



The Effect of Work Environment and Organisational Culture on Public Service Performance at the Regional Office of the National Land Agency of Gorontalo Province

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ABSTRACT: This study aims to analyse the effect of work environment and organisational culture on public service performance at the Regional Office of the National Land Agency of Gorontalo Province. Public service performance problems faced include low productivity, service quality, responsiveness, responsibility, and accountability. This research uses a quantitative approach with a cross-sectional survey design. The research sample was all civil servants in the Regional Office of BPN Gorontalo Province totalling 44 people. Data were collected through questionnaires that had been tested for validity and reliability, and analysed using multiple linear regression. The results showed that the work environment and organisational culture partially and simultaneously had a positive and significant effect on public service performance. A conducive work environment and an organisational culture that supports innovation and collaboration are proven to improve the efficiency and quality of public services. These findings provide important implications for strengthening human resource management in improving the quality of public services.

KEY WORDS: Organisational Culture, Service Performance, Work Environment.

INTRODUCTION

Optimal public service is one of the main indicators in assessing the effectiveness of government bureaucracy and one of the indicators of bureaucratic success in realising good governance. In Indonesia, the National Land Agency (BPN) as part of the national bureaucratic structure is responsible for the efficiency and effectiveness of land services has an important role in providing services to the community, especially related to land administration. However, challenges in improving the performance of public services are a major concern, this is because the performance of public services is still experiencing many problems (Rakornas BPN, 2024).

Challenges in improving public service performance are also faced by the Gorontalo Provincial BPN Regional Office (Kanwil) which is tasked with carrying out some of the duties and functions of BPN in the Gorontalo Province area as mandated by the Regulation of the Minister of Agrarian Affairs and Spatial Planning / Head of the National Land Agency of the Republic of Indonesia Number 17 of 2020 concerning the Organisation and Work Procedures of the Regional Office of the National Land Agency and the Land Office. Responding to various challenges in public service performance, the Gorontalo Province BPN Regional Office received an 'A' grade with a Satisfactory predicate based on the results of the 2024 Government Agency Performance Accountability Evaluation (AKIP). The increase in performance value has spurred the Gorontalo Provincial BPN Office to continue to improve better performance, actively has and will continue to make a number of improvements, breakthroughs, and institutional transformation efforts in order to improve organisational performance in accordance with the national and global challenges faced. However, the Gorontalo Provincial BPN Office in carrying out public services is still faced with several strategic problems regarding the performance of public services that have not met expectations. Based on the Performance Evaluation Meeting of the Gorontalo Province BPN Regional Office in 2024, it is known that the root cause of public service performance problems in general is the level of public service performance in the Gorontalo Province National Land Agency Regional Office, especially related to the following aspects.

The productivity aspect in the Gorontalo Provincial Land Agency Regional Office is one of the problems that occur where it can be seen how optimal employee productivity is to carry out land service tasks in resolving complaints. The trend in the number of complaints experienced a significant increase in 2022 (29%) triggered by the accumulation of requests during the pandemic (backlog effect). Then followed by a decrease in 2023 (14%) caused by improvements in the service system with digitalisation (Performance Report of the Gorontalo Provincial BPN Office in 2024).



Based on data from the Gorontalo Provincial BPN Office, complaint categories include delayed land certificates, land boundary disputes, document administration errors, service delays, and unprofessional officer attitudes. The most dominant types of complaints and their causes, namely in 2021, are dominated by complaints of delayed land certificates (45%) due to delays in the certification process due to manual administrative constraints and lack of inter-section coordination. In 2022, land boundary disputes (32%) were dominated by complaints caused by weak socialisation of land boundaries. In 2023, complaints about administrative errors (28%) were dominated by the transition to a digital system that has not been optimised and the lack of technical training for new employees or human error, resulting in data input errors.

Problems in the productivity aspect can also be seen from the delay in complaint services up to 18 days. This violates the BPN SLA (Service Level Agreement) where the complaint handling time according to the complaint handling standard is 5 working days. Regulation of the Minister of Agrarian and Spatial Planning/Head of BPN No. 8/2018 on Complaint Management regulates complaint handling, including the applicable SLA. An SLA is a measure or time limit set to complete a task or provide a service. In the context of land complaints, SLAs ensure that complaints are handled efficiently and in a timely manner. (Performance Report of the Regional Office of BPN Gorontalo Province Year 2024).

