

The Influence of Work Environment, Work Culture, and Individual Characteristics on Employee Performance

The Influence of
Work Environment

Muhammad Wahyu

Sekolah Tinggi Ilmu Ekonomi Mahardhika; Surabaya, Indonesia

E-Mail: id.muhammadwahyu@gmail.com

Kuswandi

Sekolah Tinggi Ilmu Ekonomi Mahardhika; Surabaya, Indonesia

Sri Rahayu

Sekolah Tinggi Ilmu Ekonomi Mahardhika; Surabaya, Indonesia

421

Submitted:
09 NOVEMBER 2024

Accepted:
23 DECEMBER 2024

ABSTRACT

In the manufacturing industry such as PT. Anugrah Aneka Box, employee performance is a crucial aspect because it has a direct impact on productivity, product quality, and operational efficiency. This study is motivated by the increasing demands for product and service quality in the manufacturing sector. Optimal employee performance not only ensures smooth production processes, but also affects customer satisfaction and the company's reputation. This study aims to analyze the influence of Work Environment, Work Culture, and Individual Characteristics on Employee Performance at PT. Anugrah Aneka Box in Gresik, East Java. The research sample consisted of all employees of the Corrugated Paper Box division, totaling 89 people. Data collection techniques were carried out through questionnaires, while data measurement used a Likert scale. Data were analyzed using multiple linear regression techniques. The results of the study showed that partially, Work Environment, Work Culture, and Individual Characteristics each had a significant effect on Employee Performance. Simultaneously, these three variables also had a significant effect on Employee Performance at PT. Anugrah Aneka Box in Gresik, East Java.

Keywords: Work Environment, Work Culture, Individual Characteristics, Employee Performance

ABSTRAK

Dalam industri manufaktur seperti PT. Anugrah Aneka Box, kinerja karyawan menjadi aspek krusial karena berdampak langsung pada produktivitas, kualitas produk, dan efisiensi operasional. Penelitian ini dilatarbelakangi oleh meningkatnya tuntutan terhadap kualitas produk dan layanan di sektor manufaktur. Kinerja karyawan yang optimal tidak hanya menjamin kelancaran proses produksi, tetapi juga memengaruhi kepuasan pelanggan serta reputasi perusahaan. Penelitian ini bertujuan untuk menganalisis pengaruh Lingkungan Kerja, Budaya Kerja, dan Karakteristik Individu terhadap Kinerja Karyawan PT. Anugrah Aneka Box di Gresik, Jawa Timur. Sampel penelitian terdiri dari seluruh karyawan divisi Corrugated Paper Box, sebanyak 89 orang. Teknik pengumpulan data dilakukan melalui kuesioner, sementara pengukuran data menggunakan skala Likert. Data dianalisis dengan teknik regresi linier berganda. Hasil penelitian menunjukkan bahwa secara parsial, Lingkungan Kerja, Budaya Kerja, dan Karakteristik Individu masing-masing berpengaruh signifikan terhadap Kinerja Karyawan. Secara simultan, ketiga variabel tersebut juga memiliki pengaruh signifikan terhadap Kinerja Karyawan PT. Anugrah Aneka Box di Gresik, Jawa Timur.

Kata kunci: Lingkungan Kerja, Budaya Kerja, Karakteristik Individu, Kinerja Karyawan

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 1, 2025
pp. 421-432
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i1.3110

INTRODUCTION

Employee performance is one of the key factors that determine the success and sustainability of a company. In manufacturing industries like PT. Anugrah Aneka Box, employee performance becomes a critical aspect as it directly impacts productivity, product quality, and operational efficiency (Solihah & Silvianita, 2021). Therefore, companies need to understand the factors that can influence employee performance in order to develop effective strategies to improve work efficiency and achieve overall company goals. In reality, performance levels at PT. Anugrah Aneka Box show fluctuations (Armansyah, 2024). Some divisions manage to achieve targets well, while others face challenges with employee performance that is not yet optimal. One significant factor that influences employee performance is the work environment. A comfortable and conducive work environment can create an enjoyable atmosphere, enabling employees to work more focused and productively. On the other hand, a less supportive work environment, such as cramped workspaces, noise, or a lack of facilities, can decrease employee enthusiasm and motivation, which ultimately has a negative impact on their performance (Hasanah et al., 2021). Based on initial observations at PT. Anugrah Aneka Box, it was found that physical facilities such as workspaces and equipment were adequate, but communication and relationships among employees often face challenges. This indicates that the psychological aspects of the work environment, such as communication and a sense of togetherness, have not been fully developed. This discrepancy between theory and reality presents an interesting gap for further research. PT. Anugrah Aneka Box needs to ensure that the existing work environment supports operational activities and provides comfort for employees in carrying out their tasks. Findings from several researchers show that the work environment has a significant influence on employee performance (Hasanah et al., 2021).

