The Influence of Organizational Culture, Rewards, and Work Environment on Employee Performance at Al Falah Bakery (case study at Al Falah Islamic Boarding School, Ploso Mojo, Kediri)

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Abstract

Research Objectives: *This study aims to investigate the interaction between organizational culture, reward system, and work environment in shaping employee performance at Al Falah Bakery. Specifically, this study will: (1) analyze how organizational culture affects employee performance; (2) assess the impact of the existing reward system on employee performance; (3) identify the influence of work environment on employee performance; and (4) explore the combined effects of these three variables on employee performance. By examining these reciprocal relationships, this study seeks to provide valuable insights for Al Falah Bakery to optimize its organizational practices and improve employee performance.*

Design/ Method/Approach: *This quantitative research is based on the philosophy of positivism, utilizing primary data collected through questionnaires and analyzed using SPSS software version 25. This study focuses on a population consisting of all employees, with a sample size of 30 participants. This approach emphasizes objective measurement and statistical analysis to draw conclusions about the phenomenon being studied. However, the limited sample size may limit the generalizability of the findings, so further research is needed a larger and more representative sample to confirm and expand the conclusions drawn from this study.*

Results findings: *The study revealed that organizational culture, rewards, and work environment are important factors that contribute to employee performance. A strong and positive organizational culture fosters a sense of belonging and purpose, encouraging employees to perform at their best. Similarly, a well designed reward system that recognizes and rewards employee contributions motivates individuals to excel. Furthermore, a conducive work environment that enhances well being and facilitates productivity enhances employee performance. These findings underscore the importance of a holistic approach to human resource management that prioritizes creating a supportive and rewarding workplace to maximize employee potential and achieve organizational goals .*

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

1. Introduction

In the era of globalization marked by fierce competition and rapid technological developments, companies are required to restructure and develop competent human resources in order to maintain competitiveness and business sustainability. Human resources are an important asset that determines the performance and productivity of the company. Employee performance, which is defined as the results or performance of employees in carrying out their duties (Barsah & Ridwan, 2020), is influenced by various factors, one of which is organizational culture. A positive and supportive organizational culture can increase employee motivation, engagement, and loyalty, which in turn will have an impact on improving performance and achieving company goals . Organizational

culture is a social activity that is formed and has been carried out by its members. Organizational culture is a tradition, values, guidelines, and behavior that influences the way members work (Hardin, et al. 2020). Organizational culture provides a perspective for members or employees because it is an identity of an organization or company.

Every organization must have goals that it wants to achieve successfully, so that the survival of the organization is maintained. An organization that is reliable in terms of technology or has large capital, will not necessarily succeed in achieving its goals, if it is not supported by reliable human resources. Organizations need human resources who are skilled, enthusiastic, creative, loyal and have integrity. To optimize organizational effectiveness, it is very important to ensure that employees have the competencies and skills needed to fulfill their roles and responsibilities effectively. Quality human resources are a very valuable asset for every organization, which drives productivity, innovation, and overall success. Therefore, investing in talent development and creating a supportive work environment are crucial steps in building a high performance and sustainable organization (Susanti et al., 2020). The quality of the organization will essentially be implemented in the management of reliable human resources, as well as following good management practices.

According to (Dewi et al., 2021) Employee rewards include tangible and intangible benefits provided by an organization to recognize performance, boost morale, and foster a motivated workforce that is aligned with achieving company goals. An organization may deploy a spectrum of compensatory mechanisms to acknowledge and incentivize employee contributions. These mechanisms are not solely limited to pecuniary advantages; for instance, augmented remuneration or performance based stipends represent one facet. Furthermore, acknowledgment and reinforcement may also manifest in non tangible forms, encompassing benefits that do not directly translate into immediate monetary value for the recipient. Thus there are instaces were the rewards are monetary based and there are instances where non monetary rewards can be given, including recognition, opportunities for professional development, and a positive work environment. By implementing a comprehensive reward system, companies can foster a culture of appreciation and encourage employees to excel, which ultimately contributes to the overall success of the organization.