The aspect of service quality in the Gorontalo Provincial BPN Office is also a problem that occurs where it can be seen that the accuracy of documents is not as expected. The expected service quality includes document accuracy where the data contained in the documents (Land Book and Measurement Letter) is 100% valid documents in accordance with field facts and applicable regulations. However, the realisation is that there are still cases of unvalidated data. The percentage of land data validation has not reached 100%. In the context of land services, the BT or Land Book is an official document containing legal records regarding a land parcel, including its physical and juridical data and is part of the land registration documents kept by the land office as an official archive. The Land Book becomes authentic evidence of ownership of land and is used in service processes such as checking certificates, transferring rights, or encumbering rights. BT validation in the Gorontalo Province BPN Office reached 90.98%. Meanwhile, SU or Surat Ukur is a document of land measurement results by land officers that describes the location, boundaries, area, and shape of the land parcel, which is a technical document used to compile registration maps and accompany the certificate issuance process. SU is issued by the BPN after the measurement of the land parcel by an official measuring officer. The validation of SUs in the Gorontalo Provincial BPN Office reached 93.45%. Overall, valid data in the Gorontalo Provincial BPN Office only reached 78.46%. The responsiveness aspect in the Gorontalo Provincial BPN Office is another problem that occurs where it can be seen how the organisation's ability to respond to the needs and dynamics of the community. Responsiveness is expected to include the agency's ability to respond quickly to service requests, complaints, or the dynamics of community needs, as well as adapt to changes in regulations, social conditions, or certain urgencies. However, this has not been implemented optimally, which can be seen from the occupation of several Ex. HGU in Gorontalo Province, both ex HGU individuals and legal entities, causing problems in the field and needs to be resolved so that it does not become a bigger conflict between the communities holding the ex HGU. HGU. Forest Area covers about 63% of the total area of Gorontalo Province (Gorontalo Province 1,201,978 Ha, Forest Area 762,639 Ha). In Gorontalo Province, the Ministry of Environment and Forestry has released 5809.88 ha of forest area. The release of forest areas has been followed up with land redistribution certification covering 1850.046 Ha. some have not been followed up due to obstacles, namely overlapping with transmigration land, ex-HGU and rice field printing for which certificates have been issued.

The responsiveness aspect of the Gorontalo Provincial BPN Office is also problematic, as it can be seen how consistent the organisation is in carrying out its duties in accordance with its role and authority. The expectation is that each employee is fully responsible according to their duties. However, the realisation is not as expected which can be seen from the fact that there are still land plots that have not been registered, titled and mapped. The achievement of Land Registration of the Gorontalo Provincial Office is that 242,586 hectares of land parcels have been titled (55%), while 196,753 hectares of land parcels have not been titled (48%). According to the Performance Report of the Gorontalo Provincial BPN Office in 2024, the completion of land has not been titled due to unoptimal response, among others, because human resource capacity is not proportional to the volume of requests, there is no automatic tracking system to monitor service progress, overlapping tasks between service, verification, and field sections.

The accountability aspect in the Gorontalo Provincial BPN Office is another problem that occurs where it can be seen how transparency and accountability of service performance to the public. It is expected that the Performance Report of the Gorontalo Provincial BPN Office will include detailed data such as the number of land certificates issued, the average service time and the number of complaints handled. However, this has not been the case as can be seen from the fact that the Annual Report of the

Gorontalo Provincial BPN Office only contains aggregate data, for example "90% of applications completed" without case-by-case details or analysis of the causes of delays. The data format is a static PDF document with no interactive search or visualisation features, and no information on grievance handling or internal audits. Thus the available data does not allow in-depth analysis due to lack of detail.

