

# The Influence of Organizational Culture and Leadership Style Through the Work Environment on the Performance of Employees of the Badung Regency Health Service

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## Abstract

The objective of this study is to examine the influence of organizational culture and leadership style on the work environment, with a particular emphasis on employee performance. The population under study comprised all employees at the Badung Regency Health Office, with a total of 73 individuals. The sampling technique that was implemented was the census method, also referred to as the saturated sample technique. This method involves the inclusion of the entire population as the research sample. The data analysis technique employed a comprehensive approach, incorporating validity and reliability tests, classical assumption tests, and path analysis to investigate the relationships among the variables more thoroughly. The findings of the analysis suggested that both organizational culture and leadership style exerted a positive and significant influence on the work environment. Moreover, the findings indicated a positive and significant relationship between organizational culture, leadership style, and work environment with employee performance. Furthermore, the work environment was identified as an intervening variable in the relationship between organizational culture and employee performance, as well as in the relationship between leadership style and employee performance at the Badung Regency Health Office. In light of these findings, the study posits that the Head of the Badung Regency Health Office should endeavor to enhance organizational culture by improving employee performance and personal character. Consequently, leadership style should be enhanced by fortifying the capacity to motivate employees and the ability to regulate emotions. Furthermore, endeavors to enhance the work environment should be implemented through the cultivation of more positive relationships between supervisors and subordinates, the establishment of a conducive and supportive working atmosphere, and the maintenance of harmonious relations among colleagues. It is anticipated that these initiatives will enhance employee performance by facilitating enhanced collaboration and more effective utilization of working time.

*Keywords:* Culture, Leadership Style, Work Environment, Employee Performance.

## 1. Introduction

Human resources represent a company's most vital assets, as they are entrusted with the responsibility of orchestrating and executing all operations that the organization intends to undertake. In order to achieve organizational goals, it is imperative that organizations possess high-quality human resources and a robust human resources department (Ariza, 2021). The strategic allocation of human resources is a critical factor in determining and achieving organizational goals. One method for enhancing employee performance is to develop their abilities. Organizations are driven to enhance the competencies of their workforce (Ferlianto & Saputra, 2023).

In the context of cultivating professionals who embody integrity, the organizational culture plays a pivotal role by setting an example that can be emulated. This exemplary behavior, in turn, serves to invigorate the workforce, enhancing their professional ethos and, by extension, their individual performance. The work environment of a member, or the corporate culture within which they operate, is one component that can influence their behavior. As social beings, members of a community are obligated to adhere to its prevailing principles and customs (Pratiwi et al., 2017). The prevailing culture within an organization is subject to the influence of the standards, principles, and beliefs that are firmly established within its structure. The phenomenon under consideration has the capacity to influence the manner in which individuals behave, the manner in which they describe their occupations, the manner in which they

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collaborate with others, and the manner in which they perceive the future from a comprehensive standpoint (Oyihoe, 2020). Leaders create work situations related to the work environment and corporate culture. In terms of forming work attitudes, the function of organizational culture influences a person's behavior. For example, the function of organizational culture functions as a control mechanism in guiding and shaping a person's behavioral attitudes to ensure that everyone is directed in the same direction, namely achieving organizational goals. The function of organizational culture also shapes a person's behavior within the organization to be able to understand how organizational goals can be achieved. Therefore, the strength of an organization's culture has been demonstrated to have a significant impact on employee enthusiasm. It has also been demonstrated that employees' sense of self-appreciation and pride have a beneficial effect on the achievement of organizational goals (Harisandi & Wajdi, 2024). Should the company elect to establish organizational culture as a reference for applicable regulations, the impact on employees is as yet unclear. It has been demonstrated that individuals who are bound indirectly to an organization are capable of developing attitudes and behaviors that are in accordance with the company's vision, mission, and strategy. In essence, the process of professionalization will yield employees who possess both a strong sense of professional identity and a commendable level of job satisfaction. The high integrity of organizational members is indicative of their high work enthusiasm, which in turn is associated with improved organizational performance. (Kurniawan & Ifaturohiah, 2023)

In addition to organizational culture, the work environment is also among the factors that influence work enthusiasm. Within an organizational context, the work environment encompasses facilities and infrastructure meticulously designed to support optimal work performance. The factors under consideration include workload, the number of facilities, and the interaction between superiors and subordinates. Moreover, the physical environment in which employees work must be considered. The environment is comprised of various factors, including cleanliness, lighting, quietness, air circulation, and the layout of office equipment. The moods of employees have a secondary effect on their performance in the workplace. Specifically, their moods influence how they carry out their duties and responsibilities. The aforementioned factors are influenced by the presence of a clean and comfortable work environment, as well as an optimal layout (Rahmasuci et al., 2023). Furthermore, the presence of a conducive workplace environment and an optimal lighting system, which does not hinder the view of organization members, has been demonstrated to exert a direct influence on the mood of said members. It is hypothesized that a comfortable working atmosphere will maintain the work spirit of organization members, thereby facilitating the smooth implementation of tasks (Aliya et al., 2023)

