



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE WORK PRODUCTIVITY IN THE ADIDAS DIVISION AT PT XYZ

Deva Silviana¹, Moh. Sutoro², Suflani³

^{1,2,3}Universitas Bina Bangsa, Indonesia

Email : Deva.silvy21@gmail.com¹, m.sutoro@binabangsa.ac.id², Suflani0780@gmail.com³

Abstract

Employee productivity is an important factor for manufacturing companies in achieving production targets. In the Adidas Division of PT XYZ, production achievement still fluctuates, indicating that organizational culture and work environment need to be examined as factors affecting employee productivity. This study aims to determine the effect of organizational culture and work environment, both partially and simultaneously, on employee productivity in the Adidas Division of PT XYZ. This research uses a quantitative approach with a survey method. The population consisted of 200 employees in the Adidas Division, while the sample consisted of 146 respondents determined using the Slovin formula with a simple random sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS version 27. The results show that organizational culture has a positive and significant effect on employee productivity with a t-value of 6.978 and a significance level of 0.000. The work environment also has a positive and significant effect with a t-value of 2.694 and a significance level of 0.008. Simultaneously, organizational culture and work environment have a significant effect on employee productivity with an F value of 175.318 and a coefficient of determination of 71.0%. The conclusion of this study shows that organizational culture and work environment play an important role in improving employee productivity. Therefore, companies need to strengthen organizational culture and create a conducive work environment to support increased employee productivity.

Keywords: Organizational Culture, Work Environment, Employee Productivity.

INTRODUCTION

The manufacturing industry faces pressure to produce products quickly, consistently, and in accordance with quality standards. Under these conditions, human resources are not merely executors of the production process but have become key determinants of workflow continuity, timeliness, quality control, and resource utilization. Hasibuan (2019) emphasized that human resource management regulates the relationships and roles of employees to ensure that organizational and employee objectives can be achieved effectively and efficiently. Dessler (2020) also positions workforce management, training, performance appraisal, safety, and work relationships as interconnected components. Therefore, improving productivity cannot rely solely on machinery or production targets but requires proper management of employee behavior and working conditions.

Work productivity describes employees' ability to produce outputs according to predetermined targets through the effective utilization of time, labor, materials, and facilities. Nurfitriani (2022) explains that productivity represents the comparison between achieved results and the total resources utilized, while also reflecting a mindset oriented toward continuous improvement. Istiqomah et al. (2024) emphasize the role of human resource capabilities in achieving optimal work outcomes. Natania (2025) divides productivity into effectiveness and efficiency dimensions, which are reflected

through quality, quantity, timeliness, effectiveness of work implementation, and efficiency in resource utilization. In manufacturing companies, these five dimensions are directly related to target achievement and product defect rates.

One internal factor that can influence productivity is organizational culture. Organizational culture refers to a set of values, assumptions, norms, and practices that serve as guidelines for organizational members in performing their actions. Schein (2017) explains that culture is formed through shared patterns of assumptions learned by groups in addressing adaptation and integration challenges. OpenStax (2019) views culture as an element that helps organizations establish identity, internal cohesion, and adaptability. In production activities, a culture that emphasizes communication, leadership support, teamwork, discipline, and responsibility can reduce work ambiguity and encourage consistent achievement of targets.

The work environment also determines whether employees can perform their duties safely and comfortably. The work environment includes physical conditions, such as lighting, temperature, air circulation, cleanliness, workspace, layout, and safety, as well as nonphysical conditions consisting of work structures, clarity of responsibilities, relationships with supervisors, and fair treatment. Sedarmayanti (2020) explains that adequate working conditions can support employees' ability to work effectively. An uncomfortable environment increases fatigue, concentration disturbances, and the risk of errors, whereas a conducive environment helps employees maintain work quality and speed.

The productivity phenomenon in the Adidas Division of PT XYZ can be observed through the comparison between production targets and actual production realization from May 2025 to April 2026. Internal data indicate that monthly achievement levels were unstable. Only January and February 2026 exceeded the targets, while the other months remained below the target level. The average achievement percentage during this period was only 81.82%. This condition indicates a gap between the expected capacity and actual outcomes, making organizational behavior factors and working conditions necessary to be empirically analyzed.

