



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY LEADERSHIP AT THE JAKARTA MASS RAPID TRANSIT (MRT JAKARTA) STATION

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Abstract

This study is motivated by the organizational demands in the era of globalization and technological disruption to maintain competitiveness through the optimization of human resource performance. The objective is to analyze the influence of organizational culture and work environment on employee performance at PT MRT Jakarta, as well as to evaluate the mediating role of leadership in this relationship. A quantitative approach was employed using a survey method involving 265 respondents selected through accidental sampling from a population of 783 operational station employees. Data were collected using a closed-ended questionnaire based on a five-point Likert scale and analyzed through multiple linear regression, t-test, F-test, and Sobel test. The results indicate that organizational culture and work environment significantly influence employee performance, both directly and indirectly through leadership as a mediating variable. A disciplined, service-oriented organizational culture, a safe and comfortable work environment, and transformational leadership have been proven to enhance performance quality. These findings underscore the importance of synergy between structural and cultural aspects in human resource management policies. The recommended policy



implications include strengthening organizational cultural values, improving work environments focused on health and ergonomics, and developing sustainable leadership training programs to support the achievement of strategic organizational goals.

Keywords: Organizational Culture, Work Environment, Leadership, Employee Performance



INTRODUCTION

Within the context of accelerating globalization and digital innovation, organizations are required to maintain their competitiveness by optimizing human resources (HR). Employee performance is a key factor in ensuring operational success, enhancing efficiency, and achieving strategic organizational goals, both in the public and private sectors (Rohmah et al., 2023). Amidst the dynamic changes in the external environment, organizations must establish supportive work systems that involve a strong organizational culture, a conducive work environment, and effective leadership to collectively harness individual potential (Romadhona & Sumardjo, 2022).

Social and technological changes have also influenced public expectations regarding the quality of public services, including in the transportation sector. In major cities such as Jakarta, this sector faces intense pressure to deliver fast, safe, and efficient services (Arifin et al., 2023). One of the transformative efforts undertaken in response is the development and operation of MRT Jakarta a modern mass transportation system that symbolizes progress and reflects the government's initiative to build a livable and highly competitive city (Astuti et al., 2023).

As a strategic public transportation mode, MRT Jakarta is expected to provide excellent services characterized by punctuality and high safety standards. Behind the successful operation of this system lies the crucial role of employees, particularly those who interact directly with passengers. MRT personnel are not only technical implementers but also the face of the service quality experienced by the public. Therefore, their performance is vital in maintaining public satisfaction and upholding the professional image of the organization (Podungge & Aneta, 2020).

Efforts to enhance employee performance must be supported by comprehensive HR management strategies, advancing the internal culture of the organization alongside the development of an encouraging work setting. Organizational culture plays a significant role in shaping disciplined, collaborative, and service-oriented work behavior. A comfortable work environment, both physically and psychologically, provides the space for employees to work optimally. On the other hand, appropriate leadership serves as a guide and motivational force not only instructive but also inspirational (Sanjaya et al., 2022).

According to PT MRT Jakarta's 2022 report, customer satisfaction with MRT services shows a positive trend, indicating that service quality continues to



improve. One indicator of this is the increase in the Customer Satisfaction Index (CSI) from 88.29 in 2021 to 88.32 in 2022. This achievement is even claimed to be on par with air transportation services, which are known for their high customer service standards. However, this progress is largely attributed to the effective performance demonstrated by the employees, especially those at the forefront of public service.

To support the enhancement of performance, MRT Jakarta has conducted continuous training programs aimed at improving both technical and non-technical competencies of its employees. Between 2021 and 2023, the frequency of training programs increased considerably, expanding from 32 to 47 instances. This reflects a serious commitment to improving human resource quality through the cultivation of an adaptive and progressive organizational culture (Station Service Department, 2023).

Nevertheless, the evaluation of the training implementation and its impact on employee performance still needs to be carried out systematically. Furthermore, reports of passenger complaints from 2021 to 2023 show a dynamic trend that warrants attention. Although complaints related to HR decreased significantly from 286 to 53, complaints concerning the MRT application rose drastically from 0 to 679 cases (CRM MRT Jakarta, 2023). This indicates that certain aspects of service still require improvement, including inter-unit coordination, technology management, and direct service delivery.

