valid |
| Work Productivity | PK_1 | 0.796 | 0.176 | Valid |
| | PK_2 | 0.706 | 0.176 | Valid |
| | PK_3 | 0.802 | 0.176 | Valid |
| | PK_4 | 0.841 | 0.176 | Valid |
| | PK_5 | 0.812 | 0.176 | Valid |
| | PK_6 | 0.731 | 0.176 | Valid |

*Source: Processed primary data, 2024*

Based on the results of the validity test, the calculated r value of all indicators is greater than the r table value. This indicates that all indicators in the work environment, corporate culture and work productivity variables have met the validity criteria.

**Reliability Test**

Reliability test was conducted on 123 respondent data that met the criteria. Reliability test aims to determine whether the measuring instrument used is trustworthy or reliable which refers to the degree of stability, consistency, and accuracy. The results of the reliability test are depicted in table 3.

**Table 3. Reliability Test**

| Variables | Cronbach's Alpha Value Calculate | Required Cronbach's Alpha Value | Information |
|---|---|---|---|
| Work environment | 0.861 | 0.70 | *Reliable* |
| Corporate Culture | 0.876 | 0.70 | *Reliable* |
| Work Productivity | 0.870 | 0.70 | *Reliable* |

Source: Processed primary data, 2024

Table 3 shows that the Cronbach's Alpha value of all variables is greater than 0.70. This indicates that all question indicators are reliable.

**Data Analysis Results**

Descriptive Statistics

The questionnaire data from the collection results that meet the criteria in this study were then processed using the SPSS 26 application to obtain the average value of each variable and its indicators. This data describes the conditions and characteristics of the respondents' answers to each indicator used to measure the variables in this study.

The work environment variables used in this study were measured by 9 indicators. The nine indicators have met the validity and reliability criteria. The answer choices of each respondent for each indicator were then processed and processed to obtain a picture of the characteristics of the respondents. The results of processing descriptive statistics of the work environment variables can be seen in table 4 below:

**Table 4. Descriptive Statistics of Work Environment Variables**

| Item | Average | Standard deviation | Frequency (%) | | | |
|---|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 |
| LK_1 | 3.73 | 0.513 | 0.8 | 0.8 | 22.8 | 75.6 |
| LK_2 | 3.42 | 0.690 | 2.4 | 4.1 | 42.3 | 51.2 |
| LK_3 | 3.41 | 0.626 | 0.8 | 4.9 | 46.3 | 48.0 |
| LK_4 | 3.34 | 0.756 | 4.1 | 4.9 | 43.9 | 47.2 |
| LK_5 | 3.48 | 0.578 | 0.8 | 1.6 | 46.3 | 51.2 |
| LK_6 | 3.59 | 0.556 | 0.8 | 0.8 | 36.6 | 61.8 |
| LK_7 | 3.55 | 0.617 | 0.8 | 4.1 | 34.1 | 61.0 |
| LK_8 | 3.30 | 0.511 | 0.0 | 2.4 | 65.1 | 32.5 |
| LK_9 | 3.46 | 0.562 | 0.8 | 0.8 | 50.4 | 48.0 |
| Overall average | 3.48 | | | | | |

Source: Processed primary data, 2024

Table 4 shows the average value of all indicators in the work environment variable showing a value of 3.48, which means that overall the respondents tended to agree with each indicator.

The corporate culture variables used in this study were measured by 10 indicators. The ten indicators have met the validity and reliability criteria. The answer choices from each respondent to each indicator were then processed and processed to obtain an overview of the characteristics of the respondents' answers. The results of processing descriptive statistics for the personalization variable can be seen in table 5 below:

