

The Effect of Work Environment, Work Ethic and Organizational Culture on Employee Performance

Employee
Performance

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ABSTRACT

Employees who have a high work ethic are reflected in their behavior, such as liking to work hard, being fair, not wasting time during working hours, wanting to give more than what is indicated, willing to work together, respecting colleagues. This research aims to analyze and explain the influence between work ethic, organizational culture and employee performance. Work environment variables as mediation. The research object was carried out at the Pulau-Pulau Aru District Office, the sample determination method used the saturated sample technique with a sample size of 30 people. The data analysis method uses Path Analysis. The research results prove that: Work ethic has a significant effect on employee performance. Organizational culture has a significant effect on employee performance. Work ethic has a significant influence on the work environment. Organizational culture has a significant effect on employee performance. The work environment has a significant effect on employee performance. Work ethic has a significant effect on employee performance, mediated by the work environment. Organizational culture has a significant effect on employee performance, mediated by the work environment.

Keywords: Work Ethic, Organizational Culture, Environment, Performance.

ABSTRAK

Pegawai yang memiliki etos kerja yang tinggi tercermin dalam perilakunya, seperti suka bekerja keras, bersikap adil, tidak membuang waktu selama jam kerja, keinginan memberikan lebih dari sekedar yang di isyaratkan, mau bekerjasama, hormat terhadap rekan kerja. Penelitian ini bertujuan untuk menganalisis dan menjelaskan pengaruh antara Etos Kerja, Budaya Organisasi Dan Kinerja Pegawai Variabel Lingkungan Kerja Sebagai Mediasi. Objek penelitian dilakukan pada Kantor Kecamatan Pulau-Pulau Aru, metode penentuan sampel menggunakan tehnik Sampel jenuh dengan jumlah sampel 30 orang. Metode analisa data menggunakan Path Analysis. Hasil penelitian membuktikan bahwa: Etos kerja berpengaruh signifikan terhadap kinerja pegawai. Budaya organisasi berpengaruh signifikan terhadap kinerja pegawai. Etos kerja berpengaruh signifikan terhadap lingkungan kerja. Budaya organisasi berpengaruh signifikan terhadap kinerja pegawai. Lingkungan kerja berpengaruh signifikan terhadap kinerja pegawai. Etos kerja berpengaruh signifikan terhadap kinerja pegawai dimediasi, oleh lingkungan kerja. Budaya organisasi berpengaruh signifikan terhadap kinerja pegawai dimediasi oleh lingkungan kerja.

Kata kunci: Etos Kerja, Budaya Organisasi, Lingkungan, Kinerja.

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INTRODUCTION

Quality and professional human resources are the hope of the organization. For organizations that have this, they will be able to achieve optimal performance in accordance with what the organization wants, both by individual employees and groups (team work) in the organization so that goals can be achieved and realized. The contribution of the workforce can be realized in physical and non-physical forms. Contributions in physical form can be realized in the form of a body (strong, healthy, energetic), while in non-physical form can be realized a positive personality, expertise or skills, assistance with thoughts, ideas and so on. From the various descriptions above, it can be said that if an organization is still able to face increasingly sharp competition in achieving its goals, then the organization must have employees who have high performance to make it happen. As explained above, a person's performance is encouraged by other aspects in order to achieve increased employee performance. The aspects referred to here are work ethic and work discipline.

A professional work ethic is a key route to success. Without being smeared with a professional work ethic, we may easily slip into the ranks of losers. Without inner awareness to trace professionalism in all bodies, we may soon become people who stutter with the dynamics of change. Poor achievement, and absent from the long journey towards being productive, noble and dignified. Employees who have a high work ethic are reflected in their behavior, such as liking to work hard, being fair, not wasting time during working hours, wanting to give more than just what is indicated, willing to cooperate, respecting coworkers. Companies certainly expect employees to have a high work ethic in order to contribute to the development of the company as a whole. In accordance with the context of human resource empowerment, in order to produce professional employees with high integrity, a reference book is required that is enforced by an organization.

Ridwan (2021) stated that in order to create effective and efficient employee performance for the advancement of the organization, an organizational culture is needed as a work guideline that can be a reference for employees to carry out organizational activities. Organizational culture is a system of values, beliefs and habits in an organization that interact with the structure of its formal system to produce norms of organizational behavior (Ekobalawati, 2021; Amran & Taher, 2021). According to Rivai (2020), Organizational Culture is the norms and values that direct the behavior of organizational members. Rayyani (2019) and Anggara et al. (2022), define organizational culture as a cognitive framework that includes attitudes, values, behavioral norms and expectations contributed by members of the organization. An organizational culture that is truly managed as a management tool will influence and become a driver for employees to behave and become a driver for employees to behave positively, dedicatedly and productively. These cultural values are not visible but are a force that drives behavior to produce performance effectiveness.