Table 1 Production Targets and Realization of the Adidas Division of PT XYZ 2025–2026

No	Period	Target	Realization	Achievement (%)
1	May 2025	80	65	81.2
2	June 2025	80	60	75.0
3	July 2025	80	65	81.2
4	August 2025	80	70	87.5
5	September 2025	80	58	72.5
6	October 2025	80	50	62.5
7	November 2025	80	73	91.2
8	December 2025	80	52	65.0
9	January 2026	80	90	112.5
10	February 2026	80	85	106.2
11	March 2026	85	50	58.8

No	Period	Target	Realization	Achievement (%)
12	April 2026	85	75	88.2
Average				81.82

Source: Internal data 2025–2026

The fluctuation cannot be explained solely by the number of employees or machine capacity. Initial observations indicate process errors, product defects, delays in task completion, decreased concentration, and suboptimal work evaluations. From the organizational culture perspective, leadership support and consistency in providing role models still need to be strengthened. Regarding the work environment, supervisor treatment, distribution of responsibilities, physical comfort, and support in completing tasks are aspects that require attention. If these conditions are left unaddressed, product rework costs and working time utilization may increase, while production competitiveness may decline.

Previous studies have demonstrated a consistent relationship between organizational culture, work environment, and productivity. Aprilia et al. (2023) found that organizational culture influences employee productivity in manufacturing companies. Kustinah (2024) showed that organizational culture can improve productivity through the development of job satisfaction. Irmawati et al. (2023) and Saputra et al. (2020) demonstrated that work environment and organizational culture are associated with productivity. Al-Mustajidi et al. (2025) also found a positive effect of the work environment on productivity. However, the characteristics of each production line differ, particularly in terms of targets, quality standards, job composition, and employee tenure. Therefore, research focusing on a specific production unit is necessary to ensure that the resulting recommendations are more aligned with operational conditions.

Based on these problems, this study aims to analyze: (1) the effect of organizational culture on employee work productivity; (2) the effect of the work environment on employee work productivity; and (3) the simultaneous effect of organizational culture and work environment on employee work productivity in the Adidas Division of PT XYZ. The results of this study are expected to provide an empirical foundation for companies in determining improvement priorities related to work behavior, leadership, and workplace conditions.

LITERATURE REVIEW

Work Productivity

Work productivity refers to employees' ability to achieve predetermined results by utilizing available resources appropriately. Mahawati et al. (2021) explain that productivity is related to the balance between workload, capability, and work outcomes. Productivity is assessed not only by the amount of output produced but also by quality conformity, completion time, and the level of resource

waste. Therefore, the productivity measurements in this study include work quality, work quantity, timeliness, work effectiveness, and work efficiency.

Work quality indicates the extent to which outputs meet established standards and minimize errors. Work quantity refers to the amount of work that employees can complete. Timeliness relates to the ability to meet schedules and prevent disruptions in subsequent processes. Effectiveness reflects the achievement of predetermined objectives, while efficiency represents the appropriate utilization of time, labor, materials, and facilities. These five indicators are relevant to production lines because any errors or delays may affect interdependent processes.

Organizational Culture

Organizational culture represents a shared system of meaning that distinguishes one organization from another and guides the behavior of its members. Robbins and Judge (2023) explain that culture influences how employees understand rules, interact with others, solve problems, and evaluate appropriate behaviors. Abadiyah and Ubaidillah (2022) emphasize that culture is not merely a slogan but is reflected in daily practices, including communication, leadership support, teamwork, and work attitudes.

In this study, organizational culture is measured through four indicators: communication, leadership support, teamwork, and work attitudes. Communication is necessary to ensure that information regarding targets, standards, and process changes can be properly understood and implemented. Leadership support includes direction, role modeling, assistance, and fairness. Teamwork facilitates coordination among departments, while work attitudes encompass discipline, responsibility, compliance with procedures, and result-oriented behavior. A consistent organizational culture can reduce behavioral variations and improve the regularity of production processes.

Theoretically, a strong organizational culture enhances productivity because employees have clear behavioral guidelines and understand organizational priorities. Findings from Aprilia et al. (2023) and Kustinah (2024) support this relationship. Based on this assumption, the first hypothesis is formulated: H1: Organizational culture has a positive and significant effect on employee work productivity.

Work Environment

The work environment refers to all conditions surrounding employees that may influence work implementation. The physical work environment relates to lighting, temperature, air circulation, cleanliness, noise levels, workspace, layout, and safety. The nonphysical work environment relates to work structure, responsibility distribution, work relationships, supervisor support, and the treatment employees receive. Khaeruman and Hartoko (2021) explain that organizational support and working conditions play an important role in maintaining employees' ability to perform tasks consistently.

A good work environment reduces disturbances and helps employees maintain concentration. Appropriate lighting and temperature reduce fatigue; proper workplace layout facilitates movement; cleanliness and safety reduce risks; while clear responsibilities prevent overlapping tasks. Supervisor support and fair treatment also influence employees' psychological security. When physical and nonphysical aspects are managed simultaneously, employees can achieve targets more easily with lower error rates.