Understanding the joint impact of organizational culture, workplace conditions, and leadership on employee performance is vital within this framework. These three variables do not operate independently; rather, they interact with and influence employee behavior and work outcomes (Ferine et al., 2021; Pabundu Tika, 2006). In a public organization such as MRT Jakarta, which features a bureaucratic structure and a service orientation, as a mediating factor, leadership significantly channels the influence of both cultural and environmental elements on employee effectiveness.

Previous studies have highlighted how organizational culture can influence overall performance outcomes (Hasan, 2023), as well as between work environment and productivity (Hutama, 2022). However, most of these studies have been conducted within the private sector. In contrast, the public sector such as MRT Jakarta presents different complexities, including service systems, accountability requirements, and direct interactions with the public as service users. Therefore, a specific study is needed to examine the interrelationship of these variables within the context of MRT Jakarta.



A noticeable research gap exists due to the limited number of studies that explore the role of leadership serving as an intermediary factor in the linkage between organizational culture and the work environment with employee performance within the public transportation sector. Leadership plays a strategic role in aligning organizational values with the realities of daily work dynamics (Ophilia & Hidayat, 2021; Rony et al., 2024). Thus, this research is necessary to fill that gap and offer relevant empirical contributions.

The objective of this research is to examine how organizational culture and the work environment affect employee performance within MRT Jakarta, as well as to evaluate the mediating role of leadership in this relationship. The primary focus of the study is on frontline employees who interact directly with passengers at operational stations, as they represent the frontline of MRT service quality.

LITERATURE REVIEW

Human Resource Management (HRM)

Effectively managing human resources in a strategic manner plays a crucial role in helping organizations sustain their competitive position in the market (Bratton et al., 2022). According to Dessler (2024), HRM encompasses recruitment, training, evaluation, compensation, and the management of labor relations and employee welfare. These functions not only support operational activities but also serve as strategic tools for creating value and fostering an adaptive organizational culture (Marthalia, 2022).

Today, HRM plays a strategic role in shaping organizational direction through policies involving recruitment, training, performance management, and industrial relations (Marthalia, 2022). HRM practices need to be aligned with the organizational culture to be effective (Schein, 2016). Bratton et al. (2022) identify four core components of HRM, one of which is the alignment of HR policies with the organization's strategic objectives:

- a. HRM Policies: Formal guidelines that direct how the organization manages its workforce.
- b. HRM Practices: Concrete activities undertaken to implement HR policies (e.g., training, performance appraisal).
- c. Outcomes: Desired results such as increased productivity, job satisfaction, and employee retention.

Organizational Culture

Organizational culture refers to a unique identity expressed through shared values and norms, shaped by collective experiences in facing challenges,



and influencing member behavior (Schein, 2016; Triatna, 2016). To systematically understand it, Cameron & Quinn (2011) The CVF model outline four main types of organizational culture, each grounded in competing core values:

- a. Clan Culture reflects a family-like work environment, characterized by warmth and collaboration, with leaders acting as mentors.
- b. Adhocracy Culture emphasizes creativity, innovation, and adaptability to change, with leaders functioning as innovators who promote experimentation.
- c. Market Culture is result-oriented, focusing on competition and target achievement, with high attention to productivity and performance. Hierarchy Culture prioritizes stability, efficiency, and compliance, supported by a well-structured organization and formal procedures.

Work Environment

The work environment encompasses the physical, social, and organizational conditions that affect employees' behavior, health, and performance (Robbins & Judge, 2018). According to Sedarmayanti (2018), the workplace encompasses both tangible and intangible elements that influence employees' motivation and performance, either directly or indirectly. A positive work environment enhances commitment and performance, while a negative one diminishes motivation and increases stress (Herawati et al., 2020). A favorable environment is marked by task clarity, social support, and positive perceptions of work (Prada et al., 2021), and can be assessed using the Work Climate Assessment instrument (Litwin & Stringer, 1968), which includes:

- a. Clarity: The degree to which tasks and procedures are clearly communicated to avoid errors.
- b. Support: Employees' perceptions of appreciation and assistance from colleagues and supervisors.
- c. Challenge: The level of stimulation and opportunities for self-development and creativity.
- d. Productivity: The efficiency of work processes and optimal use of resources.
- e. Quality: The degree to which tasks meet established standards and procedures, ensuring high-quality outcomes.