Ethics ultimately help us to make decisions about what actions we need to take and what we need to understand together that this ethics can be applied in all aspects or sides of our lives. Ethical issues are issues of assessing good and bad, polite or impolite behavior and actions of a person. Ethics are a benchmark for someone to interact with others in order to find out individual behavior, the limits of norms, and morals that apply in society. Ethics will provide a kind of limitation or standard that will regulate human interaction in their social group. Ethics are made in written form which is systematically made based on existing moral principles. Ethics are closely related to humans as social beings who need to interact with society, especially in the office environment. Ethics also determine how to look attractive, behave, speak or talk, and be polite, speaking is very important in human life because it can be a measure of a person's personality. Work ethics are standards, values, and rules that guide employees in working. The content can be in the form of attitudes to carry out tasks on things that are prohibited. With work ethics, all employees can behave in accordance with these provisions. Thus, avoiding all risks that cause defamation for employees and companies.

According to Kusuma et al. (2023), work ethics is positive and high-quality work behavior that is rooted in clear awareness and strong belief in interrelated work paradigms. Meanwhile, Inayah (2021) said that corporate ethics concerns the relationship between the company and its employees as a whole in its environment, work ethics concerns the working relationship between the company and employees, and individual ethics regulates relationships between employees. It can be concluded that this work ethic binds employees to company guidelines and is closely related to work. So the research problem on the Work Ethic variable is based on observations and preliminary interviews at PT. Pos Indonesia Ambon Branch, several employees have not implemented office etiquette properly or are not disciplined, for example in terms of appearance there are several employees who do not wear uniforms or work clothes, and wear sandals in carrying out their work activities. Employees still often communicate using regional languages, not using good and correct Indonesian. According to Nurhalizah & Jufrizen (2024), work ethics is defined as a level at which a person believes that hard work is very important and that excessive money is something that can be destructive. In essence, work ethics are needed for a company or organization to be able to run regularly. Work ethics are the glue of behavior in the togetherness of an organization or company. Work ethics are very important for an organization or company so that ethical values are included in the mission of the organization or company.

Work ethics are generally identified with work ethic. Both are terms that are almost the same but actually have different meanings. However, the two terms have a close relationship and influence each other, especially ethics towards ethos. Furthermore, according to Sutjipto (2019), he explains that ethics is a theory while ethos is the practice of a person's work behavior or culture. Thus, ethics that refer to ethical values that aim to improve human dignity and dignity if carried out correctly and as a foundation, will give birth to an ethical work ethic, and vice versa, it will affect employee performance. Quality performance will be realized if an organization can choose prospective employees who have motivation that is in accordance with their work and have the qualities that allow them to work optimally. Performance is basically what employees do or cannot do. An employee's performance will be good if the employee has quality skills, willingness to work, decent wages or rewards and has future hopes. Performance is very important for an organization because quality performance can certainly reduce the number of absences or not working because of laziness, with quality performance from workers and employees, the tasks given or work assigned to them can be completed in a shorter or faster time.

Performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara & Prabu, 2017). An employee is said to have good performance if the employee is able to produce work results that are the same or exceed the standards or criteria that have been set together. A successful and effective organization is an organization with individuals who have good performance (Supomo, 2024). So, if employees in the organization have good performance, then the effectiveness or success of the organization will be achieved. Performance is still a problem that is always faced by management, so management needs to know the factors that influence employee performance. The focus of performance assessment is to find out whether an employee/individual is productive and can perform better to achieve organizational goals.

Based on the background that has been described, the formulation of the problem in this study is as follows: Does Work Ethic affect the Work Environment for Employees at the Aru Islands District Office? Furthermore, does Organizational Culture also have an influence on the Work Environment for Employees in the same office? In addition, this study also aims to determine whether Work Ethic has a direct effect on Employee Performance at the Aru Islands District Office. Likewise, does Organizational Culture affect Employee Performance there? Then, this study also examines the effect of Work Environment on Employee Performance. Furthermore, does Work Ethic affect Employee

Performance through Work Environment as a mediating variable? And finally, does Organizational Culture affect Employee Performance through Work Environment on Employees at the Aru Islands District Office?