**Table 5. Descriptive Statistics of Corporate Culture Variables**

| Item | Average | Standard deviation | Frequency (%) | | | |
|---|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 |
| BP_1 | 3.42 | 0.528 | 0.0 | 1.6 | 54.5 | 43.9 |
| BP_2 | 3.37 | 0.532 | 0.0 | 2.4 | 58.5 | 39.0 |
| BP_3 | 3.55 | 0.561 | 0.8 | 0.8 | 40.7 | 57.7 |
| BP_4 | 3.20 | 0.697 | 2.4 | 8.9 | 55.3 | 33.3 |
| BP_5 | 3.41 | 0.527 | 0.0 | 1.6 | 55.3 | 43.1 |
| BP_6 | 3.68 | 0.548 | 0.8 | 1.6 | 26.0 | 71.5 |
| BP_7 | 3.66 | 0.541 | 0.8 | 0.8 | 30.1 | 68.3 |
| BP_8 | 3.71 | 0.474 | 0.0 | 0.8 | 27.6 | 71.5 |
| BP_9 | 3.65 | 0.512 | 0.0 | 1.6 | 31.7 | 66.7 |
| BP_10 | 3.35 | 0.701 | 2.4 | 5.7 | 46.3 | 45.5 |
| Overall average | 3.50 | | | | | |

Source: Processed primary data, 2024

For the corporate culture variable, the overall average value was 3.50, which shows that the respondents relatively strongly agreed with all indicators.

The work productivity variables used in this study were measured by 6 indicators. The six indicators have met the validity and reliability criteria. The answer choices from each respondent to each indicator were then processed and processed to obtain an overview of the characteristics of the respondents' answers. The results of processing descriptive statistics for the advertising value variable can be seen in table 6 below:

**Table 6. Descriptive Statistics of Work Productivity Variables**

| Item | Average | Standard deviation | Frequency (%) | | | |
|---|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 |
| PK_1 | 3.57 | 0.529 | 0.0 | 1.6 | 39.8 | 58.5 |
| PK_2 | 3.37 | 0.606 | 0.0 | 6.5 | 49.6 | 43.9 |
| PK_3 | 3.48 | 0.563 | 0.0 | 3.3 | 45.5 | 51.2 |
| PK_4 | 3.45 | 0.531 | 0.0 | 1.6 | 52.0 | 46.3 |
| PK_5 | 3.54 | 0.532 | 0.0 | 1.6 | 42.3 | 56.1 |
| PK_6 | 3.72 | 0.504 | 0.8 | 0.0 | 26.0 | 73.2 |
| Overall average | 3.52 | | | | | |

Source: Processed primary data, 2024

From the results in table 6, overall the average indicator value for the work productivity variable is 3.52, which means that respondents tend to strongly agree that employees have good work productivity.

Classical Assumption Test

Normality Test

**Histogram Graph**

Histogram graphs are used to see the distribution of data in a group of data or variables whether they are normally distributed or not. A histogram graph is said to be normal if the data distribution forms a bell shape, not skewed to the left or right. The results of the normality test using a histogram graph are presented in Figure 2 below:
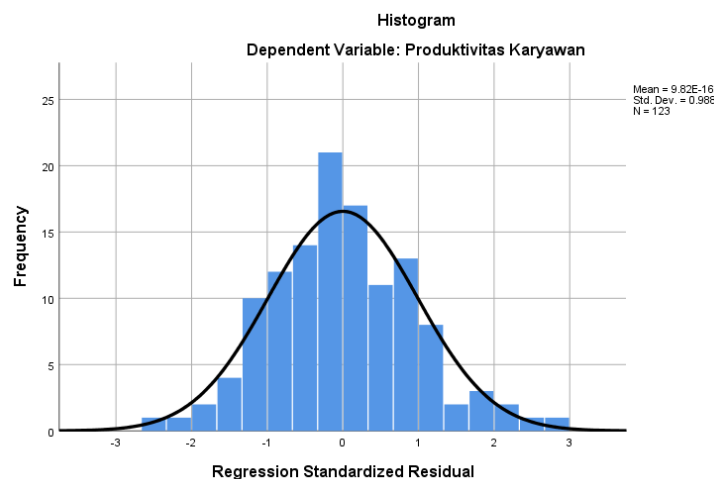


**Figure 2. Histogram**

Source: Processed primary data, 2024

The histogram graph presented in Figure 2 above forms a bell and does not lean to the right or left so it can be said that the data distribution is normal.