Furthermore, factors such as work spirit, organizational commitment, and employee performance contribute to low productivity in Indonesian companies. It is imperative for decision makers to possess a comprehensive understanding of their company's organizational culture. This is due to the fact that corporate culture functions as a mechanism for achieving objectives by means of interrogating the values that the company must perpetually embody in order to maintain its capacity for competitiveness. While the company may be regarded as being in a state of well-being, its organizational culture may not be conducive to its continued existence. The rationale behind this phenomenon is that the presence of such an entity serves to mitigate the discord that often accompanies employee conflicts. It is inevitable that, in the event of a demonstration, strike, or analogous action, the company or organization will become financially unstable, which could ultimately result in its bankruptcy. Therefore, it is evident that the realization of the company's objectives is contingent upon the implementation of an approach that is informed by the prevailing organizational culture (Aulia et al., 2023). However, the issue of work spirit and performance is inextricably linked to the problem of the physical and non-physical (psycho-social) work environment that pervades the daily lives of workers. The physical work environment encompasses the relationship between individual workers and the physical elements of their work, including work equipment, the workplace, and the fulfillment of other physical needs. The psycho-social environment is defined as the physical work environment (Wiryawan et al., 2020). The objective of any given workplace is to provide an environment that is both comfortable and conducive to productivity. Each employee's perception of the work environment is shaped by their personal principles and values. A positive correlation has been demonstrated between the extent to which job elements align with employees' needs and desires, and the quality of their work environment. The manner in which staff members act and behave is a significant factor in determining the success of the company (Nabawi, 2019).

The present study was conducted at the Badung Regency Health Office, which is one of the agencies in Badung Regency, Bali Province. The Badung Regency Health Office is tasked with providing health services within the Badung Regency Regional Government. Moreover, the Agency or Institution under the jurisdiction of the Badung Regency Government, which serves as the focal point of this investigation, encompasses the employees of the Badung Regency Health Office. It is imperative that all employees at the Badung Regency Health Office exhibit an

organizational culture, exemplary leadership style, and a conducive and comfortable work environment. By doing so, the employees of the Health Office will be empowered to demonstrate high performance and provide optimal health services to the community, particularly in Badung Regency.

A series of issues have been identified, as evidenced by interviews conducted with the Head of the Personnel Sub-Division and the Head of the Badung Regency Health Office. These issues pertain to the work environment. In order to ensure the smooth execution of duties by employees of the Badung Regency Health Office, it is necessary to prepare a work environment that is conducive to productivity. This includes ensuring that the office layout is adequate. Indeed, the work environment has been demonstrated to exert a significant influence on employee performance. A favorable work environment fosters a sense of security, thereby enabling employees to perform optimally. Preliminary findings from interviews and observational studies suggest that the work atmosphere is less conducive. A review of the facilities revealed that several employee tables, chairs, and cupboards were found to be damaged. In addition, there were a number of facilities that were lacking and not updated. The narrow room also disrupts employee comfort by forcing employees to sit very close to each other. In addition to the challenges posed by the work environment, the prevailing organizational culture has also contributed to a decline in employee job satisfaction. The recurrence of a consistent routine can, over time, engender a state of complacency among employees, leading to a dearth of initiative and a stagnation in the development of new skills.

In the form of teamwork, each officer always prioritizes completing his/her tasks first before prioritizing other things or team interests. In some circumstances, this certainly makes the performance of the Badung Regency Health Service organization less than optimal and can hinder the development of the Organization in the future. This is proven by the performance report of government agencies at the Badung Regency Health Service in 2023 where there are several activities that do not achieve the target according to table 1 below.

**Table 1.** Evaluation of Government Agency Performance at the Badung Regency Health Service in 2023.

No	Indicator	Unit	Target	Realization
1	Percentage of antenatal checks (K4) according to standards	%	96	77.89
2	Percentage of service facilities that meet the infrastructure and equipment (SPA)	%	96	68.09
3	according to standards (ASPAK)	%	87	81.42

Source: Badung Regency Health Office, 2023.