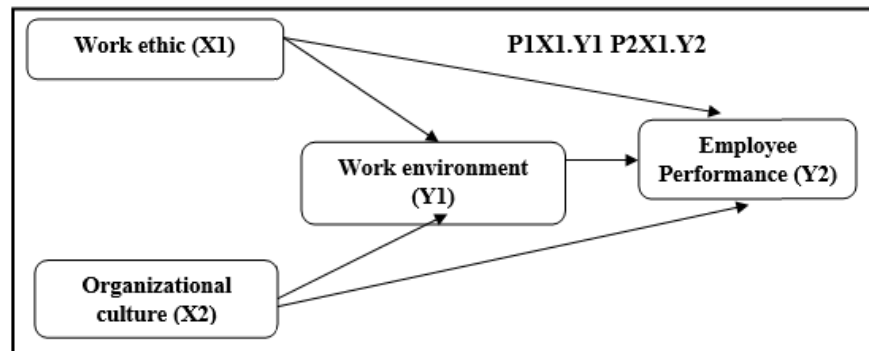


Figure 1. Relationship between variables

METHODS

This study uses a quantitative descriptive correlation approach with the aim of determining the causal relationship between independent and dependent variables. The population studied was the Wokam Village Apparatus, Aru Islands District, with a total of 30 people. The saturated sampling technique was used, so that the entire population was sampled. The data collected consisted of two types: qualitative and quantitative. Qualitative data were obtained through interviews, document analysis, focused discussions, and observations, while quantitative data were generated from measurements in the form of numbers. Data sources include primary data taken directly from respondents through questionnaires, and secondary data obtained from books, previous research, and electronic literature. In this study, the variables used consisted of three categories: (1) exogenous variables, namely Work Ethic (X1) and Organizational Culture (X2); (2) endogenous variables, namely Employee Performance (Y); and (3) mediating variables, namely Work Environment (Z). The operational definition of variables based on Sugiyono (2013), states that variables are attributes that can be measured to be analyzed and concluded. Data analysis was performed using the Partial Least Square (PLS) method processed through SmartPLS version 3 software. PLS is used because it does not require the assumption of multivariate normality and can be used with small samples. The PLS method also allows the use of models with reflective and formative indicators. In the reflective model, latent constructs affect indicators, while in the formative model, indicators affect latent constructs. Goodness of Fit evaluation is carried out through the R^2 and Q^2 predictive relevance values to see how well the model can explain the relationship between latent variables. Hypothesis testing is carried out using the bootstrap resampling method, which does not require the assumption of normal distribution and does not require a large sample, with a t-test to assess the significance of the relationship between variables in the model.

RESULTS

Data processing in this study was carried out using the Partial Least Square (PLS) technique with SmartPLS 3.0 software. There are two main stages carried out in assessing the suitability of the research model, namely testing the measurement model (outer model) and testing the structural model (inner model). In the first stage, testing the measurement model was carried out to ensure the validity and reliability of the construct. Based on the results of the analysis, all indicators meet the convergent validity criteria with loading factor values above 0.7. In addition, discriminant validity has been met by looking at the cross loading and Average Variance Extracted (AVE) values that meet the standards. Reliability is also confirmed by the Composite Reliability and Cronbach's

Alpha values which are greater than 0.7, indicating that the instrument used in this study is reliable. The second stage involves testing the structural model. The results of the analysis show that the R-square value is in the moderate category, which means that the model is able to explain most of the variance of the construct being tested. Furthermore, the path coefficients results show that several relationships between latent variables are significant, as indicated by a p-value <0.05. Thus, the proposed research model can be said to have good suitability based on the results of testing the two stages.