Research conducted by Irmawati et al. (2023), Saputra et al. (2020), and Al-Mustajidi et al. (2025) shows that the work environment has a positive relationship with productivity. Therefore, the second hypothesis is formulated: H2: The work environment has a positive and significant effect on employee work productivity. Furthermore, because organizational culture shapes employee behavior and the work environment provides conditions for work implementation, both factors are expected to complement each other. The third hypothesis is formulated as follows: H3: Organizational culture and work environment simultaneously have a positive and significant effect on employee work productivity.

METHOD

Based on the data collection technique, this study employed a quantitative approach using a correlational method. The quantitative approach was applied because the research data consisted of numerical data analyzed statistically. This approach is appropriate for objectively examining the relationships among variables based on data obtained from respondents (Creswell, 2023; Saunders et al., 2007). The research was conducted in the Adidas Division of PT XYZ. The company name was anonymized for publication purposes without altering the data, unit of analysis, or research findings.

The research population consisted of 200 employees. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 133.33 respondents. The number was then rounded and increased to anticipate incomplete data, resulting in a final sample of 146 respondents analyzed in this study. Respondents were selected using a simple random sampling technique to ensure that every member of the population had an equal opportunity to be selected as a sample. This technique is appropriate for an identified and relatively homogeneous population within a single work unit (Sekaran & Bougie, 2017).

Primary data were collected through a closed-ended questionnaire using a five-point Likert scale, ranging from strongly disagree to agree strongly. The work productivity variable was measured using 10 statements, organizational culture was measured using 8 statements, and the work environment was measured using 15 statements. The total research instrument consisted of 33 statements. Work productivity included the dimensions of quality, quantity, timeliness, effectiveness, and efficiency. Organizational culture consisted of communication, leadership support, teamwork, and

work attitudes. The work environment included physical and nonphysical conditions, including lighting, air circulation and temperature, cleanliness, workplace layout, safety, work structure, responsibility, and supervisor support.

Instrument testing was conducted using the Pearson Product-Moment correlation. Items were considered valid if the calculated r-value was greater than the r-table value of 0.162. Reliability was assessed using Cronbach's alpha with a minimum acceptable value of 0.60. Data analysis included descriptive statistics, the Kolmogorov-Smirnov normality test, multicollinearity testing based on tolerance and variance inflation factor (VIF), and the Glejser heteroscedasticity test. Hypothesis testing was conducted using multiple linear regression analysis, t-test, F-test, and coefficient of determination. All analyses were performed using IBM SPSS Statistics version 27 with a significance level of 5% (Ghozali, 2018).

The regression model tested in this study was $Y = a + b_1X_1 + b_2X_2 + e$, where Y represents employee work productivity, X1 represents organizational culture, X2 represents the work environment, a represents the constant value, b₁ and b₂ represent regression coefficients, and e represents the error term. Partial hypotheses were accepted if the p-value was less than 0.05 or if the calculated t-value was greater than the t-table value. Simultaneous hypotheses were accepted if the p-value was less than 0.05 or if the calculated F-value was greater than the F-table value.

RESEARCH RESULTS AND DISCUSSION

The study involved 146 employees from the Adidas Division of PT XYZ. All returned questionnaires were eligible for data processing. Respondent characteristics were presented based on gender, job position, educational attainment, and length of service. The respondents were predominantly female, totaling 108 individuals (74.0%), while male respondents accounted for 38 individuals (26.0%). Based on job position, operators constituted the largest group, comprising 82 individuals (56.2%), indicating that the workforce structure was dominated by operational personnel. In terms of educational attainment, 99 respondents (67.8%) were senior high school graduates. Regarding length of service, the 15–20-year group represented the largest proportion, comprising 41 respondents (28.1%). The relatively even distribution of length of service indicates that the respondents possessed varying levels of experience and that most of them had a sound understanding of the company's work processes, organizational culture, and work environment conditions.

Table 2 Respondent Characteristics.

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	38	26.0
	Female	108	74.0
Job Position	Operator	82	56.2
	Staff	27	18.5
	Foreman	24	16.4

	Supervisor	13	8.9
Educational Attainment	Senior High School	99	67.8
	Diploma III/IV	18	12.3
	Bachelor's Degree	29	19.9
Length of Service	1–5 years	34	23.3
	5–10 years	36	24.7
	10–15 years	35	24.0
	15–20 years	41	28.1
Total		146	100.0

Source: Primary data processed by the researchers, 2026.