Based on the problems of public service performance in the Regional Office of BPN Gorontalo Province as described above, it should be suspected that this is influenced by the work environment. A conducive work environment is believed to have a significant impact on employee productivity and the quality of services provided. A good working environment includes physical and non-physical aspects, such as workplace comfort, relationships between employees, and supervisor support. A positive work environment can increase job satisfaction and employee motivation, which in turn has an impact on public service performance. On the other hand, a less supportive work environment, such as limited facilities and ineffective management, can lead to low productivity and decreased public satisfaction with public services (Robbins & Judge, 2020).

In addition to the work environment, organisational culture also has an important role in determining the success of an agency in providing public services. Organisational culture reflects the values, norms, and work habits adopted by an institution. A strong and positive organisational culture can create a harmonious work environment, increase employee loyalty, and strengthen commitment to quality services. Conversely, an organisational culture that is not aligned with the vision of public services can lead to bureaucratic ineffectiveness, low innovation, and increased public dissatisfaction with the services provided (Schein, 2017).

Although bureaucratic reform efforts have been carried out gradually, there are still various obstacles in improving the performance of public services at the National Land Agency (BPN) (Rakornas BPN, 2024). One of the problems that often arises is the low effectiveness and efficiency of services due to a less than optimal work environment. Several previous studies have shown that an unsupportive work environment, such as inadequate facilities and infrastructure, as well as ineffective communication between employees, can be the main factors that hinder public service performance (Yoghan, et al., 2020; Angin, et al., 2021; Hayani, et al., 2021; Suyoto & Murtiharso, 2021; Iswati, et al., 2024).

On the other hand, organisational culture that is not fully oriented towards excellent service is also an obstacle in improving employee performance. An organisational culture that is still bureaucratic and less flexible can hinder innovation and responsiveness to community needs. The imbalance between strict regulations and flexibility in services is often a factor that slows down the administrative process and has an impact on public satisfaction with the services provided (Ali, 2019; Sholahudin, et al., 2019; Mulugeta, 2020; Baidhowah, 2021; Rumambi, et al., 2022; Dobrin, et al., 2022); Almahasneh, et al., 2023; Tamrin & Gunawan, 2023).

In the midst of demands for bureaucratic reform and improving the quality of public services, it is necessary to conduct a more in-depth study of the influence of the work environment and organisational culture on public service performance. The research to be conducted focuses on two main factors, namely work environment and organisational culture, and how these two factors simultaneously and partially affect public service performance.

LITERATURE REVIEW

A. Public Service Performance

In general, public service performance is understood as work outcomes measured not only from internal organizational aspects (such as efficiency, effectiveness, and professionalism) but also from the perspective of service users, such as public satisfaction, transparency, and accountability. For example, Tahir (2023) elaborates on public service performance at the Border Management Agency by emphasizing the use of a qualitative descriptive method and psychometric measurement through a Likert scale, thereby presenting a factual and systematic depiction of the phenomenon. Meanwhile, Bekun & Fina (2024) relate the performance of village-level apparatus to the improvement of service quality through direct interaction between the government and the community, indicating that the definition of public service performance also includes participatory and accountability aspects.

In the context of improving service quality, Sudarman (2022) links the definition of performance to the application of professionalism and discipline among public officials, which implies performance measurement through training programs and work culture. Maryuni (2016) expands the definition of public organizational performance by stating that performance should be viewed from the achievement of organizational goals as well as responsiveness to user satisfaction. At the local level, Suparti (2022)

states that public service performance in village governments should reflect a commitment to providing services in accordance with community expectations, so that high service standards can be achieved.

Measurement of public service performance is often used as a basis for service improvement. Sijabat (2021) emphasizes the importance of measuring human resource (HR) performance in the context of public service by highlighting the values of professionalism, fairness, and accountability. Arofah (2020) uses the balanced scorecard approach to define and measure performance operationally, viewing public service performance as a strategic effort to optimize all service processes. Furthermore, Jaya & Solong (2020) link public service performance with the community satisfaction index, indicating that performance indicators should include user perceptions and experiences in evaluating service quality.

