

The Influence of Work Environment, Work Motivation, and Organizational Culture on Employee Productivity at the Ministry of Religion of Gowa Regency

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ABSTRACT

This study aims to analyze the influence of work environment, work motivation, and organizational culture on employee productivity at the Ministry of Religious Affairs in Gowa Regency. Productivity is a crucial element in the effectiveness of public services; however, initial observations indicated that productivity levels were not yet optimal. This study employs a quantitative approach. Data were collected through questionnaires distributed to employees at the institution. Data analysis was conducted to examine the partial and simultaneous influence of the independent variables on employee productivity as the dependent variable. The results show that work environment and organizational culture have a positive and significant effect on employee productivity. Conversely, work motivation was found to have a positive but not statistically significant effect within the context of this study. Simultaneously, work environment, work motivation, and organizational culture are proven to have a positive and significant effect on employee productivity, with the independent variables explaining 53.8% of the variation in productivity. These findings imply that integrating the management of a conducive work environment, strengthening a positive organizational culture, and optimizing the motivation system are essential to sustainably increase employee productivity at the Ministry of Religious Affairs in Gowa Regency.

Keywords: *Work Environment, Work Motivation, Organizational Culture, Employee Productivity, Ministry of Religious Affairs.*

INTRODUCTION

Human Resources (HR) is a major strategic asset in an organization because the quality and productivity of human resources have a direct influence on the achievement of organizational goals, especially in the context of public services. Productive human resources are not only determined by technical competence, but also by the internal organizational factors that underlie employee behavior, motivation, and work performance. In government agencies such as the Ministry of Religion, the role of human resources is increasingly crucial considering their broad duties in administrative services, fostering the people, and implementing religious functions that touch all levels of society (Sopiah *et al.*, 2023).

In recent years, employee productivity in the government sector, including the Ministry of Religious Affairs, has faced quite complex challenges. In general, productivity does not always experience an overall decline, but shows a fluctuating and not optimal trend. This can be seen from the delay in completing administrative services, low work innovation, and uneven performance between work units. This condition shows that employee productivity has not fully reached the expected level in supporting effective and efficient public services. Therefore, efforts are needed to identify factors that affect productivity so that they can be improved sustainably.

The work environment is an important factor that affects employee productivity. A conducive work environment includes physical, psychological, and social aspects that support employees in carrying out their duties optimally. The physical aspect includes adequate facilities, spatial layout, ventilation, and office cleanliness. Psychological aspects include superior support, effective communication, and appreciation for performance. Meanwhile, the social aspect includes relationships between employees and harmonious teamwork. Comfortable, safe, and supported by adequate facilities will improve performance, reduce stress levels, and speed up job completion. In addition, a conducive work environment also encourages employees to be more creative and innovative, so that it has a direct impact on productivity and service quality (Hidayati *et al.*, 2024).

Work motivation is an internal and external drive that encourages employees to achieve organizational goals. Work motivation affects the intensity, direction, and perseverance of work behavior so that employees become more proactive, creative, and committed to their duties. Motivation can come from intrinsic needs, such as the desire to achieve, responsibility, and self-development, or from extrinsic needs, such as rewards, incentives, and recognition from superiors or organizations. Employees who are highly motivated tend to show better productivity, are able to complete work on time, and contribute optimally to the achievement of organizational targets (Wardani, 2024).

Organizational culture includes values, norms, and habits shared by members of the organization that influence the way employees work and interact. A positive organizational culture is characterized by collaboration, open communication, work discipline, appreciation for achievements, and support for competency development. This culture will drive increased productivity because employees are encouraged to actively participate, innovate, and be responsive to change. On the other hand, an organizational culture that is less adaptive can cause passive attitudes, resistance to change, and reduce employee performance (Kustinah, 2023).

The results of initial observations at the Ministry of Religion of Gowa Regency show that there are indications of productivity that is not optimal. This is reflected in several problems, such as delays in completing administrative documents, lack of efficiency in service, and limited innovation in the implementation of tasks. In addition, there is an imbalance in the level of motivation between employees, where some employees show high performance, while others tend to be passive and lack initiative. A work culture that is still routine-oriented is also one of

the factors that hinders increased productivity. This condition has an impact on increasing public complaints about the quality of service which is considered less fast and less responsive.

The selection of the Ministry of Religion of Gowa Regency as the location of the research is based on its strategic role in public services in the religious field. In addition, the dynamics of human resources, variations in work motivation, and organizational cultural challenges make this agency relevant to be researched. The results of preliminary observations show that work environment, work motivation, and organizational culture factors are suspected to have a significant influence on employee productivity.

Several previous studies have examined the relationship between these variables. Wardani's research (2024) shows that work motivation and work environment have a significant effect on work productivity, but it is still limited to the private sector. Meanwhile, Kustinah's research (2023) found that organizational culture has a positive effect on productivity through job satisfaction, but has not examined the influence of the three variables simultaneously in the context of government agencies.

The research *gap* can be seen from the limited number of studies that integrate the influence of the work environment, work motivation, and organizational culture on employee productivity in the public sector, especially in the Ministry of Religion. Therefore, this research is important to provide a more comprehensive understanding and produce empirically-based recommendations to increase employee productivity.

Thus, this research is expected to contribute to the development of human resource management science in the public sector and become a consideration for policy makers in improving service quality. This research is formulated in the title: "The Influence of Work Environment, Work Motivation, and Organizational Culture on Employee Productivity at the Ministry of Religion of Gowa Regency."

METHOD

Approaches and Types of Research

This study uses a quantitative approach because the focus of the research is to examine the influence of work environment, motivation, and organizational culture variables on employee productivity at the Ministry of Religion of Gowa Regency. The quantitative approach was chosen because it is able to explain the relationships between variables objectively through numerical measurements, statistical analysis, and hypothesis testing that have been formulated beforehand. According to Sugiyono (2021), quantitative research aims to test theories using measurable variables so as to produce generalizable conclusions.

This approach also allows researchers to identify how much influence each independent variable has on the dependent variable, especially in the context of government organizations that require systematic, measurable research results that can be used as a basis for managerial decision-making. Thus, the quantitative approach is appropriate to provide an empirical picture of the factors that affect employee productivity at the Ministry of Religion of Gowa Regency.

Research Location and Time

This research will be carried out at the Ministry of Religion of Gowa Regency, South Sulawesi. The selection of this location was based on the results of initial observations that showed fluctuations in employee productivity levels that were allegedly influenced by the physical work environment, individual motivation levels, and organizational cultural suitability. The research location was chosen purposively because it was considered relevant to the research objectives and provided the necessary data.

The research time is planned to last for 2 months, from March to April 2026, which includes the preparation of instruments, data collection licensing, questionnaire distribution, data processing, and the preparation of the final research report.

Data Types and Sources

1. Data Type

The type of data used in this study is quantitative data. According to Sugiyono (2021), quantitative data is data in the form of numbers or qualitative data that is converted into numbers so that they can be measured and analyzed using statistical techniques. Thus, the data collected in this study must be measurable, objective, and allow for empirical hypothesis testing.

