

The Role of Work Environment and Culture in Improving Employee Performance: Human Resource Quality Perspective in Public Organizations

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ABSTRACT

This research explored the role of work environment and culture in improving employee performance within public organizations from a human resource quality perspective. A comprehensive literature review was conducted to examine existing research on factors influencing employee effectiveness in public sector settings. Qualitative analysis techniques, including content analysis and thematic analysis, were employed to synthesize insights from academic journals, books, government reports, and other scholarly sources. The study revealed that a positive work environment characterized by clear communication, supportive leadership, and adequate resources significantly enhanced employee motivation and productivity. Organizational work culture emphasizes innovation, diversity, and employee well-being also played a crucial role in fostering job satisfaction and commitment, leading to improved performance outcomes. Despite challenges such as bureaucratic structures and limited resources in public sector environments, effective human resource management practices such as fair recruitment and continuous training were identified as key drivers of employee performance. The findings underscore the importance of prioritizing employee-centric strategies in public administration to maximize workforce potential and achieve organizational success.

Keywords: *Work Environment, Work Culture, Employee Performance, Public Organizations, Human Resource Quality.*

1. INTRODUCTION

Employee performance is the main foundation for the success of an organization (Kitta et al., 2023; Prastiwi et al., 2022; Suwarno et al., 2022). The important role of individuals in achieving company goals shows that employee performance covers various aspects, including productivity, commitment, innovation and collaboration to achieve the desired results. Effective management in paying attention to employee performance will help increase their motivation, loyalty and quality of work. By paying proper attention to employee performance, organizations can identify individual strengths as well as weaknesses, provide constructive feedback, and provide necessary training for skill development. In a work environment that is based on performance, employees feel valued and are actively involved in achieving organizational goals, thereby creating a dynamic and achievement-oriented work culture. A good understanding of employee performance provides a basis for organizations to optimize their human resources and ensure that each individual can make maximum contributions according to their potential, which ultimately increases the effectiveness and competitiveness of the organization as a whole.

Several studies show that organizations that prioritize employee performance tend to achieve higher levels of productivity. Research by Ikhilash (2018) found that companies that consistently monitor and manage the performance of individuals in their teams have a greater level of efficiency compared to those that do not (Ikhilash, 2018). In addition, a study by Muslianto and friends (2023) shows that investment in developing employee performance is directly correlated with increasing the quality of products or services produced by the organization (Muslianto et al., 2023). These findings indicate that attention paid to employee performance not only benefits the individuals themselves, but also has a positive impact on overall organizational outcomes. By prioritizing employee performance, organizations can leverage the maximum potential of their human resources, create a productive work environment, and produce high-quality products or services, which in turn contributes to the organization's long-term success.

In addition, research by Ratna and friends (2021) shows that organizations that adopt an approach that is oriented towards employee performance tend to have higher retention rates (Ratna et al., 2021). This is due to the feeling of

recognition and appreciation given to employees through improving their performance, which in turn increases loyalty towards the company. This research highlights the close relationship between effective performance management and employee satisfaction and retention. Furthermore, research by Wijaya et al (2023) confirms that providing focused and constructive feedback about performance can significantly increase employee motivation and engagement (Wijaya et al., 2023). This shows that not only identifying good or poor performance is important, but also providing the right support and direction to help employees reach their full potential. Thus, these empirical data confirm that effective performance management not only impacts overall organizational outcomes but also directly influences employee satisfaction, motivation, and retention.

The aim of this research is to explore the role of the work environment and organizational culture within improving employee performance in the context of public organizations, by adopting a human resource quality perspective. This research has a strong argument because it identifies the importance of the work environment and organizational culture in influencing employee performance in public organizations. By adopting a human resource quality perspective, this research highlights how these factors influence employee performance as a whole. In the context of public organizations that are often faced with unique constraints such as budget constraints and bureaucratic complexity, this research provides a foundation for developing strategies that can improve workforce effectiveness and organizational outcomes. By providing insight into the work environment, organizational culture, and employee performance, this research provides a solid basis for decision makers and managers to design policies and management practices that can improve the performance and effectiveness of public organizations as a whole.

