Research Article

The Influence of Leadership, Work Environment, and Organizational Culture on Employee Performance at PERUM DAMRI Bandar Lampung City

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Abstract: This study aims to determine and analyze whether leadership, work environment and organizational culture have a joint influence on employee performance at Perum Damri Bandar Lampung City. The type of data in this study uses quantitative research using primary and secondary data. The sample used is Non-Probability Sampling with saturated sampling type. With a sample of 60 employees who work as office staff at Perum Damri Bandar Lampung City. The analysis technique used is through validity, reliability, classical assumptions and hypothesis tests. From the results of the research that has been done shows that Leadership has an influence and is significant on Employee Performance with an influence contribution of 26.1%. Work Environment has an influence and is significant on Employee Performance with an influence contribution of 25.7%. Organizational Culture has an influence and is significant on Employee Performance with an influence contribution of 37.3%. Leadership, Work Environment and Organizational Culture have a simultaneous and significant influence on Employee Performance at Perum Damri Bandar Lampung. Leadership, Work Environment and Organizational Culture have an influence and are significant on Employee Performance at Perum Damri Bandar Lampung by 89.1%. The remaining 10.9% is influenced by other factors not examined in this study.

Keywords: Leadership; Work Environment; Organizational Culture; Employee Performance; Public Company

1. Introduction

Journal of Future Artificial Intelligence and Technologies accepts research paper submissions that contain at least 4000 to 8000 words or around 8 to 20 pages for research articles and a maximum of 30 pages for review articles. The introduction must be written briefly, concisely, and clearly [1]. The introduction must contain an explanation of (1) the Research object, (2) Methods that have been used previously, (3) the Weaknesses and strengths of each method or may briefly allude to related work and/or hypotheses, (4) Research problems (5)

Proposed solutions and/or approaches (6) List of Contributions (6) Rest of paper. The introduction section must be scientific and rich in citations. Use "maintext_FAITH" style for this paragraph [2].

In supporting development goals, the government has provided several transportation facilities to meet public needs, one of which is Perum Damri Bandar Lampung, a state-owned enterprise (SOE) that provides passenger transportation services as well as freight transportation services. Perum Damri Bandar Lampung was established on November 25, 1987, and is located at Jl. Kapten Abdul Haq No. 28, Rajabasa, Rajabasa District, Bandar Lampung City, Lampung Province. Currently, Perum Damri Bandar Lampung employs approximately 205 employees with diverse skills and characteristics [3].

With the increasing number of transportation service companies operating in Bandar Lampung City, competition inevitably arises in attracting passengers and freight service users. This competition encourages companies to improve employee performance in delivering the best possible service to customers. As a state-owned enterprise, Perum Damri Bandar Lampung is required to continuously innovate in enhancing its performance. Consequently, the company needs a leader capable of improving both employee performance and overall organizational performance to ensure the success and advancement of Perum Damri Bandar Lampung [4].

As one of the transportation service providers in Bandar Lampung, Perum Damri plays an important role in delivering quality public transportation services. The quality of service provided largely depends on the performance of its employees. Employee performance, in turn, is presumed to be influenced by several factors, including leadership that can motivate and drive performance improvement. Meanwhile, an uncomfortable work environment— such as hot office spaces, interpersonal conflicts among employees, and lack of inter-divisional communication—is suspected to negatively affect performance. Furthermore, aspects of organizational culture at Perum Damri indicate that some employees tend to wait for instructions rather than taking initiative in completing their assigned tasks. These conditions suggest that leadership, work environment, and organizational culture may significantly influence employee performance in delivering services.