In addition, based on previous research, a research gap was found, including research The Last Supper (2020), which found that partially motivation, discipline, and job satisfaction have a positive and significant influence on performance. Then, the research Khan et al., (2020) which shows that the relationship between transformational leadership and subordinate performance is often mediated by employee job satisfaction, commitment, and intrinsic motivation. Leadership may not directly affect performance, but only creates conditions that allow other factors, such as motivation, to play a greater role. Then the research Prabowo & Hartuti (2024) proves that work motivation and work discipline have a positive and significant effect on employee job satisfaction. Similar research by (Lumenta et al., 2020) shows that leadership style, organizational culture, and work environment have a simultaneous and partial influence on employee performance at the Manado Public Works and Spatial Planning Service. Then the research (Marnisah et al., 2022) shows that there is a positive and significant influence between career development variables and organizational culture on employee performance, while research (Firdiansyah et al., 2023) shows that organizational culture has a positive and significant direct effect on employee performance, the work environment has a positive but not significant direct effect on employee performance and leadership style has a positive and significant direct effect on employee performance. Research by (Panjaitan et al., 2023) shows that organizational culture has no significant effect on employee performance, leadership has a positive and significant effect on employee performance, competence has a positive and significant effect on employee performance and job satisfaction has a positive and significant effect on employee performance. Different from the research results The Greatest Showman (2023) which found that there was no significant influence of transformational leadership style on employee performance and there was a positive and significant influence of the work environment on employee performance. Therefore, the purpose of this study is to analyze the influence of organizational culture and leadership style through the work environment on employee performance at the Badung Regency Health Office.

## 2. Literature Review

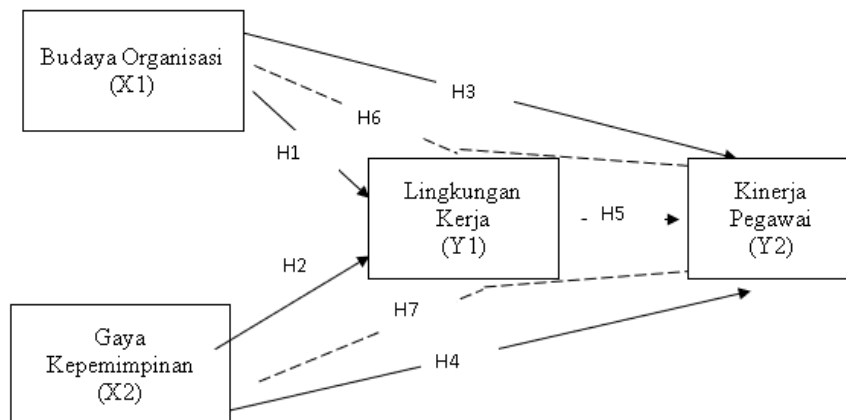
The crux of this phenomenon pertains to the presence of a robust organizational culture, which serves as a pivotal factor in ensuring optimal performance. Organizational culture exhibits stability in its structure, ensuring the continuity of the organizational ethos even in the absence of its constituents. Indeed, organizational culture proves to be a challenging entity to modify due to its extensive depth and reach, which impact all members of the organization and all aspects of the organization (Pramudya et al., 2023). Organizational culture is a system of shared meaning in the form of core values that are adopted and adhered to by the organization, which serves to create a clear distinction between one organization and another, create a sense of identity for members of the organization, facilitate the emergence of collective commitment to the organization, increase the stability of the social system, and create mechanisms of meaning and control that direct the attitudes and behavior of members of the organization (Husainah & Yusuf, 2019).

The example of a leader has a very big influence in enforcing discipline, because a leader is a role model and a spotlight for his subordinates (Lestari & Muchsinati, 2022) said that leadership is an effort to use influence to motivate individuals in achieving several goals. In carrying out tasks, leaders have three basic patterns of leadership style, namely those who prioritize task implementation, those who prioritize cooperative relationships, and those who prioritize the results that can be achieved (Roz, 2019) states that leadership is the nature or character or way a person tries to guide and motivate a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize the company's previously determined goals.

Work environment according to (Beautiful & Riana, 2020) is something that is around the workers and can influence them in carrying out the tasks assigned. Based on this definition, it can be seen that the work environment is a condition or situation that has a significant influence on employees in carrying out their work or on the running of the company's operations. According to (Abun et al., 2021) states that in general the types of work environment are divided into 2, namely physical work environment and non-physical work environment. Physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly.

Performance is the work performance carried out by employees which is usually used as a basis for assessing employees or organizations. Good performance is a requirement for achieving an organizational goal so that efforts need to be made to improve employee performance (Dousin et al., 2019). According to (Pawirosumarto et al., 2017) Employee performance is one measure that can be used to determine the success or failure of a job, both in terms of quantity, quality and timeliness.

Referring to various theories and previous research literature, the following research conceptual framework can be formed.



**Figure 1.** Conceptual Framework Model.

Based on this conceptual framework, the formulation of the research hypothesis consists of:

H1 : Organizational Culture has a positive influence on the Work Environment at the Badung Regency Health Service.

- H2 : Leadership style has a positive influence on the work environment of employees at the Badung Regency Health Service.
- H3 : The work environment has a positive and significant influence on employee performance at the Badung Regency Health Service.
- H4 : Organizational Culture has a positive and significant influence on Employee Performance at the Badung Regency Health Service.
- H5 : Leadership style has a positive and significant influence on employee performance at the Badung Regency Health Service.
- H6 : Organizational Culture has a positive and significant influence on Employee Performance through the Work Environment at the Badung Regency Health Office.
- H7 : Leadership Style has a positive and significant influence on Employee Performance through the Work Environment at the Badung Regency Health Office.