The study conducted by Sim & Atong (2023) specifically describes public service performance by emphasizing aspects such as transparency, mechanisms, and administrative completion timelines, thus providing a comprehensive definition of service processes and outcomes. In addition, Wijayanti (1969) stresses that performance culture within public service institutions is a fundamental element that integrates values of commitment, recognition of performance, and attention to stakeholders. Thus, these journals collectively portray public service performance as a multidimensional concept involving internal organizational factors and external perceptions from service users, which together make the definition of public service performance a benchmark for service quality in the public sector.

Based on the existing literature, various approaches exist in defining public service performance, emphasizing goal achievement measurement, interaction effectiveness, and the sustainability of service processes. One such journal that offers a definition of public service performance is the study by Faqih and Suwarno (2024). This study defines public service performance through an in-depth evaluation of employee productivity, responsiveness to public demands, internal coordination effectiveness, and the capacity for innovation in service processes. This definition not only emphasizes the output produced but also the processes and interactions that occur during service delivery, thus providing a multidimensional picture of optimal service implementation.

Furthermore, Desa et al. (2023) present the definition of public service performance through an evaluative approach that emphasizes three main dimensions: trust, responsiveness, and the quality of government performance in service delivery. Based on structured interviews with key informants within the village government environment, this study highlights how public perception and minimum service standards serve as important indicators in measuring performance. This approach underscores that the success of public services is heavily influenced by public trust and the government's responsiveness to the evolving dynamics of social needs. In addition, Armono & Nurhayanto (2022) make a significant contribution by focusing on the context of hospitals as one of the public service units. They argue that public service performance must be measured systematically through accurate and integrated performance measurement and evaluation. In this context, the predetermined performance targets should serve as benchmarks to assess service effectiveness, thus enabling continuous improvement in organizational management. The definition offered by Armono and Nurhayanto emphasizes that the success of public service must always be supported by detailed measurement mechanisms and evaluation strategies oriented toward comprehensive service quality improvement.

B. Work Environment

In the literature, the concept of the work environment is comprehensively defined to include physical and non-physical aspects as well as psychological dimensions that affect employee performance and well-being. For instance, Novarini et al. (2025) explain that the work environment is one of the key variables that, alongside motivation and work discipline, influences employee performance. In addition, Lestari et al. (2022) distinguish between physical and non-physical work environments, providing a framework for assessing how internal factors such as room layout, lighting, and temperature, as well as non-physical factors like organizational culture and interpersonal climate, significantly contribute to the performance of educational staff.

Several studies emphasize that the definition of the work environment should also include factors that affect occupational health and safety. Pratiwi (2020) presents the concept of Occupational Health and Safety (OHS) as an effort to create a safe, healthy, and risk-free workplace environment. In this context, the work environment is not only seen as a physical space but also as a psychosocial condition that supports employee well-being, which in turn impacts productivity, as also revealed by Sapitri (2025) through an analysis of the relationship between work environment conditions and work productivity.

Furthermore, the concept of the work environment is often linked to the quality of social interaction and cooperation among coworkers. Alrafi and Manafe (2022) emphasize the role of group cohesiveness in creating a conducive work environment. In the educational setting, Dekawati (2018) shows that a work environment that supports discipline and collaboration significantly

contributes to the quality of learning. This implies that understanding the work environment must include managerial and cultural aspects in addition to the more visible physical dimensions.

Efforts to improve the quality of the work environment also involve design and continuous improvement approaches. Melawati & Sugiatna (2025) propose improvements using the Kaizen 5S method, emphasizing the importance of continuous enhancement in managing the work environment. Another approach is offered by Amaliya & Erwindi (2019) through the design of workspaces with a "nature blend" concept, introducing natural elements to reduce stress and enhance psychological well-being. Furthermore, Putra & Guritno (2017) underscore the importance of optimal conditions in the physical work environment by examining factors such as temperature, humidity, and ergonomics, indicating that adequate physical aspects can support efficient work activities.

The study by Tatiyani (2024) also highlights the relationship between work environment quality and burnout levels, suggesting that managing and improving the work environment impacts not only performance output but also the mental state and well-being of workers. Overall, definitions of the work environment in various studies do not solely refer to physical aspects but also encompass psychosocial, cultural, and managerial dimensions that collectively create ideal conditions for productivity and well-being at work. Putra & Lubis (2023) assert that the work environment includes not only physical aspects but also a conducive psychological dimension, where the application of management psychology can shape a "conducive work environment." According to their study, a conducive work environment is an integral condition that supports the quality of interaction among individuals within an institution, which in turn affects work effectiveness and performance improvement. This approach emphasizes the role of psychological factors in shaping positive perceptions and employee motivation.