2. Literature review
Leadership

Leadership is an effort carried out by a leader to achieve both individual and organizational goals. Therefore, a leader is expected to influence, support, and motivate subordinates so that they carry out their tasks with enthusiasm in order to achieve the desired objectives, whether individually or organizationally. A balance must also be found between the needs of subordinates to achieve both personal and organizational goals. There are several indicators to measure leadership, namely: (1) Decision-making ability, decision-making is a systematic approach to selecting the most appropriate course of action. A leader must have strong decision-making skills. Every decision taken should consider potential causes and consequences to avoid mistakes in determining the right action. (2) Motivational ability, the ability to motivate is the driving force that encourages employees to utilize their skills, expertise, energy, and time in carrying out responsibilities and fulfilling obligations in order to achieve the organizational goals and targets that have been set. (3) Communication ability, communication skills are essential for everyone, especially for leaders. Communication ability refers to the competence to convey messages, thoughts, and ideas to others with the intention that the recipient understands them clearly, whether through direct verbal communication or indirect means. (4) Ability to control subordinates, a leader must possess the willingness and ability to ensure that others follow their direction by exercising positional authority effectively and appropriately for the long-term interests of the organization. This includes informing subordinates about what must be done, using varying tones—from neutral, firm, to assertive or even threatening—so that tasks are completed properly and on time. (5) Responsibility, a leader must have a strong sense of responsibility toward employees. Responsibility can be defined as the obligation to bear and be accountable for decisions and actions, as well as to accept the consequences that arise from them. (6) Emotional control, in leading an organization or employees, a leader must be able to control their emotions. Unstable emotions can negatively affect the sustainability of the organization in achieving its objectives [5].

Work environment

Work Environment in general refers to the place where employees carry out their job activities. In the workplace, individuals cannot be separated from their surrounding environment. A conducive work environment provides a sense of security and enables employees to perform optimally [6]. When employees enjoy the work environment, they tend to feel comfortable, engage in their tasks effectively, and utilize their working hours productively. Conversely, an inadequate work environment may reduce employee performance. According to [7] the indicators of the work environment are as follows: (1) Lighting, adequate lighting should be provided in every employee's workspace, as it directly affects working conditions and performance. (2) Air temperature, refers to the thermal condition of employees' workspaces. Proper regulation of air temperature in the workplace provides comfort and supports employees in carrying out their tasks effectively. (3) Noise, this refers to employees' sensitivity to surrounding sounds in the workplace, which can influence their concentration and activities. (4) Use of colors, the selection of appropriate colors for employees' workspaces can influence mood and productivity. (5) Space requirements, workspace arrangement includes the positioning of employees' work areas and supporting equipment such as desks and chairs, ensuring functionality and comfort. (6) Workability, this encompasses conditions that provide employees with a sense of safety and tranquility in performing their duties. (7) Employee relationships, the establishment of harmonious relationships among employees contributes to organizational efforts in achieving its goals.

Organizational Culture

Organizational Culture is a concept regarded as one of the key determinants of organizational success in achieving its goals [8]. Organizational culture consists of a set of values and strategies, leadership styles, visions and missions, as well as norms, beliefs, and understandings that are embraced by organizational members and considered as truth by new members. Over time, this culture becomes a guideline for every element within the organization to shape attitudes and behaviors. According to [7] there are several indicators of organizational culture, namely: (1) Innovation and risk-taking, this refers to the extent to which the organization encourages employees to innovate and take risks. It also includes how the organization appreciates employees' efforts in taking risks and stimulates the generation of new ideas. (2) Attention to detail, this reflects the degree to which the organization expects employees to demonstrate precision, analytical ability, and attentiveness to small details in their work. (3) Outcome orientation, this shows the extent to which management emphasizes the achievement of results rather than focusing solely on processes or techniques used to achieve them. (4) People orientation, this reflects the extent to which management decisions take into consideration their impact on individuals within the organization. (5) Team orientation, this indicates the degree to which organizational activities are structured around teamwork rather than individual tasks. (6) Proactiveness, this reflects the extent to which organizational members are proactive and competitive in implementing organizational culture efficiently. (7) Stability, this shows the degree to which the organization emphasizes maintaining the status quo rather than pursuing further growth or change.

Employee Performance

Performance, in English also referred to as job performance or actual performance, is the level of success an employee achieves in completing their work. Performance is not an individual characteristic, such as talent or ability, but rather the manifestation of those talents and abilities in practice. Performance is the outcome of work and work-related behavior accomplished in fulfilling assigned tasks and responsibilities within a specific period. Performance functions as a combination of motivation and ability. To complete a task or job, a person must possess a certain degree of willingness and capability. According to [9] the indicators of performance are as follows: (1) Quality, the outcomes of work measured in terms of quality or standard, which can be expressed numerically or in equivalent quantitative measures. (2) Efficiency, the ability to utilize resources wisely and cost-effectively in carrying out tasks.(3) Work discipline, adherence to applicable laws, regulations, and organizational rules in performing duties. (4) Initiative, the capacity to make decisions and take action without being told, to identify what needs to be done in a given situation, and to persist in taking steps even when conditions become increasingly difficult. (5) Accuracy, the degree to which

the results of work correspond with objectives, reflecting whether the tasks have been completed as intended. (6) Leadership, the process by which a leader influences or sets an example for subordinates in the pursuit of organizational goals. (8) Honesty, a human trait that is essential yet often difficult to consistently apply in the workplace.