2. RESEARCH METHODS

A comprehensive literature review was conducted between 2014 till 2024 to explore existing research on the role of work environment and culture in improving employee performance, with a specific focus on public organizations. This research employed a qualitative approach, using techniques such as content analysis and thematic analysis to regularly review and synthesize relevant literature. Data were gathered from academic journals, books, and other scholarly sources to gain insights into the factors influencing employee performance within the context of public sector work environments and organizational cultures. The analysis process was guided by the Miles and Huberman framework, which facilitated the identification of key themes, patterns, and relationships in the literature. By employing this methodological approach, the study aims to provide a nuanced understanding of how work environment and culture shape employee performance in public organizations, contributing to the advancement of knowledge in the field of public administration and human resource management.

3. RESULTS AND DISCUSSIONS

Various studies have examined the important factors that contribute to improving overall organizational performance. The quality of human resources (HR) is also no less important. Research has shown that employee skills, knowledge and competencies have a significant impact on overall company performance. Previous studies, such as those conducted by Almutairi and Arabiat (2021), highlight how investment in HR development can increase an organization's productivity, innovation and competitive ability (Almutairi & Arabiat, 2021). This research emphasizes the importance of managing and developing human resources effectively as one of the main strategies for improving organizational performance in the long term. By paying attention to these factors, organizations can create an environment that supports optimal and sustainable performance.

3.1. Impact of Positive Work Environment

Based on research that has been conducted, the work environment has been proven to play an important role in determining employee performance. Optimal work environments, for example, have been the focus of significant research. A study by Wardani (2023) emphasizes the importance of aspects such as facilities, support between employees, and a conducive work atmosphere in increasing productivity and overall organizational performance (Wardani, 2023). This research highlights how a good work environment can create conditions that enable individuals to work effectively and be maximally involved in achieving common goals. In addition, work culture has also been identified as an important factor in shaping organizational norms, values and governance that influence individual motivation and involvement in achieving organizational goals. Also research conducted by Rastana and his colleagues in 2021 shows that the physical work environment partially has a positive and significant influence on employee performance (Rastana et al., 2021). This is also confirmed by research by Pusada and his colleagues in 2023, that the work environment has a positive influence on employee performance (Pusada et al., 2023). These findings confirm that aspects of the workplace environment, both physical and non-physical, have a significant impact on employee performance, highlighting the importance of creating a conducive and supportive environment for improving workplace performance.

When viewed from the perspective of human resource quality, the impact of a positive work environment on employee performance is very significant. A conducive work environment, which includes elements such as open and effective communication, supportive leadership, and adequate resource allocation, can provide a major boost to employee motivation and productivity (Fajri & Terza Rahman, 2021; Lubis, 2015; Panjaitan, Maludin, 2019; Qomaria et al., 2015; Rozi, 2021). When employees feel supported and appreciated in the work environment, they tend to be more enthusiastic and dedicated in carrying out their duties. This helps create a climate where employees feel recognized and motivated to make maximum contributions. In the context of public organizations, where various challenges such as limited budgets and complex bureaucratic structures can become obstacles, having a positive work environment becomes increasingly important. A conducive work environment can help overcome these obstacles by increasing employee engagement and strengthening their sense of ownership of the organization's mission and goals.

3.2. Influence of Work Culture

Based on several studies that have been conducted, work culture has a significant influence on employee performance. Research by Sarah et al (2023) highlights the crucial role of work culture in shaping company identity and providing direction for employee behavior (Sarah et al., 2023). A culture that supports collaboration, innovation and shared responsibility can move individuals to contribute optimally to organizational performance. Also research conducted by Herwanto and Radiansyah in 2022, which shows that work culture plays an important role in determining the extent to which employees can achieve optimal performance. The results of this research confirm that the work culture implemented in an organization has a significant impact on the way employees work (Herwanto & Radiansyah, 2022). It was also confirmed by Kaseger and his colleagues in 2021 that work culture has a positive and significant effect on employee performance and simultaneously has a positive and significant effect on employee performance (Kaseger et al., 2021). These findings highlight how important a healthy, inclusive and supportive work culture is in creating a workplace environment that motivates and influences positive performance from employees.