**Normal probability plot curve**

The probability plot curve or PP Plot is used to detect the normality of residual values by looking at the plotting points of the SPSS output results. If the residual data distribution is normal, then the line that describes the residual data will follow its diagonal line, normal data will provide low extreme values and high extremes that are few and mostly gathered in the middle. Thus, it can be said that the residual has been distributed normally.
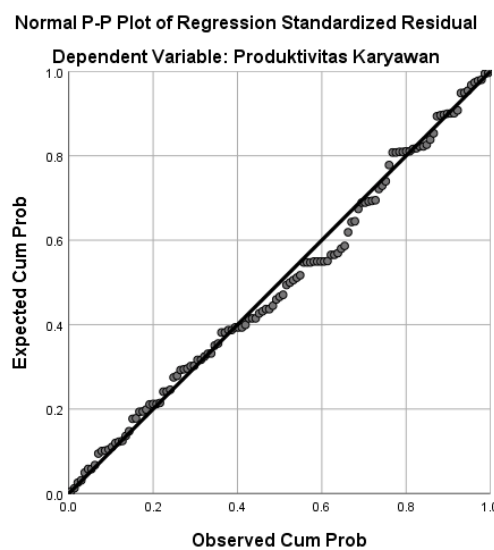


**Figure 3. PP Plot**
Source: Processed primary data, 2024

In Figure 3, it can be seen that the data distribution points are near or follow the diagonal line. From the results of the normality test of the probability plot technique used, it can be said that the residual values are normally distributed. Thus, the assumption of normality for the residual values in this study can be met.

Multicollinearity Test

The multicollinearity test aims to see whether the independent variables in the regression are related. Variance Inflation Factor (VIF) is used to show multicollinearity using the SPSS application. The results of the multicollinearity test of this study are depicted in table 7.

**Table 7. Multicollinearity Test**

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 2.025 | 1.493 | | 1.356 | .178 | | |
| | Lingkungan Kerja | .013 | .045 | .019 | .286 | .775 | .554 | 1.805 |
| | Budaya Perusahaan | .535 | .042 | .817 | 12.756 | .000 | .600 | 1.667 |
| | LK*BP | -.002 | .004 | -.024 | -.408 | .684 | .690 | 1.449 |

a. Dependent Variable: Produktivitas Karyawan

Source: Processed primary data, 2024

Based on the data in table 7, it shows that the VIF value of the work environment variable is 1.805, and the corporate culture variable is 1.667, or the VIF value of all independent variables is below 10. From these results, it can be concluded that all independent variables do not have symptoms of multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether the residual of one observation is significantly different from the residual of another observation in the regression model. In testing and determining the presence or absence of heteroscedasticity, the Glejser Test is used. The Glejser Test is carried out by regressing the absolute value of the unstandardized residual as a dependent variable. If the significance level is <0.05, it can be interpreted that the variable contains heteroscedasticity. If the significance value is >0.05, then there is no heteroscedasticity. The results of the heteroscedasticity test in this study are presented in Table 8.

**Table 8. Heteroscedasticity Test**

**Coefficients**[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.070 | .918 | | 2.254 | .026 |
| | Lingkungan Kerja | -.006 | .028 | -.027 | -.219 | .827 |
| | Budaya Perusahaan | -.022 | .026 | -.100 | -.853 | .395 |
| | LK*BP | -.004 | .003 | -.142 | -1.299 | .197 |

a. Dependent Variable: ABS

Source: Processed primary data, 2024

The work environment variable shows a significance value of 0.827, while corporate culture has a significance value of 0.395. Both results are greater than the significance value set at 0.05. From these results, it can be said that there is a significant statistical relationship between the work environment and corporate culture. Therefore, it can be concluded that there is no heteroscedasticity in the regression analysis.

Hypothesis Testing

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to determine whether the independent variable (X) and the moderating variable (Z) have an effect or not on the dependent variable (Y). In addition, to find out where the relationship between

these variables is headed. The analysis used is multiple linear regression analysis. Table 9 presents the results of the multiple linear regression analysis carried out.