Quantitative data in this study was obtained through the distribution of questionnaires using the Likert scale to employees of the Ministry of Religion of Gowa Regency. The questionnaire was systematically compiled to measure respondents' perception of work environment variables, work motivation, organizational culture, and employee productivity. Through this measurement, the researcher can obtain a clear numerical picture of the extent of the influence of each independent variable on employee productivity within the Ministry of Religion of Gowa Regency.

2. Data Source

The data sources in this study consist of primary data and secondary data that are used in a complementary manner to support the research analysis.

Primary data was obtained directly from respondents, namely employees of the Ministry of Religion of Gowa Regency, through the distribution of research questionnaires. This data reflects the actual conditions, perceptions, and experiences of employees related to the work environment, motivation level, applied organizational culture, and work productivity they achieve. Therefore, primary data is the main source in testing the influence of research variables directly.

In addition to primary data, this study also uses secondary data obtained from various supporting sources, such as human resource management textbooks, scientific journals, previous research results, as well as official documents and publications relevant to the Ministry of Religion. This secondary data serves as a theoretical foundation and conceptual reference to strengthen the analysis and provide an overview of organizational conditions, work systems, and policies related to the work environment, motivation, organizational culture, and employee productivity.

Population and Sample

1. Population

According to Handayani (2020), population is a total of elements that are the object of research that have certain characteristics and are relevant to the purpose of the research. Populations can be individuals, groups, or work units that are thoroughly studied to obtain a complete picture according to the focus of the research.

The population in this study is all employees of the Ministry of Religion of Gowa Regency as many as 948 people who have a direct relationship with the variables studied, namely the work environment, work motivation, organizational culture, and employee productivity. Thus, the entire population is relevant to describe the actual conditions in the agency.

2. Sample

The sample is part of the population that is chosen to represent the characteristics of the entire population so that the results of the study can describe the condition of the population as a whole (Sugiyono, 2021). The determination of the number of samples in this study uses the guidelines put forward by Hair *et al.*, which state that in multivariate studies, especially those using Structural Equation Modeling (SEM) or Partial Least Squares (PLS) analysis, the minimum sample size can be determined based on the number of indicators used, which is as much as 5-10 times the number of indicators. This guideline aims to ensure

that the number of samples is sufficient so that the model estimation becomes more stable and the analysis results are more accurate.

This study uses 21 indicators, so the minimum number of samples is calculated with the Hair formula as follows:

$$21 \times 5 = 105 \text{ Respondents.}$$

Thus, the number of samples in this study is as many as 90 respondents.

Data Collection Techniques

The data collection technique in this study is carried out in the following way:

1. Questionnaire

The main instrument in the form of a questionnaire with a Likert scale of 1–5 was used to measure variables of work environment, motivation, organizational culture, and employee productivity. The questionnaire was given directly to employees of the Ministry of Religion of Gowa Regency. This method was chosen because it is efficient, allows for large amounts of data collection, and provides statistically measurable results (Sugiyono, 2021).

2. Observations

The observation technique is carried out by directly observing the conditions of the work environment and the activities of employees of the Ministry of Religion of Gowa Regency. Observations are focused on aspects related to the comfort of the work environment, work relationships between employees, interactions between superiors and subordinates, and employee work behavior in carrying out daily tasks. The observation data was used to support and strengthen the findings obtained from the questionnaire.

3. Documentation

The researcher collects secondary data such as agency profiles, employee data, productivity reports, and internal SOPs to strengthen the analysis and provide an overview of the organization's condition.

Data Analysis Techniques

Data analysis was conducted to examine the relationship between work environment variables, work motivation, and organizational culture on employee productivity. The entire analysis process is carried out using Statistical Product and Service Solutions (SPSS) with stages that include instrument quality testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing.

The first stage is the quality testing of research instruments consisting of validity tests and reliability tests. Validity tests are carried out to ensure that each item of the statement is able to measure the construct in question. The test uses the Pearson Product Moment correlation between each item's score and the variable's total score. An item is declared valid if *the value of $r_{\text{calculate}}$ is greater than r_{table}* (0.16) at a significance level of 5% (Amanda, 2019). Furthermore, the reliability of the instrument was tested using Cronbach's Alpha coefficient. An instrument is declared reliable if it has a Cronbach's Alpha value greater than 0.60, which indicates that the instrument has an adequate level of internal consistency (Sugiyono, 2019).

Before the regression analysis was carried out, the research model was tested through a series of classical assumption tests to meet the criteria of the Best Linear Unbiased Estimator (BLUE). The normality test was carried out using the Kolmogorov–Smirnov method, with the criterion that the data is declared to be normally distributed if the significance value is greater than 0.05. The multicollinearity test was carried out through the observation of the Tolerance and Variance Inflation Factor (VIF) values, where the model was declared free of multicollinearity if the Tolerance value was greater than 0.10 and the VIF value was less than

10. Furthermore, the heteroscedasticity test was carried out using the Glejser test with the provision that the model is declared not to experience heteroscedasticity if the significance value exceeds 0.05. Meanwhile, the autocorrelation test was performed using Durbin–Watson (DW) statistics, with values close to 2 indicating that the regression model did not experience autocorrelation.

Intervariable influence testing was carried out using multiple linear regression analysis to determine the magnitude of the influence of the work environment (X_1), work motivation (X_2), and organizational culture (X_3) on employee productivity (Y). The regression equation model used is formulated as follows:

$$[Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e]$$

with the information that Y is employee productivity, a is constant, β_1 – β_3 is the regression coefficient, X_1 is the work environment, X_2 is work motivation, X_3 is the organizational culture, and e is an error.

Hypothesis testing is carried out through partial tests (*t-test*), simultaneous tests (*F-test*), and determination coefficients (R^2). The *t-test* was used to determine the influence of each independent variable on employee productivity partially. The hypothesis is accepted if the significance value is less than 0.05 or the value of t_{calculus} is greater than t_{table} (Ghozali, 2019). Furthermore, the *F test* is used to determine whether the variables of work environment, work motivation, and organizational culture simultaneously have a significant effect on employee productivity. The model is declared significant if the significance value of the *F test* is less than 0.05. The determination coefficient (R^2) is used to measure the ability of independent variables to explain variations in employee productivity. A value of R^2 that is getting closer to one indicates that the model has better explanatory skills, while a low value indicates that there are still other variables outside the model that also affect employee productivity.

Operational Definitions and Variable Measurements

The operational definition is the elaboration of research variables into a more specific, measurable, and empirically observable form in the field. According to Sugiyono (2019), an operational definition is needed so that each research variable can be translated into clear indicators as well as question items that can be measured and tested scientifically. With an operational definition, the researcher has systematic guidelines in the process of collecting and measuring data, so as to reduce the potential for misinterpretation of the variables being studied.