Hypothesis

Based on the theoretical framework and previous studies described above, the hypotheses of this research are as follows [10]: (1) It is hypothesized that leadership has a partial influence on employee performance at Perum Damri Bandar Lampung City. (2) It is hypothesized that organizational culture has a partial influence on employee performance at Perum Damri Bandar Lampung City. (3) It is hypothesized that work environment has a partial influence on employee performance at Perum Damri Bandar Lampung City. (4) It is hypothesized that leadership, organizational culture, and work environment simultaneously influence employee performance at Perum Damri Bandar Lampung City.

3. Proposed Method
Data Types and Sources

The type of research used in this study, based on its approach, is quantitative research. According to [11], quantitative data are data that can be directly measured and calculated, presented in the form of numbers or statistics. The quantitative research method employed in this study is intended to explain the position of the variables being studied as well as the influence among these variables [12]. Quantitative research is closely related to social survey techniques, including structured interviews and questionnaires, experiments, structured observations, content analysis, formal statistical analysis, and many others. Quantitative research focuses on actual problems and current phenomena, which are presented in numerical form through descriptive analysis.

Population and Sample

According to [12] population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. Therefore, population does not only refer to people but also includes objects and other natural elements. Population is not merely the number of objects or subjects studied but encompasses all the characteristics or attributes possessed by those objects or subjects. Meanwhile [13] defines population as the entirety of research subjects.

The population used in this study consists of all employees working as office staff at Perum Damri Bandar Lampung City, totaling 60 employees. The sampling technique applied in this research is non-probability sampling with a census sampling (saturated sampling) approach. Saturated sampling is a technique in which all members of the population are included as research samples, and it is often applied when the population size is relatively small. Saturated sampling provides an accurate description of the population because every member becomes part of the sample.

According to [14] saturated sampling is a technique in which the entire population is taken as the research sample. Therefore, the sample in this study consists of 60 employees working as office staff at Perum Damri Bandar Lampung City.

Research Variables and Operational Variables

In this study, there are two types of variables, namely independent variables and the dependent variable [15]. (1) **Independent Variables** are those that cause or influence changes in the dependent variable. The independent variables in this study are Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3). (2) **Dependent Variable**, The dependent variable is the variable that is influenced by or becomes the outcome of the independent variables. The dependent variable in this study is Employee Performance (Y).

Table 1. Operational Definition of Research Variables

Research Variable	Definition	Indicators	Measurement Scale
Leadership (X_1)	Leadership is an effort made by a leader to achieve individual or organizational goals [16]	1. Decision-making 2. Motivation 3. Communication 4. Supervising subordinates 5. Responsibility [17]	Likert Scale
Work Environment (X_2)	Work environment refers to a condition in which there are groups of employees along with supporting facilities to achieve the institution's goals in line with its vision and mission [18]	1. Lighting 2. Air temperature 3. Noise 4. Use of colors 5. Workspace availability 6. Workability 7. Employee relations [19]	Likert Scale
Organizational Culture (X_3)	Organizational culture is the outcome of merging cultural styles and individual behaviors into new norms and philosophies, generating collective energy and pride in facing challenges and achieving specific goals [20]	1. Innovation and risk-taking 2. Attention to detail 3. Outcome orientation 4. People orientation 5. Team orientation 6. Proactiveness 7. Stability [21]	Likert Scale
Employee Performance (Y)	Performance refers to the success of personnel, teams, or organizational units in achieving predetermined strategic goals with the expected behaviors [22]	1. Quality 2. Efficiency 3. Discipline 4. Initiative 5. Accuracy 6. Leadership 7. Honesty [23]	Likert Scale

4. Results and Discussion

The data analysis in this study was carried out using research instruments, including validity testing, reliability testing, and hypothesis testing.