The influence of work culture in the perspective of human resource quality has a very important role in shaping employee performance in organizations, especially in public organizations. The work culture emphasized by an organization, such as innovation, diversity, and employee well-being, has a significant impact in fostering employee job satisfaction and commitment, which ultimately contributes to better performance outcomes (Fadlilah, 2019; Handayani & Mustikaningsih, 2014; Maharani & Efendi, 2019; Mery et al., 2021; Sari et al., 2021). When organizations encourage innovation, employees are encouraged to think creatively and create new solutions, which can improve the quality of work and efficiency in carrying out their duties. Diversity in organizational culture is also key, as this ensures inclusion and recognition of various backgrounds and perspectives, creating an environment where each individual feels valued and can contribute optimally according to their potential. Additionally, a focus on employee well-being such as improving work-life balance, wellness programs, and psychological support also plays an important role in increasing job satisfaction and employee engagement in the organization. A progressive and inclusive work culture not only reflects the values of the organization, but also shapes a positive work experience for employees, ultimately increasing their commitment to the organization and resulting in better overall performance results.

3.3. Role of Human Resource Practices

Based on several studies conducted, the quality of Human Resources (HR) has been proven to have a significant impact on employee performance. For example, research conducted by Yohana shows that the quality of human resources and the effectiveness of using SIDUPA have a partially positive and significant effect on employee performance (Yohana, 2019). Also confirmed by Prastiwi and his colleagues in 2022, they emphasized that the quality of human resources plays an important role in improving employee performance (Prastiwi et al., 2022). These findings underscore the importance of investing in and developing good human resources in an organization to achieve optimal results. The quality of human resources that is well managed can make a positive contribution to improving employee performance thereby encouraging growth and sustainable competitive advantage.

Hasibuan explains the role of Human Resources (HR) by identifying a number of main functions carried out in HR management (Hasibuan, 2016). First, determining the number, quality and placement of workers is carried out by referring to the job description, job specification, job recruitment and job evaluation to determine the number, quality and effective placement of workers in accordance with the company's needs. Second, the function of attracting, selecting and placing employees is carried out using the principle "the right man in the right place and the right man in the right job". Furthermore, employee welfare, development, promotion and dismissal programs are also the responsibility of HR to ensure employees receive appropriate support and development. Apart from that, HR management is also responsible for forecasting the supply and demand for human resources in the future as well as estimating general economic conditions and company developments in particular. Additional duties include

monitoring labor laws and compensation policies of similar companies as well as monitoring technical progress and union development. Apart from that, HR management is also tasked with implementing education, training and employee performance assessment programs, as well as managing employee transfers both vertically and horizontally. Finally, regulating employee retirement, dismissal and severance pay processes is also part of HR management's responsibility in maintaining welfare and fairness for company employees. By understanding and carrying out these functions effectively, HR management can make a significant contribution to achieving organizational goals and supporting the development and welfare of employees.

Siagian also outlined the relevance and importance of Human Resources (HR) from six different perspectives, as explained by (Sondang, 2007). First, from a political perspective, HR is important because it involves setting policies and practices that can influence the relationship between the organization and its environment, as well as involvement in employment policies and other political aspects. Second, from an economic perspective, human resources have relevance in managing labor as a very vital production factor. Effective HR management can contribute to a balanced company budget and sustainable economic growth. Third, from a socio-cultural perspective, HR is related to employee diversity, company culture and espoused values. The importance of understanding and managing this aspect is so that organizations can create an inclusive and diverse work environment. Fourth, from a legal perspective, HR is involved in complying with labor regulations, employee rights, and other legal aspects related to HR management. Fifth, from an administrative perspective, HR includes administrative processes such as managing employee data, implementing company policies, and regulating other administrative aspects to achieve operational efficiency and effectiveness. Finally, from a technological perspective, HR can utilize information technology to increase efficiency in HR management, including using management information systems, reporting and managing employee data more efficiently. This explanation shows how important HR is in all aspects of an organization, both from a political, economic, socio-cultural, legal, administrative and technological perspective, thus emphasizing the complexity and integrality of the role of HR management in maintaining the continuity and success of the organization.