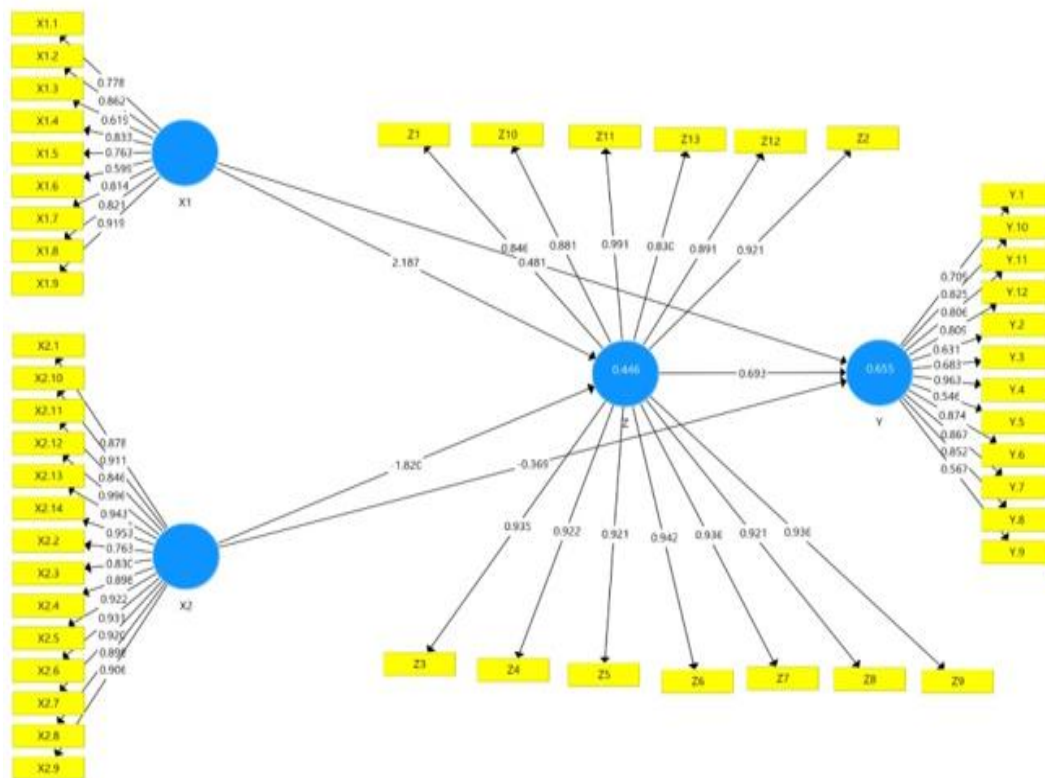


Figure 2. Initial Model Path Diagram

The test results shown in the figure, all tested indicators have a loading factor value above 0.7. This shows that each indicator meets the convergent validity criteria and is able to reflect the measured construct well. With this high level of confidence, no indicators need to be eliminated from the research model. This condition indicates that all indicators have a significant contribution in measuring the related construct. In addition, by fulfilling the loading factor requirements, the instrument used in this study can be declared valid. These results strengthen the validity of the measurement model, where each indicator used in the study plays an optimal role in describing the latent variables being measured. Thus, the measurement model is considered good and feasible to proceed to the structural model testing stage.

