

The Influence of Organizational Culture, Work Environment, and Leadership Style on Employee Performance

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Abstract

Employee performance is a crucial factor in ensuring the sustainability and competitiveness of organizations. This study aims to analyze the impact of organizational culture, work environment, and leadership style on employee performance, with innovation as a mediating variable at PT. Telkomsel Branch Makassar. The research is based on organizational sociology and human resource management theories, which emphasize the importance of internal corporate factors in enhancing productivity and achieving business objectives. The study explores how these factors interact to influence employees' ability to contribute effectively to organizational goals. A quantitative research approach was employed, utilizing a survey method conducted among employees of PT. Telkomsel Branch Makassar. Data were collected through structured questionnaires and analyzed using inferential statistical methods to examine the relationships among the research variables. The results indicate that organizational culture, work environment, and leadership style positively affect employee performance. Furthermore, innovation plays a significant mediating role, strengthening the relationship between these factors and employee performance. The findings suggest that organizations should foster a culture that supports innovation, provide a conducive work environment, and implement leadership styles that encourage creativity and active employee participation. By enhancing these aspects, companies can improve employee performance and overall corporate success. This study contributes to the growing body of research on employee performance management, particularly within the telecommunications industry. The practical implications emphasize the need for companies to continuously adapt their organizational strategies to remain competitive in an evolving business landscape.

Keywords: organizational culture, work environment, leadership, innovation, employee performance

1. Introduction

In today's rapidly changing market environment, organizations must develop dynamic characteristics to maintain a competitive advantage. One of the most effective strategies is continuous improvement in human resource quality by enhancing employees' skills and professional knowledge (Ikbali et al., 2021; Zacharias et al., 2021). Human resources are the most critical asset of any organization, as other resources become ineffective without competent employees (Amrullah et al., 2021). Therefore, companies must focus on employee performance, as it serves as a strategic advantage for long-term success.

Employee performance plays a crucial role in ensuring business sustainability (Rahmat et al., 2021). Companies with high-performing employees tend to achieve greater business success, whereas low employee performance can hinder organizational growth. Employee performance is commonly defined as the behavior exhibited by employees while carrying out assigned tasks. It is closely related to individual achievements in accordance with company regulations, policies, or expectations. A high level of employee performance contributes to better service quality, increased profitability, and long-term competitive advantages (Nasriani et al., 2021).

Several factors influence employee performance, including organizational culture, work environment, and leadership style. Research indicates that these three elements significantly affect how employees function within an organization. A strong organizational culture provides values and norms that guide

employee behavior and foster commitment to corporate goals (Debby et al., 2021; Syahrir et al., 2021). Meanwhile, the work environment, comprising physical workspace, social interactions, and job-related structures, plays a vital role in employee motivation and productivity. Furthermore, leadership style determines how managers interact with employees, influencing their job satisfaction, engagement, and willingness to contribute effectively to the organization.

Innovation has emerged as a key mediating factor in enhancing employee performance. Innovation fosters adaptability, allowing companies to respond proactively to industry changes and technological advancements (Tamsah et al., 2020). A company that encourages a culture of innovation tends to have more engaged employees who contribute creatively to organizational success. Studies suggest that innovation strengthens the relationship between organizational culture, work environment, leadership style, and employee performance (Arifuddin et al., 2021; Nellyanti et al., 2021; Tenrisanna et al., 2021). PT. Telkomsel Branch Makassar, a major telecommunications provider in Indonesia, is currently experiencing fluctuating employee performance levels. Annual reports indicate that performance targets have not been consistently met over the past four years. The company faces challenges related to organizational culture, work environment, leadership effectiveness, and innovation. These factors contribute to declining employee engagement, suboptimal productivity, and inconsistent service quality. Given these challenges, there is an urgent need to analyze how organizational culture, work environment, and leadership style influence employee performance, with innovation acting as a mediating variable.