Operational definitions also play an important role in ensuring the consistency and accuracy of variable measurements, both independent and bound variables. Through the determination of the right indicators, the data obtained will be more accurate and relevant to be analyzed using statistical methods. Therefore, the definition of operational is the basis for compiling a research instrument in the form of a questionnaire that is used to measure the influence of the work environment, work motivation, and organizational culture on employee productivity at the Ministry of Religion of Gowa Regency.

The operational definitions and variable indicators in this study are as follows:

Table 1. Variable Operational Definition

Variable Type	Definition	Indicator	Scale
Work Environment (X1)	The work environment is all physical and non-physical conditions in the workplace of employees of the Ministry of Religion of Gowa Regency that	Workspace lighting Workspace air circulation Cleanliness and cleanliness of the work environment	Likert

	affect the comfort, safety, and effectiveness in carrying out job duties and responsibilities.	Availability of work facilities and infrastructure Employment relationship between employees Relationship between superiors and subordinates Sedarmayanti (2021)	
Work Motivation (X2)	Work motivation is the internal and external encouragement possessed by employees of the Ministry of Religion of Gowa Regency which causes enthusiasm and seriousness in carrying out tasks to achieve optimal service performance.	Desire to excel at work Recognition of the performance of the leadership Recognition for work Opportunities to develop competencies and careers Encouragement to provide the best service to the community Mangkunegara (2021)	Likert
Organizational Culture (X3)	Organizational culture is the values, norms, and work habits embraced by employees of the Ministry of Religion of Gowa Regency which serve as a guideline in behaving and working in the organizational environment.	Discipline in work Teamwork between employees Commitment to the organization's vision and mission Compliance with work rules and procedures Orientation to service to the community Ambarwati (2021)	Likert
Employee Productivity (Y)	Employee productivity is the level of ability of employees of the Ministry of Religion of Gowa Regency to complete tasks effectively and efficiently in accordance with service standards, work targets, and set time.	Ability to complete work on time Quality of work Ability to achieve job targets Efficient use of working time Responsibility for work Sundjoto (2023)	Likert

RESULTS AND DISCUSSION

Research Results

1. Overview of Research Objects

The object of research in this study is the Ministry of Religion of Gowa Regency, which is a government agency under the Ministry of Religion of the Republic of Indonesia. This

agency has a strategic role in the implementation of government affairs in the field of religion, religious and religious education, and the development of religious communities in the Gowa Regency area.

a. Vision of the Ministry of Religion

"The Ministry of Religion is professional and reliable in building a pious, moderate, intelligent, and superior society to realize an advanced Indonesia that is sovereign, independent, and personality based on mutual cooperation."

b. Mission of the Ministry of Religion

- 1) Improving the quality of religious piety.
- 2) Strengthening religious moderation and religious harmony.
- 3) Improve fair, easy, and equitable religious services.
- 4) Improving equitable and quality education services.
- 5) Increase the productivity and competitiveness of education.
- 6) Strengthen good governance.

2. Respondent Characteristics

a. Characteristics of Respondents by Gender

Table 2. Characteristics of Respondents by Gender

Gender	Number (People)	Percentage (%)
Male	58	55,24%
Women	47	44,76%
Total	105	100%

Source: data processed by researchers (2026)

The results showed that most of the respondents were male with a total of 58 people (55.24%). This shows that the proportion of the workforce at the Ministry of Religion of Gowa Regency is dominated by male employees. However, the representation of female employees is also relatively high with a total of 47 people (44.76%), so that the working environment conditions remain dynamic and able to support organizational productivity optimally.

b. Characteristics of Respondents by Age

Table 3. Characteristics of Respondents by Age

Yes	Age	Number (People)	Percentage (%)
1	20–25 Years	15	14,29%
2	26–30 Years	28	26,67%
3	Over 30 Years	62	59,04%
	Total	105	100%

Source: data processed by researchers (2026)

The results showed that most of the respondents with a total of 62 people (59.04%) were in the age group above 30 years old. This shows that the majority of employees who are respondents in this study are at mature and productive age and senior in the Ministry of Religion of Gowa Regency, so they are considered to have good experience and work maturity in carrying out organizational duties.

c. Characteristics of Respondents Based on Recent Education

Table 4. Characteristics of Respondents Based on Recent Education

Yes	Final Education	Number (People)	Percentage (%)
1	High School/Equivalent	11	10,48%
2	Diploma (D3)	8	7,62%
3	Bachelor (S1)	67	63,81%

4	Postgraduate	19	18,09%
Total		105	100%

Source: data processed by researchers (2026)

The results showed that most of the respondents with a total of 67 people (63.81%) had a background of Bachelor's education (S1). This shows that the majority of apparatus or employees at the Ministry of Religion of Gowa Regency have met the formal higher education qualification standards to support the implementation of administrative and technical tasks within the agency.

d. Characteristics of Respondents Based on Length of Service

Table 5. Characteristics of Respondents Based on Length of Service

Yes	Tenure	Number (People)	Percentage (%)
1	< 1 Year	9	8,57%
2	1–5 Years	24	22,86%
3	> 5 Years	72	68,57%
Total		105	100%

Source: data processed by researchers (2026)

The results of the study showed that most of the respondents with a total of 72 people (68.57%) had a working period of more than 5 years. This shows that most of the employees at the Ministry of Religion of Gowa Regency have a long enough work experience so that they have a good understanding of the work environment, organizational culture, and productivity patterns in the agency.

3. Respondent Answer Description

a. Work Environment

The work environment in this study is all physical and non-physical conditions that are around the employees of the Ministry of Religion of Gowa Regency and affect the comfort, smoothness, and effectiveness of the implementation of work

Table 6. Respondents' Answers to the Work Environment

Yes	Indicator	SS	S	KS	TS	STS	Quantity	Score	Red
1	Lighting in the workspace is sufficient to support work activities	0	0	45	58	2	105	377	3,5904
2	Air circulation in the workspace feels comfortable during working hours	0	1	49	49	6	105	375	3,5714
3	The work environment is maintained cleanly and tidy every day	0	6	41	52	6	105	373	3,5523
4	The available work facilities and infrastructure are adequate and suitable for use	0	1	42	59	3	105	379	3,6095
5	Work relationships between employees are well established and harmonious	0	3	42	58	2	105	374	3,5619
6	The relationship between superiors	0	1	40	61	3	105	381	3,6285

and subordinates is going well	
Red	3,5857

Source: data processed by researchers (2026)

Based on the results of respondents' responses, the variables of the work environment at the Ministry of Religion of Gowa Regency are in the category of quite good. This can be seen from all indicators that obtained relatively high scores. The relationship indicator between superiors and subordinates obtained the highest score of 381, which shows that communication and work interaction between leaders and employees have gone well. Furthermore, the indicators of work facilities and infrastructure obtained a score of 379 which indicates that work facilities are considered adequate in supporting the implementation of employee duties.