The organizational milieu significantly shapes the capacity of personnel to achieve desired levels of output and effectiveness. A supportive and well designed workplace is a critical determinant of individual and, consequently, collective success and the overall effectiveness of the organization. A conducive work environment, characterized by positive factors such as supportive coworkers, effective leadership, and comfortable physical conditions, can increase employee motivation, productivity, and job satisfaction, which ultimately leads to improved performance. Conversely, a negative work environment, characterized by factors such as poor communication, lack of resources, or unhealthy interpersonal relationships, can hinder employee performance and contribute to decreased morale and productivity (Rahmawati, Nella Pima, 2014: 3). Therefore, organizations must prioritize the creation and Cultivating a supportive and affirmative workplace culture is paramount to nurturing employee morale and achieving optimal institutional performance. The deliberate creation and sustainment of an environment characterized by positivity are essential for promoting not just individual welfare, but also for ensuring the attainment of the highest levels of holistic organizational effectiveness and prosperity.

Suryani (2020:2) emphasizes the important role of employee performance in human resource management, which is defined as employee achievement relative to predetermined standards and expectations. This includes both qualitative and quantitative aspects of the work completed by employees in their assigned roles and responsibilities. Exceptional personnel are instrumental in

achieving organizational objectives. Their consistent attainment or surpassing of established benchmarks elevates operational efficiency and cultivates a constructive workplace atmosphere. Conversely, failure to achieve and maintain high performance standards can have detrimental effect in the company from employee work results.

Companies are required to implement the right strategy, including tips or ways to build and develop quality human resources, in order to compete with other companies. In other words, human resource managers are required to be able to build human resources that have high productivity in supporting the company to be more competitive. One way is to maintain organizational culture, awards, and a conducive work environment, so as to provide a positive contribution to HR performance in the long term and sustainably.

A good organizational culture does not conflict with the company's vision and mission, but supports the company's vision and mission. So, organizational culture invites its members to be responsible, have loyalty in working, have integrity, and work ethic. Work ethic is a work determination based on work ethics and perspectives that create enthusiasm for a group of people in working (Barsah et al., 2020). Work ethic is a behavior that comes from within oneself. This attitude needs to be possessed by individuals and groups of people in order to develop .

UD. Bakery AL Falah Mojo Kediri is a company engaged in the industry that produces bread and cakes. This company has many trained and educated workers, the workers in this company maintain the quality of the products produced by always prioritizing the quality of their production. By increasing work enthusiasm in the company, there must be a drive for work motivation, organizational culture and also a work environment that is always run well to support high employee performance. The company must be able to fulfill all obligations promised to employees, so that employees do not feel that there is a default that will affect employee work results.

UD. Bakery AL Falah Mojo Kediri was established in 2019 starting from a building belonging to an Islamic Boarding School Al Falah in the Kediri Mojo area has pioneered its business until now. This company also has an interesting phenomenon to study. For example, every morning in addition to performing dhuha prayers, employees of UD. Bakery AL Falah Mojo Kediri perform dhuha prayers and every Friday hold morning religious studies that are inspiring. Not only that, every week the employees perform tahsin once a week. After performing dhuha prayers together, the employees get morning motivation. Based on stories from employees who work in the kitchen, they chose to work in the bakery sector because they felt they gained more knowledge and could hone their creativity to be even better. Starting from their curiosity about bakery techniques and processing methods, they felt challenged to learn more about how to make bread and were able to produce new innovations in various types of bakery bread.

There are also those who say that they chose to work in the bakery sector because they have a hobby in that field. Related to organizational culture, researchers also noted a number of conditions that indicate weak cultural aspects, including: the habit of taking breaks during working hours, the habit of procrastinating, relying on each other in working, and weak cooperation and a sense of kinship. Of course, if these conditions continue, negligence in addressing the root causes that hinder employee performance can have a wide negative impact, not only affecting the company's operational efficiency and productivity but also its long term reputation and sustainability. Acknowledging the critical nature of the observed performance shortfall, this research endeavors to investigate the fundamental origins of the deficiency and identify prospective remedies. The subsequent section, "The Influence of Organizational Culture, Rewards, and Work Environment on Employee Performance at Al Falah Bakery Kediri," provides a comprehensive explication of this

investigative process.

1.1 Statement from Problem

Based on on background behind in the research , Can formulated as follow This :

1. How does organizational culture affect the performance of field employees at Al Falah Bakery?
2. What is the effect of the reward system implemented on employee performance at Al Falah Bakery?
3. To what extent does the work environment contribute to field performance at Al Falah Bakery?
4. Is there any interaction between organizational culture, rewards, and work environment in influencing field performance?