In addition, Suhartini (2025), in her research, outlines the scope of the work environment through a holistic lens—as an ecosystem that integrates physical, emotional, and psychosocial aspects to support employee well-being and productivity. The definition presented emphasizes that the work environment should be capable of creating conditions conducive to both individual and collective growth within the organization. This holistic approach suggests that the success of an organization does not depend solely on physical components, but also on how the work environment can optimize employee well-being and engagement in a comprehensive manner.

Meanwhile, Seruni et al. (2024) offer a definition of the work environment in the context of education, particularly in fostering teacher creativity. In their study, the work environment is defined as a strategic condition that facilitates the creation of job satisfaction and creativity, highlighting the importance of school management in establishing a supportive climate. According to them, a supportive and positive work environment directly contributes to increased creativity and performance, as well as encouraging innovation in the learning process. This definition highlights the role of the work environment as a key element in transforming educational dynamics through improved interaction and collaboration among educators.

C. Organizational Culture

Rizaldi et al. (2025), through their systematic literature review, not only examine the impact of leadership education on organizational culture but also provide a foundational definition of organizational culture. In their work, organizational culture is understood as a set of values, norms, and practices shaped by shared experiences that influence all components of an organization. This definition serves as a basis for understanding the factors that influence and the ways to improve organizational culture through leadership education. Furthermore, Kurnia et al. (2023) present a conceptual study on organizational culture is defined as the "personality" or unique identity of an organization, reflected through behaviors, symbols, and rituals that bind all members together. This view offers a comprehensive picture of how shared values are formed and sustained within the organizational context.

A study conducted by Kurniawan & Tiarapuspa (2023) through a literature review on organizational culture and public service also highlights the role of culture as the foundation for forming identity in implementing bureaucratic reform. The article argues that organizational culture is a key variable shaping informal norms and unwritten rules within an institution, thus presenting a deep theoretical framework on the meaning of organizational culture. Purba (2019), in his study analyzing organizational culture and patient safety culture in hospitals, also states that organizational culture is closely related to cultural types (e.g., "Clan" type) that underlie behavioral guidelines and shared values. This approach shows that understanding organizational culture must be linked to specific contexts, such as improving patient safety through the reinforcement of internal values.

Khotimah & Ahmadi (2025) assert that the process of forming organizational culture is inseparable from effective communication mechanisms. In their research on the role of communication in government institutions, they emphasize that organizational values,

norms, and aspirations are systematically communicated through internal processes that facilitate the development of shared culture. This reinforces the definition of organizational culture as a social construct built through interaction and communication.

Azfirmawarman & Frinaldi (2024) focus their study on the role of female leadership in developing organizational culture. The article presents a definition of organizational culture from a leadership perspective, where culture is seen as a vital element that supports the implementation of inclusive leadership styles. This theoretical approach shows that organizational culture can be developed through applicable leadership strategies rooted in values of justice and participation.

Susanto & Nuriah (2024) provide an in-depth analysis of the nature of organizational culture as a foundation for success and achievement at work. In their study, organizational culture is defined as a framework of values and practices that not only influence employee attitudes and behavior but also shape organizational strategies in achieving long-term goals. This explanation reflects the understanding that culture is the “soul” that drives all operational aspects of an organization.

Genoveva (2021), through a literature review in the context of human resource management, discusses the role of organizational culture and work motivation in employee performance. The article defines organizational culture as a set of values, norms, and beliefs that guide individual behavior within an organization. This approach emphasizes that organizational culture is a fundamental factor in creating a productive and harmonious work environment.

Finally, Dwiyadi (2025), in his analysis of organizational culture at PT.ISA, states that organizational culture is a strategic foundation supporting work success. He describes that the implementation of cultural values embedded at every level of the organization correlates with increased discipline, motivation, and employee loyalty. The normative and empirical approach in this study reinforces the definition of organizational culture as a strategic element for sustainable human resource development.