The workspace lighting indicator obtained a score of 377, which indicates that the lighting conditions are considered sufficient to support daily work activities. Meanwhile, the air circulation indicator obtained a score of 375, which indicates that the air comfort in the workspace still needs to be improved so that employees can work more comfortably during working hours. The indicator of employment relations between employees obtained a score of 374 which shows that social relations and cooperation between employees have been established quite harmoniously. The indicators of cleanliness and cleanliness of the work environment obtained a score of 373, which reflects that the condition of the work environment is quite well maintained.

Overall, these results show that the work environment at the Ministry of Religion of Gowa Regency has been able to support the implementation of employee work, although there are still several aspects that can be improved to create a more comfortable and conducive work atmosphere.

b. Work Motivation

The work motivation in this study is internal and external motivation that makes employees of the Ministry of Religion of Gowa Regency have enthusiasm, willingness, and seriousness in carrying out their duties.

Table 7. Respondents' Answers to Work Motivation

Yes	Indicator	SS	S	KS	TS	STS	Quantity	Score	Red
1	Employees have a desire to excel at work	0	0	33	70	2	105	389	3,7047
2	The performance that employees produce gets recognition from the leadership	0	0	39	63	3	105	384	3,6571
3	Employees are rewarded for good work	0	0	44	59	2	105	378	3,6000
4	Opportunities to develop competencies and careers	0	0	38	60	7	105	389	3,7047
5	Employees are encouraged to provide the best service to the community	0	0	36	67	2	105	386	3,6761
Red									3,6685

Source: data processed by researchers (2026)

The results of the study show that the variables of employee work motivation at the Ministry of Religion of Gowa Regency are in the good category. The indicator of

desire to excel obtained a score of 389, which indicates that employees have a high drive to achieve optimal work results. The same score was also obtained on the indicators of competency and career development opportunities, which indicates that the organization has provided opportunities for employees to improve their skills and career development.

The indicator of encouragement to provide the best service to the community obtained a score of 386, which shows a high spirit of service in carrying out duties. Furthermore, the indicator of recognition from the leadership for employee performance obtained a score of 384, which reflects that the results of the employee's work have received attention and appreciation from the organization's leadership. The indicator of appreciation for the work obtained a score of 378, which shows that employees have felt an appreciation for the work achieved, although it still needs to be improved.

In general, these results illustrate that employees have good work motivation in carrying out their duties and responsibilities, especially in terms of achievement achievements, self-development, and service orientation to the community.

c. Organizational Culture

Organizational culture in this study is the values, norms, habits, and patterns of work behavior embraced by employees of the Ministry of Religion of Gowa Regency in carrying out organizational duties.

Table 8. Respondents' answers to organizational culture

Yes	Indicator	SS	S	KS	TS	STS	Quantity	Score	Red
1	Employees apply the value of discipline in work	0	0	20	76	9	105	409	3,8952
2	Teamwork between employees went well	0	0	21	73	11	105	410	3,9047
3	Employees are committed to the vision and mission of the organization	0	0	26	72	7	105	401	3,8190
4	Employees comply with applicable work rules and procedures	0	0	23	72	10	105	407	3,8761
5	Employees prioritize good service to the community	0	0	24	69	12	105	408	3,8857
Red								3,8761	

Source: data processed by researchers (2026)

The organizational culture variable at the Ministry of Religion of Gowa Regency showed a good category based on the results of respondents' responses. The indicator of teamwork between employees obtained the highest score of 410, which shows that the cooperative relationship in the organization has gone very well. Furthermore, the indicator of the application of discipline values in work obtained a score of 409, which reflects that employees have applied work discipline well in carrying out daily tasks.

The service to the community indicator obtained a score of 408, which shows that employees have a good service orientation in carrying out their work. Meanwhile, the indicator of compliance with work rules and procedures obtained a score of 407, which indicates that employees have worked in accordance with the applicable provisions and procedures in the organization. The indicator of commitment to the organization's vision and mission obtained a score of 401, which shows that employees have a good enough commitment to the organization's goals and direction.

Overall, the results show that the organizational culture at the Ministry of Religion of Gowa Regency has been well formed, especially in the aspects of cooperation, discipline, compliance with rules, and service orientation to the community.

d. Employee Productivity

Employee productivity in this study is the ability of employees of the Ministry of Religion of Gowa Regency to produce work effectively, efficiently, on time, and in accordance with organizational standards.

Table 9. Respondents' answers to employee productivity

Yes	Indicator	SS	S	KS	TS	STS	Quantity	Score	Red
1	Employees are able to complete work on time	0	0	6	55	44	105	458	4,3619
2	The work done by employees is of good quality	0	0	4	62	39	105	455	4,3333
3	Employees are able to complete work according to the set target number	0	0	7	54	44	105	457	4,3523
4	Employees use their working time efficiently	0	0	6	56	43	105	457	4,3523
5	Employees are responsible for the work assigned	0	0	7	56	42	105	455	4,3333
Red									4,3466

Source: data processed by researchers (2026)

Based on the results of the research, the variable of employee productivity at the Ministry of Religion of Gowa Regency is in the very good category. The indicator of the ability to complete work on time obtained the highest score of 458, which indicates that the employee is able to complete the work according to the predetermined time. The indicator of the ability to complete work according to the target and the efficient use of working time each obtained a score of 457, which shows that employees are able to achieve work targets and use work time effectively in carrying out tasks.

Furthermore, the indicators of the quality of work results and responsibility for the work each obtained a score of 455. This reflects that employees are able to produce work with good quality and have a high sense of responsibility for the tasks given.

In general, these results show that the productivity of employees at the Ministry of Religion of Gowa Regency is very good. Employees are considered able to work effectively, achieve set targets, produce quality work, and have high responsibility in carrying out organizational tasks.

4. Validity Test

Validity test is an evaluation procedure to measure the accuracy or precision of a research instrument in carrying out its measurement function. The validity of the statement items in the questionnaire is assessed based on their ability to express something to be

measured precisely. This test success indicator is based on the comparison of the calculated value with the r_{table} at a certain significance level, where the instrument item is declared valid if the r_{table} value is greater than the r_{table} or the significance value is less than 0.05.

Table 10. Validity Test

Variable	Item	Calculation	r_{table}	Remarks
X1 (Work Environment)	X1.1	0.890	0.1630	Valid
	X1.2	0.856	0.1630	Valid
	X1.3	0.888	0.1630	Valid
	X1.4	0.879	0.1630	Valid
	X1.5	0.893	0.1630	Valid
	X1.6	0.846	0.1630	Valid
X2 (Work Motivation)	X2.1	0.925	0.1630	Valid
	X2.2	0.900	0.1630	Valid
	X2.3	0.790	0.1630	Valid
	X2.4	0.863	0.1630	Valid
	X2.5	0.864	0.1630	Valid
X3 (Organizational Culture)	X3.1	0.879	0.1630	Valid
	X3.2	0.859	0.1630	Valid
	X3.3	0.899	0.1630	Valid
	X3.4	0.856	0.1630	Valid
	X3.5	0.861	0.1630	Valid
Y (Employee Productivity)	Y1.1	0.923	0.1630	Valid
	Y1.2	0.748	0.1630	Valid
	Y1.3	0.862	0.1630	Valid
	Y1.4	0.840	0.1630	Valid
	Y1.5	0.866	0.1630	Valid

Source: data processed by researchers (2026)

Based on the results of the validity test, all statement items in the research variable were declared valid because they had a larger calculation value than the r_{table} of 0.1630. Thus, each indicator in this study is considered to be able to measure the variables studied precisely.