Descriptive Statistics and Frequency Distribution

The descriptive statistics indicate that all variables contained 146 valid observations, with no missing data. Work Productivity had a mean of 42.23, a median of 42.00, a mode of 50, a standard deviation of 6.433, a minimum value of 10, and a maximum value of 50. Organizational culture had a mean of 33.55, a median of 33.00, a mode of 32, a standard deviation of 5.277, a minimum value of 8, and a maximum value of 40. The Work Environment variable had a mean of 61.79, a median of 61.00, a mode of 75, a standard deviation of 10.122, a minimum value of 15, and a maximum value of 75. These findings indicate that respondents' assessments of the three variables tended to be concentrated in the upper part of their respective empirical score ranges.

Table 3 Descriptive Statistics of the Research Variables.

Variable	N	Missing	Mean	Median	Mode	Std. Deviation	Variance	Range	Min	Max	Sum
Work Productivity (Y)	146	0	33,55	33,00	32	5,277	27,849	32	8	40	4.898
Organizational Culture (X1)	146	0	61,79	61,00	75	10,122	102,454	60	15	75	9.022
Work Environment (X2)	146	0	42,23	42,00	50	6,433	41,380	40	10	50	6.166

Sumber: Output IBM SPSS Statistics V.27, 2026

The frequency distributions further reinforce this description. The most frequently observed Work Productivity score was 50, recorded for 22 respondents (15.1%). The most frequently observed Organizational Culture score was 32, recorded for 29 respondents (19.9%). Meanwhile, the most frequently observed Work Environment score was 75, recorded for 16 respondents (11.0%). Although several low scores were observed, the scores were predominantly concentrated within the moderate-to-high categories.

Table 4 Summary of the Frequency Distributions of the Research Variables

Variable	Minimum	Maksimum	Range	Mean	Mode	Mode Frequency	Std. Dev.
Work Productivity (Y)	10	50	40	42,23	50	22 (15,1%)	6,433

Organizational Culture (X1)	8	40	32	33,55	32	29 (19,9%)	5,277
Work Environment (X2)	15	75	60	61,79	75	16 (11,0%)	10,122

Source: IBM SPSS Statistics V.27 Output, 2026.

The frequency distributions further reinforce these findings. The most frequently observed Work Productivity score was 50, recorded for 22 respondents (15.1%). The most frequently observed Organizational Culture score was 32, recorded for 29 respondents (19.9%). Meanwhile, the most frequently observed Work Environment score was 75, recorded for 16 respondents (11.0%). Although several low scores were identified, the overall concentration of scores was within the moderate-to-high categories.

Data Testing Results

Validity and Reliability Tests

The validity test was conducted using the Pearson Product–Moment correlation at a 5% significance level. With a total of 146 respondents, the critical r -value used was 0.162. An item was considered valid when the calculated r -value was greater than the critical r -value. The reliability test was conducted using Cronbach’s alpha, with a minimum threshold of 0.60.

Table 5 Validity Test of Work Productivity

Item	Calculated r -Value	Critical r -Value	Interpretation
Y.1	0,716	0,162	Valid
Y.2	0,672	0,162	Valid
Y.3	0,761	0,162	Valid
Y.4	0,523	0,162	Valid
Y.5	0,786	0,162	Valid
Y.6	0,742	0,162	Valid
Y.7	0,731	0,162	Valid
Y.8	0,769	0,162	Valid
Y.9	0,773	0,162	Valid
Y.10	0,737	0,162	Valid

Source: IBM SPSS Statistics v.27 Output, 2026.

All Work Productivity items were considered valid because the calculated r -values ranged from 0.523 to 0.786 and were all greater than the critical r -value of 0.162. Item Y.5 had the highest correlation coefficient of 0.786, whereas item Y.4 had the lowest correlation coefficient of 0.523; nevertheless, both items met the validity criterion.

Table 6 Validity Test of Organizational Culture

Item	Calculated r -Value	Critical r -Value	Interpretation
X1.1	0,732	0,162	Valid

X1.2	0,721	0,162	Valid
X1.3	0,788	0,162	Valid
X1.4	0,767	0,162	Valid
X1.5	0,814	0,162	Valid
X1.6	0,639	0,162	Valid
X1.7	0,660	0,162	Valid
X1.8	0,544	0,162	Valid

Source: IBM SPSS Statistics 27 Output, 2026.

All Organizational Culture items were considered valid, with calculated *r*-values ranging from 0.544 to 0.814. Item X1.5 had the highest value of 0.814, whereas item X1.8 had the lowest value of 0.544. All values remained greater than the critical *r*-value of 0.162.