Validity Test Results

In this study, a questionnaire item was considered valid based on the decision criterion that if the calculated r-value (r-count) is greater than the r-table value, the statement is deemed valid. The validity test was conducted on 15 respondents, resulting in an r-table value of 0.482 for the sample size, with the following results.

Table 2. Validity Test Results

Variable	Item	r-count	r-table	Conclusion
Leadership (X₁)	X1.1	0.610	0.482	Valid
	X1.2	0.740	0.482	Valid
	X1.3	0.839	0.482	Valid
	X1.4	0.825	0.482	Valid
	X1.5	0.599	0.482	Valid
	X1.6	0.550	0.482	Valid
	X1.7	0.755	0.482	Valid
	X1.8	0.799	0.482	Valid
Work Environment (X₂)	X2.1	0.922	0.482	Valid
	X2.2	0.553	0.482	Valid
	X2.3	0.759	0.482	Valid
	X2.4	0.693	0.482	Valid
	X2.5	0.686	0.482	Valid
	X2.6	0.782	0.482	Valid
	X2.7	0.714	0.482	Valid
	X2.8	0.922	0.482	Valid
Organizational Culture (X₃)	X3.1	0.852	0.482	Valid
	X3.2	0.910	0.482	Valid
	X3.3	0.579	0.482	Valid
	X3.4	0.734	0.482	Valid
	X3.5	0.863	0.482	Valid
	X3.6	0.684	0.482	Valid
	X3.7	0.810	0.482	Valid
Employee Performance (Y)	Y1	0.936	0.482	Valid
	Y2	0.584	0.482	Valid
	Y3	0.748	0.482	Valid
	Y4	0.870	0.482	Valid
	Y5	0.648	0.482	Valid
	Y6	0.587	0.482	Valid
	Y7	0.589	0.482	Valid
	Y8	0.778	0.482	Valid
	Y9	0.784	0.482	Valid

Source: Processed by the author in 2025

Based on the results of the validity test conducted on 15 respondents, the r-table value obtained was 0.482. An item is considered valid if the r-count value is greater than the r-table value (r-count > 0.482). The results can be explained as follows: (1) Leadership (X_1): The testing of 8 statement items under the Leadership variable shows that all items obtained r-count values greater than 0.482. Thus, it can be concluded that all 8 items for variable X_1 (Leadership) are valid. (2) Work Environment (X_2): The testing of 8 statement items under the Work Environment variable indicates that all items obtained r-count values greater than 0.482. Therefore, it can be concluded that all 8 items for variable X_2 (Work Environment) are valid. (3) Organizational Culture (X_3): The testing of 7 statement items under the Organizational Culture variable demonstrates that all items obtained r-count values greater than 0.482. Hence, it can be concluded that all 7 items for variable X_3 (Organizational Culture) are valid. (4) Employee Performance (Y): The testing of 9 statement items under the Employee Performance variable shows that all items obtained r-count values greater than 0.482. Accordingly, it can be concluded that all 9 items for variable Y (Employee Performance) are valid.

Reliability Test Results

According to Ghazali (2021), the basis for decision-making in the reliability test is as follows: (a) If the Cronbach's Alpha value is > 0.60, then the statement is considered reliable. (b) If the Cronbach's Alpha value is < 0.60, then the statement is considered not reliable.

Table 3. Reliability Test Results

Variable	Number of Questions	Cronbach's Alpha Value	Result
Leadership (X_1)	8	0.859	Reliable
Work Environment (X_2)	8	0.885	Reliable
Organizational Culture (X_3)	7	0.887	Reliable
Employee Performance (Y)	9	0.885	Reliable