1.2 Research Objective

As for the purpose of learn this is as follow :

1. Analyzing the influence of organizational culture on employee performance at Al Falah Bakery.
2. Assess the impact of the implemented reward system on employee performance.
3. Identifying the influence of the work environment on employee performance.
4. Explore the interactions between three variables (organizational culture, rewards, and work environment) in influencing employee performance.

2. Method

Research Design

This investigation employs a quantitative research paradigm to rigorously assess the influence of organizational ethos, compensation structures, and workplace conditions on staff efficacy at Al Falah Bakery, Kediri. The methodology prioritizes the acquisition and scrutiny of quantifiable data, enabling an impartial evaluation of the interplay among these constructs and their consequential impact on employee output. Through the application of inferential statistical methods and quantitative inquiry, this research endeavors to illuminate the determinants that underpin workforce effectiveness and operational efficiency within the specific organizational setting of Al Falah Bakery.

Location and Time of Research

This research was conducted at UD. Bakery Al Falah Kediri, located at Jl. Raya Mojo No. 003, Ploso, Kediri Regency, East Java. Data collection and analysis were conducted over a period of time starting in December 2024 and ending after all stages of the research were completed. This period allows for comprehensive data collection and analysis in the specific context of the selected research location.

Types and Sources of Data

Employing quantitative methodologies, this research draws upon both original and previously published data, specifically pertaining to UD. Bakery Al Falah Kediri, to formulate its analytical framework and subsequent conclusions. Quantitative data, characterized by its numerical nature, will allow for statistical analysis and objective interpretation of the findings. Primary data will be collected directly from the source, providing direct insight, while secondary data will be collected from existing records and documents, offering a broader contextual understanding This combination of data sources will allow for a comprehensive and robust analysis of the research topic.

Population and Sample

This study focuses on a specific population consisting of all employees of UD. Al Falah Kediri, totaling 30 respondents. In accordance with Sugiyono's definition (2020: 117), The defined cohort under investigation comprises exclusively those subjects exhibiting particular attributes deemed pertinent to the research objectives; any individual lacking these predefined traits is, by design, excluded from consideration within the scope of this inquiry, it highlights the inclusion and exclusion principles. By examining this well defined population, this study aims to produce findings that can be generalized to all employees of UD. Al Falah Kediri, thus providing valuable insights into the research topic in a specific organizational context.

Data Collection Techniques

Employing quantitative methods, this research utilized a survey design to gather information from the complete respondent pool. Data acquisition relied predominantly on a structured questionnaire as the principal instrument for measurement, which was carefully designed to elicit responses that would provide insight into the research questions and facilitate subsequent statistical analysis. This method allows researchers to collect standardized data from a large sample size, ensuring generalizability and facilitating a comprehensive understanding of the phenomenon being investigated.

Research instrument

1. Validity test

Validity is an important measure in research that shows the extent to which an instrument accurately measures what it is intended to measure. A valid instrument is one that shows high accuracy and effectively captures the intended construct. This study uses item analysis to assess the validity of the research instrument, by correlating individual item scores (X values) with total scores (Y values) using SPSS 25.0 software. This method examines the relationship between each item and the overall measure, ensuring that all items contribute meaningfully to the assessment of the intended construct. High correlations indicate strong item validity, which contributes to the overall validity of the instrument.

Table 1. Test Validity Results

Soal	R hitung	Rtabel	Keterangan
X1.1	0,549	0,514	Valid
X1.2	0,601	0,514	Valid
X1.3	0,608	0,514	Valid
XI.4	0,574	0,514	Valid
XI.5	0,799	0,514	Valid
Budaya Organisasi			
X2.1	0,600	0,514	Valid
X2.2	0,681	0,514	Valid
X2.3	0,777	0,514	Valid
X2.4	0,647	0,514	Valid
Reward			
X3.1	0,648	0,514	Valid
X3.2	0,713	0,514	Valid

X3.3	0,706	0,514	Valid
X3.4	0,719	0,514	Valid
Lingkungan Kerja			
Y.1	0,645	0,514	Valid
Y.2	0,770	0,514	Valid
Y.3	0,689	0,514	Valid
Y.4	0,611	0,514	Valid
Kinerja Karyawan			

Source: Data processed with SPSS V.25, 2024

This table provides strong evidence for the validity of all the questionnaire items The impact of the organizational ethos, remuneration structures, and the overall workplace milieu on staff productivity within Al Falah Bakery was assessed through empirical measurement. This investigation delves beyond a mere observation, instead it uses quantitative and maybe qualitative approach, it seeks to ascertain the extent to which these fundamental elements shape the output and effectiveness of the bakery's personnel, with the implicit objective to be improved. Since the correlation values for each item exceed the threshold of 0.514, it can be concluded with confidence that these items.