Table 7 Validity Test of the Work Environment

Item	Calculated <i>r</i> -Value	Critical <i>r</i> -Value	Interpretation
X2.1	0,587	0,162	Valid
X2.2	0,708	0,162	Valid
X2.3	0,681	0,162	Valid
X2.4	0,651	0,162	Valid
X2.5	0,773	0,162	Valid
X2.6	0,663	0,162	Valid
X2.7	0,672	0,162	Valid
X2.8	0,784	0,162	Valid
X2.9	0,684	0,162	Valid
X2.10	0,757	0,162	Valid
X2.11	0,809	0,162	Valid
X2.12	0,754	0,162	Valid
X2.13	0,777	0,162	Valid
X2.14	0,690	0,162	Valid
X2.15	0,675	0,162	Valid

Source: IBM SPSS Statistics V.27 Output, 2026

All Work Environment items were considered valid because the calculated *r*-values ranged from 0.587 to 0.809 and were all greater than the critical *r*-value of 0.162. Item X2.11 obtained the highest value of 0.809, whereas item X2.1 obtained the lowest value of 0.587.

Table 8 Reliability Test of the Research Variables

Variable	Number of Items	Minimum Threshold	Cronbach's Alpha	Interpretation
Work Productivity	10	0,60	0,923	Reliabel

Organizational Culture	8	0,60	0,909	Reliabel
Work Environment	15	0,60	0,944	Reliabel

Source: IBM SPSS Statistics V. 27 Output, 2026

The Cronbach's alpha values for all variables were greater than 0.60. Work Productivity obtained a value of 0.923, Organizational Culture obtained 0.909, and the Work Environment obtained 0.944. Therefore, the research instrument was consistent and reliable for use in subsequent analyses.

Classical Assumption Tests

The normality test was conducted using a histogram, a Normal P-P Plot, and the Kolmogorov-Smirnov test. The residual histogram showed a pattern approximating a bell-shaped distribution and was concentrated around zero. In the Normal P-P Plot, the residual points were distributed around and followed the diagonal line. The Kolmogorov-Smirnov test yielded a test statistic of 0.066 and an Asymp. Sig. value of 0.200, which was greater than 0.05; therefore, the residuals were considered normally distributed.

Table 9 Results of the Classical Assumption Tests

Test	Result	Conclusion
Kolmogorov-Smirnov Normality Test	Test Statistic = 0.066; Asymp. Sig. = 0.200	The residuals were normally distributed
Organizational Culture Multicollinearity Test	Tolerance = 0.252; VIF = 3.964	No multicollinearity occurred
Work Environment Multicollinearity Test	Tolerance = 0.252; VIF = 3.964	No multicollinearity occurred
Organizational Culture Heteroskedasticity Test	Glejser Sig. = 0.392	No heteroskedasticity occurred
Work Environment Heteroskedasticity Test	Glejser Sig. = 0.252	No heteroskedasticity occurred

Source: IBM SPSS Statistics V.27 Output, 2026

The tolerance value for both variables was 0.252, and the VIF value was 3.964. Because the tolerance value was greater than 0.10 and the VIF value was less than 10, multicollinearity was not present. The Glejser test yielded significance values of 0.392 for Organizational Culture and 0.252 for the Work Environment; both values were greater than 0.05. The scatterplot examination also showed a distribution of residuals without a specific pattern. Therefore, the model did not exhibit heteroskedasticity.

Partial Coefficients of Determination

The partial coefficient of determination was used to determine the contribution of each independent variable to Work Productivity. The simple regression results showed that Organizational

Culture had an R Square value of 0.696, representing a contribution of 69.6%. In contrast, the Work Environment had an R Square value of 0.612, representing a contribution of 61.2%. These values represent the effect of each variable when analyzed separately.

Table 10 Partial Coefficients of Determination

Variable	R	R Square	Adjusted R Square	Std. Error	Contribution
Organizational Culture (X1)	0.834	0.696	0.693	3.561	69.6%
Work Environment (X2)	0.782	0.612	0.609	4.022	61.2%

Source: IBM SPSS Statistics 27 output, 2026.

Multiple Linear Regression and Coefficient of Determination

Multiple linear regression analysis was used to determine the direction and magnitude of the effects of Organizational Culture and the Work Environment on Employee Work Productivity. The data-processing results are presented in the following table.

Table 11 Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
Constant	7.182	1.896	-	3.789	0.000
Organizational Culture	0.762	0.109	0.625	6.978	0.000
Work Environment	0.153	0.057	0.241	2.694	0.008

Source: IBM SPSS Statistics 27 output, 2026.