Leadership

Leadership involves guiding and encouraging people to work collectively toward mutually agreed-upon goals in a structured social environment (Bakker et al., 2023). One prominent leadership style is transformational leadership, which



emphasizes the extraordinary influence of leaders on subordinates through deep interpersonal relationships, attention to individual needs, and encouragement for personal development (Bass, 1985; Burns, 2012). This style encourages employees to transcend personal interests for a greater organizational vision, with leaders inspiring, guiding, and enhancing awareness of organizational values and goals (Robbins et al., 2018).

According to Khan et al. (2020), transformational leadership comprises four key dimensions:

- a. Idealized Influence: Leaders serve as ethical and moral role models who command respect.
- b. Inspirational Motivation: Leaders provide a compelling vision and inspire team optimism.
- c. Intellectual Stimulation: Leaders encourage creativity and critical thinking.
- d. Individualized Consideration: Leaders provide personalized support for
- e. individual development through mentorship.

Employee Performance

Employee performance refers to individual behaviors that contribute to the attainment of organizational goals, either positively or negatively (Colquitt et al., 2018). It also encompasses the outcomes of work achieved over a defined period in accordance with assigned responsibilities (Maulia, 2023). High levels of performance are essential for organizational effectiveness, as they improve service quality, customer satisfaction, and institutional reputation, particularly in the context of global competition (Milliana et al., 2023).

According to Candana et al. (2024), employee performance can be measured through several indicators. Quality reflects the level of excellence in work results based on skills and competencies. Quantity refers to the volume of work completed within a given period. Timeliness measures how well tasks are completed within the expected timeframe. Effectiveness assesses the efficiency of resource use in achieving desired outcomes. Independence demonstrates the ability to carry out tasks with minimal supervision. Responsibility shows the commitment and seriousness with which employees perform their duties.

RESEARCH METHOD

To explore the effects and interrelations of organizational culture, leadership, and the working environment on employee performance, this research implemented a quantitative strategy based on survey data at Mass Rapid Transit Jakarta Station (PT MRT Jakarta) (John W. Creswell & J. David Creswell,



2022; Sugiyono, 2018). The research was conducted over a period of three months, starting from the submission of the research permit to the completion of data collection. The population comprised all 783 employees of MRT Jakarta Station, with a sample of 265 respondents determined using Slovin's formula with a 5% margin of error (Sekaran & Bougie, 2017). A non-probability sampling technique was employed using the accidental sampling method, whereby respondents were selected based on chance encounters with the researcher and their relevance as data sources. Primary data were collected through the distribution of closed-ended questionnaires employing a five-point Likert scale to measure the research variables: organizational culture, work environment, leadership, and employee performance.

Statistical processing of the data was carried out using SPSS version 29. Prior to regression analysis, a series of diagnostic tests namely normality, multicollinearity, and heteroscedasticity assessments were implemented to confirm the model's statistical soundness. Furthermore, the instruments used for data collection underwent validation and reliability checks to verify the trustworthiness and stability of the measurement results. (Taherdoost, 2016). To determine how the independent variables impact the dependent variable, the study employed a multiple linear regression model. Hypothesis testing was carried out through both individual parameter assessments using the t-test and collective significance testing via the F-test. Furthermore, the mediating influence of leadership on the link between organizational culture, work environment, and employee performance was analyzed using the Sobel method (Ghozali, 2021).

RESULTS AND DISCUSSION

Evaluating instrument quality is an essential part of the research process to ensure that the tools employed can produce accurate and consistent measurements. Validity testing serves to assess the extent to which each item adequately represents the concept being investigated, while reliability testing focuses on evaluating the stability and internal consistency of the instrument. Both procedures are conducted to ensure that the data collected are highly accurate and appropriate for subsequent analysis.

Validity Testing

To determine whether the questionnaire items appropriately represented the targeted constructs, a validity assessment was performed using the Pearson Product-Moment correlation approach with a significance threshold of $\alpha = 0.05$. An item was regarded as valid when its correlation coefficient exceeded the



corresponding critical value derived from the r-distribution table, based on responses from a sample of 98 individuals. The results, processed using IBM SPSS Statistics 29, are presented in tables that display the correlation values and the validity status of each item.