Source: Processed by the author in 2025

Based on the results of the reliability test above, which was conducted on 15 respondents, it can be stated that if the Cronbach's Alpha value > 0.60, then the data in this study is considered reliable. The explanation is as follows: (1) The reliability test result for the Leadership variable (X_1), based on the output of the reliability test in the table above, which was tested on 15 respondents with 8 statement items, shows a Cronbach's Alpha value of 0.859. Thus, it can be concluded that the Leadership variable (X_1) has a Cronbach's Alpha value of 0.859 > 0.60, meaning that the 8 statement items for this variable are reliable, with a good reliability criterion. (2) The reliability test result for the Work Environment variable (X_2), based on the output of the reliability test in the table above, which was tested on 15 respondents with 8 statement items, shows a Cronbach's Alpha value of 0.885. Thus, it can be concluded that the Work Environment variable (X_2) has a Cronbach's Alpha value of 0.885 > 0.60, meaning that the 8 statement items for this variable are reliable, with a good reliability criterion. (3) The reliability test result for the Organizational Culture variable (X_3), based on the output of the reliability test in the table above, which was tested on 15 respondents with 7 statement items, shows a Cronbach's Alpha value of 0.887. Thus, it can be concluded that the Organizational Culture variable (X_3) has a Cronbach's Alpha value of 0.887 > 0.60, meaning that the 7 statement items for this variable are reliable, with a good reliability criterion. (4) The reliability test result for the Employee Performance variable (Y), based on the output of the reliability test in the table above, which was tested on 15 respondents with 9 statement items, shows a Cronbach's Alpha value of 0.885. Thus, it can be concluded that the Employee Performance variable (Y) has a Cronbach's Alpha value of 0.885 > 0.60, meaning that the 9 statement items for this variable are reliable, with a good reliability criterion.

Multiple Linear Regression Test Results

The Multiple Linear Regression Analysis test in this study was conducted to predict whether two or more independent variables—Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3)—influence the dependent variable, Employee Performance (Y). Furthermore, it aims to determine the extent to which the independent variables Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3) affect the dependent variable, Employee Performance (Y).

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1	(Constant)	0.644	1.602	
	Leadership	0.313	0.133	0.290
	Work Environment	0.326	0.132	0.288
	Organizational Culture	0.529	0.098	0.421

Source: Processed by the author in 2025

Based on the multiple regression test from the table above, the regression equation is obtained as follows: Y = 0.644 + 0.313X1 + 0.326X2 + 0.529X3 with the following explanation: (1) The constant (α) value is 0.644, which indicates that if Perum Damri has no consideration or understanding of Leadership, Work Environment, and Organizational Culture, the Employee Performance at Perum Damri Bandar Lampung is assumed to remain at 0.644. (2) The regression coefficient of the independent variable Leadership (X_1) is 0.313. This means that if Perum Damri Bandar Lampung pays attention to the Leadership variable, then every 1-unit increase in Leadership will increase Employee Performance at Perum Damri Bandar Lampung by 0.313. (3) The regression coefficient of the independent variable Work Environment (X_2) is 0.326. This means that if Perum Damri Bandar Lampung pays attention to the Work Environment variable, then every 1-unit increase in Work Environment will increase

Employee Performance at Perum Damri Bandar Lampung by 0.326. (4) The regression coefficient of the independent variable Organizational Culture (X_3) is 0.529. This means that if Perum Damri Bandar Lampung pays attention to the Organizational Culture variable, then every 1-unit increase in Organizational Culture will increase Employee Performance at Perum Damri Bandar Lampung by 0.529.

Correlation Coefficient Test Results

The correlation coefficient is used to determine the magnitude that expresses the strength of the relationship between one variable and another. To calculate the correlation coefficient, Pearson's Product Moment formula is used. The correlation coefficient (r) indicates the degree of correlation between independent variables and the dependent variable. (1) If $r = +1$ or approaches 1, it indicates a very strong positive relationship between the variables being tested. (2) If $r = -1$ or approaches -1, it indicates a negative relationship, and the correlation between the variables being tested is weak. (3) If $r = 0$ or approaches 0, it indicates a weak correlation or no correlation at all between the variables being studied and tested.