The regression equation obtained was:

$$Y = 7.182 + 0.762X1 + 0.153X2$$

The constant of 7.182 indicates the value of Work Productivity when Organizational Culture and the Work Environment are assumed to be zero. The Organizational Culture coefficient of 0.762 indicates that a one-unit increase in Organizational Culture, with the other variable held constant, increases Work Productivity by 0.762 units. The Work Environment coefficient of 0.153 indicates that a one-unit increase in the Work Environment, with the other variable held constant, increases Work Productivity by 0.153 units. Both coefficients are positive, indicating that an increase in one variable increases Work Productivity.

Table 12 Model Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of Estimate
0,843	0,710	0,706	3,486

Source: IBM SPSS Statistics 27 output, 2026.

The R value of 0.843 indicates a very strong relationship between Organizational Culture and the Work Environment and Work Productivity. The R Square value of 0.710 indicates that the two

variables jointly explained 71.0% of the variation in Work Productivity. In contrast, the remaining 29.0% was explained by other factors outside the model, such as work motivation, compensation, work discipline, leadership, training, workload, and job satisfaction.

Hypothesis Testing Results

Partial Test (t-Test)

The partial Test used a 5% significance level and 143 degrees of freedom, yielding a critical t-value of 1.977. A hypothesis was accepted when the calculated t-value was greater than the critical t-value and the significance value was less than 0.05.

Table 13 Partial Test Results

Variable	Calculated t-value	Critical t-value	Sig.	Decision
Organizational Culture	6.978	1.977	0.000	H0 rejected; Ha accepted
Work Environment	2.694	1.977	0.008	H0 rejected; Ha accepted

Source: IBM SPSS Statistics 27 output, 2026.

Organizational culture obtained a calculated t-value of $6.978 > 1.977$, with a significance value of $0.000 < 0.05$. Therefore, Organizational Culture had a positive and significant partial effect on Work Productivity. The Work Environment obtained a calculated t-value of $2.694 > 1.977$, with a significance value of $0.008 < 0.05$. Therefore, the Work Environment had a positive and significant partial effect on Work Productivity.

Simultaneous Test (F-Test)

The F-test was used to determine the joint effects of Organizational Culture and the Work Environment on Work Productivity. The critical F-value at the 5% significance level, with 2 numerator degrees of freedom and 143 denominator degrees of freedom, was 3.059.

Table 14 Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4,261.936	2	2,130.968	175.318	0.000
Residual	1,738.146	143	12.155	-	-
Total	6,000.082	145	-	-	-

Source: IBM SPSS Statistics 27 output, 2026.

The calculated F-value of 175.318 was greater than the critical F-value of 3.059, with a significance value of $0.000 < 0.05$. Therefore, H0 was rejected, and Ha was accepted. Organizational Culture and the Work Environment simultaneously had a positive and significant effect on Employee Work Productivity in the Adidas Division of PT XYZ.

Discussion

The discussion relates the hypothesis-testing results to the research concepts and relevant findings from previous studies.

Effect of Organizational Culture on Employee Work Productivity

The t-test results showed that Organizational Culture obtained a calculated t-value of 6.978, whereas the critical t-value was 1.977. The calculated t-value was greater than the critical t-value, namely $6.978 > 1.977$. This variable also obtained a significance value of $0.000 < 0.05$. Therefore, H_0 was rejected, and H_a was accepted. These results demonstrate that Organizational Culture had a positive and significant partial effect on Employee Work Productivity in the Adidas Division of PT XYZ. The regression coefficient of 0.762 indicates that a one-unit increase in Organizational Culture can increase Employee Work Productivity by 0.762 units when the other variable is held constant.

These findings indicate that values, norms, communication patterns, leadership styles, organizational work practices, and work behaviors that are implemented consistently can direct employees to work with greater discipline, responsibility, and coordination. The findings of this study are consistent with those of Fauzi et al. (2025), who found that organizational culture had a positive and significant effect on work productivity. These findings also support the study by Vanisa et al. (2025), which demonstrated that organizational culture had a positive and significant partial effect on work productivity. The consistency of these findings confirms that a strong organizational culture can promote collaboration, responsibility, commitment, and higher work achievement.

The descriptive results reinforce this discussion. Expected work behavior obtained an indicator mean of 4.32, and organizational work practices obtained 4.24. Interdepartmental cooperation obtained a mean of 4.33, whereas accuracy in preventing errors obtained 4.36. However, leaders' exemplary work attitudes received the lowest score within the Organizational Culture variable, namely 3.99. This indicates that organizational culture has been well established at the levels of employee behavior and cooperation. However, the company needs to ensure that leaders consistently serve as role models in discipline, responsibility, communication, and the implementation of organizational values.