Table 1.
Validity Test Results for the Organizational Culture Variable (X1)

	Correlations	Organizational Culture
BO1	Pearson Correlation	.649**
	Sig. (2-tailed)	.000
	N	265
BO2	Pearson Correlation	.697**
	Sig. (2-tailed)	.000
	N	265
BO3	Pearson Correlation	.668**
	Sig. (2-tailed)	.000
	N	265
BO4	Pearson Correlation	.609**
	Sig. (2-tailed)	.000
	N	265
BO5	Pearson Correlation	.604**
	Sig. (2-tailed)	.000
	N	265
BO6	Pearson Correlation	.604**
	Sig. (2-tailed)	.000
	N	265
BO7	Pearson Correlation	.637**
	Sig. (2-tailed)	.000
	N	265
BO8	Pearson Correlation	.630**
	Sig. (2-tailed)	.000
	N	265
Budaya Organisasi	Pearson Correlation	1
	Sig. (2-tailed)	



N	265
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data using IBM SPSS Statistics 29

The table shows that all items (BO1 to BO8) have significant Pearson correlation values with the total score of the Organizational Culture variable, with correlation coefficients ranging from 0.604 to 0.697 and a significance level of 0.000 (p < 0.01).

Table 2.
Validity Test Results for the Work Environment Variable (X2)

		Work Environment
LK1	Pearson Correlation	.618**
	Sig. (2-tailed)	.000
	N	265
LK2	Pearson Correlation	.636**
	Sig. (2-tailed)	.000
	N	265
LK3	Pearson Correlation	.616**
	Sig. (2-tailed)	.000
	N	265
LK4	Pearson Correlation	.609**
	Sig. (2-tailed)	.000
	N	265
LK5	Pearson Correlation	.647**
	Sig. (2-tailed)	.000
	N	265
LK6	Pearson Correlation	.640**
	Sig. (2-tailed)	.000
	N	265
LK7	Pearson Correlation	.611**
	Sig. (2-tailed)	.000
	N	265
LK8	Pearson Correlation	.679**
	Sig. (2-tailed)	.000



	N	265
LK9	Pearson Correlation	.647**
	Sig. (2-tailed)	.000
	N	265
LK10	Pearson Correlation	.685**
	Sig. (2-tailed)	.000
	N	265
LK11	Pearson Correlation	.597**
	Sig. (2-tailed)	.000
	N	265
Work environment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	265

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data using IBM SPSS Statistics 29

Table 2 demonstrates that all items (LK1 to LK11) exhibit significant Pearson correlation values with the total score of the Work Environment variable. The correlation coefficients range from 0.597 to 0.685, with all items showing a significance value of 0.000 (p < 0.01).

Table 3.
Validity Test Results for the Leadership Variable (M)

Correlations

		Leadership
K1	Pearson Correlation	.515**
	Sig. (2-tailed)	.000
	N	265
K2	Pearson Correlation	.600**
	Sig. (2-tailed)	.000
	N	265
K3	Pearson Correlation	.628**
	Sig. (2-tailed)	.000
	N	265
K4	Pearson Correlation	.593**
	Sig. (2-tailed)	.000
	N	265



K5	Pearson Correlation	.554**
	Sig. (2-tailed)	.000
	N	265
K6	Pearson Correlation	.560**
	Sig. (2-tailed)	.000
	N	265
K7	Pearson Correlation	.626**
	Sig. (2-tailed)	.000
	N	265
K8	Pearson Correlation	.627**
	Sig. (2-tailed)	.000
	N	265
Kepemimpinan	Pearson Correlation	1
	Sig. (2-tailed)	
	N	265

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed Data Using IBM SPSS Statistics 29

As shown in Table 3, all items (K1 to K8) are significantly correlated with the total score of the Leadership variable. The correlation values range from 0.515 to 0.628, with significance levels at 0.000 ($p < 0.01$), indicating strong validity for each item.