In the work environment variable (X1), the value of the r_{hitung} on items X1.1 to X1.6 is in the range of 0.846 to 0.893. All of these values are greater than r_{table} 0.1630 so that all statement items are declared valid. These results show that the research instrument is able to measure the conditions of the work environment well.

In the work motivation variable (X2), the value of r_{hitung} on items X2.1 to X2.5 is in the range of 0.790 to 0.925. Because the entire value of the calculation is greater than the r_{table} , all statement items on the work motivation variable are declared valid. This shows that the research instrument can accurately describe the work motivation of the respondents.

In the organizational culture variable (X3), the calculated value on items X3.1 to X3.5 is in the range of 0.856 to 0.899. All items have a value greater than the r_{table} of 0.1630 so they are declared valid. Thus, research instruments are able to measure organizational culture according to the conditions being studied. Furthermore, in the employee productivity variable (Y), the calculated value in items Y1.1 to Y1.5 is in the range of 0.748 to 0.923. All of these values are greater than r_{table} , so all statement items are declared valid. These results show that research instruments can be used to accurately measure employee productivity.

5. Reliability Test

Reliability tests are performed to measure the level of consistency and stability of the questionnaire when used repeatedly under relatively similar conditions. This test ensures that the research instrument is reliable and free from random measurement errors to maintain the consistency of the data collected. The reliability indicator of this instrument is generally measured using Cronbach's Alpha coefficient, where the research variable is declared reliable if the value of the coefficient shows a number greater than 0.60.

Table 11. Reliability Test

Variable	Cronbach Alpha	Number of Items	Remarks
Work Environment (X1)	0.937	6	Reliable
Work Motivation (X2)	0.917	5	Reliable
Organizational Culture (X3)	0.920	5	Reliable
Employee Productivity (Y)	0.903	5	Reliable

Source: data processed by researchers (2026)

The results of the reliability test showed that all research variables had a Cronbach Alpha value greater than the minimum limit of 0.60. The work environment variable obtained a Cronbach Alpha value of 0.937. The work motivation variable obtained a value of 0.917. The organizational culture variable obtained a value of 0.920. The variable of employee productivity obtained a value of 0.903. These results show that all research instruments are declared reliable so that they can be used consistently in the collection of research data.

6. Classic Assumption Test

a. Normality Test

The normality test aims to test whether the residual values in the regression model have a normal theoretical distribution. This assumption is especially important in parametric statistics because drawing conclusions through hypothesis testing requires a normally distributed error component. These test indicators often use the Kolmogorov-Smirnov or Shapiro-Wilk method, where residual data is declared to be normally distributed if the significance value (pvalue) is above 0.05.

Table 12. Normality Test

One-Sample Kolmogorov-Smirnov Test			
			YNEW
N			105
Normal Parameters, b	Red	21.7333	
	Std. Deviation	1.86756	
Most Extreme Differences	Absolute	.082	
Extreme Differences	Positive	.058	
	Negative	-.082	
Test Statistic			.082
Asymp. Sig. (2-tailed)c			.081
Monte Carlo Sig. (2-tailed)d	Sig.	.087	
Sig. (2-tailed)d	99% Confidence Interval	Lower Bound	.080
		Upper Bound	.094
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: data processed by researchers (2026)

The results of the normality test using One Sample Kolmogorov Smirnov obtained an Asymp value. Sig is 0.081. This value is greater than the significance level of 0.05. The test results showed that the research data was normally distributed so that the regression model met the assumption of normality.

In addition to using the kolmogorov smirnov test, the researcher also used the histogram normality test to determine the normality of the data:

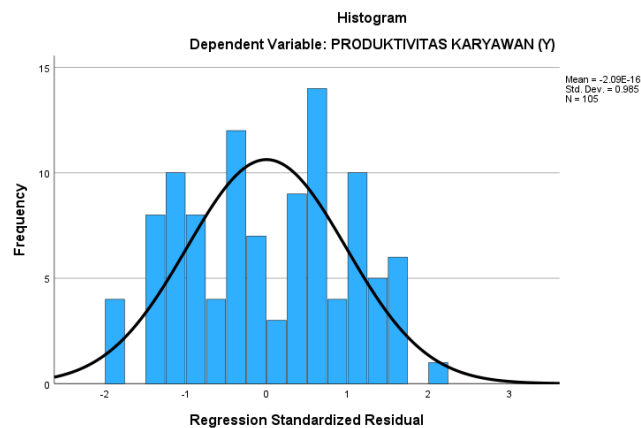


Figure 2. Normality test

Source: data processed by researchers (2026)

The test results using the histogram normality test show that the data distribution pattern forms a bell curve. The distribution of data is seen following a normal distribution line. These results show that the research data meets the assumption of normality. In addition to the two tests above, the researcher also used a normal probability plot to test the normality of the data

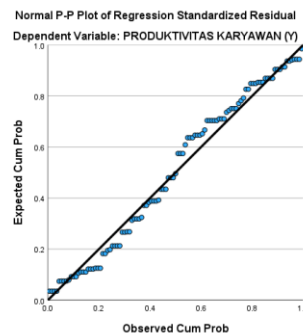


Figure 3. Normal probability plot

Source: data processed by researchers (2026)

The test results using the normal probability plot show that the data points are spread around the diagonal line and follow the direction of the diagonal line. These results show that residual data are normally distributed so that the regression model is suitable for use in the study.

b. Multicollinearity Test

The multicollinearity test is used to test whether there is a strong or perfect correlation between independent variables in the regression model. The existence of a high linear relationship between independent variables will make it difficult to separate the individual influences of each variable on the dependent variables. Indicators of the occurrence of this symptom can be seen through the *Variance Inflation Factor* (VIF) value

and *the Tolerance* value, where the model is declared free of multicollinearity if the VIF value is less than 10 and *the Tolerance* value is greater than 0.10.