Effect of the Work Environment on Employee Work Productivity

The t-test results showed that the Work Environment obtained a calculated t-value of 2.694, whereas the critical t-value was 1.977. The calculated t-value was greater than the critical t-value, namely $2.694 > 1.977$. This variable also obtained a significance value of $0.008 < 0.05$. Therefore, H_0 was rejected, and H_a was accepted. These results demonstrate that the Work Environment had a positive and significant partial effect on Employee Work Productivity in the Adidas Division of PT

XYZ. The regression coefficient of 0.153 indicates that a one-unit increase in the Work Environment can increase Employee Work Productivity by 0.153 units when the other variable is held constant.

These findings indicate that physical and nonphysical conditions in the workplace contribute to supporting comfort, concentration, safety, and the smooth performance of duties. The company needs to maintain lighting, air temperature, noise levels, movement space, security, cleanliness, the distribution of responsibilities, and leadership patterns so that employees can work optimally. The findings of this study are consistent with those of Al-Mustajidi et al. (2025), who found that the work environment had a positive and significant effect on employee work productivity. Vanisa et al. (2025) also demonstrated that the work environment had a positive and significant partial effect on work productivity. The consistency of these findings indicates that a conducive work environment can improve employees' comfort, motivation, efficiency, and ability to achieve work targets.

The respondents' answers showed that cleanliness obtained the highest indicator mean of 4.26, whereas leadership patterns obtained the lowest mean of 3.90. The statement concerning fair treatment by supervisors received the lowest score of 3.83. Therefore, improving the work environment is not limited to physical facilities but also includes clarity in the division of duties, assistance from supervisors, consistency of treatment, and fair working relationships.

Effects of Organizational Culture and the Work Environment on Employee Work Productivity

The F-test results showed a calculated F-value of 175.318, whereas the critical F-value was 3.059. The calculated F-value was greater than the critical F-value, namely $175.318 > 3.059$, with a significance value of $0.000 < 0.05$. Therefore, H_0 was rejected, and H_a was accepted. These results demonstrate that Organizational Culture and the Work Environment simultaneously had positive and significant effects on Employee Work Productivity in the Adidas Division of PT XYZ.

The correlation coefficient of 0.843 indicates a very strong relationship between Organizational Culture and the Work Environment and Employee Work Productivity. The coefficient of determination of 0.710 indicates that these two variables explained 71.0% of the variation in Employee Work Productivity. Other factors not included in the research model explained the remaining 29.0%. These results indicate that the company needs to manage organizational culture and the work environment in an integrated manner because both factors mutually support the formation of employee work behavior, comfort, coordination, effectiveness, and efficiency.

The findings of this study are consistent with those of Vanisa et al. (2025), who found that the work environment and organizational culture jointly had positive and significant effects on work productivity. These findings also support the study by Syahdila et al. (2024), which demonstrated that organizational culture and the work environment had significant effects on work productivity, both partially and simultaneously. Therefore, improving employee work productivity requires a consistent organizational culture and a work environment that is safe, comfortable, and supportive of work implementation.

The regression coefficients and standardized beta coefficients indicate that Organizational Culture had a relatively stronger effect than the Work Environment. However, this does not mean that the work environment can be disregarded. A culture that emphasizes discipline and cooperation will not function optimally when physical conditions and working relationships hinder employees. Conversely, adequate facilities will not produce maximum productivity without communication, exemplary leadership, responsibility, and consistent work behavior.

CONCLUSION

Organizational culture had a positive and significant effect on employee work productivity in the Adidas Division of PT XYZ, with a regression coefficient of 0.762, a calculated t-value of 6.978, and $p < 0.001$. The work environment also had a positive and significant effect, with a regression coefficient of 0.153, a calculated t-value of 2.694, and $p = 0.008$. Simultaneously, organizational culture and the work environment had a significant effect, with a calculated F-value of 175.318 and $p < 0.001$. The two variables explained 71.0% of the variation in work productivity.

Organizational culture had a relatively more dominant effect; therefore, the company needs to prioritize communication, exemplary leadership and managerial support, teamwork, discipline, and responsibility. At the same time, the company needs to maintain the physical conditions of the production area and improve nonphysical aspects, particularly fairness of treatment, clarity in the division of duties, and supervisory support. Evaluations should be linked to data on targets, product defects, delays, and resource utilization so that improvements do not stop at the level of perception but result in measurable operational improvements.

This study demonstrates that sustainable productivity improvement cannot be achieved merely by increasing targets. Productivity requires a culture that directs behavior and an environment that enables employees to work safely, comfortably, and efficiently. Integrating these two aspects provides a basis for more appropriate human resource policies for production units.