### Table 9. Multiple Linear Analysis

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2.025 | 1.493 | | 1.356 | .178 |
| | Lingkungan Kerja | .013 | .045 | .019 | .286 | .775 |
| | Budaya Perusahaan | .535 | .042 | .817 | 12.756 | .000 |
| | LK*BP | -.002 | .004 | -.024 | -.408 | .684 |

a. Dependent Variable: Produktivitas Karyawan

Source: Processed primary data, 2024

Based on the results of multiple linear regression analysis in table 9, the following regression equation was obtained:

$$Y = 2.025 + 0.013X + 0.535Z - 0.002X*Z + e$$

The results of the regression equation analysis above are:

1. The constant value of 2.025 shows that if the work environment and company culture variables have a value of 0, then employee productivity is equal to 2.025 units.

2. The regression coefficient value of the work environment variable (X) of 0.013 can be interpreted that if there is an increase in the work environment variable by 1 unit, it will cause an increase in employee productivity of 0.013 units, assuming that other variables are constant.

3. The regression coefficient value of the corporate culture variable (Z) of 0.535 can be interpreted that if there is an increase in the corporate culture variable by 1 unit, it will cause an increase in employee productivity of 0.543 units.

4. The regression coefficient value of the moderation of corporate culture on the work environment and employee productivity was obtained at -0.002, indicating that if the interaction between the work environment and corporate culture increases by 1 unit, assuming that other variables are worth 0, it will cause a decrease in employee productivity by 0.002 units.

F Test

The F test is used to determine whether or not there is a positive influence between the work environment variables (X) and company culture (Z) on employee productivity (Y). If the value of F count > F table then Ho is rejected and Ha is accepted. This means that the work environment and company culture together have a positive influence on employee performance. If the value of F count < F table then Ho is rejected and Ha is accepted. This means that the work environment and company culture do not simultaneously have a positive influence on employee performance. The results of the simultaneous F test are

shown in table 10 as follows:

### Table 10. F Test Results

ANOVAª

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 559.802 | 3 | 186.601 | 95.665 | .000ᵇ |
| | Residual | 232.116 | 119 | 1.951 | | |
| | Total | 791.919 | 122 | | | |

a. Dependent Variable: Produktivitas Karyawan

b. Predictors: (Constant), LK*BP, Budaya Perusahaan, Lingkungan Kerja

Source: Processed primary data, 2024

From the results of the F test in table 10, the calculated F value is 95.665 or > F table of 3.07 with a significance value of 0.000 or <0.05. This means that the work environment variable and the Company culture variable as a moderating variable have a simultaneous effect on the employee productivity variable. Based on this, the research model can be stated as fit to be used to estimate the results of hypothesis testing.

T-test

The T-test aims to determine whether or not there is an influence of each independent variable, namely the work environment and corporate culture, on the dependent variable, namely employee productivity. The partial test results can be seen in table 11.

### Table 11. T-Test Results

Coefficientsª

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 2.025 | 1.493 | | 1.356 | .178 |
| | Lingkungan Kerja | .013 | .045 | .019 | .286 | .775 |
| | Budaya Perusahaan | .535 | .042 | .817 | 12.756 | .000 |
| | LK*BP | -.002 | .004 | -.024 | -.408 | .684 |

a. Dependent Variable: Produktivitas Karyawan

Source: Processed primary data, 2024

Based on the partial test results in table 11, it can be explained as follows:

1. The Influence of Work Environment on Employee Productivity. Based on the calculation results in table 11, the Work Environment variable has a t-value of 0.286 or <t table of 2.357 with a significance value of 0.775 or> 0.01. These results indicate that the work environment does not have a significant effect on employee productivity so that the hypothesis (H1) is rejected.

2. The Influence of Corporate Culture on Employee Productivity. Based on the calculation results in table 11, the Corporate Culture variable has a t-value of 12,756 or > t table of 2.357 with a significance value of 0.000. This means that Corporate Culture has a significant influence on Employee Productivity so that the hypothesis (H2) is accepted.

3. The Effect of Corporate Culture Moderation on the Relationship between Work Environment and Employee Productivity. However, the calculation results in table 11 show that the Corporate Culture variable does not significantly moderate the relationship between work environment and employee productivity. This is indicated by the t value of -0.408 or <t table of 2.357 with a significance of 0.684 or> 0.01 so that the hypothesis (H3) is rejected.