In addition to the work environment, the company's work culture also plays an important role in shaping employee performance. Work culture reflects the values, norms, and ethics applied within the company, which influence how employees interact and collaborate. A positive work culture can encourage a sense of togetherness, collaboration, and discipline, motivating employees to give their best in their work. Conversely, a poor work culture can lead to low morale and a high level of conflict among employees, negatively affecting overall performance (Mursal, 2022). The work culture at PT. Anugrah Aneka Box is indicated to not be fully internalized. Although the company has a clear vision and mission, the implementation of these values is uneven across all organizational levels. Some employees still show resistance to change and innovation, indicating a gap between the theory and practice of work culture in the company. Research by Herwanto & Radiansyah (2022); Mursal (2022) shows that work culture has a significant impact on employee performance.

Individual characteristics are also another important factor affecting employee performance. These characteristics include aspects such as personality, skills, motivation, and educational background. Each individual has different characteristics that can determine how they face challenges and perform job tasks. Employees whose characteristics align with job demands tend to be more productive and efficient in completing their tasks (Hasanah et al., 2021). Initial observations show significant variation in individual characteristics at PT. Anugrah Aneka Box. Some employees have high competence but struggle to adapt to team dynamics, while others have a collaborative attitude but lack technical skills. This indicates that the alignment between individual characteristics and job demands has not been fully achieved. Therefore, the company needs to understand the individual characteristics of employees to place them in positions that align with their expertise and potential. Research by Hasanah et al. (2021); Sedayu & Rushadiyati (2024) suggests that individual characteristics have a significant effect on employee performance.

PT. Anugrah Aneka Box is a manufacturing company engaged in the production of boxes and packaging. In its operations, the company employs various employees with diverse backgrounds and skills. To achieve optimal productivity, the company must understand the factors affecting employee performance, including the work environment, work culture, and individual characteristics. A conducive work environment plays a significant role in supporting employee performance. Factors such as cleanliness, lighting, ventilation, and ergonomic workspace layout can enhance comfort and reduce employee fatigue. In addition, good occupational safety will increase employees' sense of security and motivation in carrying out their tasks. A positive work culture also contributes to improving performance. PT. Anugrah Aneka Box needs to build a work culture based on collaboration, discipline, and innovation. With open communication, recognition for good performance, and inspiring leadership, employees will be more motivated to work effectively and efficiently. Furthermore, individual characteristics such as skills, experience, motivation, and work attitude also play a crucial role. The company can enhance employee performance by providing relevant training, skill development programs, and opportunities for career advancement.

This research is based on the increasing demand for product quality and service in the manufacturing sector. Good employee performance not only ensures smooth production processes but also influences customer satisfaction and the company's reputation. Therefore, companies need to regularly evaluate the factors that influence employee performance to adapt to changes in the business environment. This study aims to analyze the extent to which the work environment, work culture, and individual characteristics affect employee performance. By identifying the most significant factors, the company can formulate more effective policies to improve employee performance, such as improving the work environment, developing training programs, and strengthening a positive work culture. This research is expected to provide valuable insights for the company in improving operational effectiveness and efficiency. This study is not only beneficial for the company as the subject of research but also for other companies in similar industries. The findings from this research are expected to provide practical and strategic solutions for companies in improving employee performance, ultimately contributing to the growth and development of the manufacturing industry in Indonesia.

LITERATURE REVIEW

Performance is the result achieved by individuals or groups within an organization based on their tasks, responsibilities, and competencies. Performance is not only measured by the quantity of work results but also by the quality, which reflects an individual's effectiveness and efficiency in performing their job (Daya, 1996; Amaliasita & Astuti, 2023). Every organization considers performance a key factor in achieving its goals, so specific standards are required to measure the success of both individuals and work teams. According to Afandi (2018), performance in an organization must align with the authority and responsibilities assigned while staying within the boundaries of law, morality, and ethics (Laksmita & Perdhana, 2024). This means that good performance is not just about achieving high results, but also about how those results are achieved ethically and legally. Optimal performance helps organizations increase productivity, competitiveness, and employee job satisfaction. Individuals with the appropriate skills and high motivation tend to show better performance. Furthermore, a conducive work environment, an organizational culture that supports innovation, and inspiring leadership also contribute to enhancing employee performance (Putranti et al., 2020; Yuslinda et al., 2022).