Table 5. Correlation Coefficient Test Results

		Leadership	Work Environment	Organizational Culture	Employee Performance
Leadership	Pearson Correlation	1		.924**	.818**
	Sig. (2-tailed)			.000	.000
	N		60	60	60
Work Environment	Pearson Correlation	.924**		1	.796**
	Sig. (2-tailed)	.000			.000
	N	60		60	60
Organizational Culture	Pearson Correlation	.818**		.796**	1
	Sig. (2-tailed)	.000		.000	
	N	60		60	60
Employee Performance	Pearson Correlation	.900**		.891**	.887**
	Sig. (2-tailed)	.000		.000	.000
	N	60		60	60

Source: Processed by the author in 2025

The correlation coefficient (r) indicates the degree of correlation between independent variables and the dependent variable. In this study, based on the results of the correlation coefficient test in the table above, it can be explained as follows: (1) The correlation value obtained between Leadership and Employee Performance is 0.900 with a significance value of 0.000. The correlation coefficient has a positive sign, which indicates that the relationship between the two is in the same direction. This means that the better the Leadership in Perum Damri Bandar Lampung, the better the Employee Performance will be. Based on the interpretation of the correlation coefficient, the value of 0.900 falls into the category of a very strong relationship. (2) The correlation value obtained between the Work Environment and Employee Performance is 0.891 with a significance value of 0.000. The correlation coefficient has a positive sign, which indicates that the relationship between the two is in the same direction. This means that the better the Work Environment in Perum Damri Bandar Lampung, the better the Employee Performance will be. Based on the interpretation of the correlation coefficient, the value of 0.891 falls into the category of a very strong relationship. (3) The correlation value obtained between Organizational Culture and Employee Performance is 0.887 with a significance value of 0.000. The correlation coefficient has a positive sign, which indicates that the relationship between the two is in the same direction. This means that the better the Organizational Culture in Perum Damri Bandar Lampung, the better the Employee Performance will be. Based on the interpretation of the correlation coefficient, the value of 0.887 falls into the category of a very strong relationship. (4) Effective Contribution of Independent Variables to the Dependent Variable

Table 6. Effective Contribution of Independent Variables to Dependent Variables

Research Variable	Regression Coefficient (Beta)	Correlation Coefficient (r)	Effective Contribution (Beta × r × 100%)
Leadership (X1)	0.290	0.900	26.1 %
Work Environment (X2)	0.288	0.891	25.7 %
Organizational Culture (X3)	0.421	0.887	37.3 %

Source: Processed by the author in 2025

Based on the table above, it can be explained that: (1) The effective contribution of the independent variable Leadership (X1) to the dependent variable Employee Performance (Y) is 0.261 or 26.1%. This means that Leadership (X1) contributes an effective influence of 26.1% on Employee Performance (Y) at Perum Damri Bandar Lampung. (2) The effective contribution of the independent variable Work Environment (X2) to the dependent variable Employee Performance (Y) is 0.257 or 25.7%. This indicates that Work Environment (X_2) contributes an effective influence of 25.7% on Employee Performance (Y) at Perum Damri Bandar Lampung. (3) The effective contribution of the independent variable Organizational Culture (X_3) to the dependent variable Employee Performance (Y) is 0.373 or 37.3%. This shows that Organizational Culture (X_3) contributes an effective influence of 37.3% on Employee Performance (Y) at Perum Damri Bandar Lampung.

Results of the Determination Coefficient Test (R^2)

The Coefficient of Determination Test (R^2) serves as a measure of the contribution of the independent variables (X) to the dependent variable (Y). In other words, the coefficient of determination (R^2) is useful for predicting and determining the extent to which the independent variables (X_1, X_2, and X_3) collectively influence the dependent variable (Y).

Table 7. Results of the Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944[a]	.891	.886	1.36152

Source: Processed in 2025

Based on the output from the table above, the following can be explained: (1) R: The correlation coefficient value obtained is 0.944, which indicates the influence of Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3) on Employee Performance (Y). (2) R Square: The value of R^2 is 0.891, which when converted into a percentage is 89.1%. This means that Leadership, Work Environment, and Organizational Culture collectively influence Employee Performance at Perum Damri Bandar Lampung by 89.1%. Meanwhile, the remaining 10.9% is influenced by other factors not examined in this study. (3) Adjusted R Square: The value obtained is 0.886, which implies that the independent variables Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3) provide a very strong influence on the dependent variable Employee Performance (Y). (4) Standard Error of the Estimate: This is a measure of the magnitude of error in the regression model when predicting the value of Y. From the regression results, the value obtained is 1.36152, which means the average error in predicting Employee Performance is 1.36152.