### 3. Research Method

The study used a research implementation design, starting from the hypothesis to the conclusion and suggestions. The proposed hypothesis can be determined by the research variables. The research variables in this study are independent and dependent. The independent variables in this study are organizational culture, leadership style, and work environment. The dependent variable is employee performance. Organizational culture is defined as the values, norms, beliefs, and habits adopted by all employees that shape work behavior, communication patterns, and decision making at the Badung Regency Health Office. Indicators of organizational culture include self-awareness, aggressiveness, personality, performance, and team orientation. Leadership style is how superiors direct, motivate, influence, and supervise employees at the Badung Regency Health Office. The present study utilizes a multifaceted approach to assess leadership style, encompassing the ability to make decisions, motivational skills, communication skills, the capacity to control subordinates, responsibility, and emotional intelligence. The work environment is defined as the physical and non-physical conditions in the workplace that affect the comfort, safety, and work motivation of employees. The present study utilizes a multifaceted approach to assess the quality of the work environment, encompassing various indicators. These include the work atmosphere, the relationships between coworkers, the relationships between subordinates and leaders, and the availability of work facilities. Employee performance is the level of achievement of work results. The performance indicators of employees under scrutiny in this study encompass three major domains: quantity, quality, and the utilization of working time and cooperation.

From the research variables, the research instruments and respondents used can be determined. After the research instruments and respondents are determined, the next step is to collect data by conducting observations, interviews and distributing questionnaires. The data that has been collected is then processed and analyzed. The processed data is discussed and interpreted. From the discussion and interpretation of the research results, conclusions are then drawn and suggestions are given.

The population in this study were all employees at the Badung Regency Health Office, totaling 73 people. According to Arikunto (2018), "if there are less than 100 people, it is better to take all of them, so that the research is a population study. Conversely, if the object is greater than 100 people, 10% to 15% or 20% to 25% can be taken". Based on this opinion, the respondents in this study were taken using saturated sampling techniques or census techniques. Where all populations are used as samples or totaling 73 people. Data collection in this study used questionnaire techniques, in-depth interviews and observations. The questionnaire data that had been collected was analyzed using validity and reliability tests. Furthermore, the classical assumption test was carried out and continued with a descriptive analysis test to describe the respondents' perceptions of the indicators of each research variable. Then the last stage was to carry out the differential analysis technique, namely to see the influence between the variables being studied using "path analysis"

### 4. Results and Discussions

The Badung Regency Health Office is one of the regional apparatuses that has the main task and function in the field of public health in the Badung Regency area, Bali Province. This office plays a strategic role in organizing regional government affairs in the health sector, as part of an effort to realize a healthy, independent, and competitive society.

Structurally, the Badung Regency Health Office is led by a Head of Office who is directly responsible to the Regent through the Regional Secretary. In carrying out its duties, the Health Office is supported by several fields and sub-

fields that handle various aspects of health services, such as public health, health services, disease prevention and control, and health resources.

The sample used in this study was obtained from distributing questionnaires to 73 respondents. The characteristics of the respondents explain the level of age, gender, last education, and length of service which are presented in table 2.

**Table 2.** Respondent Characteristics.

No	Characteristics	Number of people)	Percentage (%)
1	Age Level		
	(1) 21 - 30 Years	4	5.5
	(2) 31 – 40 Years	9	12.3
	(3) > 40 Years	60	82.2
2	Gender		
	(1) Man	20	27.4
	(2) Woman	53	72.6
3	Last education		
	(1) High School/Vocational School	5	6.8
		5	6.8
	(2) Diploma	37	50.7
	(3) Bachelor	26	35.6
2	(4) Postgraduate		
	Years of service		
	(1) 3 - 5 Years	3	4.1
	(2) 6 - 15 Years	14	19.2
	(3) > 15 Years	56	76.7

Table 2 shows that the respondents in this study who came from the Badung Regency Health Office were mostly in the age category above 40 years with a percentage of 82.2% with the majority of respondents being women reaching 72.6%. In terms of the last education, 50.7% of respondents had a Bachelor's degree (S1), while 35.6% had completed Postgraduate education. Regarding the length of service, respondents with more than 15 years of experience dominated with a percentage of 76.7%. These data indicate that most employees at the Badung Regency Health Office are individuals who are experienced, highly educated, and dominated by women.

This study has conducted a research instrument test in the form of a validity and reliability test, and obtained results showing that all question items from the four variables that have been studied are declared valid and show a good level of reliability, thus the research instrument is a valid and reliable instrument as a data collection tool. Then a descriptive test was carried out, with the results that the organizational culture in this study was classified as high with an average of 4.29. Of the five indicators used to measure organizational culture, the team orientation indicator received the highest response with an average of 4.40. This shows that employees have very good abilities in working together to achieve common goals. The indicator with the lowest response value is performance with an average of 4.15. Although performance is considered quite good, these results indicate that there is an opportunity for further improvement so that employees are able to maintain work quality consistently. Overall, these results reflect that the organizational culture at the Badung Regency Health Office has been well formed and supports the achievement of organizational goals. Efforts to improve organizational culture can be focused on strengthening values that support the development of individual performance and integrating organizational values into daily activities.