2. Reliability Test

Reliability, in the context of research, refers to the consistency and stability of a measuring instrument, such as a questionnaire, in assessing a particular variable or construct. A reliable instrument produces consistent results over time and across different respondents, ensuring that the data collected are accurate and reliable. A frequently employed technique for evaluating the dependability of a measurement instrument is the utilization of Cronbach's alpha, a metric that quantifies the extent to which items within a scale are interrelated. The prevailing criterion for establishing a variable's trustworthiness is whether its corresponding Cronbach's alpha coefficient surpasses a predetermined threshold, as compared to critical values within established statistical tables, signifying a substantial level of inter item coherence, thus affirming its reliability.

Table 2 Reliability Test Results

Variables	Alpha Cronbach	Information
Organizational culture	0.813	Reliable
Present	0.713	Reliable
Work environment	0.769	Reliable
Employee performance	0.722	Reliable

Source: Data processed with SPSS V.25, 2024

Reliability analysis, as depicted in Table 2, shows high internal consistency for all questionnaire constructs. The psychometric evaluation of the instruments employed to assess Organizational Culture (X1), Remuneration (X2), Workplace Ambiance (X3), and Personnel Productivity (Y) yielded internal consistency reliability coefficients that surpassed the generally accepted minimum standard of 0.70, as indicated by Cronbach's alpha, thus demonstrating a high degree of measurement dependability for each construct, indicating that the items in each construct reliably measure the same underlying concept. Therefore, the questionnaire is considered a reliable instrument to assess these variables in further analysis.

Data Analysis Techniques

To guarantee the precision and trustworthiness of the findings, the dataset will be subjected to rigorous evaluations of validity and reliability, supplemented by an examination of adherence to classical statistical assumptions. The investigation of inter variable associations will be accomplished through the application of multiple regression analysis, a method chosen for its capacity to model the complex interplay between multiple predictors and an outcome, and hypothesis testing will be conducted to draw conclusions about the statistical significance of the findings. All data analysis will be conducted using SPSS 25.0 software, a sophisticated statistical tool widely used in research.

3 . Results and Discussion /Results and Discussion

Classical Assumption Test

Normality Test

This study used the Kolmogorov Smirnov test to assess the normality of data distribution for the research variables. This test, which was conducted using SPSS 25.0 software, is an important step in ensuring the validity of statistical analysis that relies on the assumption of normality. An examination of the data's distribution, crucial for determining the appropriateness of subsequent parametric statistical procedures, is furnished in the subsequent table, which displays the outcomes of the normality assessment. This assessment's findings are important to ensure correct data analysis is carried out, and to check any assumptions that are required:

Table 3. Normality Test Results

One Sample Kolmogorov Smirnov Test

		Unstandardized Residues
N		30
Uniform Parameters [a,b]	Minimum	2.51675 years
	Maximum	1.71512 years
The Most Extreme Difference	Absolute	,351
	Positive	,216
	Negative	,286
Kolmogorov Smirnov Z		1,191 years
Asymptomatic . Sig. (2 tailed)		,610

Source: Data processed with SPSS V.25, 2024

The Kolmogorov Smirnov test for normality, as shown in Table 3, yields a test statistic (Z) of 1.191 and The associated probability value, calculated at 0.610, offers insufficient evidence to warrant dismissal of the null hypothesis pertaining to a normal distribution. Because the observed p value exceeds the commonly accepted threshold of 0.05 for statistical significance, the data are not deemed inconsistent with the assumption of normality, precluding a rejection of that foundational premise. This indicates that the residual data conform to a normal distribution, which satisfies a key assumption for the validity of subsequent parametric statistical analysis .