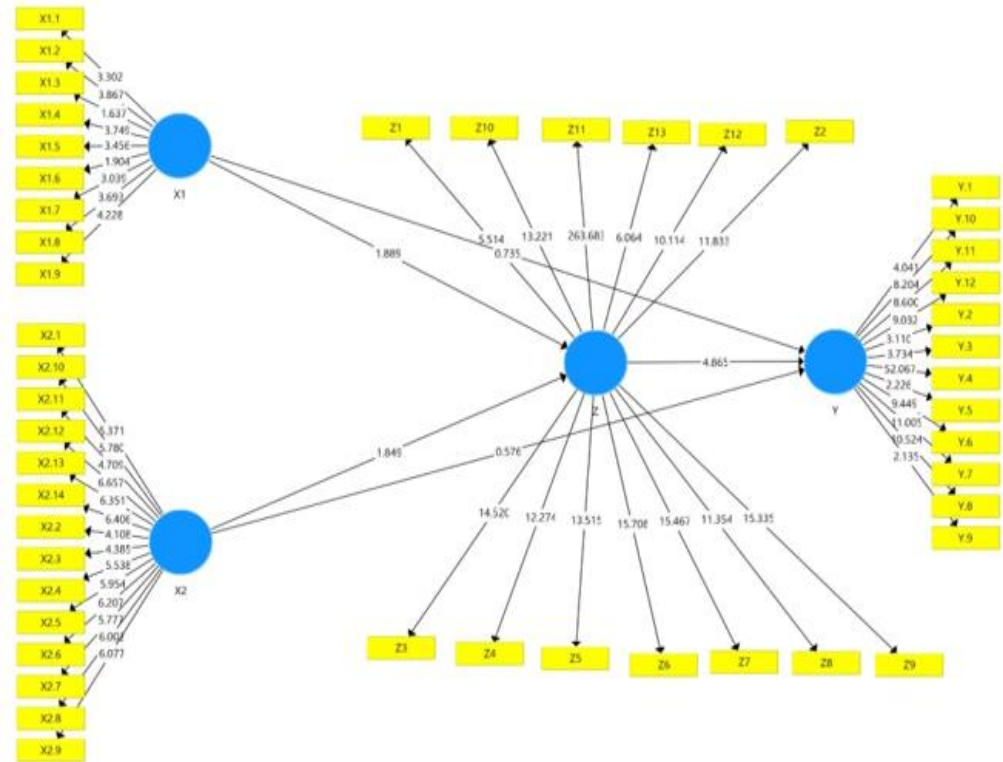


Figure 3. Path Test Result Model

Based on figure above, that the large influence of the work ethic and organizational culture variables on the work environment is 0.615 or 61.5%. Meanwhile, the influence of the work ethic and organizational culture variables on employee performance variables is 0.445 or 40.5%. To measure the fornell-larcker criterion is to see the correlation of the variable with the variable itself should not be smaller than the correlation of the variable with other variables. The results of the analysis show the relationship between variables as follows: Work Ethic (X1) has a correlation with itself of 0.785. Meanwhile, Organizational Culture (X2) has a very strong relationship with Work Ethic, with a correlation of 0.961, and its own internal relationship of 0.901. Work Environment (Z) has a correlation with Work Ethic of 0.429 and with Organizational Culture of 0.287, while the correlation between Work Environment and itself is 0.771. Employee Performance (Y) has a correlation with Work Ethic of 0.438, with Organizational Culture of 0.280, and with Work Environment of 0.800. The correlation between Employee Performance and itself is 0.914. These correlations show that the correlation of the variable with itself is greater than the correlation of the variable with other variables.

By looking at the Construct Reliability and Validity values. The last test in the process of evaluating the outer model is the composite reliability test. This test is carried out to see the consistency in measuring the research variables. The results of the reliability and construct validity analysis show that Work Ethic has a Cronbach's Alpha value of 0.941, rho_A of 0.814, Composite Reliability of 0.934, and Average Variance Extracted (AVE) of 0.616. For the Organizational Culture variable, the Cronbach's Alpha value reaches 0.983, with rho_A of 0.985, Composite Reliability of 0.984, and AVE of 0.812. The Employee Performance variable has a Cronbach's Alpha of 0.935, rho_A of 0.950, Composite Reliability of 0.945, and AVE of 0.595. Meanwhile, the Work Environment has a Cronbach's Alpha value of 0.983, rho_A of 0.985, Composite Reliability of 0.985, and AVE of 0.836. These values indicate that all variables have very good reliability and validity, with Cronbach's Alpha and Composite Reliability values above 0.7 so that they have met the requirements to be accepted. It can be concluded that all indicators are declared "valid & reliable" so that they can be used for further analysis.

The inner model is a structural model that predicts the relationship between latent variables. The evaluation of this model uses the coefficient of determination (R²) to assess how much the endogenous construct can be explained by the exogenous construct.

Table 1. R-Square Value

Variable	R-Square	R-Square Adjusted
Employee Performance	0.655	0.615
Work Environment	0.446	0.405

Based on the Table 1, the evaluation of the structural model or inner model can be seen from the determination coefficient value or Adjusted R-Square value. Evaluation of the inner model itself is carried out by two tests, namely (1) testing the influence of work ethic and organizational culture on performance and (2) on the work environment. Based on the results of data processing using SmartPLS, it can be seen that the determination coefficient or R-Square of the influence of education and training on performance is classified as moderate with a value of 0.655 or 65.5%. This value indicates that education and training of 45.5% can explain the performance of medical personnel while the rest is influenced by factors outside the model. Meanwhile, the R-Square value of the influence of education and training on work motivation is classified as weak with a value of 0.446 or 44.6%, which means that the work motivation of respondents is only a small part influenced by education and training and the rest is influenced by factors outside the model.