The environment is an external factor that can influence organizational performance, both directly and indirectly. In the context of organizations, the environment can be divided into two main categories: the general environment and the specific environment (Syafitri et al., 2023). The general environment encompasses various external elements

that are beyond the organization's control but have the potential to impact its operations. Factors such as economic conditions, technological developments, government regulations, socio-cultural conditions, and industry trends fall under the general environment. Organizations must be able to adapt to the dynamics of the general environment to remain competitive and sustainable (Dewa, 2023). Meanwhile, the specific environment focuses more on elements that directly interact with the organization and affect daily work activities. This environment includes coworkers, supervisors, internal policies, workplace facilities, and organizational culture (Sarip & Mustangin, 2023; Armansyah, 2024). A conducive work environment can increase employee productivity and motivation, while a non-supportive environment can decrease work morale and efficiency. It is essential for organizations to understand and manage both types of environments well. In facing the general environment, companies need to analyze trends and adapt appropriate strategies. Meanwhile, in the context of the specific environment, organizations can create a comfortable work atmosphere, build effective communication, and provide the support employees need to perform optimally (Listiana, 2023).

Work culture is a fundamental aspect in organizations that reflects the values, norms, and practices adhered to by members in carrying out tasks and interacting daily (Herwanto & Radiansyah, 2022). This culture reflects beliefs and attitudes that shape individual behavior in the workplace, including how they work, communicate, and collaborate. Work culture plays an important role in creating a productive and harmonious environment. A positive culture can enhance motivation, loyalty, and employee satisfaction. Conversely, a poor work culture can lower productivity, increase stress levels, and lead to high employee turnover rates (Mursal, 2022). Therefore, organizations need to build a healthy work culture to achieve optimal performance. Key elements in work culture include work ethic, communication, leadership, and openness to innovation. A strong work ethic encourages employees to be highly dedicated in completing their tasks. Effective communication enables good coordination between individuals and teams, while good leadership provides direction and motivation to organizational members. Furthermore, a work culture that supports innovation fosters creativity and adaptation to change. Organizations can form and strengthen work culture through various means, such as implementing clear core values, providing relevant training, and creating an inclusive and supportive work environment (Aulia & Gunawan, 2021; Kusuma et al., 2023).

Individual characteristics refer to the traits, abilities, and personality possessed by each individual in a professional environment (Maudia et al., 2023; Sedayu & Rushadiyati, 2024). These characteristics include various aspects such as skills, motivation, values, and behaviors that can affect how someone contributes at work (Hasanah et al., 2021). In organizations, individual characteristics play an important role in determining performance and work effectiveness. Each individual has different backgrounds, experiences, and levels of competence, which can affect how they complete tasks and interact with colleagues. Factors such as emotional intelligence, communication skills, and creativity also influence the extent to which an individual can adapt to a dynamic work environment. Motivation is one of the main factors in individual characteristics that directly impacts work productivity. Individuals with high motivation tend to be more proactive in completing tasks, seeking solutions to problems, and contributing more to the team. Additionally, personal values, such as integrity, discipline, and responsibility, also determine how an individual performs their tasks. The diversity of individual characteristics within an organization can be a strength if managed well. Leaders and managers need to understand these differences to create an inclusive environment that supports the growth of each individual. By understanding individual characteristics, organizations can place employees according to their competencies, provide appropriate training, and create more effective work strategies (Kirani & Rahmadani, 2023).

METHODS

This study uses a quantitative approach with an associative research design to analyze the relationship between several variables, especially the study of the influence of the work environment, work culture, and individual characteristics on employee performance. This study focuses on employees of PT. Anugrah Aneka Box in Gresik, East Java, especially in the Corrugated Paper Box division, which consists of a total of 89 employees. Because the population is less than 100 people, this study adopts a population research method, where the entire population is used as a sample, following the guidelines of Arikunto (2019). Data collection was carried out through a questionnaire technique, which was compiled using a Likert scale to measure the attitudes, opinions, and perceptions of respondents. First, data quality testing to ensure the validity and reliability of the research instrument. Furthermore, classical assumption tests—such as normality, multicollinearity, and heteroscedasticity tests—were applied to confirm that the model met statistical requirements. After this, multiple linear regression analysis was used to determine the relationship between the independent and dependent variables. The coefficient of determination (R^2) was tested to measure the contribution of the independent variables to employee performance. In addition, the F test is conducted to assess the combined effect of work environment, work culture, and individual characteristics on employee performance, while the t test highlights the individual effects of each independent variable on the dependent variable.

RESULTS

Validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions or statements in the questionnaire are able to reveal something that the questionnaire wants to measure. The decision-making for the validity test is by comparing the calculated r value with the r table value for degree of freedom ($df = n-2$ (n is the number of samples), the basis for making the decision is if the calculated $r > r_{table}$, then the item or statement is valid.