Multicollinearity Test

The evaluation of intercorrelation among independent variables within a regression framework, a condition known as multicollinearity, was conducted employing Variance Inflation Factor (VIF) and Tolerance assessments. These analytical tools serve to quantify the degree to which such interdependencies might inflate the variability of coefficient estimates, thereby introducing the risk of generating volatile or questionable outcomes. The following presents the results of VIF and Tolerance analysis, which offer insight into the presence and severity of multicollinearity among predictor variables. The statistical analysis confirms the absence of substantial multicollinearity among the predictor variables: organizational culture, rewards, and work environment. This is evidenced by acceptable Tolerance values (greater than 0.10) and Variance Inflation Factor (VIF) values (less than 10) for each variable. Consequently, the integrity of the regression analysis is preserved, allowing for a valid and precise assessment of each independent variable's unique contribution to the dependent variable.

Heteroscedasticity Test

Heteroscedasticity, a violation of the assumptions of ordinary least squares regression, occurs when the variability of the errors is not constant across the range of the independent variables. To assess the presence of heteroscedasticity in this study, scatterplots created using SPSS 25.0 for Windows were examined. This visual diagnostic tool allows for the detection of patterns in the residuals (differences between observed and predicted values) plotted against predicted values, which may indicate the presence of heteroscedasticity and potentially compromise the validity of the regression model:
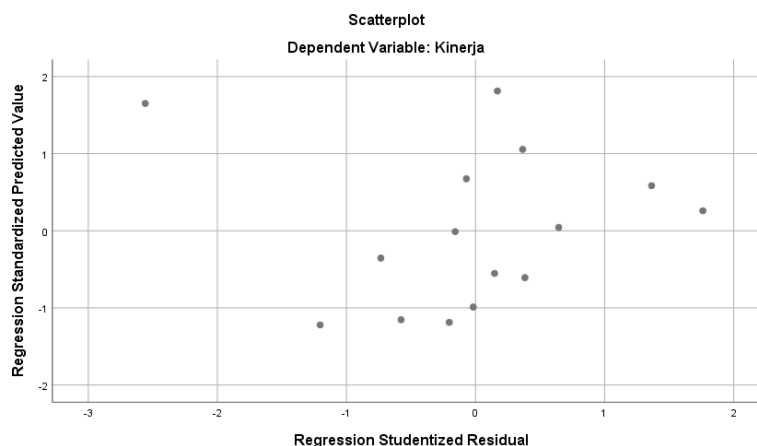

Figure 1. Scatterplot of Heteroscedasticity

Source: Data processed with SPSS V.25, 2024

Scatterplots provide a visual diagnostic tool for assessing the presence of heteroscedasticity, a condition in which the variability of the error is not constant across the range of the independent variable. The interpretation of a scatterplot depends on the pattern of the data points: a visible pattern, such as a cone shaped distribution or distinct clusters, indicates the presence of heteroscedasticity, while a uniformly distributed random pattern indicates its absence. This visual assessment helps in determining the fit of the statistical model and the validity of subsequent analysis .

Linear Regression

This study utilizes a multivariate statistical method, specifically multiple linear regression, to ascertain the associations between a set of predictor variables and a single outcome variable. By examining the simultaneous and discrete contributions of these predictor variables, a deeper comprehension of how fluctuations in the predictors correspond to variations in the outcome variable is achieved. The subsequent segment details the findings derived from this implemented multivariate regression analysis, thereby shedding light on the intricate dynamics among the investigated variables.

Table 5. Multiple Linear Regression Test Results

Coefficient [a]

Model		Unstandardized Coefficient		Standard Coefficient
		B	Standard Error	English
1	(Constant)	1 1,705 years	3,244 people	
	Organizational culture	,688	,138	,211
	Present	,524	,093	,427
	Ling_kerja	,503	,101	1,025 years

a. Dependent Variable: Performance

Source: Data processed with SPSS V.25, 2024

The aforementioned data table yields the coefficients necessary for the derivation of the multiple linear regression model, expressed in the following formulation:

$$Y = 11{,}705 + 0.6\,8\,8X1 + 0.5\,24\,X2 + 0.5\,0\,3X3$$

Information:

Y: Employee Performance

X1: Organizational Culture

X2: Prize

X3: Work Environment

a: Constant

b: Regression Coefficient

The table shows that all the questionnaire items designed to measure the influence of organizational culture, rewards, and work environment on employee performance at Al Falah Bakery show strong validity. This is evidenced by the correlation value exceeding 0.514 for each item, indicating a strong relationship between these items and the overall employee performance measure. This high level of validity ensures that the data collected through these items accurately reflect the intended construct and can be used reliably for further analysis and interpretation .