Based on the data processing, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by assessing the T-Statistic and P-Values. The hypothesis of this study can be stated positive and significant if the value of the T-Statistic is greater than the T-Table value of 1.69 and the value of the P-Value is less than 0.05. The following are the results of the hypothesis test obtained in this study:

Table 2. Hypothesis and Mediation Test

Test	Hypothesis	Effect	Original Sample	T Statistics	P Values	Result
Hypothesis	H1	X1 -> Y	0.154	4.735	0.001	Accepted
	H2	X2 -> Y	1.157	3.889	0.030	Accepted
	H3	X1 -> Z	0.691	3.849	0.002	Accepted
	H4	X2 -> Z	0.984	3.576	0.033	Accepted
	H5	Z -> Y	0.142	4.865	0.000	Accepted
Mediation	H6	X1 -> Z → Y	0.862	2.759	0.040	Accepted
	H7	X2 -> Z → Y	0.727	2.735	0.042	Accepted

Table 2 shows that all hypotheses are accepted, with the results of the analysis showing that all variables are interrelated and have a significant influence on each other. The results of hypothesis and mediation testing in Table 2, all hypotheses proposed are accepted because they have a p-value below 0.05, indicating statistical significance. For direct hypotheses, H1 and H2 show that X1 and X2 have a significant influence on Y with original sample values of 0.154 and 1.157, respectively. H3 and H4 are also accepted, where X1 and X2 have a significant effect on Z with original sample values of 0.691 and 0.984. Furthermore, H5 confirms that Z significantly affects Y with an original sample value of 0.142 and a p-value of 0.000. In the mediation test, H6 and H7 are accepted, indicating that Z successfully mediates the relationship between X1 and Y and X2 and Y with original sample values of 0.862 and 0.727, respectively. Overall, these results strengthen that the variable Z plays an important role as a mediator between X1 and X2 on Y.

Table 3. Total Effect

Model	Effects	Y	Z
Indirect Effects	X1	1.996	2.187
	X2	1.631	1.820
	Z	0.693	
Specific Indirect Effects	X1 -> Z -> Y		1.516
	X2 -> Z -> Y		1.262

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Table 3 shows that Work Ethic and Organizational Culture affect Employee Performance directly and indirectly through the Work Environment. The test results on the effect model show that there is a significant influence both directly and indirectly. In Indirect Effects, variable X1 has an indirect influence on Y of 1.996 and on Z of 2.187. Variable X2 also has an indirect influence on Y and Z with values of 1.631 and 1.820 respectively. In addition, variable Z has an indirect influence on Y of 0.693. In Specific Indirect Effects, it can be seen that Z acts as a strong mediator. The indirect influence of X1 on Y through Z is 1.516, while the indirect influence of X2 on Y through Z is 1.262. This shows that Z plays an important role in strengthening the relationship between the independent variables (X1 and X2) and the dependent variable (Y). These results confirm that mediation by Z makes a significant contribution to the total influence of variables X1 and X2 on Y.

DISCUSSION

The results of the research that were tested proved that work ethic on the performance of employees of the Aru Islands District Office. The work ethic variable on employee performance has a coefficient value of 0.154 t statistic/count of 4.735 and a P Value/significance value of 0.001 <0.05. Based on the results of the statistical test, it proves that work ethic has a significant positive effect on the performance of employees of the Aru Islands District Office. This means that the higher the application of work ethic, the higher the employee performance. The hypothesis is accepted. Descriptively, the respondents' responses to the work ethic variable as a whole, on average, respondents stated that it was very good. Measurement of work ethic in employees of the Aru Islands District Office includes several important indicators, such as work enthusiasm, responsibility, punctuality, and efficiency in the use of resources. Employees are expected to complete work on time, maintain the quality of tasks, and respect the abilities of coworkers. Supervision from supervisors and completion of work before the deadline are also important aspects. In addition, employees work with gratitude, perseverance, and maintain a good name in the work environment and society, which ultimately improves performance. The application of this work ethic is in line with the research of Mubyl et al. (2023), which shows that work ethic has a significant effect on employee performance through self-esteem and self-efficacy. However, these results differ from the research of Andika et al. (2018), which stated that work ethic did not have a significant effect on performance at the Surabaya III Permanent Garrison. This study also supports the findings of Fauziah & Baskara (2024), which emphasizes the relationship between work ethic and work environment on employee performance.

The results of the research tested prove that organizational culture has an effect on employee performance at the Aru Islands District Office. The organizational culture variable to performance has a coefficient value of 1,157 t statistic/count of 3,889 and a P Value/significance value of 0.033 <0.05. Based on the results of the statistical test, it proves that organizational culture has a significant positive effect on employee performance at the Aru Islands District Office. This proves that the stronger the organizational culture, the higher the employee performance. The hypothesis is accepted. Descriptively, the respondents' responses to the overall organizational culture variable, on average, stated very good, This is shown in the mean value of 4.31. The hypothesis is accepted. This shows that organizational culture has a real effect on employee performance. However, overall the results of the organizational culture variable test have a very low effect on both performance and the work environment. Companies or agencies

that succeed in building effective communication and serving customers well, as well as motivating employees to innovate and maintain accuracy, will achieve optimal performance. Leaders entrust employees to complete tasks with supervision that prevents deviations. Employees maintain working relationships, use resources efficiently, and complete work on time. The agency encourages creative efforts, provides rewards according to work results, and educational sanctions for mistakes. This study rejects the findings of Amelia & Ariani (2023), which stated that organizational culture and work ethic do not have a significant effect on performance. However, in line with Dwiningwarni (2017) and Ferine et al. (2021), who found that organizational culture, work ethic, and work environment have a positive effect on employee performance.