This study seeks to answer the following research questions. First, does organizational culture have a significant positive effect on employee performance at PT. Telkomsel Branch Makassar? Second, does the work environment significantly influence employee performance? Third, how does leadership style affect employee performance? Fourth, what is the role of innovation in enhancing employee performance? Fifth, does organizational culture significantly impact innovation? Sixth, does the work environment influence innovation within the company? Seventh, how does leadership style contribute to fostering innovation? Eighth, does innovation mediate the relationship between organizational culture and employee performance? Ninth, does innovation act as a mediator between the work environment and employee performance? Lastly, how does innovation mediate the influence of leadership style on employee performance?

This study aims to analyze the impact of organizational culture on employee performance at PT. Telkomsel Branch Makassar. It seeks to assess the effect of the work environment on employee performance and evaluate how leadership style influences employee performance. Another objective is to investigate the direct influence of innovation on employee performance. Furthermore, this study examines the relationship between organizational culture and innovation, analyzes how the work environment contributes to innovation, and explores the connection between leadership style and innovation. Additionally, it aims to determine the mediating role of innovation in the relationship between organizational culture and employee performance, identify how innovation mediates the effect of the work environment on employee performance, and investigate the mediating effect of innovation on the relationship between leadership style and employee performance.

This study is expected to provide both theoretical and practical contributions. Theoretically, this research will add to the body of knowledge on human resource management and organizational behavior, particularly in understanding how organizational culture, work environment, and leadership style influence employee performance, with innovation as a mediating factor. It may also serve as a reference for future studies in similar fields.

Practically, the findings of this study will serve as an evaluation tool for PT. Telkomsel Branch Makassar in improving employee management strategies. By understanding the factors that impact employee performance, the company can implement policies that foster a supportive work environment, enhance leadership effectiveness, and promote a culture of innovation. These efforts will contribute to increasing employee productivity and ensuring the company remains competitive in the telecommunications industry.

2. Method

This study employs a quantitative research approach to analyze the impact of organizational culture, work environment, and leadership style on employee performance, with innovation as a mediating variable at PT. Telkomsel Branch Makassar. The research design follows a causal-explanatory model, aiming to examine the relationships among the variables and determine whether innovation acts as a mediating factor in these relationships.

Research Design

This study employs a quantitative research approach to analyze the influence of organizational culture, work environment, and leadership style on employee performance, with innovation as a mediating variable at PT. Telkomsel Branch Makassar. A causal-explanatory model was adopted to examine the relationships between these variables and to determine the mediating role of innovation. The survey method was utilized as the primary data collection technique, allowing for a structured and systematic gathering of responses from employees. A questionnaire was developed based on validated measurement scales from previous studies to ensure reliability and validity in assessing the key variables.

Population and Sample

The population of this study consists of employees working at PT. Telkomsel Branch Makassar. A purposive sampling technique was applied to select respondents based on predefined criteria, ensuring that participants possessed relevant experience and knowledge regarding organizational culture, work environment, leadership, and innovation within their workplace. The sample size was determined using statistical methods to achieve adequate representation and minimize errors in hypothesis testing.

Data Collection

Primary data were collected using a self-administered questionnaire distributed to employees of PT. Telkomsel Branch Makassar. The questionnaire was designed using a Likert scale to measure respondents' perceptions of organizational culture, work environment, leadership style, innovation, and employee performance. The response options ranged from strongly disagree to strongly agree. The questionnaire was structured into multiple sections, including demographic details, independent variables, the mediating variable, and the dependent variable.

Variables and Measurement

This study includes four key variables: independent variables, the mediating variable, and the dependent variable. Organizational culture, work environment, and leadership style serve as independent variables and were measured based on established human resource management and organizational behavior frameworks. Innovation is considered the mediating variable, evaluating how creativity and adaptation influence employee performance and whether it mediates the relationship between the independent and dependent variables. Employee performance is the dependent variable and was assessed using key performance indicators, work efficiency, and goal achievement metrics.

Data Analysis

The collected data were analyzed using Structural Equation Modeling (SEM) to assess both direct and indirect relationships between variables. SEM was chosen for its ability to test complex models with multiple interrelated variables. The analysis process involved descriptive statistics to summarize demographic characteristics and key variables, reliability and validity testing to ensure measurement accuracy, and confirmatory factor analysis (CFA) to evaluate the adequacy of the measurement model. Path analysis was conducted to examine the direct effects of organizational culture, work environment, leadership style, and innovation on employee performance. Mediation analysis was performed to assess whether innovation significantly mediates the relationships between the independent and dependent variables.