Test Results F

In this study, the value of F-table was determined using the formula commonly applied to obtain the value of t-table, namely $F_{table}=(n-k-1)$ $F_{table} = (n - k - 1)$ $Ftable=(n-k-1)$. Thus, $F_{table}=(60-3-1)=$, the F-table value obtained was 3.16 (see attached F-table).

Table 8. Uji F

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	852.124	3	284.041	153.226	.000b
Residual	103.809	56	1.854		
Total	955.933	59			

Source: Processed in 2025

Based on the results of the simultaneous F-test shown above, it can be seen that the significance value for the influence of the independent variables Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3) on the dependent variable Employee Performance (Y) at Perum Damri Bandar Lampung yields an F-value of 153.226 with a significance value of 0.000. Since the calculated F-value (153.226) > F-table (3.16) and the significance value (0.000) < 0.05, it can be concluded that the independent variables Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3), simultaneously and collectively, have a significant effect on Employee Performance (Y) at Perum Damri Bandar Lampung. Thus, the null hypothesis (Ho4) is rejected, and the alternative hypothesis (Ha4) is accepted.

This finding implies that the presence of effective leadership, a conducive work environment, and a strong organizational culture within Perum Damri Bandar Lampung significantly influence employee performance. Good leadership, when supported by an adequate work environment and reinforced by a strong organizational culture, greatly assists the institution in achieving its goals. The ability of leaders to implement effective leadership practices, combined with a supportive work environment and strong cultural values, enables employees at Perum Damri Bandar Lampung to optimize their performance in carrying out their job responsibilities.

t-Test Results

The t-test is used to determine whether the independent variables, namely Leadership (X_1), Work Environment (X_2), and Organizational Culture (X_3), partially or individually have an effect on the dependent variable, Employee Performance (Y), with the following steps for determining the t-table value: (1) Using the t-table with a confidence level of 95% = 0.05. (2) The formula for finding the t-table is t ($\alpha/2$; n–k). (3) Thus, t = (0.05/2) = 0.025 and (60 – 2) = 57. (4) Therefore, at 0.025 with 58 degrees of freedom, the t-table value obtained is 2.002 (see attached t-table).

Table 9. t-Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 (Constant)	.644	1.602		.402
Leadership	.313	.133	.290	2.355
Work Environment	.326	.132	.288	2.465
Organizational Culture	.529	.098	.421	5.411

Based on the results of the t-test in the table above, the conclusions are as follows:

The Effect of Leadership (X_1) on Employee Performance (Y): (1) Based on the table above, the t-value for Leadership is 2.355 with a Sig. value of 0.022. (2) According to the decision rule, if t-value > t-table or Sig < 0.05, then the independent variable has an effect on the dependent variable. (3) Therefore, 2.355 > t-table 2.002 (attached t-table) with Sig. 0.022 < 0.05. This shows that hypothesis Ho1 is rejected and Ha1 is accepted. (4) This means that the Leadership variable (X1) has a significant effect on Employee Performance (Y) at Perum Damri Bandar Lampung. (5) This indicates that effective leadership at Perum Damri Bandar Lampung serves as a foundation for improving employee performance. Leadership helps employees carry out their work activities. With decision-making ability, motivation, communication, control over subordinates, and responsibility, leaders can enhance their leadership role in the company, which in turn increases employee performance. Employees can then complete tasks effectively and efficiently due to having strong leadership.

The Effect of Work Environment (X_2) on Employee Performance (Y): (1) Based on the table above, the t-value for Work Environment is 2.465 with a Sig. value of 0.017. According to the decision rule, if t-value > t-table or Sig < 0.05, then the independent variable has an effect on the dependent variable. (2) Therefore, 2.465 > t-table 2.002 (attached t-table) with Sig. 0.017 < 0.05. This shows that hypothesis Ho2 is rejected and Ha2 is accepted. (3) This means that the Work Environment variable (X_2) has a significant effect on Employee Performance (Y) at Perum Damri Bandar Lampung. (4) This indicates that a good work environment improves employee performance. A positive, comfortable, and conducive work environment

fosters productivity and motivation, thereby enhancing employee performance. Factors such as lighting, air temperature, noise levels, color usage, workspace, work capacity, and employee relations create a supportive environment, enabling employees to work effectively. Creating such an environment not only improves performance but also builds positive organizational values, ultimately contributing to overall company success.