Descriptive results on leadership style show that in this study the leadership style is classified as high with an average of 4.23. Of the six indicators used to measure leadership style, the decision-making ability indicator received the highest response with an average of 4.29. This shows that superiors have very good abilities in determining the right and strategic decisions for the organization. The indicator with the lowest response value is motivational ability with an average of 4.16. Although this indicator is considered quite good, these results show that there is room to improve the approach in motivating employees so that they are more motivated to achieve organizational goals. Overall, these results reflect that the leadership style at the Badung Regency Health Office has been effective in building and influencing employee performance. Improving leadership style can be focused on developing motivational and communication skills to create a more harmonious and productive work environment.

The working environment conditions at the Badung Regency Health Office were assessed as good overall with an average of 4.26. The indicator of the availability of work facilities received the highest response with an average of 4.34, which reflects that the available facilities support employee productivity and comfort. On the other hand, the indicator of the relationship between subordinates and leaders had the lowest average value, which was 4.21. Although still considered good, this aspect shows the need for improvement in building a more harmonious and effective relationship between subordinates and superiors. Overall, the results of this study reflect that a comfortable working environment supported by adequate facilities has a positive impact on employee morale.

Based on the descriptive test, the average employee performance is in the high category with a value of 4.31. The quantity indicator has the highest average of 4.37, reflecting that employees are able to meet work targets well. The quality indicator follows with an average value of 4.36, indicating that the work results have adequate standards. Utilization of working time and cooperation each have average values of 4.27 and 4.23. Although in the good category, improvements in these two indicators can further encourage work efficiency and strengthen relationships between employees. Overall, these results reflect that employees at the Badung Regency Health Office have solid performance and can continue to be improved through development efforts in various aspects.

After the descriptive test of each variable is finished, it is continued with the classical assumption test, where the results of the analysis show that the Asymp. Sig. (2-tailed) value is  $0.70 > \alpha = 0.05$ . This result means that the data has a normal distribution and has met the normality requirements in the regression model. Then the results show that the tolerance value of the organizational culture, leadership style, and work environment variables is greater than 0.10, while the VIF value is  $< 10$ , so it can be concluded that there is no Multicollinearity symptom in the regression model. Furthermore, the heteros test shows the significance value of the organizational culture, leadership style, and work environment variables  $> 0.05$ , so it can be concluded that according to the decision making from the Glejser test there is no heteroscedasticity in the regression model.

The classical assumption test that has been fulfilled all indicates that the path analysis test is worthy of further analysis. The results of the substructure 1 and substructure 2 tests on the Influence of Organizational Culture and Leadership Style through the Work Environment on Employee Performance at the Badung Regency Health Office are presented in table 3.

#### *4.1 The Influence of Organizational Culture on the Work Environment at the Badung Regency Health Service*

Organizational culture has a positive effect on the work environment at the Badung Regency Health Office. The results of the analysis are shown from the direct effect value of organizational culture on the work environment of 0.283 with a t-test value of 2.651 and a level of significance of  $0.010 \leq 0.05$ . The results of the analysis prove that the better the organizational culture, the better the effect on improving the quality of the work environment at the Badung Regency Health Office. The results of this study are in line with Sudiarditha et al. (2020) which states that organizational culture has a significant contribution in forming a healthy and productive work atmosphere. A positive organizational culture creates a framework in which employees feel valued, supported, and motivated to contribute better.