Ethical Considerations

This study adhered to ethical research principles to ensure confidentiality, informed consent, and voluntary participation. Respondents were provided with clear explanations regarding the research objectives and their role in the study. Their responses were kept anonymous, and data handling procedures were designed to protect their privacy. Participation was entirely voluntary, and respondents

had the right to withdraw from the study at any stage without any consequences. The methodological framework applied in this study ensures a systematic and comprehensive examination of the factors affecting employee performance, providing meaningful insights and practical recommendations for PT. Telkomsel Branch Makassar.

3. Results

The findings of this study provide insights into the relationships among organizational culture, work environment, leadership style, innovation, and employee performance at PT. Telkomsel Branch Makassar. The analysis was conducted using SPSS version 24, SmartPLS, and Sobel test, ensuring rigorous statistical validation of the proposed hypotheses.

Effect of Organizational Culture on Employee Performance

The analysis demonstrates that organizational culture positively and significantly affects employee performance. The direct effect coefficient was 0.181, with a t-statistic value of 2.319, exceeding the critical t-value of 1.977 at a 5% significance level. The p-value was 0.021, confirming that the hypothesis regarding the impact of organizational culture on employee performance is statistically supported. This indicates that a strong organizational culture fosters employees' motivation and efficiency in their roles.

Effect of Work Environment on Employee Performance

The results indicate a significant and positive impact of the work environment on employee performance. The direct effect coefficient was 0.166, with a t-statistic of 2.263 and a p-value of 0.024, which is below the 0.05 threshold. These findings suggest that a supportive and well-structured work environment enhances employee productivity and job satisfaction.

Effect of Leadership Style on Employee Performance

Leadership style was found to have a significant positive effect on employee performance, with a direct effect coefficient of 0.228 and a t-statistic of 2.413. The p-value of 0.016 further confirms that effective leadership plays a crucial role in guiding and motivating employees towards achieving organizational goals.

Effect of Innovation on Employee Performance

Innovation emerged as a key determinant of employee performance, with a strong positive effect. The coefficient was 0.392, with a t-statistic of 4.485 and a p-value of 0.000, indicating a highly significant relationship. These results suggest that organizations fostering an innovative work culture tend to have employees who perform better and contribute more effectively to the company's success.

Mediating Role of Innovation

The mediation analysis confirmed that innovation plays a significant role in enhancing the impact of organizational culture, work environment, and leadership style on employee performance. The indirect effects of the three independent variables through innovation were all statistically significant:

- Organizational Culture ,Üí Innovation ,Üí Employee Performance had a coefficient of 0.181, a t-statistic of 2.942, and a p-value of 0.003.
- Work Environment ,Üí Innovation ,Üí Employee Performance had a coefficient of 0.166, a t-statistic of 2.997, and a p-value of 0.003.
- Leadership Style ,Üí Innovation ,Üí Employee Performance had a coefficient of 0.228, a t-statistic of 2.490, and a p-value of 0.013.

These results suggest that fostering innovation strengthens the impact of organizational culture, work environment, and leadership on employee performance.

Goodness-of-Fit and Predictive Power of the Model

The R-Square adjusted value for the innovation variable was 0.622, meaning that 62.2% of the variation in innovation can be explained by organizational culture, work environment, and leadership style, while the remaining 37.8% is influenced by other factors. The R-Square adjusted value for employee performance was 0.714, indicating that 71.4% of employee performance is explained by organizational culture, work environment, leadership style, and innovation, with 28.6% explained by other variables not included in this study. Furthermore, the Q-Square value was 0.875, which signifies that 87.5% of

the model is predictive and well-fitted, indicating strong explanatory power in predicting employee performance through the selected variables.

Summary of Findings

The study confirms that organizational culture, work environment, and leadership style positively influence employee performance, both directly and indirectly through innovation. The strongest impact on performance comes from innovation, highlighting the need for companies to foster a culture that encourages continuous improvement and creativity. Additionally, leadership style has a crucial role in shaping employee behavior, directly influencing performance and fostering an environment that supports innovation. These findings provide empirical evidence for organizational management strategies, emphasizing that companies should invest in cultural development, workplace improvements, and leadership enhancement programs to maximize employee performance.