Table 1. Validity Test Results

Variables	Item	r_{count}	>/<	r_{table}	Results
Work Environment	Item 1	0.824	>	0.208	Valid
Work Environment	Item 2	0.822	>	0.208	Valid
Work Environment	Item 3	0.763	>	0.208	Valid
Work Environment	Item 4	0.801	>	0.208	Valid
Work Environment	Item 5	0.807	>	0.208	Valid
Work Culture	Item 1	0.805	>	0.208	Valid
Work Culture	Item 2	0.794	>	0.208	Valid
Work Culture	Item 3	0.534	>	0.208	Valid
Work Culture	Item 4	0.836	>	0.208	Valid
Individual Characteristics	Item 5	0.732	>	0.208	Valid
Individual Characteristics	Item 1	0.621	>	0.208	Valid
Individual Characteristics	Item 2	0.814	>	0.208	Valid
Individual Characteristics	Item 3	0.796	>	0.208	Valid
Individual Characteristics	Item 4	0.791	>	0.208	Valid
Individual Characteristics	Item 5	0.676	>	0.208	Valid
Performance	Item 1	0.837	>	0.208	Valid
Performance	Item 2	0.829	>	0.208	Valid
Performance	Item 3	0.899	>	0.208	Valid
Performance	Item 4	0.863	>	0.208	Valid
Variables	Item 5	0.552	>	0.208	Valid

The validity test was conducted by comparing the r-count value with the r-table (0.208). A statement item is declared valid if the r-count value is greater than the r-table. In the work environment variable, there are five statement items with r-count values ranging from 0.763 to 0.824. All items show r-count values greater than 0.208, so they are declared valid. This shows that each item in the work environment variable is able to measure aspects relevant to the concept being studied. The work culture variable also

has five statement items with r-count values ranging from 0.534 to 0.836. All items meet the validity criteria, indicating that this instrument can be used to measure work culture in an organization accurately. For the individual characteristics variable, five statement items were tested with r-count values between 0.621 to 0.814. All items are declared valid because they exceed the r-table limit. In the performance variable, five statement items were tested with r-count values ranging from 0.552 to 0.899. All items are valid, indicating that each statement used in measuring employee performance has accuracy in measurement.

Table 2. Reliability Test Results

Variable	Nilai CronbachAlpha	Results
Work Environment (X1)	0.861	Reliable
Work Culture (X2)	0.762	Reliable
Individual Characteristics (X3)	0.785	Reliable
Performance (Y)	0.863	Reliable

The work environment variable (X1) has a Cronbach's Alpha value of 0.861, which indicates that the instrument for this variable is very reliable. This indicates that the statement items in the work environment variable have high internal consistency. The work culture variable (X2) obtained a Cronbach's Alpha value of 0.762, which also meets the reliability criteria. This indicates that the instrument used to measure work culture has a good level of reliability in this study. The individual characteristics variable (X3) has a Cronbach's Alpha value of 0.785, which indicates that this instrument is reliable and can be used to measure individual characteristics consistently. The performance variable (Y) shows a Cronbach's Alpha value of 0.863, which is the highest value in this table. This shows that the instrument used to measure employee performance is very reliable. Overall, all variables in this study have a Cronbach's Alpha value above 0.60, so it can be concluded that the research instrument used has high reliability and is worthy of use in further analysis.

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics Tolerance	Collinearity Statistics VIF
Work Environment	0.305	3.277
Work Culture	0.303	3.302
Individual Characteristics	0.334	2.994

The results of the multicollinearity test with the Variance Inflation Factor (VIF) value for the Work Environment variable of 3.277, the Work Culture variable of 3.302, and the Individual Characteristics variable of 2.994. It can be concluded that there is no significant multicollinearity problem among the independent variables in this study. In general, a VIF value below 10 is considered safe and indicates that the correlation between independent variables is still within the tolerance limit. However, a VIF value above 3 indicates a moderate correlation between several variables, but the correlation is not strong enough to cause distortion in the regression model. Therefore, the regression model can be used without worrying about estimation bias due to multicollinearity.