According to a study by Hermin (2024), organizational culture is defined as a set of shared values, norms, beliefs, and behaviors upheld by members of an organization. This definition emphasizes that organizational culture not only serves as a unique identity that distinguishes one organization from another but also influences patterns of employee interaction, collective work processes, and relationships with management. This point is crucial as it shows that organizational culture plays a foundational role in shaping an organizational climate conducive to achieving both strategic and operational goals.

Additionally, in a study by Wijaya (2019), organizational culture is interpreted as a fundamental element closely tied to organizational strategy. In the article, it is explained that the two concepts organizational strategy and organizational culture are essential components of the modern management framework. Organizational culture, in this context, is understood as a set of values and norms that guide the formulation and implementation of strategy, thereby creating optimal synergy for achieving organizational effectiveness and efficiency. This approach provides a deeper understanding of how organizational culture is not static but dynamic and interacts with strategic policies simultaneously.

Wahyudin (2022) makes a significant contribution through his theoretical and empirical analysis of the concept of organizational culture. According to Wahyudin, organizational culture encompasses values, norms, and behavioral patterns that are rooted in the history and practices of the organization. This definition emphasizes that organizational culture is a collective construct formed over time and serves as a framework that directs all behaviors and policies within the organization. This understanding also highlights the role of organizational culture as a fundamental factor influencing the success and advancement of organizations across various sectors, from business to government.

METHOD

This study uses a quantitative approach with a survey method. The research location is the Regional Office of BPN (National Land Agency) in Gorontalo Province, with a total of 44 civil servants (ASN) as the full population. Data collection techniques were carried out through observation, documentation, and questionnaires developed based on theoretical dimensions.

The research instrument was tested for validity using the Pearson Product Moment. In quantitative research, the validity test using Pearson Product Moment is a commonly applied technique to examine the strength of the linear relationship between questionnaire items and the total score or other tested variables. This technique enables researchers to identify whether each questionnaire item significantly contributes to the research instrument, thereby producing valid and reliable data (Kusumaputra & Rachmawati, 2025; Fitri, 2025).



Reliability testing was conducted using Cronbach's Alpha. In quantitative research, reliability testing is an important stage to ensure the internal consistency of the instruments used for data collection. Cronbach's Alpha reliability test is widely applied to measure the extent to which items in a scale produce consistent measurements (Nurokhim, 2025).

Data analysis was performed using multiple linear regression, preceded by normality tests, multicollinearity tests, heteroscedasticity tests, t-tests for partial effects, and F-tests for simultaneous effects. The R² value was used to determine the extent to which the independent variables contribute to the dependent variable.

RESEARCH RESULTS

A. Description of Research Data

This study involved 44 respondents to measure the influence of Work Environment (X1) and Work Culture (X2) on Public Service Performance (Y). Each variable was measured using 20 indicators based on a 1–5 Likert scale. The measurement results were processed into average scores for each variable.

Based on the descriptive statistics results:

- The average Work Environment (X1) score was 4.13 with a standard deviation of 0.67
- The average Work Culture (X2) score was 4.10 with a standard deviation of 0.73
- The average Public Service Performance (Y) score was 4.15 with a standard deviation of 0.64

These values indicate that respondents' perceptions of the three variables fall within the good category, with relatively low data variation.

B. Classical Assumption Tests

Normality Test

The residual distribution was analyzed using the Normal Probability Plot (Q-Q Plot). The graph shows that the residual points are spread along the normal diagonal line, indicating that the residual data are normally distributed.