Table 4.
Validity Test Results for the Employee Performance Variable (Y)
Correlations

		Employee Performance
KP1	Pearson Correlation	.780**
	Sig. (2-tailed)	.000
	N	265
KP2	Pearson Correlation	.769**
	Sig. (2-tailed)	.000
	N	265
KP3	Pearson Correlation	.768**
	Sig. (2-tailed)	.000



	N	265
KP4	Pearson Correlation	.729**
	Sig. (2-tailed)	.000
	N	265
Kinerja Pegawai	Pearson Correlation	1
	Sig. (2-tailed)	
	N	265

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data using IBM SPSS Statistics 29

Table 4 reveals that all indicators (KP1 to KP4) show very strong and significant correlations with the total score of the Employee Performance variable. The Pearson correlation coefficients, which ranged between 0.729 and 0.780, were found to be statistically significant at the 0.01 level (p = 0.000).

Reliability Test

The reliability assessment aims to determine how consistently and stably an instrument performs when applied multiple times under comparable conditions. This evaluation utilizes the Cronbach's Alpha coefficient, with a value of 0.6 or higher indicating that the instrument is sufficiently reliable, indicating acceptable internal consistency among items. The results are presented in tables showing the alpha values for each variable along with conclusions regarding their reliability levels.

Table 5.

Reliability Test Results of Organizational Culture Variable (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.791	8

Source: Processed data using IBM SPSS Statistics 29

Table 5. The internal consistency of the Organizational Culture scale, as indicated by a Cronbach's Alpha of 0.791, suggests that the instrument is dependable

Table 6.

Reliability Test Results of Work Environment Variable (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
.851	11

Source: Data processed by IBM SPSS Statistics 29



Table 6 indicates strong reliability for the Work Environment variable, with a Cronbach’s Alpha of 0.851 across 11 items.

Table 7.
Reliability Test Results of Leadership Variable (M)

Reliability Statistics	
Cronbach's Alpha	N of Items
.729	8

Source: Processed data using IBM SPSS Statistics 29

Table 7 shows that the Cronbach’s Alpha value for the Leadership variable is 0.729 with 8 items, indicating it is reliable.

Table 8.
Reliability Test Results of Employee Performance Variable (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.758	4

Source: Processed data using IBM SPSS Statistics 29

Table 8 shows that the Cronbach’s Alpha value for the Employee Performance variable is 0.758 with 4 items, indicating it is reliable.

Correlation Coefficient Analysis

The analysis of correlation coefficients is conducted to assess both the magnitude and direction of the association between two variables, typically denoted by the symbol *r*. A positive value of *r* signifies a direct or positive association between the variables, while a negative value indicates an inverse relationship. Values closer to +1 signify stronger correlations, whereas values near 0 indicate weak or insignificant relationships. The data were processed using SPSS, and the outcomes of the correlation test are shown in the subsequent table:

Table 9.
Correlation Coefficient Test Results

Correlations		Organizational Culture	Work Environment	Leadership	Employee Performance
Organizational Culture	Pearson Correlation	1	.740**	.452**	.648**
	Sig. (2-tailed)		.000	.000	.000



	N	265	265	265	265
Work Environment	Pearson Correlation	.740**	1	.500**	.674**
	Sig. (2-tailed)	(2-.000)		.000	.000
Leadership	Pearson Correlation	.452**	.500**	1	.577**
	Sig. (2-tailed)	(2-.000)	.000		.000
Employee Performance	Pearson Correlation	.648**	.674**	.577**	1
	Sig. (2-tailed)	(2-.000)	.000	.000	
	N	265	265	265	265

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data using IBM SPSS Statistics 29

The data in Table 9 reveal that every independent variable is meaningfully linked to employee performance. The Pearson correlation coefficients are 0.648 for Organizational Culture, 0.674 for Work Environment, and 0.577 for Leadership, demonstrating statistical significance at the 0.01 threshold (p < 0.01), suggesting that favorable views regarding the organizational culture, work environment, and leadership are correlated with improved employee performance.

Multiple Correlation Analysis

This study investigates the joint impact of organizational culture (X1) and the work environment (X2) on employee performance (Y) at PT MRT Jakarta. The aim is to identify the extent to which both variables collectively influence or contribute to variations in employee performance.

Table 10.
Multiple Correlation Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.565	.560	1.72733



a. Predictors: (Constant), Organizational Culture, Work Environment

Source: Processed data using IBM SPSS Statistics 29

Table 10 shows that the multiple correlation coefficient (R) is 0.752, indicating a strong relationship between the independent variables organizational culture and work environment and the dependent variable, employee performance, when considered simultaneously.