The Effect of Organizational Culture (X_3) on Employee Performance (Y): (1) Based on the table above, the t-value for Organizational Culture is 5.411 with a Sig. value of 0.000. **(2)** According to the decision rule, if t-value > t-table or Sig < 0.05, then the independent variable has an effect on the dependent variable. **(3)** Therefore, 5.411 > t-table 2.002 (attached t-table) with Sig. 0.000 < 0.05. This shows that hypothesis Ho3 is rejected and Ha3 is accepted. **(4)** This means that the Organizational Culture variable (X_3) has a significant effect on Employee Performance (Y) at Perum Damri Bandar Lampung. **(5)** This indicates that a strong and positive organizational culture significantly enhances employee performance. A strong culture fosters good leadership, a positive work environment, and greater employee engagement, ultimately contributing to improved overall performance. Innovation and willingness, focus on detail, results orientation, people orientation, team orientation, proactivity, and stability create a strong organizational culture, which in turn improves employee performance and helps the company achieve its goals.

5. Comparison

Comparison with state-of-the-art is an important part. This section can provide a more measurable illustration of your research contribution. This section can also be added to a brief discussion. If you feel that this section is insufficient and unsuitable to be a separate section, the author(s) can integrate this section with section four (Results and Discussion). The results of the statistical analysis reveal differences in the magnitude of influence among leadership, work environment, and organizational culture on employee performance. Leadership shows a significant but relatively smaller influence compared to organizational culture, as indicated by the standardized coefficient of 0.290. This means that leadership, while important in directing and motivating employees, still has less impact compared to organizational culture, which shows the highest coefficient value.

The work environment, with a standardized coefficient of 0.288, also demonstrates a significant effect on employee performance. However, the impact is nearly equal to leadership and still lower than organizational culture. This indicates that while a supportive work environment can improve employee comfort and productivity, it is not as strong as the cultural values embedded within the organization that shape behavior and performance in the long term. Organizational culture stands out as the most dominant factor in influencing employee performance, with a standardized coefficient of 0.421. This finding confirms that shared values, norms, and organizational beliefs provide a strong foundation for employees to work effectively. Culture not only guides behavior but also provides meaning and identity, which in turn creates consistency and high commitment in carrying out tasks.

The comparison among the three variables also highlights that leadership and work environment serve as supporting factors, while organizational culture plays a central role in determining performance outcomes. Leaders and a conducive work environment can facilitate performance improvements, but without a strong organizational culture, the resulting changes may not be sustainable. This underlines the importance of integrating leadership style and work environment management into efforts to strengthen organizational culture. In conclusion, the comparison shows that although leadership and work environment are significant factors, organizational culture has the strongest and most consistent effect on employee performance. Organizations need to pay more attention to cultural strengthening strategies while continuously improving leadership quality and work environment conditions. The synergy between these three factors will ultimately create an optimal and sustainable performance system.

6. Conclusions

The research findings indicate that leadership plays a crucial role in influencing employee performance at Perum Damri Bandar Lampung. Effective leadership provides clear direction, motivation, and guidance that enable employees to carry out their tasks more efficiently. Leaders who apply appropriate leadership styles are able to foster collaboration and increase employee commitment to achieving organizational goals.

In addition to leadership, the work environment also shows a significant effect on employee performance. A comfortable, safe, and supportive work environment allows employees to focus on their duties and responsibilities without unnecessary stress or distractions. When employees feel supported by adequate facilities and harmonious working relationships, their productivity and job satisfaction improve significantly.

The study also reveals that organizational culture has a strong influence on employee performance. A positive organizational culture, reflected in values such as discipline, integrity, and teamwork, encourages employees to work more effectively. Strong cultural values foster a sense of belonging and shared responsibility, which ultimately enhances employee performance and contributes to organizational success.

Furthermore, when leadership, work environment, and organizational culture are combined, they have a simultaneous and positive effect on employee performance at Perum Damri Bandar Lampung. This means that organizations need to strengthen all three aspects in a balanced manner. By maintaining effective leadership, creating a conducive work environment, and developing a strong organizational culture, Perum Damri can maximize the potential of its employees and achieve sustainable performance improvements.

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