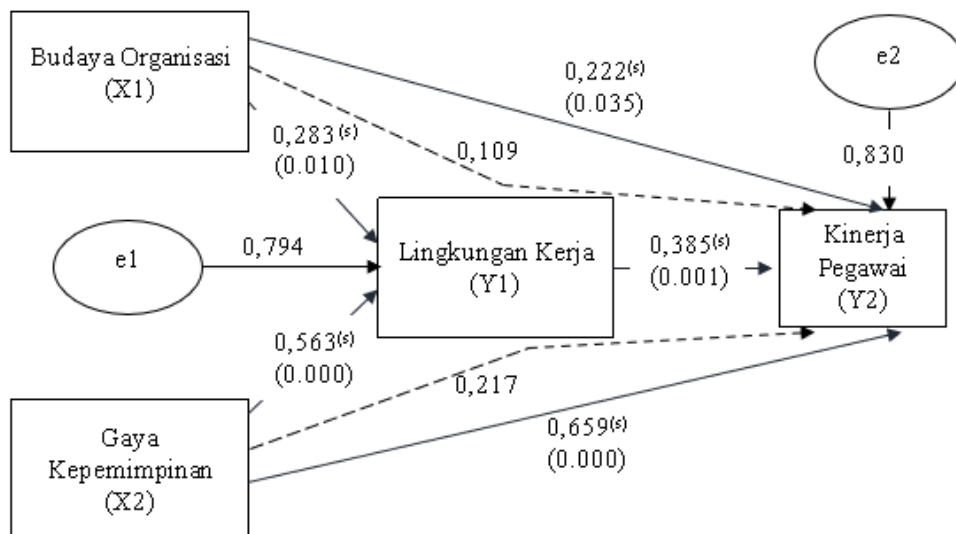
Self-awareness enables employees to better understand their roles, encourage responsible actions, and create respectful working relationships. Positively directed aggressiveness helps organizations prioritize and achieve more effective results. Personalities that support harmonious interactions form the basis for solid, trusting working relationships between employees. Performance indicators ensure that each individual's efforts are aligned with organizational goals, while team orientation strengthens collaboration to achieve common targets. With a work culture that supports these values, employees can work more comfortably and are motivated to produce optimal performance. Based on the results of the study, it was proven that organizational culture at the Badung Regency Health Office has an important role in improving the quality of the work environment. The Badung Regency Health Office has taken concrete steps to build a healthy organizational culture through training programs, strengthening teamwork, and assessments that focus on joint work results. These programs not only increase efficiency but also create a conducive and supportive work environment. By continuing to strengthen the organizational culture that prioritizes individual development and teamwork, the Badung Regency Health Office can create a work environment that supports productivity, comfort, and the achievement of organizational goals consistently.

The results of the substructure 1 and substructure 2 tests provide the foundation for the depiction of the final path model, as illustrated in Figure 3.

**Table 3.** Direct and Indirect Effect Test Results

No	Relationship Between Variables	Immediate Effects	Indirect Effects	Total Effect	Sig	Information
1	Organizational Culture (X1) → Work Environment (Y1)	0.283	-	0.283	0.010	H1 accepted
2	Leadership Style (X2) → Work Environment (Y1)	0.563	-	0.563	0,000	H2 accepted
3	Organizational Culture (X1) → Employee Performance (Y2)	0.222	-	0.222	0.035	H3 accepted
4	Leadership Style (X2) → Employee Performance (Y2)	0.659	-	0.659	0,000	H4 accepted
5	Work Environment (Y1) → Employee Performance (Y2)	0.385	-	0.385	0.001	H5 accepted
6	Organizational Culture (X1) → Work Environment (Y1) → Employee Performance (Y2)	-	0.109 (0.283*0.385)	0.109	-	H6 accepted
7	Leadership Style (X2) → Work Environment (Y1) → Employee Performance (Y2)	-	0.217 (0.563*0.385)	0.217	-	H7 accepted

Source: Results



**Figure 2.** Path Analysis Model (in Indonesia)

#### *4.2 The Influence of Leadership Style on the Work Environment at the Badung Regency Health Service*

Leadership style has a positive effect on the work environment. The results of the analysis are shown from the direct effect value of leadership style on the work environment of 0.563 with a t-test value of 5.274 and a significance level of  $0.000 \leq 0.05$ . The analysis results prove that the better the leadership style, the better the effect on improving the quality of the work environment at the Badung Regency Health Office. The results of this study are in line with Prasetya & Nuraeni (2020); Widodo & Wahyuni (2020) who stated that an effective leadership style can create a conducive work environment.

The ability to make quick and accurate decisions by leaders provides clear direction to employees, reduces uncertainty, and increases work efficiency. Meanwhile, motivational skills ensure that each employee feels appreciated and encouraged to give their best contribution. Good communication from a leader ensures that important information is conveyed clearly, minimizes misunderstandings, and increases synergy within the team. In addition, the ability to control subordinates with a firm but humane approach creates a work atmosphere that is balanced between discipline and comfort. The responsibility shown by leaders not only provides an example to employees but also increases their trust and loyalty to the organization. The ability to control the leader's emotions helps create a stable work environment, where employees feel safe to work. Based on the results of the study, it was proven that the leadership style at the Badung Regency Health Office has an important role in improving the quality of the work environment. Efforts that include firm decision making, providing inspiring motivation, effective communication, and wise emotional management have contributed significantly to improving the quality of the work environment. By continuing to strengthen the implementation of a supportive leadership style, it is hoped that a more conducive work environment will be created, which will ultimately encourage employee productivity and improve the quality of health services to the community.

#### *4.3 The Influence of the Work Environment on Employee Performance at the Badung Regency Health Office*

The work environment has a positive and significant effect on employee performance. The results of the analysis show that the direct effect value of the work environment on employee performance is 0.385 with a t-test value of 3.482 and a significance level of  $0.001 \leq 0.05$ . The results of the analysis prove that the better the quality of the work environment, the better the performance of employees at the Badung Regency Health Office. The results of this study are in line with Purnama (2020); and Fadillah & Sari (2020) who in their research found a strong relationship between the quality of the work environment and individual performance in the organization. A conducive work atmosphere allows employees to concentrate so that they can work better.