Coefficient of Determination Analysis

The R² analysis serves to evaluate how significantly employee performance (Y) at MRT Jakarta stations is influenced by the combined factors of organizational culture (X1) and work environment (X2). This statistical measure reflects the degree to which these predictors collectively account for fluctuations observed in the performance outcomes.

Table 11.
Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.565	.560	1.72733

a. Predictors: (Constant), Organizational Culture, Work Environment

Source: Processed data using IBM SPSS Statistics 29

As illustrated in Table 11, the R Square value stands at 0.565, while the Adjusted R Square is recorded at 0.560. These results imply that the joint influence of organizational culture and the work environment contributes to 56.5% of the fluctuations observed in employee performance levels.

Hypothesis Testing Using t-Test, F-Test, and Sobel Test
t-Test

The t-test serves to examine the degree to which each independent variable, specifically organizational culture and the work environment, individually affects the dependent variable, namely employee performance. This analysis is crucial for identifying the distinct impact of each variable on performance outcomes.



Table 12.
t-Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.660	.999		-1.661	.098
	Organizational Culture	.165	.036	.278	4.544	.000
	Work Environment	.144	.028	.323	5.125	.000

a. Dependent Variable: Kinerja Pegawai

Source: Processed data using IBM SPSS Statistics 29

The results in Table 12 show that both independent variables have a statistically significant partial effect on employee performance, as their significance values are below 0.05. This indicates that both organizational culture and work environment independently play a role in influencing performance.

F-Test

The F-test is utilized to assess whether the independent variables—organizational culture and work environment—collectively exert a significant influence on employee performance. This assessment involves comparing the significance level of the F-statistic with a threshold value of $\alpha = 0.05$. A significance level below 0.05 indicates a statistically meaningful joint effect of the independent variables on performance outcomes.

Table 13.
F-Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1012.596	3	337.532	113.126	.000 ^b
	Residual	778.740	261	2.984		
	Total	1791.336	264			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Organizational Culture, Work Environment

Source: Processed data using IBM SPSS Statistics 29



As shown in Table 13, the computed F-statistic of 113.126 with a p-value of 0.000 demonstrates that the regression equation significantly explains the observed differences in employee performance.

Sobel Test

To verify whether leadership meaningfully bridges the effect of organizational culture and work environment on employee outcomes, the Sobel method evaluates the significance of the indirect pathway using a threshold of 5% for statistical relevance.

Table 14.
Regression Coefficients: The Effect of Organizational Culture on Employee Performance Mediated by Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.127	1.690		9.544	.000
	Organizational Culture	.162	.070	.181	2.299	.022
	Leadership	.246	.053	.366	4.657	.000

a. Dependent Variable: Employee Performance

Source: Processed data using IBM SPSS Statistics 29

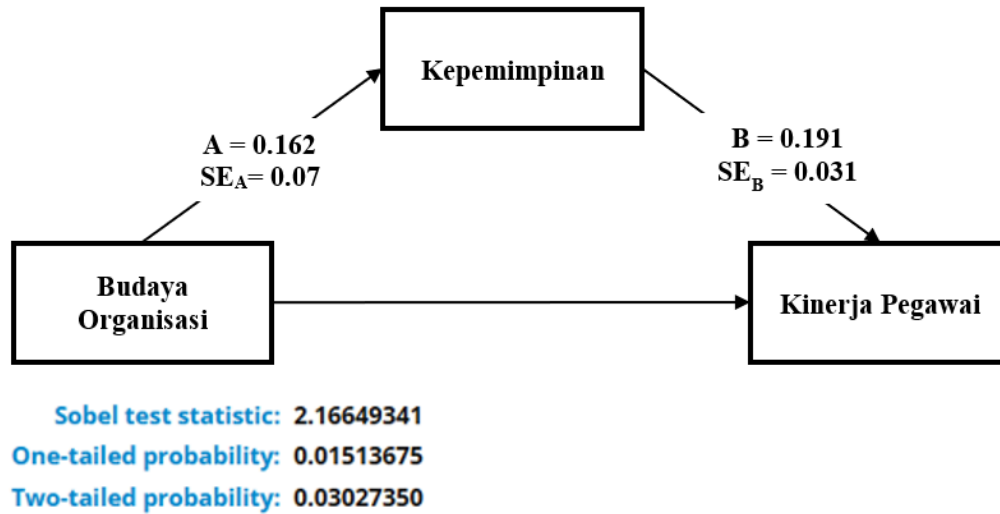
Table 15.
Regression Coefficients: The Effect of Work Environment on Employee Performance Mediated by Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.660	.999		-1.661	.098
	Work Environment	.165	.036	.278	4.544	.000
	Leadership	.191	.031	.289	6.076	.000