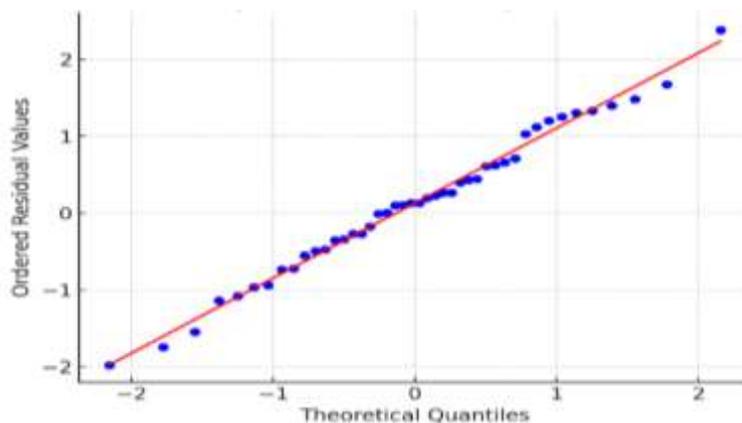


Figure 1. Shapiro-Wilk Residual

Multicollinearity Test

The results of the Variance Inflation Factor (VIF) test show that all VIF values are less than 10. Therefore, it can be concluded that there are no symptoms of multicollinearity among the independent variables.

Table 1. Results of the Variance Inflation Factor (VIF) Test

Factor	VIF
const	17.356
Average_X1	3.643
Average_X2	3.643

Heteroscedasticity Test

The plot of residuals against the predicted values (fitted values) shows a random distribution pattern without any specific pattern, indicating that there is no heteroscedasticity in the model.

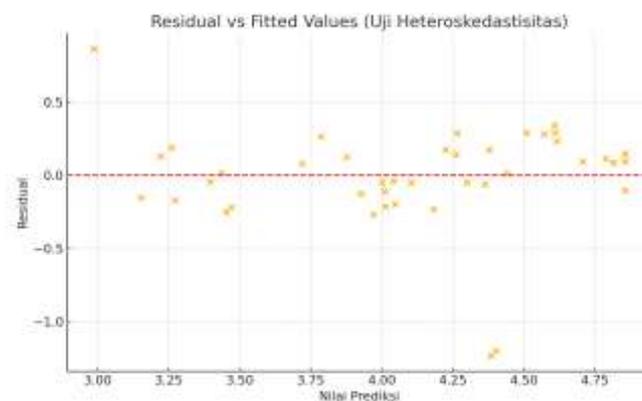


Figure 2. Residuals vs. Fitted Values (Heteroscedasticity Test)

C. Results of Multiple Linear Regression Analysis

To determine the simultaneous and partial effects of variables X1 and X2 on Y, multiple linear regression analysis was used. The resulting regression model is as follows:

$$\hat{Y} = 17,356 + 0,451X1 + 0,347X2$$

Coefficient of Determination (R-squared)

An R-squared value of 0.720 indicates that 72% of the variation in Public Service Performance can be explained by the Work Environment and Work Culture. The remaining 28% is influenced by other variables outside the model.

Simultaneous Significance Test (F-Test)

The F-test result shows an F-statistic value of 52.77 with a significance level of 0.000 ($p < 0.05$). This indicates that the regression model is simultaneously significant, meaning that the Work Environment and Work Culture jointly affect Public Service Performance.

Partial Significance Test (t-Test)

- The Work Environment variable (X1) has a coefficient value of 0.451 with a p-value of 0.007 (< 0.05), indicating that X1 has a statistically significant effect on Public Service Performance.
- The Work Culture variable (X2) has a coefficient value of 0.347 with a p-value of 0.001 (< 0.05), indicating that X2 has a statistically significant effect on Public Service Performance.

DISCUSSION

A. The Effect of Work Environment on Public Service Performance

The analysis results indicate that the Work Environment (X1) has a significant effect on Public Service Performance (Y). This aligns with two journal studies showing that the Work Environment (X1) significantly influences Public Service Performance (Y), particularly in the context of government agencies or public service institutions.

First, Iis et al. found that the Work Environment variable significantly impacts employee performance within government institutions, specifically at the Office of Agriculture and Animal Husbandry in Aceh (Iis et al., 2022). This study used a quantitative approach with Structural Equation Modeling (SEM) analysis, and the results demonstrated that improving the quality of the work environment, alongside career development and work motivation directly enhances employee performance, which in turn positively affects the effectiveness of public services. Thus, the quality of the work environment in public institutions becomes a key driver of optimal service performance (Iis et al., 2022).