Harmonious relationships between co-workers will create social support because when employees help each other, joint task completion will be faster and of better quality. An open relationship between subordinates and leaders that builds trust will make employees who feel heard tend to be more proactive and responsible for their work results. The availability of adequate work facilities such as equipment, workspace, and technology will accelerate task completion and reduce operational disruptions. Based on the results of the study, it was proven that the work environment at the Badung Regency Health Office has an important role in improving Employee Performance. Efforts to improve physical comfort, improve communication flows, and fulfill facilities and infrastructure have been proven to strengthen employee performance. By continuing to maintain and improve these aspects, employee performance is expected to increase further which will ultimately strengthen the effectiveness of health services to the community.

#### *4.4 The Influence of Organizational Culture on Employee Performance at the Badung Regency Health Office*

Organizational culture has a positive and significant effect on employee performance. The results of the analysis are shown from the direct effect value of organizational culture on employee performance of 0.222 with a t-test value of 2.146 and a significance level of  $0.035 \leq 0.05$ . The results of the analysis prove that the better the organizational culture, the better the effect on improving employee performance at the Badung Regency Health Office. The results of this study are in accordance with Prasetyo & Prabowo (2022); and Hermawan et al. (2022) which in his research, he found that dimensions of organizational culture such as openness, integrity, and performance orientation have a strong relationship with employee performance.

Within the framework of organizational culture, self-awareness encourages employees to understand their strengths and limitations, so that tasks can be carried out with more focus and minimal errors. Well-managed aggressiveness stimulates initiative and the courage to take proactive steps, resulting in faster and more innovative work completion. Positive personalities such as open and adaptive attitudes help employees interact effectively with colleagues and superiors, facilitating daily work flows. Through performance, employees are encouraged to set high quality standards, maintain consistent work results, and contribute directly to achieving organizational targets. Meanwhile, team orientation fosters a spirit of mutual cooperation.

When each team member supports each other, the collective output becomes greater than the sum of individual contributions. Based on the results of the study, it was proven that organizational culture at the Badung Regency Health Office has an important role in improving Employee Performance. Strengthening organizational culture through training in organizational values, employee character building, and improving internal communication is believed to support continuous performance improvement. Thus, maintaining and developing organizational culture becomes an important aspect in achieving the target of more effective and efficient public health services.

#### *4.5 The Influence of Leadership Style on Employee Performance at the Badung Regency Health Service*

Leadership style has a positive and significant effect on employee performance. The results of the analysis are shown from the direct effect value of leadership style on employee performance of 0.659 with a t-test value of 5.639 and a significance level of  $0.000 < 0.05$ . The results of the analysis prove that the better the leadership style, the better the effect on improving employee performance at the Badung Regency Health Office. The results of this study are in accordance with Maulida and Dewi (2022) and Amin and Hidayat (2022) which in his research he found that leadership style has a positive effect on employee performance.

The ability of leaders in making decisions provides clear direction, so that employees can work in a directed and focused manner. The ability to motivate employees creates a positive drive to achieve the best results. Effective communication skills ensure that information is conveyed clearly and support good coordination within the team. In addition, the ability to control subordinates helps create a neat and efficient work structure, while the high responsibility of leaders builds employee trust and commitment. The ability to control emotions also contributes to creating a stable and harmonious work environment, even in stressful situations. Based on the results of the study, it was proven that the leadership style at the Badung Regency Health Office has an important role in improving Employee Performance. By implementing a leadership style that is oriented towards individual and team development, the Badung Regency Health Office is expected to be able to consistently improve the quality of employee performance. This ultimately supports the achievement of the organization's goals to provide optimal health services to the community.

#### *4.6 The Influence of Organizational Culture on Employee Performance through the Work Environment at the Badung Regency Health Service*

Organizational culture has a positive and significant effect on employee performance through the work environment. The results of the analysis are shown from the indirect effect value of organizational culture on employee performance through the work environment of 0.109. Based on the results of the Sobel Test calculation, the Z value = 2.11 which is greater than the value of 1.98 with a significance level of 5%, the work environment variable is able to act as an intervening variable in the influence of organizational culture on employee performance at the Badung Regency Health Office. The results of this study are in accordance with Sudiarditha, et al. (2020); Fadillah and Sari (2020) who in their research showed that organizational culture contributes to creating a comfortable work environment, which ultimately has a positive impact on employee performance

A culture that reflects self-awareness, directed aggressiveness, a personality that supports cooperation, performance that focuses on results, and a solid team orientation creates a harmonious work atmosphere. A positive work atmosphere, good relationships between employees and with leaders, and the availability of adequate work facilities have been shown to strengthen individual motivation and productivity.