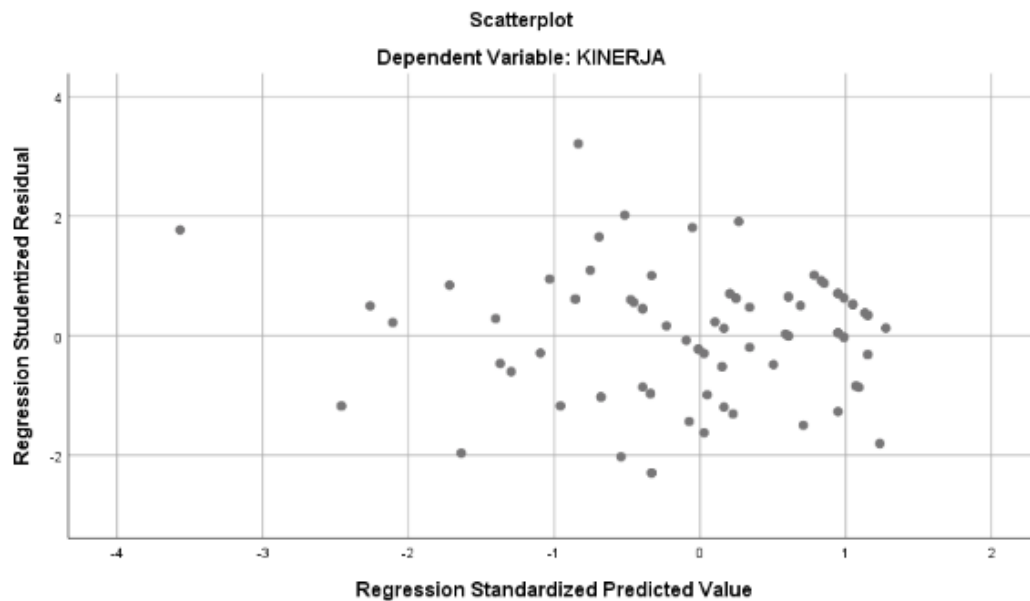


Figure 2. Heteroscedasticity Test Results

The points on the plot are spread randomly indicating that there is no heteroscedasticity problem in the regression model. This random distribution pattern indicates that the residual variance or error of the regression model is constant throughout the range of independent variable values. In other words, the relationship between the independent and dependent variables is not affected by fluctuations or certain patterns in the residuals. This condition fulfills one of the important assumptions in regression analysis, namely homoscedasticity, which ensures that the estimation of regression parameters remains efficient and unbiased.

Table 4. Multiple Linear Regression Test Results

Model	Unstd. Coef. B	Unstd. Coef. Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	-2.596	1.493		-1.739	0.086
Work Environment	-0.111	0.104	-0.103	-1.073	0.286
Work Culture	0.276	0.109	0.243	2.523	0.013
Individual Characteristics	0.918	0.112	0.753	8.199	0.000

The regression equation obtained is $\text{Performance} = -2.596 - 0.111\text{LK} + 0.276\text{BK} + 0.918\text{KI}$. The constant value of -2.596 suggests that if all independent variables—work environment, work culture, and individual characteristics—are zero, employee performance will be significantly low (-2.596). This highlights the necessity of these factors in determining performance. The Work Environment variable has a regression coefficient of -0.111, indicating that for every one-unit increase in the work environment, employee performance decreases by 0.111, assuming other variables remain unchanged. This negative effect can occur if an excessively comfortable environment reduces employees' urgency to complete tasks. Conversely, the Work Culture variable has a positive regression coefficient of 0.276, meaning that an increase in work culture by one unit enhances employee performance by 0.276, provided other factors stay constant. A positive work culture, including collaboration, innovation, and recognition, fosters motivation and performance. The Individual Characteristics variable has the highest regression coefficient (0.918), signifying that a one-unit increase in individual characteristics leads to a 0.918 rise in performance. Qualities such as initiative, responsibility, and adaptability play a crucial role in improving work outcomes. Employees with strong individual characteristics are more likely to achieve higher performance levels.

Table 5. Results of Determination Coefficient

Model	R	R Square	Adj. R Square	Std. Error	Durbin-Watson
1	0.872 ^a	0.761	0.752	1.54069	1.633

The results of the coefficient of determination obtained a figure of 0.761 or 76.1%. This shows that the regression model used is able to explain 76.1% of the variation in employee performance influenced by independent variables, namely work environment, work culture, and individual characteristics. Meanwhile, the remaining 23.9% is influenced by other factors outside the variables used in this study, such as leadership style, work motivation, or other factors. This high coefficient of determination value indicates that the model used has good predictive ability and a strong relationship between the independent and dependent variables. Thus, these results provide a valid basis for concluding that the work environment, work culture, and individual characteristics together play an important role in influencing employee performance at PT. Anugrah Aneka Box in Gresik, East Java.