The analysis revealed that transformational leadership style, The confluence of demanding occupational circumstances and the rigorous application of structured work practices exerts a demonstrably substantial impact upon the overall efficacy and output of personnel, denoted as variable Y, this intricate interrelationship forms a critical determinant of final results.. The constant coefficient of 25.373 indicates the baseline level of employee performance when other variables remain constant. Subsequent analysis demonstrated a noteworthy correlation between transformational leadership (X1) and enhanced employee output, suggesting that superiors who cultivate inspiration and provide motivational impetus tend to promote a workforce characterized by heightened engagement and increased effectiveness.

T test

To determine the unique explanatory power of each predictor variable on the dependent variable (Y1), a statistical method known as the t test is employed. This inferential technique evaluates whether the null hypothesis, postulating a lack of influence, should be retained or discarded. The criterion for this determination hinges on a comparison between the derived p value (representing the probability of observing the data if the null hypothesis were true) and a pre established significance threshold (alpha), conventionally 0.05. Should the p value fall below this threshold, it furnishes evidence supporting the independent variable's statistically significant impact on the dependent variable, thereby justifying its contribution to the overall regression model. The following results were obtained:

a.   Empirical scrutiny employing statistical methodologies demonstrated a substantial and affirmative correlation between the established organizational ethos and the efficacy of personnel. Specifically, the computed t statistic, registering at 2.636, surpassed the pre determined threshold of 1.555 for statistical significance, it indicates strong probability and is substantiated by an exceptionally low probability value (p=0.001), markedly below the conventional 0.05 alpha level, which shows it is highly unlikely cause by chance, compelling the rejection of the null hypothesis and affirming a meaningful association. The observed statistical significance strongly suggests that the prevailing ethos and values within an organization exert a considerable influence on the output and efficacy of its workforce, irrespective of other contributing factors within the analytical framework. Consequently, this result highlights the critical need to cultivate a constructive and empowering organizational environment as a means of optimizing employee performance and achieving higher levels of overall productivity..

b.   Empirical scrutiny via inferential statistics reveals a demonstrably positive and significant correlation between employee remuneration (X2) and their resultant work efficacy. Substantiation for this assertion stems from the t test outcomes, wherein the observed t statistic (1.789) surpasses the established critical threshold (1.555) within a 95% confidence interval (p=0.007). Consequently, this evidence underscores the strategic importance of a meticulously structured compensation framework as a potent mechanism for incentivizing

personnel and augmenting their collective productivity.

c.   Empirical evidence, derived from inferential statistical analysis, substantiates a robust and positive correlation between the characteristics of the workplace setting (X3) and the efficacy of personnel. Specifically, the t statistic, computed at 1.962 and exceeding the critical threshold of 1.555, coupled with a p value of 0.000, markedly below the conventional 0.05 alpha level, unequivocally demonstrates that the work environment exerts a considerable and independent influence on employee output. Consequently, this underscores the imperative for organizations to cultivate a nurturing and empowering work milieu as a strategic lever for augmenting overall workforce productivity and achieving optimal performance outcomes.

b.   F test

To ascertain the simultaneous influence of a set of predictor variables upon a response variable, a statistical method known as the F test is employed. Fundamentally, this technique evaluates whether the variability accounted for by the statistical model surpasses, to a significant degree, the variability that remains unaccounted for. A resultant probability value (p value) below the established threshold of 0.05 furnishes evidence to support the conclusion that the predictor variables, in their entirety, exert a statistically meaningful impact on the response variable; conversely, a p value exceeding 0.05 suggests an absence of statistically significant combined influence from the independent variables.

Empirical evidence derived from the F test overwhelmingly substantiates the substantial collective impact of organizational ethos, remuneration structures, and workplace milieu on employee efficacy. The computed F statistic, registering at 81.334, markedly surpasses the critical F threshold of 2.807, and is accompanied by a p value of 0.000, significantly below the established 0.05 alpha level. This decisively signifies a robust and statistically meaningful correlation between the predictor variables—namely, organizational culture, incentive mechanisms, and the overall work atmosphere—and the criterion variable, employee performance. Consequently, the findings robustly corroborate the hypothesis positing a pivotal role for these factors in determining employee effectiveness and consequential outputs.

c.   Determination Coefficient Test

The squared multiple correlation coefficient, denoted as R squared, quantifies the extent to which variations in employee productivity are attributable to the collective influence of organizational ethos (X1) and potentially other factors under consideration, rewards (X2), and work environment (X3). Using SPSS 24.0 software to analyze the data, the R square value reveals the extent to which these independent variables collectively influence employee performance, providing valuable insight into the key drivers of employee effectiveness in an organization. The following table presents the calculated R square values, which offer a brief summary of the explanatory power of the model:

Table. 7. Results of Determination Coefficient Test

ᵇ Summary

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	,996 ᵃ	,9 7 3	,992	,819

a. Predictors: (Constant), Work environment, Organizational culture,

Reward

b. Dependent Variable: Performance
Source: Data processed by SPSS V.25, 2024

This analysis revealed that organizational culture, reward system, and work environment collectively accounted for 97.3% of the variance in employee performance at Al Falah Bakery, as indicated by the coefficient of determination (R^2) value of 0.973. While the identified factors demonstrate a considerable impact on workforce efficacy within the defined parameters of this investigation, it is crucial to recognize that a residual 2.7% of the variance remains unexplained. This residual signifies the potential influence of extraneous variables omitted from the current research model, thereby presenting a valuable avenue for subsequent scholarly inquiry to further elucidate the determinants of employee performance within this particular organizational context.

DISCUSSION

1. **The Influence of Organizational Culture on Employee Performance**

Inferential statistical evaluation, employing the Student's t distribution, reveals a demonstrably positive correlation between organizational ethos (X1) and workforce effectiveness (Y). The resultant significance level ($p = 0.001$) falls considerably below the pre determined alpha threshold of 0.05, thus furnishing compelling justification for the refutation of the null hypothesis (H01), which posited an absence of association. This outcome underscores the crucial contribution of a constructive and empowering organizational climate in enhancing employee productivity and fostering the attainment of institutional objectives.

The findings of this study reinforce the findings of Trias Waliningsuci, M. Al Musadieq, and Djamhur Hamid, which strengthen the idea that organizational culture significantly affects employee performance. This statement is further supported by statistical evidence and is in line with Nawawi's human resource management theory, A positive correlation is posited between organizational culture and employee performance; fundamentally, a robust and affirmative cultural framework cultivates an atmosphere wherein employees are empowered to flourish and deliver optimal contributions, which ultimately leads to improved organizational performance.

A strong organizational culture is essential to fostering a productive and engaged workforce, which ultimately leads to improved employee performance. However, fostering a positive work environment alone is not always enough; continuous evaluation and promotion of self awareness among employees are essential to ensure continued performance growth and achievement of organizational goals. When performance declines despite a supportive culture, it becomes important to address individual factors and provide targeted support to help employees reach their full potential.

2. **The Influence of Awards on Employee Performance**

Empirical scrutiny via quantitative methods substantiates a decisively affirmative correlation between compensatory incentives and workforce productivity. The resultant probability value, derived from a Student's t distribution assessment and registering at 0.007, falls markedly beneath the pre established threshold of statistical significance ($\alpha = 0.05$). Consequently, this outcome furnishes robust grounds for the refutation of the posited null hypothesis (H02), which avowed an absence of any such relationship. This finding highlights the important role of rewards in motivating and enhancing employee performance, This implies that an effectively structured incentive framework plays a crucial role in elevating employee performance and

achieving broader organizational objectives.

The present study's conclusions corroborate the empirical evidence presented in Eka Suprastiya's (2022) investigation, which analyzed the influence of incentive and disciplinary systems on workforce productivity within the Lamongan Penitentiary. Suprastiya's research demonstrated a substantial relationship between the application of rewards and punishments and the observed level of employee performance, both directly and indirectly through work discipline. The convergence of these findings underscores the importance of a comprehensive approach to performance management that combines positive and negative reinforcement mechanisms to effectively motivate employees and achieve organizational goals.

A well structured reward system is essential to motivating employees and fostering a high performance work environment. By recognizing and rewarding hard work and dedication, organizations demonstrate their commitment to employee well being and create a culture of appreciation. Fair and equitable rewards, including competitive salaries, bonuses, benefits, and opportunities for career advancement, can significantly increase employee motivation, The observed enhancements manifested in a multifaceted manner, encompassing not only augmented output levels but also a discernible elevation in the caliber of work produced. Furthermore, a heightened adherence to temporal deadlines and an amplified sense of individual accountability and stewardship for outcomes were evident amongst the workforce, and this indicates a profound holistic improvement, beyond simply completing task.