The results of the study that were tested proved that work ethic towards the work environment of the Aru Islands District Office. The work ethic variable to the work environment has a coefficient value of 0.691 t statistic/count of 3.849 and a P Value/significance value of 0.002 <0.05. Based on the results of the statistical test, it proves that work ethic has a significant positive effect on the work environment of the Aru Islands District Office. This proves that the higher the application of work ethic, the higher the work environment. The hypothesis is accepted. Descriptively, the respondents' responses to the work ethic variable as a whole, the average respondent of the Aru Islands District Office employees stated that it was very good. Employees of the Aru Islands District Office work with enthusiasm and gratitude, consider work as a calling, and complete tasks with responsibility. The harmonious relationship between leaders and subordinates is supported by a comfortable, air-conditioned, quiet, and well-lit workspace and a smooth Wi-Fi connection. The agency pays attention to individuals and work groups, creating a work environment that supports privacy and perseverance. Improving these facilities improves employee performance. This study is in line with Silalahi et al. (2021), which shows that work ethic and work environment have a significant effect on performance. Shobirin & Siharis (2022); Febriani & Tanuwijaya (2022), also found that compensation, leadership, and work environment contribute positively to employee performance.

The results of the research tested prove that organizational culture has an impact on the work environment of the Aru Islands District Office. The organizational culture variable to the work environment has a coefficient value of 0.984 t statistic/count of 3.576 and a P Value/significance value of 0.033 <0.05. Based on the results of the statistical test, it proves that organizational culture has a significant positive effect on the performance of employees of the Aru Islands District Office. The test results show that the influence of organizational culture on the work environment in the Aru Islands District Office is quite small compared to other variables. However, organizational culture still needs serious attention because the stronger the organizational culture, the higher the quality of the work environment. This hypothesis is accepted. Descriptively, respondents gave a very good assessment of the organizational culture variable. The work environment in the Aru Islands District Office is supported by a harmonious relationship between leaders and subordinates, an air-conditioned workspace that guarantees privacy, and adequate Wi-Fi facilities. Communication within the agency runs smoothly, leaders trust employees to complete tasks and carry out supervision to prevent deviations. In addition, the agency provides rewards based on work results and sanctions that are beneficial to employees. Employees are also encouraged to innovate and dare to take risks, which ultimately improves their performance. This study supports the findings of Nofitasari (2021), which states that organizational culture, work ethic, and job satisfaction have an effect on performance, as well as research by Darmawan (2022), which shows that organizational culture and work environment have a positive effect on employee performance.

The results of the research that were tested proved that the work environment on the performance of employees of the Aru Islands District Office. The work environment variable on employee performance has a coefficient value of 0.142 t statistic/count of 4.865 and a P Value/significance value of 0.000 <0.05. Based on the results of the

statistical test, it proves that the work environment has a very strong direct influence on employee performance compared to the results of other tests in this study. This proves that the physical and non-physical work environment will greatly enable the presence of employees to feel comfortable in the workplace when the relationship between each other is supported by adequate facilities at the Aru Islands District Office. This means that the better the work environment is arranged, the higher the employee performance. The hypothesis is accepted. Descriptively, the respondents' responses to the overall work environment variable, on average, the respondents of the Aru Islands District Office employees stated that it was very good. This study shows that good relationships between coworkers, efficient use of resources, and an adequate work environment contribute significantly to improving employee performance at the Aru Islands District Office. Harmonious relationships between leaders and subordinates, complete facilities such as air-conditioned workspaces and smooth Wi-Fi, and good room layout support employee productivity. Strict supervision from supervisors also ensures that work is completed on time and on target. Employees demonstrate thoroughness in completing tasks, and are encouraged to innovate in their work.