Table 6. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	640.999	3	213.666	90.014	0.000 ^b
Residual	201.765	85	2.374		
Total	842.764	88			

Based on Table 6, show a significance value of 0.000, which is smaller than the significance level of 0.05 ($0.000 < 0.05$). Based on these results, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that the variables of Work Environment, Work Culture, and Individual Characteristics simultaneously have a significant effect on Employee Performance. In the ANOVA test, the F value obtained was 90.014 with a significance value of 0.000 indicating that the regression model used in this study as a whole is significant in explaining variations in employee performance. In other words, the three independent variables (Work Environment, Work Culture, and Individual Characteristics) have a significant effect on employee performance at PT. Anugrah Aneka Box. The high F value and low significance strengthen the finding that these factors jointly affect employee performance in an important and relevant way in the context of this study.

Table 7. Partial Test Results

Model	Unstd. Coef. B	Unstd. Coef. Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	-2.596	1.493		-1.739	0.086
Work Environment	-0.111	0.104	-0.103	-1.073	0.286
Work Culture	0.276	0.109	0.243	2.523	0.013
Individual Characteristics	0.918	0.112	0.753	8.199	0.000

Based on Table 7, show that the Work Environment variable has a significance value of 0.286, which is greater than the significance level of 0.05, so H_0 is accepted and H_a is rejected. This means that the Work Environment partially does not have a significant effect on Employee Performance, which indicates that changes in the work environment do not contribute strongly enough to employee performance. Meanwhile, the Work Culture variable has a significance value of 0.013, which is less than 0.05, so H_0 is rejected and H_a is accepted. This shows that Work Culture partially has a significant effect on Employee Performance, where improving work culture can positively affect employee performance. Likewise, the Individual Characteristics variable has a significance value of 0.000, which is also less than 0.05, so H_0 is rejected and H_a is accepted. This indicates that individual characteristics have a significant effect on employee performance, with the quality and personal abilities of employees playing an important role in determining their performance.

DISCUSSION

From the partial test results, the Work Environment variable has a significance value of 0.286 where the value is greater than the significance level of 0.05 or $0.286 > 0.05$ so that the decision taken is that the Work Environment partially does not have a significant effect on Employee Performance (Dewa, 2023; Sutaguna et al., 2023; Warizin, 2017). The results of the study which show that the work environment does not have a significant effect on employee performance at PT. Anugrah Aneka Box in Gresik, East Java can be interpreted that although the work environment plays an important role in employee comfort, other factors may be more dominant in influencing their performance. This can happen because the work environment in the company may be adequate or not too different from employee expectations, so that it does not cause significant changes in performance. The lack of a significant effect of the work environment on performance can also be caused by different perceptions from each individual regarding the work environment (Taheri et al., 2020). The Work Environment variable has a regression coefficient value of -0.111. The negative coefficient for the work environment variable indicates that every one unit increase in the work environment is followed by a decrease in employee performance of 0.111, assuming other variables remain constant. Likewise, conversely, when there is a decrease of one unit in the work environment, it will be followed by an increase in employee performance of 0.111.

The study found that Work Culture significantly impacts Employee Performance at PT. Anugrah Aneka Box in Gresik, East Java, with a significance value of 0.013, which is smaller than the 0.05 threshold ($0.013 < 0.05$). This indicates that values, norms, and organizational habits influence employee behavior and work output. A positive work culture—characterized by collaboration, mutual respect, and clear goals—enhances employee morale and motivation. Moreover, a culture that supports initiative and self-development allows employees to feel more engaged and responsible for their tasks. The findings suggest that companies fostering a strong work culture can boost employee productivity and efficiency, positively impacting overall performance. Thus, organizations should continuously align their work culture with their vision and mission to optimize performance (Akpa et al., 2021). The study also found that the Work Culture variable has a regression coefficient of 0.276. This means that for every one-unit increase in work culture, employee performance improves by 0.276, assuming other factors remain constant. Conversely, a one-unit decline in work culture results in a 0.276 decrease in employee performance. These results reinforce the importance of a positive work culture—emphasizing collaboration, innovation, responsibility, and recognition of achievements—as a motivator for employees. A strong work culture not only drives individual performance but also fosters a supportive work environment where employees feel valued and have clear objectives (Saluy et al., 2019; Munir et al., 2019; Rifqiansyah & Yuliantini, 2023)).

The study's partial test results indicate that the Individual Work Characteristics variable significantly affects Employee Performance, with a significance value of 0.000, which is below the 0.05 threshold ($0.000 < 0.05$). This finding confirms that personal attributes such as skills, motivation, attitudes, and personality play a crucial role in employee effectiveness at PT. Anugrah Aneka Box in Gresik, East Java. Strong individual characteristics, including responsibility, intrinsic motivation, and adaptability, enhance performance. Moreover, traits like openness to feedback and teamwork further boost work effectiveness. Therefore, companies should consider these characteristics in recruitment and employee development while offering training to refine personal skills. The study also reports a regression coefficient of 0.918 for the Individual Characteristics variable, indicating that a one-unit increase in individual characteristics raises employee performance by 0.918, assuming other factors remain unchanged. Conversely, a one-unit decrease results in a 0.918 performance decline. This statistical relationship underscores the importance of personal qualities in shaping work outcomes (Paais & Pattiruhu, 2020). Characteristics such as initiative, responsibility,

adaptability, and goal orientation are key drivers of enhanced employee performance. These findings highlight the necessity for companies to nurture these attributes through proper hiring practices and training programs to optimize workforce productivity.