REFERENCES

- Abadiyah, R., & Ubaidillah, H. (2022). *Buku Ajar Budaya Organisasi*. Umsida Press. <https://doi.org/10.21070/2022/978-623-464-044-1>
- Al-Mustajidi, M. F., Kurniawan, A. W., & Ruma, Z. (2025). Pengaruh Lingkungan Kerja terhadap Produktivitas Kerja Karyawan PT. Biringkassi Raya. *Jurnal Nuansa: Publikasi Ilmu Manajemen dan Ekonomi Syariah*, 3(1), 269-281. <https://doi.org/10.61132/nuansa.v3i1.1629>
- Aprilia, I., Ismail, A., & Monalisa, M. (2023). Pengaruh Budaya Organisasi terhadap Produktivitas Kerja Karyawan PT. Japfa Comfeed, Tbk. Unit Makassar. *Jurnal Pengembangan Ketenagakerjaan*, 1(2), 30-37. <https://doi.org/10.59574/jpk.v1i2.35>
- Creswell, J. W. (2023). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (6th ed.). SAGE Publications.
- Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.

- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 (9th ed.)*. Badan Penerbit Universitas Diponegoro.
- Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Irmawati, I., Aneta, Y., & Rahman, E. (2023). Pengaruh Lingkungan Kerja dan Budaya Organisasi terhadap Produktivitas Kerja pada PT Pelindo (Persero) Region 4 Cabang Gorontalo. *JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis*, 5(3), 911-915. <https://doi.org/10.37479/jimb.v5i3.17945>
- Istiqomah, S., Hikmah, S. N., Jannah, E. Q., & Hotima, S. H. (2024). Pengaruh Pelatihan dan Pengembangan Karyawan terhadap Produktivitas Kerja Karyawan pada PT. BPR ADY Jember. *Jurnal Penelitian IPTEKS*, 9(2), 214-223. <https://doi.org/10.32528/penelitianipteks.v9i2.2205>
- Khaeruman, K., & Hartoko, G. (2021). Pelaksanaan Training dalam Meningkatkan Kinerja Karyawan. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 7(2), 191-201.
- Kustinah, L. (2024). Pengaruh Budaya Organisasi terhadap Produktivitas Kerja melalui Kepuasan Kerja. *Jurnal Ilmu Manajemen*, 12(4), 929-941. <https://doi.org/10.26740/jim.v12n4.p929-941>
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. F., Fani, T., Sari, A. P., Setijaningsih, R. A., Fitriyanur, Q., Sesilia, A. P., & Mayasari, I. (2021). Analisis Beban Kerja dan Produktivitas Kerja. Yayasan Kita Menulis.
- Natania, N. T. (2025). Gambaran Tingkat Produktivitas Kerja Karyawan Unit Pengemasan PT X Semarang. *Antigen: Jurnal Kesehatan Masyarakat dan Ilmu Gizi*, 3(1), 42-52. <https://doi.org/10.57213/antigen.v3i1.542>
- Nurfitriani, M. M. (2022). *Manajemen Kinerja Karyawan*. Cendekia Publisher.
- OpenStax. (2019). *Organizational Behavior*. OpenStax.
- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior (19th ed.)*. Pearson Education.
- Saputra, E. F., Finthariasari, M., & Bustami, T. (2020). Pengaruh Lingkungan Kerja dan Budaya Organisasi terhadap Produktivitas Kerja Karyawan. *Jurnal Entrepreneur dan Manajemen Sains*, 1(2), 99-105.
- Schein, E. H. (2017). *Organizational Culture and Leadership*. John Wiley & Sons.
- Sedarmayanti. (2020). *Sumber Daya Manusia dan Produktivitas Kerja*. CV Mandar Maju.
- Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis (6th ed.)*. Salemba Empat.
- Fauzi, R., Suhardi, S., & Firdaus, R. (2025). The impact of digital competence, organizational culture, and work flexibility on employee productivity with job satisfaction as a moderation variable. *International Journal of Applied Finance and Business Studies*, 12(4), 217-226. <https://doi.org/10.35335/ijafibs.v12i4.324>
- Syahdila, A. M., Sutrisna, A., & Wibawa, G. R. (2024). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Produktivitas Kerja CV. Sukahati Pratama Tasikmalaya. *Jurnal Bisnis, Manajemen dan Akuntansi*, 1(1), 13-26. <https://doi.org/10.70963/jbisma.v1i1.14>
- Vanisa, T., Yacobi, L. G. A., Mubarak, S., & Maryam, S. (2025). The Influence of Work Environment and Organizational Culture on Work Productivity at PT Siraj Badawi Cukup Rupiah (Surabaja). *Indonesian Interdisciplinary Journal of Sharia Economics*, 8(3), 11572-11585. <https://doi.org/10.31538/ijjse.v8i3.7892>