4. Discussion

The findings of this study highlight the significant impact of organizational culture, work environment, and leadership style on employee performance, with innovation playing a critical mediating role. The discussion section provides an in-depth interpretation of these results in the context of existing theories and empirical studies while offering practical implications for PT. Telkomsel Branch Makassar.

The Influence of Organizational Culture on Employee Performance

The study confirms that organizational culture has a significant positive impact on employee performance (Gelderman et al., 2016), supporting previous research that emphasizes the role of corporate values, norms, and shared beliefs in shaping employee behavior. A strong organizational culture fosters employee motivation, enhances commitment, and improves job satisfaction, leading to higher performance levels. These findings, who assert that a well-established organizational culture increases employee engagement and operational efficiency (Shamsudin & Hassim, 2020). For PT. Telkomsel Branch Makassar, this means that strengthening corporate culture through clear communication of values, reinforcement of shared goals, and fostering a collaborative work environment can lead to improved employee performance. However, given the fluctuating performance levels observed in recent years, there may be inconsistencies in how employees perceive and internalize the company's culture. Addressing these inconsistencies through leadership interventions and employee engagement programs could further enhance cultural alignment and drive performance improvements.

The Role of Work Environment in Employee Performance

The results indicate that the work environment significantly affects employee performance. A well-structured and supportive work environment contributes to higher job satisfaction, improved focus, and increased efficiency. This finding is consistent, who emphasize that both physical and psychological aspects of the work environment play crucial roles in determining employee productivity (Edirisinghe & Woo, 2021). PT. Telkomsel Branch Makassar must ensure that employees have access to a conducive work environment, which includes not only ergonomic workplace arrangements but also positive social interactions and effective communication channels. A lack of optimal working conditions, as observed in some company departments, may hinder performance. Thus, initiatives such as flexible work policies, team-building programs, and improved workplace infrastructure could enhance employee well-being and overall output.

Leadership Style as a Key Driver of Employee Performance

Leadership style was found to have a significant positive effect on employee performance, confirming the importance of managerial influence in guiding, motivating, and engaging employees. The findings support, who state that transformational leadership styles enhance employees' intrinsic motivation, leading to better job performance (Fausiah et al., 2023; Halim & H, 2020). For PT. Telkomsel Branch Makassar, effective leadership strategies must be reinforced to ensure that managers and supervisors can inspire, support, and guide their teams efficiently. The presence of a leadership gap, where employees feel disconnected from managerial support, may explain performance fluctuations in the organization. Leadership development programs, mentorship initiatives, and performance feedback

mechanisms should be prioritized to strengthen leadership effectiveness and improve employee engagement.

The Impact of Innovation on Employee Performance

The study found that innovation plays a pivotal role in enhancing employee performance, both as an independent factor and as a mediating variable. Organizations that encourage innovation tend to experience higher levels of employee engagement, problem-solving capabilities, and adaptability. This finding, who argue that innovative work environments foster continuous learning and improve job satisfaction (Klassen & Vereecke, 2012). At PT. Telkomsel Branch Makassar, innovation must be embedded into the corporate strategy to create a culture that values creativity and proactive problem-solving. The significant mediating role of innovation suggests that merely improving organizational culture, work environment, and leadership style is not enough; these factors must be integrated with an innovation-driven mindset. Employees should be encouraged to contribute new ideas, experiment with novel approaches, and actively participate in process improvements. Implementing structured innovation programs, such as idea-sharing platforms and cross-functional collaboration initiatives, could help in sustaining long-term performance growth.

The Mediating Role of Innovation

Innovation was found to significantly mediate the relationships between organizational culture, work environment, leadership style, and employee performance (Nawir & Mansur, 2021). This indicates that while strong cultural, environmental, and leadership factors contribute to better performance, their impact is amplified when employees are encouraged to think creatively and innovate. These findings emphasize that PT. Telkomsel Branch Makassar should not only focus on traditional performance management strategies but also integrate innovation as a core element of its human resource development framework. A structured approach to innovation, including training programs, incentive structures, and knowledge-sharing sessions, can foster a more dynamic workforce capable of sustaining high performance in a competitive telecommunications industry.