This study supports the results research by Shobirin & Siharis (2022), which found that compensation and work environment have a significant effect on employee performance. Dolonseda & Watung (2020) also found that work ethic has a significant effect on the work environment, which then has a positive impact on employee performance. The findings of this study are also in line with research by Octarina (2013), which proves that work ethic and work environment have a significant effect on employee performance, as well as research by Fauziah & Baskara (2024), which shows that organizational culture and work environment have a positive effect on employee performance. On the other hand research by Kusnan (2004), stated that the organizational climate and work ethic at the Surabaya III Permanent Garrison did not have a significant influence on organizational performance. The results of the research that were tested proved that work ethic on employee performance was mediated by the work environment of the Aru Islands District Office. The variable of work ethic on employee performance mediated by the work environment has a coefficient value of 0.862, statistical/calculation of 2.759 and a P Value/significance of $0.040 < 0.05$. Based on the results of the statistical test, it was proven that work ethic has a significant positive effect on employee performance mediated by the work environment, but the mediation effect is much smaller, the value of the effect is greater than the direct effect of the Aru Islands District Office. This proves that the higher the application of work ethic, the higher the employee performance mediated by the work environment. The hypothesis is accepted. Descriptively, the respondents' responses to the overall work environment variable, on average, the respondents of the Aru Islands District Office employees stated that it was very good.

This study highlights the importance of work ethic in the Aru Islands District Office, where employees demonstrate perseverance in completing work, maintaining harmonious relationships between leaders and subordinates, and working enthusiastically. A comfortable workspace with facilities such as air conditioning and Wi-Fi contributes to employee privacy and comfort, allowing them to focus and be motivated to innovate. Efficient and effective use of resources is also considered important to achieve maximum results. Supervisors continue to supervise to prevent errors, while employees always prioritize quality and accuracy in completing tasks before the deadline. Good relationships between employees, respect for each other's abilities, and responsibility for work are also considered. This study is in line with the findings of Dolonseda & Watung (2020), which state that work ethic has a significant effect on the work environment and employee performance. Research by Shobirin & Siharis (2022), also supports that compensation and work environment have a significant effect on employee performance. In addition, Adiwinata et al. (2022), showed a positive influence of organizational culture and work environment on lecturer performance, which supports these findings. The results of the research tested prove that organizational culture on employee performance is mediated by the work environment of the Aru Islands District Office. The

organizational culture variable on employee performance has a coefficient value of 0.727 t statistic/count of 2.735 and a P Value/Significance value of 0.042 <0.05. Based on the results of the statistical test, it proves that organizational culture has a significant positive effect on employee performance mediated by the work environment compared to the two mediation influences, the influence value is much smaller. Aru Islands District Office. This proves that the higher the implementation of organizational culture, the higher the employee performance mediated by the work environment. The hypothesis is accepted.

Descriptively, the respondents' responses to the overall work environment variable, on average, the respondents of the Aru Islands District Office employees stated that it was very good. This study highlights the importance of a good communication process in the Aru Islands District Office, where leaders entrust employees to complete tasks with proper supervision to prevent deviations. A harmonious relationship between leaders and subordinates is created, supported by a comfortable workspace, privacy, and adequate AC and Wi-Fi facilities. The agency also pays attention to each individual and group, and helps employees face difficulties. Employees always maintain work quality, work on time, and are motivated to innovate. The use of resources is carried out effectively and efficiently to achieve maximum results. Employees also maintain the good name of the agency in the community and dare to take risks in innovating. This study supports the results of Fauziah et al. (2023), which states that organizational culture and work ethic have a significant effect on the work environment and performance. In addition, the findings of Adiwinata et al. (2022), also confirmed that organizational culture and work environment have a positive effect on lecturer performance, which is relevant to this study.

CONCLUSION

The study results indicate that work ethic significantly influences employee performance, confirming the hypothesis. Additionally, organizational culture is shown to have a significant impact on employee performance, further supporting the research hypothesis. It was also found that work ethic significantly affects the work environment, and this hypothesis is accepted. Organizational culture continues to demonstrate its significant effect on employee performance, reinforcing previous findings. Furthermore, the work environment plays a crucial role, significantly influencing employee performance, confirming the related hypothesis. Moreover, work ethic was shown to have a significant impact on employee performance through the mediation of the work environment, validating the proposed hypothesis. Similarly, organizational culture was found to have a significant influence on employee performance, mediated by the work environment, which supports the final hypothesis. These findings highlight the importance of both work ethic and organizational culture in enhancing employee performance, while emphasizing the key role of the work environment as a mediating factor in this relationship. The study underscores the interconnectedness of these variables and their collective contribution to improved employee performance.

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