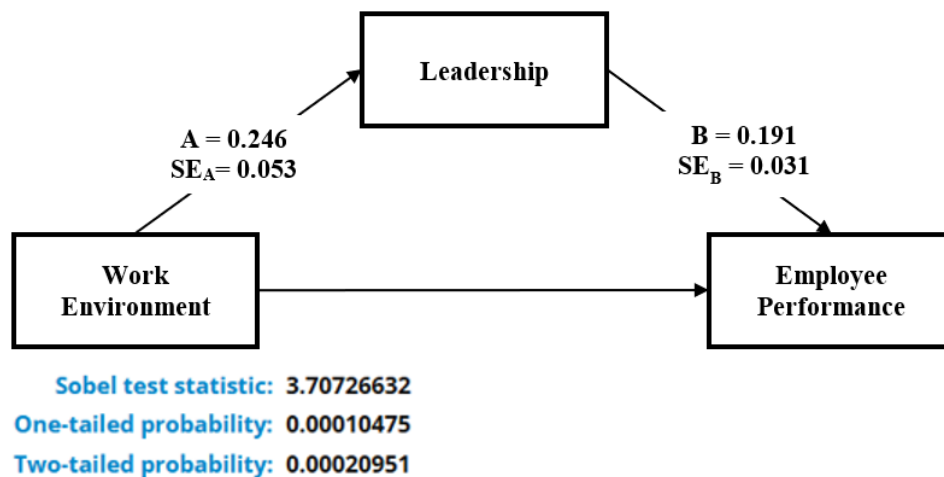
a. Dependent Variable: Employee Performance

Source: Processed data using IBM SPSS Statistics 29

**Figure 1.****Sobel Test Results: The Effect of Organizational Culture on Employee Performance Mediated by Leadership**

Source: Processed Data (2025)

Figure 1 shows that the Sobel test statistic is 2.166, with a two-tailed p-value of 0.030, which is less than 0.05. This indicates a significant mediating effect of the leadership variable.

**Figure 2.****Sobel Test Results: The Effect of Work Environment on Employee Performance Mediated by Leadership**

Source: Processed Data (2025)



Figure 2 presents a Sobel test statistic of 3.707, with a two-tailed p-value of 0.0002, indicating a significant mediating role of leadership.

Synthesis of the Main Discussion

The Influence of Organizational Culture on Employee Performance

The findings of this study reveal that organizational culture contributes positively and significantly to employee performance. Based on the results of multiple linear regression analysis, the path coefficient was 0.165, with a t-statistic of 4.544 and a p-value of less than 0.001. This indicates that the stronger the implementation of organizational values such as collaboration, responsibility, discipline, and service orientation the better the employee performance, as reflected in punctuality, productivity, and service quality.

These results are consistent with previous research, Naraha et al. (2020) highlighted that inclusive organizational cultures enhance commitment and work performance. Similarly, Ferine et al. (2021) emphasized that internalizing cultural values fosters intrinsic motivation and team synergy. Moreover, Lam et al. (2021) and Tulcanaza-Prieto et al. (2021) noted that adaptive and innovative cultures play a vital role in improving operational efficiency. Practically, these findings suggest that MRT Jakarta should continue to strengthen its organizational culture through value-based training, incentive systems, and leadership role modeling.

The Influence of Work Environment on Employee Performance

In addition to organizational culture, the work environment was also found to have a significant positive influence on employee performance (Judeh, 2021). The regression analysis produced a path coefficient of 0.323, with a t-statistic of 5.125 and a p-value of less than 0.001, indicating that physical comfort, social relationships, and psychological conditions in the workplace significantly affect both individual and team performance.