Theoretical and Practical Implications

The study contributes to the growing body of knowledge on human resource management and organizational behavior by providing empirical evidence on how innovation mediates the effects of organizational culture, work environment, and leadership style on employee performance (Lumpkin et al., 2010). The findings align with the resource-based view (RBV) of the firm, which argues that internal organizational capabilities, such as a strong culture, supportive environment, and transformational leadership, create competitive advantages that drive performance. From a practical perspective, PT. Telkomsel Branch Makassar can leverage these findings to refine its HR strategies. Strengthening organizational culture through values-based leadership, optimizing the work environment for employee well-being, and enhancing managerial effectiveness can lead to improved performance outcomes. Additionally, fostering an innovation-driven culture through structured initiatives can amplify these effects, ensuring sustainable growth and competitiveness in the telecommunications sector.

Limitations and Future Research Directions

While this study provides valuable insights, several limitations must be acknowledged. The research was conducted within a single organization, limiting its generalizability to other industries or regions. Future studies could expand the sample to include multiple telecommunications firms to provide a broader perspective (Setyorini et al., 2021). Additionally, the study relied on self-reported data, which may introduce response bias. Incorporating qualitative methods, such as in-depth interviews and case studies, could provide richer insights into the underlying mechanisms of employee performance enhancement. Further research could also explore additional variables that may influence employee performance, such as digital transformation initiatives, emotional intelligence, and employee engagement levels. Examining the long-term effects of innovation-driven HR strategies could provide deeper insights into sustainable performance management practices.

5. Conclusion

This study examined the influence of organizational culture, work environment, and leadership style on employee performance, with innovation as a mediating factor at PT. Telkomsel Branch Makassar. The findings confirm that all three independent variables—organizational culture, work environment, and leadership style—positively and significantly impact employee performance. Moreover, innovation plays a crucial role in mediating these relationships, amplifying their effects on overall performance outcomes (Ahdan et al., 2019). The results indicate that a strong organizational culture fosters employee engagement and enhances job satisfaction, which ultimately improves performance. A supportive and well-structured work environment contributes to higher levels of motivation and efficiency, ensuring employees can work effectively. Leadership style was found to be a key driver in influencing employees' work attitudes, with transformational leadership having the strongest impact on motivation and job satisfaction. These findings align with previous research that emphasizes the importance of leadership in shaping an organization's workforce.

Innovation emerged as a significant factor that not only directly influences employee performance but also strengthens the effects of organizational culture, work environment, and leadership style. Employees in an innovation-driven work environment exhibit higher levels of creativity, adaptability, and problem-solving abilities, leading to better overall performance. The mediation analysis confirmed that innovation enhances the impact of cultural, environmental, and leadership factors, making it an essential element in performance management strategies. From a theoretical perspective, this study contributes to the understanding of human resource management and organizational behavior by providing empirical evidence on the mediating role of innovation. It supports the resource-based view (RBV) theory, which highlights that internal organizational capabilities—such as leadership effectiveness, workplace conditions, and a culture of innovation—are key determinants of competitive advantage.

Practically, the findings offer valuable insights for PT. Telkomsel Branch Makassar in refining its HR strategies. Strengthening organizational culture through effective leadership, improving work conditions, and fostering a culture of innovation should be prioritized to optimize employee performance. By embedding innovation into company policies and employee development programs, the organization can enhance productivity, service quality, and long-term business success. Despite its contributions, this study has limitations, including its focus on a single company, which may limit generalizability. Future research could extend to other telecommunications firms or industries to compare findings. Additionally, a mixed-methods approach, incorporating qualitative analysis, could provide deeper insights into employee behavior and organizational dynamics.

In conclusion, fostering a strong organizational culture, creating a supportive work environment, and implementing effective leadership styles are fundamental to enhancing employee performance. However, these efforts must be complemented by an innovation-driven mindset to maximize their impact. For PT. Telkomsel Branch Makassar, integrating innovation as a core strategy will ensure long-term sustainability and competitiveness in the rapidly evolving telecommunications industry.

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