Table 13. Multicollinierity

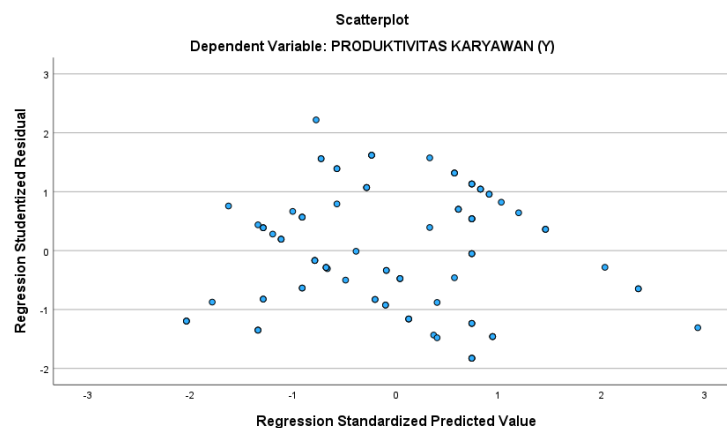
	Tolerance	VIVID
Work Environment (X1)	0.583	1.715
Work Motivation (X2)	0.676	1.479
Organizational Culture (X3)	0.638	1.567

Source: data processed by researchers (2026)

The results of the multicollinearity test showed that all independent variables had a tolerance value greater than 0.10 and a VIF value smaller than 10. The work environment variable obtained a tolerance value of 0.583 and VIF of 1.715. The work motivation variable obtained a tolerance value of 0.676 and VIF of 1,749. The organizational culture variable obtained a tolerance value of 0.638 and VIF of 1.567. These results show that there is no multicollinearity in the research regression model.

c. Heterokedasticity Test

The heterokedasticity test aims to check whether there is a variance of variance from residual for all observations in the regression model. The ideal condition that must be met is homogeneity, which is a situation in which the residual variance from one observation to another is constant or constant. Heterokedasticity-free indicators can be detected through *the Glejser* test or *the Park* test, where the model is declared safe if the significance value of all independent variables to the residual absolute value is above 0.05.



Gamabr 4. Scatterplot

Source: data processed by researchers (2026)

The results of the heterokedasticity test using scatterplots showed random scattered points above and below the zero on the Y-axis. These results show that the regression model does not experience heterokedasticity, so the research model is feasible to use.

d. Autocorrelation Test

The autocorrelation test was performed to test whether in a linear regression model there was a correlation between the disruptive error in period t and the disruptive error in the previous period ($t-1$). This problem generally arises in time series data due to analysis that is affected by sequential time changes. This indicator of the presence of autocorrelation is typically measured using the Durbin-Watson (DW) test value, where the model is declared free of autocorrelation problems if the DW value is between the upper limit (d_U) and the value of $4 - d_U$.

Table 14. Autocorrelation Test

Models	R	Durbin-Watson
1	.738a	2.18

Source: data processed by researchers (2026)

The results of the autocorrelation test showed a Durbin Watson value of 2,180. The value is in the range of 1.5 to 2.5, indicating that there is no autocorrelation in the regression model. These results prove that the research model meets the assumption of autocorrelation

7. Multiple Linear Regression Test

Multiple linear regression test is a statistical analysis technique used to test the relationship and estimate the direction of influence between two or more independent variables on one dependent variable. This mathematical model helps researchers in predicting the value of bound variables while understanding the sensitivity of their changes to free variable fluctuations. The indicator of linearity and strength of structural relationships is determined through the significance of the estimated value of the constant parameter along with the regression coefficient of each variable studied.

Table 15. Multiple Line Regression Test

	B
(Constant)	5.693
Work Environment (X1)	0.376
Work Motivation (X2)	0.155
Organizational Culture (X3)	0.263

Source: data processed by researchers (2026)

Here is the regression equation from the table above:

$$Y = 5.693 + 0.376 + 0.155 + 0.263$$

Here is an explanation of the above equation:

- A constant value of 5,693 indicates that employee productivity still has a positive value of 5,693 even though the variables of work environment, work motivation, and organizational culture are considered constant or have a value of zero.
- The work environment variable (X1) obtained a regression coefficient value of 0.376. These results show that any improvement in the work environment will increase employee productivity by 0.376, assuming other variables remain the same. A positive coefficient value indicates a one-way relationship between the work environment and employee productivity.
- The work motivation variable (X2) obtained a regression coefficient value of 0.155. These results show that any increase in work motivation will increase employee productivity by 0.155, assuming other variables are fixed. A positive coefficient value indicates a direct relationship between work motivation and employee productivity.
- The organizational culture variable (X3) obtained a regression coefficient value of 0.263. The results show that any improvement in organizational culture will increase employee productivity by 0.263, assuming other variables remain the same. A positive coefficient value indicates a direct relationship between organizational culture and employee productivity.

8. T test

The t-test is used to determine how much an independent variable individually or partially influences in explaining the variation of the dependent variable. This test isolated the influence of other independent variables to see the pure contribution of each variable independently. This partial influence significance indicator refers to the comparison of the

tcal value with the ttab, where the influence is statistically significant if the tcal value is greater than the ttable or the significance value is less than 0.05.

Table 16. T test

	t	Sig.
Work Environment (X1)	5.342	<.001
Work Motivation (X2)	1.760	0.081
Organizational Culture (X3)	2.985	0.004

Source: data processed by researchers (2026)

Here is an explanation from the table above:

- The work environment variable obtained a tcal value of 5,342 which is greater than the ttable of 1,660. The significance value of 0.000 is smaller than 0.05. These results show that the work environment has a positive and significant effect on employee productivity at the Ministry of Religion of Gowa Regency.
- The work motivation variable obtained a tcal value of 1.760 which was greater than the ttable of 1.660. However, the significance value of 0.081 is greater than 0.05. These results show that work motivation has a positive influence on employee productivity, but this effect is not significant at the significance level of 5 percent.
- The organizational culture variable obtained a tcal value of 2.985 which was greater than the ttable of 1.660. The significance value of 0.040 is smaller than 0.05. These results show that organizational culture has a positive and significant effect on employee productivity at the Ministry of Religion of Gowa Regency.

9. Test F

The F test aims to test whether all the independent variables included in the model have a cumulative or simultaneous effect on the dependent variables. The results of this test reflect the feasibility of the regression model (goodness of fit) as a whole in explaining the phenomenon of bound variables. The success indicator of this simultaneous test is based on the comparison of the fcal value with the ftable, where all independent variables have a significant effect simultaneously if the fcal value is greater than the ftable or the significance value is below 0.05.

Table 17. Test F

NEW ERA				
Models		df	F	Sig.
1	Regression	3	40.254	<.001b
	Residual	101		
	Total	104		
A. Dependent Variable: Employee Productivity (Y)				
B. Predictors: (Constant), Organizational Culture (X3), Work Motivation (X2), Work Environment (X1)				

Source: data processed by researchers (2026)

Based on the results of the ANOVA test, a Fcal value of 40,254 was obtained with a significance level of < 0.001. Meanwhile, the value of Ftable at the significance level of 0.05 with df1 = 3 and df2 = 101 is 2.69. Because the Fcal value is greater than Ftable (40,254 > 2.69) and the significance value is smaller than 0.05, it can be concluded that the variables of work environment (X1), work motivation (X2), and organizational culture (X3) simultaneously have a significant effect on employee productivity (Y).

These results show that the regression model used is feasible and able to explain the relationship between independent variables and dependent variables. Thus, improving the work environment, work motivation, and organizational culture together can increase employee productivity at the Ministry of Religion of Gowa Regency.