The results of the study prove that the Badung Regency Health Office's organizational culture plays a key role in improving employee performance through the work environment. The Badung Regency Health Office has demonstrated a commitment to fostering a supportive organizational culture and a healthy work environment, thereby ensuring continuous improvement in employee performance. This approach has been demonstrated to enhance work effectiveness and facilitate the realization of organizational objectives, namely the provision of comprehensive health services to the community.

#### *4.7 The Influence of Leadership Style on Employee Performance through the Work Environment at the Badung Regency Health Service.*

Leadership style has a positive and significant effect on employee performance through the work environment. The results of the analysis are shown from the indirect effect value of leadership style on employee performance through the work environment of 0.217. Based on the results of the Sobel Test calculation, the Z value = 2.90 which is greater than the value of 1.98 with a significance level of 5%, the work environment variable is able to act as an intervening variable in the influence of leadership style on employee performance at the Badung Regency Health Office. The results of this study are in accordance with Sihombing and Ginting (2020); Sagala, et al. (2020) who in their research stated that an effective leadership style can create a conducive work environment, which ultimately improves employee performance. A leadership style that includes the ability to make the right decisions, constructive motivation, clear and open communication, directed control of subordinates, high responsibility, and the ability to control emotions creates a healthy and dynamic working relationship. In a positive work environment, where the work atmosphere is supportive, the relationship between leaders and subordinates is harmonious, and work facilities are adequately available, employees are more motivated to give their best performance.

The study shows that the leadership style at the Badung Regency Health Office improves employee performance by strengthening the work environment. The cultivation of adaptive and supportive leadership, in conjunction with a meticulous attention to the demands of the work environment, is expected to engender a sustained enhancement in employee performance. This approach has been demonstrated to enhance both individual productivity and the achievement of organizational goals, particularly in the context of providing superior health services to the community.

## **5. Conclusion**

This study's analysis and discussion yield several conclusions. Organizational culture and leadership style have a positive and significant effect on the work environment. These factors also positively impact employee performance. The work environment can intervene in the influence of organizational culture on employee performance and leadership style on the performance of employees in the Badung Regency Health Office. This research suggests that the Head of the Badung Regency Health Office can improve organizational culture and employee performance and personality by holding routine training related to personality development, effective communication, emotional management, and work ethics. This will form employees with character, ethics, and a spirit of service. The Head of the Badung Regency Health Office can also improve leadership style by improving the ability to motivate employees and control emotions. This can be done by participating in leadership training based on emotional intelligence. This will strengthen the ability to recognize, understand, and manage emotions of oneself and others in complex work situations. Implementing a participatory and appreciative leadership approach, by involving employees in decision making and recognizing their contributions, will increase intrinsic motivation.

The Head of the Badung Regency Health Office is expected to improve the work environment by fostering a positive relationship between subordinates and superiors, creating a conducive work atmosphere, and maintaining good relations among colleagues. This can be achieved by encouraging open and transparent communication, where subordinates feel safe to express opinions and obstacles without fear of negative assessment from superiors. It is also important to promote constructive feedback from both superiors and subordinates to improve performance and foster mutual respect. Regular internal activities, such as employee gatherings, team building, and celebrating important days together, can also strengthen relationships between colleagues outside the formal context.

The Head of the Badung Regency Health Office is expected to improve employee performance by increasing cooperation and utilizing working time effectively. The establishment of clear work guidelines and coordination flows is paramount to ensure that tasks do not overlap and roles are not confused, as this can impede work effectiveness. Routine monitoring and evaluation of the utilization of working time is to be conducted. This may be achieved through the implementation of a digital attendance system, daily reports, individual work target systems, and workload analysis. It is imperative to implement a comprehensive training program that focuses on time management and work prioritization. This training should be imparted to employees to enable them to establish effective priorities, circumvent the tendency towards procrastination, and execute tasks in an efficient manner.

The implementation of this study is that organizational culture, leadership style, and work environment have a positive and significant effect on employee performance. Organizational culture and leadership style have a significant effect on the work environment. The work environment can be an intervening variable in the relationship between organizational culture and leadership style on employee performance. The results of this study are in accordance with previous studies, namely research by Sudiarditha et al. (2020); Prasetya & Nuraeni (2020); Widodo & Wahyuni (2020); Purnama (2020); Fadillah & Sari (2020); Prasetyo & Prabowo (2022); Hermawan et al. (2022); Maulida and Dewi (2022); Amin and Hidayat (2022); Sudiarditha, et al. (2020); Fadillah and Sari (2020) Sihombing and Ginting (2020); Sagala, et al. (2020).

The study's limitation is that it was conducted on employees of the Badung Regency Health Office, so the results cannot be generalized to other health agencies. The present study is limited in scope, as it exclusively explores organizational culture, leadership style, work environment, and employee performance. Concurrently, other factors that may affect performance, such as motivation, workload, job satisfaction, and reward systems, were not the focus of further study.

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