Despite facing challenges such as bureaucratic structures and limited resources in the public sector environment, effective human resource management practices such as fair recruitment and continuous training are identified as key factors in improving employee performance (Diniarsa & Batu, 2023; Kristanti et al., 2023; Widyaputri & Wulansari, 2023). Complex bureaucratic structures and budget constraints often become obstacles in managing human resources in the public sector. However, research shows that good human resource management practices, such as transparent and fair recruitment and investment in ongoing training, can help overcome these challenges. These practices provide employees with opportunities to develop and improve their skills, which in turn increases employee motivation, engagement and performance in the demanding work environment of the public sector. Thus, although the challenges faced are severe, effective human resource management practices can be the key to improving employee performance in public sector organizations.

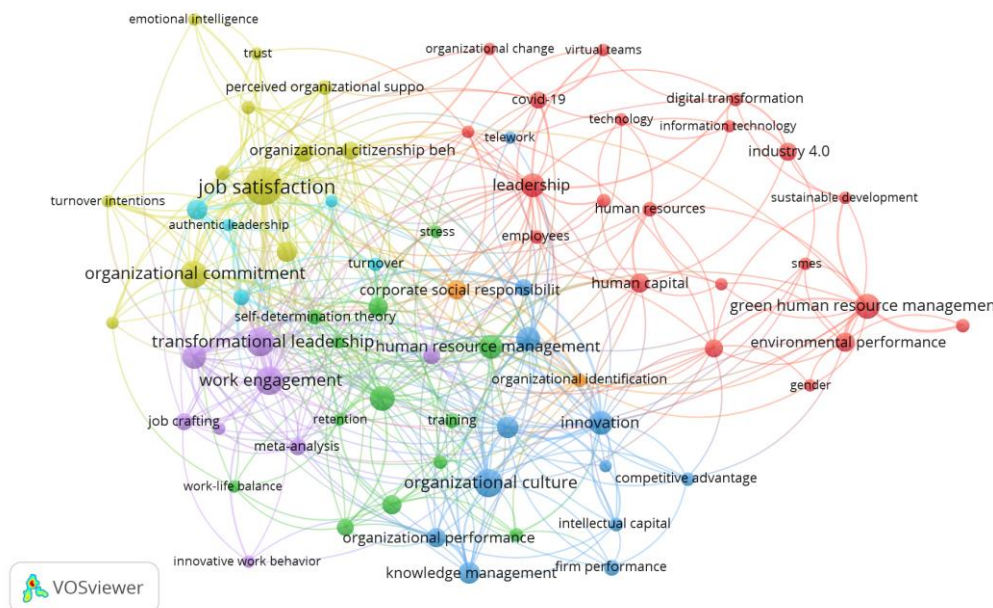


Figure 1 Bibliometric mapping related to work environment, work culture, employee performance and human resources.

4. CONCLUSION

This study underscores the critical importance of work environment and organizational culture in shaping employee performance within public organizations. The findings highlight the positive impact of fostering a supportive work environment and cultivating a healthy organizational culture on employee motivation, job satisfaction, and overall performance. However, this research is not without limitations. The study relied primarily on existing literature and did not include primary data collection, which may limit the depth of insights. Additionally, the focus was on a broad overview of factors; Future research could benefit from more targeted investigations into specific aspects of work environment and culture that drive employee performance. Moreover, given the unique challenges faced by public sector organizations, further studies should explore context-specific strategies and interventions to overcome barriers and optimize employee performance effectively. Overall, this study provides a foundation for future research to delve deeper into the complex dynamics of work environment and culture in public organizations, offering opportunities to enhance organizational effectiveness and employee outcomes.

5. AUTHORS' CONTRIBUTIONS

This research contributes to the existing literature by offering insights into the critical interplay between work environment, organizational culture, and employee performance in public organizations from a human resource quality perspective. The study consolidates and synthesizes relevant literature, providing a comprehensive overview of factors influencing employee effectiveness within the public sector. By highlighting the significance of fostering positive work environments and nurturing supportive cultures, the study emphasizes actionable strategies for enhancing employee motivation, job satisfaction, and overall performance. Furthermore, the identification of challenges specific to public sector environments underscores the need for tailored interventions and innovative approaches to optimize workforce effectiveness. Overall, this research contributes valuable knowledge to the field of public administration and human resource management, offering a foundation for future studies to explore and refine strategies that promote organizational success through improved work environments and cultures.

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