Coefficient of Determination Test (R2)

The determination coefficient test is conducted to show the extent to which the contribution of independent variables in the regression model is able to explain the variation of the dependent variable. A small coefficient value means that the ability of the independent variable to explain the dependent variable is very limited. Conversely, if it is getting bigger or approaching 1, it means that the independent variable has the ability to provide all the information needed to predict the dependent variable. The results of the determination coefficient test can be seen in table 12 as follows:

**Table 12. Results of Determination Coefficient Test**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .841[a] | .707 | .700 | 1.397 |

a. Predictors: (Constant), LK*BP, Budaya Perusahaan, Lingkungan Kerja

Source: Processed primary data, 2024

Based on the results of the determination coefficient test in table 12, it shows that the R Square value is 0.707 or 70.7%. This result shows that 70.7% of the independent variables can explain the dependent variables in this study and the remaining 29.3% is explained by other variables.

**Discussion**

The Influence of Work Environment on Employee Productivity

In this study, the first hypothesis proposed is that the New Work Environment has a positive and significant effect on Employee Productivity. From the results of statistical testing conducted, a p-value of 0.775 was obtained or greater than the significance value of 0.05. From these results it can be concluded that the Work Environment does not have a significant effect on Employee Productivity so that the first hypothesis is rejected.

Resultsl This study is not in line with the results of research conducted by Lourens, Wibowo (2022) which stated that the work environment has a significant effect on employee performance. Similar things were also found by Laily et. al (2023), Madjidu et. al (2022) which showed that work environment factors have a significant influence on employee performance. The work environment is important and is one of the determining factors of performance so that the

Company must be able to provide a good work environment for employees.

Based on the descriptive statistical evaluation for the Work Environment variable, respondents felt that the Work Environment was good. This can be seen from the total mean value for the Work Environment variable of 3.48, which shows that the majority of respondents agree with the statement of each indicator of the Work Environment variable. Meanwhile, the indicator with the highest reflective ability is shown by indicator LK_1 "lighting in the workplace is good and meets standards" and indicator LK_6 "the workplace meets safety standards so that it guarantees work safety". Although respondents agree that the work environment meets standards, it has not affected employee performance.

To validate the differences in results between the research results at PT. Bank SulutGo and previous research taken from several journals, a comparison of the 2023 KPI data with the 2022 KPI data was carried out as follows:

**Table 13. Comparison of KPIs for 2022 and 2023**

| Achievement Predicate | 2022 | | 2023 | |
|---|---|---|---|---|
| | Number of employees | % | Number of employees | % |
| Very satisfactory | 0 | 0% | 0 | 0% |
| Satisfying | 260 | 63.0% | 283 | 66.7% |
| Good | 150 | 36.3% | 130 | 30.7% |
| Enough | 1 | 0.2% | 4 | 0.9% |
| Not enough | 2 | 0.5% | 7 | 1.7% |
| Total employees | 413 | 100% | 424 | 100% |

Source: BSG Human Capital Division, 2023

From the comparison between the 2023 KPI data and the 2022 KPI data, it can be seen that the 2023 KPI did not experience any significant changes compared to the 2022 KPI. This data is in accordance with the findings of the research results which show that the work environment does not have a significant effect on employee productivity.

The explanation regarding the new work environment not affecting employee productivity can come from the duration of use of the new office starting at the end of 2023. In addition to environmental changes made in the form of physical facilities, namely buildings and their facilities and infrastructure. PT. Bank SulutGo needs to present holistic changes to the work environment including a non-physical work environment. Workers need to be given a pleasant and supportive environment to do their jobs, (Hustia, 2020).

**The Influence of Corporate Culture on Employee Productivity**

The results of the statistical test using the t-test in this study obtained a p-value of 0.000 or <significance value of 0.05. These results prove that Corporate Culture has a positive and significant effect on Employee Productivity. The results of this study are in line with the research of Firdian (2018), Jansen et. al (2019), and Ariyanto & Heriyanti (2023) which state that Corporate culture has a positive and

significant effect on employee productivity.