10. Determinant Coefficient Test

The determination coefficient test was carried out to measure how much the regression model was able to explain the variation of dependent variables. This coefficient value indicates the total percentage of bound variable variability that can be explained by a combination of independent variables in the model. These measurement indicators are expressed in a range of values from zero to one, where a value of R^2 (or Adjusted R^2 for multiple regression) that is close to number one signifies the ability of independent variables to provide almost all the information needed to predict the variation of dependent variables.

Table 18. Determination coefficient test

Model Summaryb			
Models	R	R Square	Adjusted R Square
1	.738a	0.545	0.531

Source: data processed by researchers (2026)

The results of the determination coefficient test in the Model Summary table show an R Square value of 0.545. This value indicates that 54.5% of employee productivity variables can be explained by work environment, work motivation, and organizational culture variables. Meanwhile, the remaining 45.5% was influenced by other factors outside the research model that were not studied in this study.

In addition, the Adjusted R Square value of 0.531 shows that the ability of independent variables to explain employee productivity variables is quite strong. The Durbin-Watson value of 2.180 indicates that there is no autocorrelation in the regression model, so the research model can be said to be suitable for further analysis.

Discussion

1. The Influence of the Work Environment on Employee Productivity at the Ministry of Religion of Gowa Regency

The results of the study show that the variables of the work environment have a positive and significant influence on employee productivity at the Ministry of Religion of Gowa Regency. This condition proves that improving the quality of the work environment, both physical and non-physical, directly contributes to increasing the work productivity of employees in the agency. The work environment is a fundamental aspect that includes physical conditions such as facilities, spatial planning, cleanliness, as well as non-physical aspects such as relationships between colleagues and effective communication.

Based on the results of the respondents' answer descriptions, the variables of the work environment at the Ministry of Religion of Gowa Regency showed quite good conditions. This can be seen from the physical condition of the workplace which includes lighting, cleanliness, and ventilation of the workspace which is considered sufficient to support the implementation of employee duties. An organized, clean, and adequate air circulation work environment can help employees feel more comfortable in completing their daily work.

In addition, the work relationship between employees and the relationship between employees and superiors also showed positive conditions. A well-established pattern of communication, coordination, and work interaction can create a more conducive and harmonious work atmosphere. The availability of adequate work facilities and the safety and

comfort of the work environment are also supporting factors in improving the smooth implementation of tasks. Thus, the work environment at the Ministry of Religion of Gowa Regency has supported employee productivity, although the aspects of comfort, cleanliness, facilities, and work harmony still need to be strengthened so that employee performance can develop more optimally.

According to Tambunan (2018), a conducive, comfortable, and psychologically safe work environment is crucial in creating a work atmosphere that supports optimal performance. Employees who are in a well-organized work environment tend to have higher focus and lower stress levels, so that effectiveness in completing tasks can be achieved.

From a management perspective, the work environment acts as a means of support for employees to carry out their duties and responsibilities efficiently. When office facilities are adequately available and interpersonal relationships between employees are harmoniously established, employees will feel valued and safe, which in turn encourages increased work morale and job satisfaction. The existence of this supportive environment allows employees to minimize operational barriers, so that productivity, measured through the quantity and quality of work, can be significantly improved.

The results of this study are in line with the findings of Novitanti and Situmorang (2023) who concluded that a supportive work environment has a positive effect on employee productivity because it is able to increase discipline and work output.

In addition, this finding is also supported by research by Edwin Faisal Saputra, Meilaty Finthariasari, and Taufik Bustami (2020) who affirm that there is a significant influence of the work environment on the work productivity of employees in the production division. Thus, it is proven that the optimal work environment at the Ministry of Religion of Gowa Regency has a positive impact on increasing employee productivity. The results of this study strengthen the empirical evidence that attention to the physical arrangement and psychological atmosphere of the workplace is a strategic step that must be taken by management to maintain high employee performance in accordance with organizational expectations.

2. The Effect of Work Motivation on Employee Productivity at the Ministry of Religion of Gowa Regency

The results of the study show that work motivation has a positive but not significant influence on employee productivity at the Ministry of Religion of Gowa Regency. This indicates that the current internal and external motivations have not been the main drivers that dominantly increase employee productivity compared to other variables in the context of this study.

Based on the results of the respondents' answer descriptions, the variables of employee work motivation at the Ministry of Religion of Gowa Regency are in the good category. This shows that employees have a desire to excel at work and strive to achieve better work results. This encouragement is one of the important factors that encourage employees to carry out their duties responsibly, in a directed manner, and in accordance with organizational goals.

Employee work motivation can also be seen from attention to recognition and appreciation for performance, competency and career development opportunities, and encouragement to provide the best service to the community. Employees who feel valued and have opportunities to develop their skills tend to be more enthusiastic about their work. Therefore, even though employee work motivation is relatively good, organizations still need to strengthen the appreciation system, career development, and reward so that employee morale can increase more optimally.

Work motivation is an internal and external force that encourages a person to work earnestly to achieve organizational goals. According to Maslow's Hierarchy of Needs Theory,

motivation arises from the fulfillment of tiered needs, ranging from physiological needs to self-actualization, while Herzberg's Two-Factor Theory emphasizes the importance of motivating factors in increasing motivation and job satisfaction. Without adequate motivation, the technical abilities or competencies possessed by employees will not be optimally utilized to achieve the expected productivity targets.

In practice, strong motivation will make employees more proactive, creative, and committed to their tasks, both administrative and public service. Employees who feel that their needs are being met, both in the form of rewards from their superiors and opportunities to develop competencies and careers, will be more motivated to make maximum contributions to the achievement of organizational targets. Motivation that is well managed is a strategic instrument that greatly determines the work spirit, perseverance, and sense of responsibility of employees in carrying out their roles in government agencies.

The results of this study are different from the findings of Rina Dwiarti (2024) who stated that motivation has a positive and significant effect on employee performance at the Yogyakarta City Tourism Office. This difference in results can be caused by differences in the characteristics of the research object, local work culture, and reward systems applied to different agencies, so that motivation has not been the main determining factor for employee productivity at the Ministry of Religion of Gowa Regency in this study.

Overall, although work motivation has a direct relationship with productivity, the study found that the effect has not been statistically significant. Therefore, a more comprehensive management strategy is needed in managing motivation, such as strengthening the reward system or increasing employee involvement, so that work motivation can be a more effective driver of productivity in the future.

This insignificance is also influenced by the characteristics of the government bureaucracy, where the payroll system and career paths of the State Civil Apparatus (ASN) are generally fixed and not directly tied to individual work achievements. This condition causes employee productivity to be formed more by compliance with standard operating procedures (SOPs) and structural supervision, rather than by mere motivational encouragement. This finding is in line with the research of Siahaan and Bahri (2019) who also found that motivation has a positive but insignificant effect on employee performance, thus showing that this pattern is quite common in agencies with compensation systems that are not based on direct performance. This is different from the results of Dwiarti's (2024) research which examined public service agencies with a more measurable incentive system, so that work motivation is more easily reflected significantly on the performance of their employees.