The result of the simultaneous test is a significance value of 0.000. where the value is smaller than the significance level of 0.05 or $0.000 < 0.05$ so that the decision taken is that the Work Environment, Work Culture, and Individual Characteristics partially have a significant effect on Employee Performance. The results of the determination coefficient obtained a figure of 0.761 or 76.1%. This shows that the regression model used is able to explain 76.1% of the variation in employee performance influenced by independent variables, namely the work environment, work culture, and individual characteristics. Meanwhile, the remaining 23.9% is influenced by other factors outside the variables used in this study, such as leadership style, work motivation, or other factors. This high determination coefficient value indicates that the model used has good predictive ability and a strong relationship between the independent and dependent variables. Thus, these results provide a valid basis for concluding that the work environment, work culture, and individual characteristics together play an important role in influencing employee performance at PT. Anugrah Aneka Box in Gresik, East Java (Hafeez et al., 2019).

CONCLUSION

The study on PT. Anugrah Aneka Box in Gresik, East Java, reveals that the work environment significantly influences employee performance. While a good work environment is beneficial, an overly comfortable setting may reduce urgency and responsibility, leading to lower performance. Work culture also plays a crucial role, as a positive culture fosters commitment and motivation among employees, enhancing their contributions to the company. Additionally, individual characteristics impact performance, with employees who possess strong personal attributes being more effective in utilizing resources, working in teams, and achieving company goals. Together, work environment, work culture, and individual characteristics contribute 76.1% to employee performance, while the remaining 23.9% is influenced by other factors such as motivation, leadership, and competence. To improve employee performance, the company should focus on maintaining a balanced work environment by fostering collaboration while ensuring that comfort does not lead to complacency. Regular maintenance of facilities and structured performance evaluations will help sustain employee morale and productivity. Strengthening work culture through continuous training and leadership role modeling is also recommended. Furthermore, the company should emphasize competency development through technical and soft skills training, along with a structured performance monitoring system to track progress and address challenges. Future research should explore additional variables, such as leadership and motivation, using mixed methods like Structural Equation Modeling (SEM) to gain deeper insights. The study has limitations, including its focus on a single company, the cross-sectional nature of the data, and reliance on self-reported questionnaires, which may introduce bias. These factors limit the generalizability of the findings. Despite these limitations, the study provides valuable insights into improving employee performance by balancing environmental, cultural, and individual factors within the workplace.

REFERENCES

- [1] Afandi, P. (2018). *Manajemen sumber daya manusia (Teori, konsep dan indikator)*. Pekanbaru: Zanafra Publishing.
- [2] Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.