3. **The Influence of Work Environment on Employee Performance**

Substantive empirical evidence, derived from the t test analysis, compellingly demonstrates that the workplace atmosphere substantially influences workforce efficacy. The exceptionally low p value (0.000), markedly below the pre defined threshold of significance (0.05), necessitates the decisive rejection of the null hypothesis positing a lack of impact. Therefore, this outcome emphasizes the paramount importance of establishing a favorable and nurturing work setting to stimulate enhanced employee output and overall operational success.

The findings of this study reinforce the findings of Nela Pima Rahmawanti, Bambang Swasto, and Subsequent research conducted by Arik Prasetya corroborates the existence of a substantial and affirmative correlation between the professional milieu and workforce productivity, particularly within the administrative setting of the North Malang Pratama Tax Service Office. These empirical results are in line with Manuaba's ergonomics theory which states that a conducive and well designed work environment will improve employee safety, health, and ultimately productivity. This emphasizes the importance of organizations prioritizing the creation of supportive workspaces to facilitate optimal employee performance and well being.

A conducive work environment is essential to encourage optimal employee performance. When employees feel comfortable and safe, with access to adequate facilities and resources, they tend to be more productive and engaged in their tasks. This positive environment minimizes distractions, reduces the risk of workplace accidents, and increases a sense of well being, ultimately leading to improved work quality and overall employee performance.

4. **The Influence of Organizational Culture, Rewards and Work Environment on Employee Performance**

Aggregated statistical scrutiny decisively validates the substantial, synergistic impact of organizational ethos, incentive structures, and workplace atmosphere on worker efficacy within Al Falah Bakery. This assertion is definitively underpinned by the F test outcomes, wherein the obtained F statistic (Fcount = 81.334) significantly surpasses the established critical threshold

(Ftable = 2.74) at the conventional 0.05 alpha level (p = 0.000). The findings unequivocally demonstrate a potent and statistically verifiable association between the aforementioned triad of variables and employee output, thereby emphasizing their crucial and combined role in cultivating a high performance, flourishing professional ecosystem.

Empirical analysis demonstrates a substantial and positive association between employee performance and the confluence of organizational culture, remuneration practices, and the characteristics of the work setting, a relationship underscored by a notably high R coefficient of 0.955. The magnitude and positive direction suggest, the combined effect contribute significantly . Furthermore, the R square (R2) value of 0.973 indicates that these three factors collectively account for 97.3% of the variation in employee performance, leaving only 2.7% attributable to other factors. The analysis highlights the profound influence exerted by organizational ethos, compensation practices, and the overall workplace atmosphere on the determination of employee productivity and effectiveness. These elements are demonstrably crucial in significantly shaping the level of performance achieved by individuals within the organization and highlights their importance in achieving organizational success.

.Conclusion

This research investigates the impact of organizational ethos (X1), incentive structures (X2), and workplace conditions (X3) on the effectiveness of personnel (Y). Through careful analysis and discussion of the data collected, several key conclusions have emerged, The research elucidates the intricate interplay among the examined factors and their collective influence on workforce productivity. The findings offer organizations actionable intelligence for refining human capital management approaches and cultivating a milieu that promotes optimal employee outcomes:

1. The existence of a robust and affirmative organizational ethos is fundamentally connected to enhanced workforce productivity. This implies that when an enterprise cultivates a professional atmosphere distinguished by commonly held principles, unambiguous performance standards, and solidified collegial bonds, personnel are demonstrably more inclined toward heightened motivation, commitment, and efficacy, ultimately culminating in superior aggregate performance and the realization of institutional aspirations.

2. The study findings confirm a strong positive correlation between employee rewards and performance at Al Falah Bakery. This suggests that a well structured and implemented reward system that effectively recognizes and rewards employee contributions plays a significant role in motivating employees and driving higher levels of performance. In essence, investing in a comprehensive reward structure can lead to significant improvements in employee productivity and overall organizational success.

3. The research underscores the critical importance of a supportive workplace as a catalyst for enhanced employee output. A statistically significant positive relationship was identified between the caliber of the work environment and employee performance metrics. This suggests that enhancements to workplace conditions—including superior infrastructure, collaborative team dynamics, and strong leadership—can generate substantial gains in employee productivity, effectiveness, and overall job contentment. Consequently, the findings highlight the strategic value of dedicating resources to cultivate a positive and encouraging work atmosphere, thereby optimizing workforce potential and realizing institutional objectives.

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