3. The influence of organizational culture on employee productivity at the Ministry of Religion of Gowa Regency

The results of the study show that organizational culture has a positive and significant influence on employee productivity at the Ministry of Religion of Gowa Regency. These results confirm that the application of positive values, norms, and work habits is crucial in shaping productive and results-oriented employee behavior within the agency.

Based on the results of the respondents' answer descriptions, the organizational culture variables at the Ministry of Religion of Gowa Regency showed good conditions. The organizational culture is reflected in the value of discipline at work, teamwork between employees, and compliance with work rules and procedures. In addition, organizational culture is also reflected in the employee's responsibility for the work given, which is shown through seriousness in completing tasks according to targets, maintaining the quality of work results, and willingness to account for the results of work to the organization. Discipline and

compliance are important bases in creating an orderly, directed, and compliant work pattern with organizational standards.

In addition, organizational culture can also be seen from the employee's commitment to the organization's vision and mission as well as orientation to community service. Good teamwork can strengthen the execution of tasks, while an understanding of the organization's vision and mission can help employees work not only because of routine, but also because of understanding the direction and goals of the institution. Responsibility for work is closely related to employee productivity because employees who have a high sense of responsibility tend to complete work on time, minimize work errors, and strive to provide optimal work results. These conditions ultimately contribute to increased productivity both individually and organizationally. Thus, the organizational culture at the Ministry of Religion of Gowa Regency has been positively formed through discipline, cooperation, commitment, compliance, responsibility for work, and service orientation, but strengthening organizational values is still needed so that the work culture is more consistent and meaningful.

Organizational culture is a system of values and norms that are shared by members of the organization that function as guidelines in behaving and making decisions. According to Edgar H. Schein, organizational culture includes visible artifacts, values adhered to, and basic assumptions that are not realized by the organization's members. A strong and positive culture, such as discipline, collaboration, and integrity, creates a value alignment that increases employee commitment in supporting the organization's vision and mission, so they tend to work more effectively and efficiently.

In public sector organizations, organizational culture plays a role as a social control mechanism that is highly influential in determining how employees understand their roles and carry out their responsibilities. An adaptive and supportive culture will encourage employees to actively participate in service innovation and respond to changing societal needs more responsively. Conversely, a routine-oriented culture without the drive to perform high can inhibit employee potential, so it's important for organizations to consistently internalize a work culture that supports productivity.

The results of this study are in line with the research of Marisya (2022) who stated that organizational culture has a significant effect on employee productivity because a strong culture is able to form productive work behavior. In addition, these findings also support the results of research by Novitanti and Situmorang (2023) which found that a strong organizational culture is able to improve employee discipline, accuracy, and output.

In conclusion, a strong and positive organizational culture has been empirically proven to contribute to increasing employee productivity at the Ministry of Religion of Gowa Regency. Well-internalized organizational values serve as a driver for employees to continue to improve the quality of service, so strengthening organizational culture must remain a strategic priority for leaders to achieve organizational goals in a sustainable manner.

4. The simultaneous influence of work environment, work motivation, and organizational culture on employee productivity at the Ministry of Religion of Gowa Regency

The results of the study show that the variables of work environment, work motivation, and organizational culture simultaneously have a positive and significant effect on employee productivity at the Ministry of Religion of Gowa Regency. The integration of these three variables provides a stronger boost than the partial influence of each, which shows that employee work effectiveness is the result of a combination of physical, psychological, and value system elements that reinforce each other.

Based on the results of the respondents' answer descriptions, the variable of employee productivity at the Ministry of Religion of Gowa Regency is in the very good category. This

shows that employees have the ability to complete work on time, produce quality work, and meet the demands of work quantity in accordance with the responsibilities given. Good productivity reflects the ability of employees to manage tasks effectively and complete work according to organizational needs.

Employee productivity can also be seen from the efficiency of working time use and responsibility for work. Employees who are able to make good use of their working time tend to be able to complete tasks in a more targeted manner, while work responsibilities show awareness to maintain the quality, accuracy, and accountability of work results. Thus, employee productivity in this study can be considered very good because employees are able to show punctuality, work quality, work quantity, efficiency, and responsibility in carrying out organizational tasks. A conducive work environment provides a sense of comfort and security, work motivation is the fuel for enthusiasm and seriousness, while organizational culture provides a framework of code of conduct that directs employees' actions to remain in line with organizational goals. Human resource management theory states that productivity is not only the result of individual capabilities, but a reflection of an organizational system that is able to create a supportive environment, maintain motivation, and consistently instill cultural values.

The combination of these three forms a synergistic work ecosystem for employees to produce optimal output, both in terms of quantity and quality of work. Employees who receive the support of work facilities, the right motivational encouragement, and an environment based on a positive work culture will have a higher level of attachment to the organization. In the context of public services at the Ministry of Religion, this synergy is very crucial so that the services provided to the community become faster, qualified, and innovative.

The results of this study are in line with the findings of Fatkhi Barri, (2024) which proves that the work environment, organizational culture, and work motivation together have a positive and significant effect on employee productivity. This finding is also supported by research by Cyndi N. Tinungki, Lucky O.H. Dotulong, and Christoffel Kojo (2024) who affirm that these three variables are important determinants in increasing the effectiveness of employee work in companies.

In conclusion, the success of increasing productivity in the Ministry of Religion of Gowa Regency is highly dependent on the simultaneous and integrated management of these three variables. Therefore, management needs to take a comprehensive approach that does not only focus on one of the variables, but comprehensively develops a comfortable work environment, optimizes the motivation system, and strengthens the internalization of organizational culture in order to achieve the expected productivity targets

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the work environment has been proven to have a positive and significant effect on employee productivity at the Ministry of Religion of Gowa Regency. These findings show that a conducive work environment, both from physical aspects such as the availability of facilities and infrastructure and non-physical aspects such as a harmonious relationship between employees and colleagues and superiors, is able to increase work comfort so that it has an impact on increasing employee productivity.

This study also shows that work motivation has not had a significant influence on employee productivity at a significance level of 5%. Although descriptively the level of employee work motivation is in a good category, this motivation has not been able to encourage a real increase in productivity. This condition indicates that employee productivity is not only

influenced by individual motivation, but also influenced by other factors that support the implementation of work.

Furthermore, organizational culture has been proven to have a positive and significant influence on employee productivity. Organizational values that emphasize discipline, responsibility, and teamwork have been able to form more directed work behavior, thus contributing to increasing employee productivity in carrying out their duties and responsibilities.

Simultaneously, the work environment, work motivation, and organizational culture have a significant effect on employee productivity at the Ministry of Religion of Gowa Regency. The results of the analysis showed that the three variables together were able to explain 53.8% of the variation in employee productivity, while the remaining 46.2% were influenced by other factors outside the research model. These findings confirm that increasing employee productivity requires a comprehensive approach through the creation of a conducive work environment, strengthening organizational culture, and managing work motivation in a sustainable manner.

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