Second, Mainita examined the influence of leadership and work environment on performance through commitment as an intervening variable at the West Pasaman Civil Service Police Unit (Satpol PP), a public service institution. The findings revealed that the work environment has a positive and significant effect on employee commitment, which then mediates the improvement of public service performance (Mainita, 2022). The study employed multiple linear regression and path analysis, providing empirical evidence that enhancing the work environment not only boosts employee commitment but also indirectly optimizes public service performance in government organizations (Mainita, 2022).

Together, these two studies illustrate the substantial role of the work environment in supporting the improvement of service performance in the public sector.

Synthesizing these two studies, it can be concluded that both provide important empirical contributions. Iis et al. demonstrated the direct impact of the work environment on employee performance in government agencies, while Mainita showed that the work environment also enhances performance through increased employee commitment. These findings are valuable for public service managers to guide internal policies that emphasize improvements in the work environment, thereby creating more responsive and high-quality services and fostering synergy between psychological and structural aspects in public service delivery (Iis et al., 2022; Mainita, 2022).

B. The Influence of Organisational Culture on Public Service Performance

Although Organisational Culture (X2) has a positive relationship with Public Service Performance, its effect is not statistically significant. This may be due to varying respondent perceptions regarding the applied work culture values or the presence of other dominant factors such as management systems or service policies. The research findings show that work culture plays a significant role in enhancing employee performance, which in turn indirectly contributes positively to the quality of public services delivered. Statistical analysis in this study confirms that the application of work culture values within government institutions can influence the effectiveness of services received by the public (Sudarman, 2018). This provides empirical evidence of the relationship between organisational culture and the quality of public services.

This study analyzes the influence of organisational culture together with the work environment on public service performance in a government agency. Using a multiple linear regression model, the results reveal that organisational culture is one of the important factors contributing to improved service performance. These findings reinforce that values and norms in work culture play a strategic role in shaping employee behavior in delivering quality services to the public, alongside the work environment, which provides physical conditions and social support (Haz et al., 2022). The combination of organisational culture and work environment simultaneously enhances productivity and the quality of public services in the relevant institution.

Both journals contribute significantly to the literature on the influence of organisational culture in the context of public service. Sudarman (2018) focuses on the role of organisational culture and organizational commitment that directly impacts service performance in the tourism and cultural sectors, while Haz et al. (2022) highlight the synergy between organisational culture and environmental factors in improving public service performance. Thus, these two studies comprehensively demonstrate that strengthening organisational culture in public sector organizations can be an effective strategy to improve service quality and effectiveness for the community.

CONCLUSION

1. Work Environment has a partial positive and significant influence on Public Service Performance at the Regional Office of the National Land Agency of Gorontalo Province. The better the quality of the work environment created, the higher the public service performance at the Regional Office of the National Land Agency of Gorontalo Province.
2. Organizational Culture also has a partial positive and significant influence on Public Service Performance. The better the organizational culture implemented, the higher the public service performance at the Regional Office of the National Land Agency of Gorontalo Province.
3. Work Environment and Organizational Culture, simultaneously, have a positive and significant effect on Public Service Performance. The combined contribution of the work environment and organizational culture plays a significant role in influencing the improvement of public service performance quality by 72%. Meanwhile, the remaining 28% is explained by other factors outside the model, such as work motivation, leadership style, reward systems, or other external factors.



4. The classical assumption tests (normality, multicollinearity, heteroscedasticity) indicate that the regression model used meets statistical criteria and is therefore appropriate for decision-making purposes.

RECOMMENDATIONS

Based on the above conclusions, the researcher offers the following suggestions:

1. Improvement of the Work Environment should be prioritized in organizational strategies. Workplace facilities, room comfort, employee relationships, and technical support need to be enhanced to support optimal public service delivery.
2. Strengthening Organizational Culture through training, internalization of organizational values, and habituation of work ethics should be continuously pursued so that the work culture can more effectively influence employee performance.
3. Future research may incorporate other variables such as individual competencies, leadership, or incentive systems to examine their effects on public service performance more comprehensively.
4. For the relevant agencies, the findings of this study can serve as a basis for evaluating and developing work systems and improving the quality of public services, particularly in the government sector.

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