- [3] Amaliasita, M., & Astuti, R. J. (2023). Islamic Work Ethic and Employee Performance: The Role of Job Satisfaction as a Mediator. *IJIBE (International Journal of Islamic Business Ethics)*, 8(2), 83-93.
- [4] Arikunto, S. (2010). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: PT Rineka Cipta.
- [5] Armansyah, A. (2024). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT HPA Tanjungpinang. *Jurnal Ilmiah Manajemen Dan Bisnis (JIMBis)*, 3(1), 81–93.
- [6] Aulia, B. P., Sucipto, I., & Gunawan, A. (2021). Influence Of Organizational Culture, Work Discipline, And Work Environment On Employee Performance. *Management*, 6(02), 191-206.
- [7] Daya, S. (1996). *Manajemen sumber daya manusia*. Yogyakarta: Universitas Gunadarma.
- [8] Dewa, A. (2023). The Influence of Work Ability, Work Discipline and Work Environment on Employee Performance. *Economic and Business Horizon*, 2(3), 1-10.
- [9] Dewa, A. (2023). The Influence of Work Ability, Work Discipline and Work Environment on Employee Performance. *Economic and Business Horizon*, 2(3), 1-10.
- [10] Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019). Impact of workplace environment on employee performance: mediating role of employee health. *Business, Management and Economics Engineering*, 17(2), 173-193.
- [11] Hasanah, H., Syarifudin, A., & Hidayat, M. T. (2021). Analisis Pengaruh Lingkungan Kerja dan Karakteristik Individu Terhadap Kinerja Karyawan di PT Dian Swastatika Sentosa Serang. *Saintek Jistin*, 05(02), 81–92.
- [12] Herwanto, & Radiansyah, E. (2022). Pengaruh Budaya Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Cabang Windu Karsa Bakauheni Lampung Selatan. *E-QIEN: Jurnal Ekonomi Dan Bisnis*, 11(1), 1408–1418.
- [13] Kirani, S., & Rahmadani, I. (2023). The Influence of Individual Characteristics and Work Environment on Employee Performance at the Simalungun Samsat Office. *Jurnal Ilmiah Akuntansi Kesatuan*, 11(3), 481-492.
- [14] Kusuma, E., Efendi, D., Suwarno, S., & Djanegara, M. (2023). The Influence of Knowledge Management on Individual Performance in Traditional Batik Craftsmen: The Mediating Role of Organizational Culture. *Research Horizon*, 3(5), 487-498.
- [15] Laksmi, V. A., & Perdhana, M. S. (2024). The Role of Leadership Style in Shaping Employee Performance. *Research Horizon*, 4(4), 177-186.
- [16] Listiana, A. (2023). The Effect Of Organizational Culture And Work Environment On Employee Performance At Pt. Galih Estetika Indonesia. *International Journal Of Social Health*, 2(1), 7-12.
- [17] Maudia, T. I., Mafra, N. U., & Darmawati, T. (2023). Pengaruh Karakteristik Individu Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Pt Pelabuhan Indonesia (Persero) Regional II Palembang. *Jurnal Ilmiah Wahana Pendidikan*, 9(24), 786–794.
- [18] Munir, S., Bibi, A., Siddiqui, A. F., & Butt, Q. U. A. (2019). An empirical analysis of the relationship between human capital and organizational performance in hospitality sector in Pakistan. *Journal of Management and Research*, 6(2), 167-208.
- [19] Mursal, R. (2022). Pengaruh Budaya Kerja, Pengalaman Dan Disiplin Terhadap Kinerja Pegawai Kantor Kecamatan Peusangan Kabupaten Bireuen. *IndOmera: Jurnal Magister Manajemen*, 2(4), 62–71.
- [20] Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7(8), 577-588.
- [21] Putranti, H. R. D., Suparmi, S., & Susilo, A. (2020). Work life balance (WLB) complexity and performance of employees during Covid-19 pandemic. *Arthatama*, 4(1), 56-68.
- [22] Rifqiansyah, A. I., & Yuliantini, T. (2023). Application of E-Performance and Compensation Systems To Employee Performance Through Motivation As An Intervening Variable. *Journal Research of Social Science, Economics, and Management*, 2(8), 1675-1687.
- [23] Saluy, A. B., Prawira, B., & Buntaran, D. F. A. A. (2019). The influence of leadership, working culture, and working environment for the ministry of administrative reform and bureaucracy. *International Journal of Business and Economic Affairs*, 4(5), 224-234.
- [24] Sarip, S., & Mustangin. (2023). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai PT ABC Persada. *Jurnal Manajemen Diversitas*, 3(1), 95–111.
- [25] Sedayu, M. S., & Rushadiyati. (2024). Pengaruh Lingkungan Kerja Dan Karakteristik Individu Terhadap Kinerja Karyawan SMK Kartini. *Jurnal Administrasi Dan Manajemen*, 14(4), 136–145.
- [26] Solihah, I. P., & Silvianita, A. (2021). Pengaruh Karakteristik Individu dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan di PT. Tirta Investama Bandung. *JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 5(1), 1301–1313.
- [27] Sutaguna, I. N. T., Yusuf, M., Ardianto, R., & Wartono, P. (2023). The effect of competence, work experience, work environment, and work discipline on employee performance. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(01), 367-381.
- [28] Syafitri, E. O., Sriyanti, E., & Arfimasri. (2023). Pengaruh Karakteristik Individu dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Kasus PT. Lepen Kencana Utama Di Saok Laweh Kabupaten Solok). *Jurnal Penelitian Ekonomi Manajemen Dan Bisnis (Jekombis)*, 2(1), 96–109.
- [29] Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, 5(6), 1-5.

- [30] Warizin, H. (2017). Influence of individual characteristics and work environment on employee's motivation and performance. *Journal of Administrative and Business Studies JABS*, 3(5), 212-220.
- [31] Yuslinda, Y., Indrayani, I., Khaddafi, M., & Catrayasa, I. W. (2022). The Effect of Individual Characteristics, Work Culture, Teamwork, And Work Discipline on Employee Performance with Motivation as an Intervening Variable At The Regional Secretariat of Karimun Regency. *International Journal of Social Science, Educational, Economics, Agriculture Research and Technology*, 1(12), 771-778.