Then from the results of the descriptive statistical evaluation of the Corporate Culture variable, it shows that the response strongly agrees with the corporate culture. This can be seen from the total mean value for the Corporate Culture variable of 3.50 which shows that the majority of respondents tend to strongly agree with the statements of each indicator of the Corporate Culture variable. The indicator with the highest reflective ability is shown by the BP_8 indicator "working diligently in carrying out tasks that are the responsibility" and the BP_6 indicator "collaborating with other colleagues to improve results for the company".

Understanding of BSGO's corporate culture from corporate culture internalization activities, BSGO Award, Change Agent training, implementation of corporate culture as one of the KPI assessment indicators shows that PT. Bank SulutGo believes that corporate culture has a significant impact on employee productivity. Organizational culture not only creates expectations, but also provides a solid foundation for employees to continue to grow, develop, and provide maximum contribution (Robbins, 2018). BSGO's corporate culture elements consisting of integrity, high work standards, mutual cooperation and customer orientation are the main pillars in forming a growing and resilient organization.

**The Influence of Corporate Culture on the Relationship between Work Environment and Employee Productivity**

New Work Environment Influences Employee Productivity Moderated by Corporate Culture is the third hypothesis in this study. The results of the hypothesis test using the t-test showed a p-value of 0.684 or > from the significance value requirement of 0.05. This can be interpreted that corporate culture does not significantly moderate the relationship between the work environment and employee productivity. In addition, the calculated t value of -0.408 is also smaller than the t-table value according to the level of significance (2.357). Therefore, hypothesis 2 which states that the New Work Environment Influences Employee Productivity Moderated by Corporate Culture is rejected.

The results of descriptive statistics of corporate culture variables obtained an overall mean of 3.50 which explains that on average the respondents strongly agree with the implementation of corporate culture. However, it can be seen that companies that have a good corporate culture are not necessarily able to influence the relationship between the work environment and employee productivity. The effect of employee productivity is not significant. This is in line with the absence of a moderating effect by corporate culture on the influence of the work environment on significant proh from the work environment on employee productivity

**Conclusions**

Based on the results of the study of factors that influence employee productivity at PT. Bank SulutGo, the following conclusions can be drawn as answers to the formulation of the problem:

1.      The work environment does not have a significant effect on employee productivity at PT. Bank SulutGo. This shows that the existence of new physical facilities in the form of office buildings and their facilities and infrastructure does not increase employee work productivity at PT. Bank SulutGo. Changes in the work environment must be carried out holistically and not limited to the physical work environment but also the non-physical work environment such as so that an adaptive, comfortable, and collaborative work environment is created to achieve maximum productivity for all employees.

2.      Corporate culture has a significant influence on employee productivity at PT. Bank SulutGo. This shows that the implementation of BSGO corporate culture can lead to increased employee productivity. Therefore, it is very important to provide an understanding and implementation of corporate culture continuously to all employees. Continuous power and effort in the implementation, monitoring, feedback and development of corporate culture are very important and are determining factors to strengthen the influence of corporate culture in supporting employee productivity.

3.      Corporate culture does not moderate the influence of the work environment on employee productivity. This shows that the implementation of corporate culture is unable to change the influence of the work environment on employee productivity. This result is in line with the absence of a significant influence of the work environment on employee productivity.

**Suggestion**

1.      It is possible to consider the use of qualitative methods in the form of in-depth interviews with employees and company management in addition to the use of quantitative methods that have been used in this study. A deeper understanding of

individual perceptions of the work environment, company culture, and employee productivity can be obtained more deeply.

2.      In addition to the variables in this study, future research can use other variables that may affect employee productivity variables. The use of other variables in research can provide a more complete and in-depth picture and understanding. Some variables that can be added are job satisfaction, work motivation, and leadership style.

3.      Further research can compare with research results in other banking institutions where the value of intangible and tangible investments must be balanced and can have an impact on work productivity so that it can provide a broader picture and understanding in various organizational contexts.

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