These findings are supported by prior studies. emphasized the importance of physical comfort in the transportation sector, while Apridani et al. (2021) noted that a psychologically healthy work environment enhances work motivation. Kropman et al. (2023) added that workspace design and a well-being-oriented work climate significantly impact focus and productivity. Accordingly, MRT Jakarta is advised to make comprehensive improvements to the work environment physically, socially, and psychologically by enhancing workplace facilities, promoting open communication, and ensuring workload balance to foster a productive and supportive ecosystem.



The Joint Influence of Organizational Culture and Work Environment on Employee Performance

When analyzed simultaneously, organizational culture and the work environment jointly exert a significant influence on employee performance. The path coefficient of 0.289, with a t-statistic of 6.076 and a p-value of less than 0.001, suggests that the synergy between internal organizational values and supportive working conditions establishes a solid foundation for achieving optimal performance.

This supports the arguments of Hasibuan (2022) and Sari & Nugroho (2023), who emphasize that internal organizational factors play a crucial role in public sector performance. Employees who work within a clear organizational culture and a comfortable environment naturally exhibit higher levels of motivation, loyalty, and productivity. Thus, MRT Jakarta's organizational management should adopt a holistic approach that integrates administrative efficiency with cultural values and workplace dynamics, ultimately strengthening its competitiveness in the public transportation sector.

The Mediating Role of Leadership in the Influence of Organizational Culture on Employee Performance

Furthermore, the study highlights the mediating role of leadership in strengthening the influence of organizational culture on employee performance. The Sobel test revealed a significant mediating effect, with a t-statistic of 2.166 and a p-value of 0.030, indicating that part of the cultural impact on performance is channeled through effective leadership.

This finding aligns with Idris et al. (2022), who assert that transformational leadership bridges the gap between cultural values and individual performance. Research by Hutajulu et al. (2021) also underscores that cultural values must not only be instilled but exemplified by leaders to yield tangible results. Therefore, MRT Jakarta is encouraged to develop leadership training programs focused on shared values, communication skills, and strategic vision. Leaders who act as cultural agents are more capable of driving positive change and ensuring consistent employee performance.

The Mediating Role of Leadership in the Influence of Work Environment on Employee Performance

Similarly, the work environment's influence on employee performance is significantly mediated by leadership. The Sobel test yielded a t-statistic of 3.707 and a p-value of 0.0002, indicating that leadership plays a vital role in transmitting the positive effects of the work environment to employee outcomes.



Supporting studies such Omarova & Sung-Jun, (2022) and Verra Dresta Jumena et al., (2022) suggest that psychologically supportive environments foster responsive, empathetic, and supportive leadership. Hutama, (2022) further noted that a stable work environment lays the groundwork for performance-oriented leadership styles.

These findings imply the need for an integrated approach that combines work environment management with leadership development. Leadership training focused on empathy and workplace facilitation is key. Through this, leaders can evolve from mere supervisors into active supporters who cultivate a productive and harmonious work climate.

CONCLUSION

The research findings indicate that employee performance at PT MRT Jakarta is significantly influenced by organizational culture and the work environment, both directly and indirectly through the mediation of leadership. An organizational culture that emphasizes discipline, responsibility, and service orientation has been proven to enhance performance quality. A safe, comfortable, and socially supportive work environment also contributes significantly to productivity. Transformational leadership plays a critical role in guiding, motivating, and translating cultural values and workplace conditions into employee behavior. Therefore, the recommended policies include strengthening organizational culture, improving the overall quality of the work environment, and developing leadership that can facilitate change, encourage participation, and maintain team performance stability.

To ensure the effective implementation of these policies, full support from top management is essential. This includes integrating cultural values into the human resource management system, redesigning office layouts and work facilities with a focus on ergonomics and health, and developing practical and sustainable leadership training programs. The policy implications demand harmonization between the structural and cultural aspects of the organization, including revising standard operating procedures (SOPs), formulating value-based performance indicators, and providing incentives for behaviors aligned with organizational culture. Regular monitoring and evaluation should be conducted through performance appraisal tools, job satisfaction surveys, and internal communication forums to ensure the continuity of policies in supporting the achievement of strategic organizational goals.



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