



Organizational Culture and Working Environment: Its Influence on Employees Performance

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Abstract : This study explores the influence of organizational culture and working environment on employee performance within a professional setting. The findings reveal that respondents expressed a very high level of satisfaction across all measured variables. Specifically, organizational culture—assessed through artefacts and espoused values—received an Average Weighted Mean (AWM) of 3.97, indicating strong alignment between organizational practices and core values. The working environment also scored high, with AWMs of 3.90 for physical,

4.00 for social, and 3.95 for psychological conditions, suggesting that employees are satisfied with their overall workplace experience.

In terms of employee performance, teamwork and customer satisfaction achieved perfect scores of 4.00, while time management rated 3.97, reflecting effective collaboration, efficiency, and service delivery. Furthermore, the perceived influence of organizational culture and working environment on employee performance both received an AWM of 3.99, affirming their significant and positive impact.

The results show that employees perceive their working environment as highly positive, with safe, comfortable, and motivating conditions that support productivity and collaboration (mean = 4.00). However, the slightly lower score for workplace support (mean = 3.96) suggests there is still room to improve everyday assistance and encouragement to help maintain strong performance.

The study underscores that organizational culture—defined by shared values, beliefs, and norms—and a well-structured working environment are critical to fostering productivity, motivation, and job satisfaction. These findings highlight the importance of cultivating a positive internal environment to support employee engagement and performance. The results provide valuable insights for leaders and policymakers aiming to enhance organizational effectiveness through strategic improvements in workplace culture and conditions.

IndexTerms – Organizational Culture, Working Environment and Employees Performance.

I. INTRODUCTION

In every organization, employees are regarded as the foundation of day-to-day operations and long-term success. Their performance directly affects the organization's ability to meet its goals, deliver services efficiently, and maintain a competitive edge. High-performing employees drive productivity, foster innovation, and contribute to a positive public image, particularly in government institutions like barangays where public service delivery is crucial. Therefore, understanding the factors that influence employee performance is essential for leaders and policymakers seeking to create effective and sustainable organizations.

Two of the most influential factors impacting employee performance are organizational culture and the working environment. Organizational culture includes the shared values, beliefs, traditions, and unwritten rules that guide how people interact and make decisions within the workplace. A strong, positive culture can promote unity, accountability, and job satisfaction. Meanwhile, the working environment—comprising physical conditions such as workspace and resources, social aspects like teamwork and

communication, and psychological factors such as stress levels and motivation—plays a significant role in shaping an employee's daily experience. Together, these factors influence how employees perceive their roles, respond to challenges, and perform their duties. When both organizational culture and working conditions are aligned with employee needs, they create an atmosphere that encourages productivity, loyalty, and high morale.

This study is necessary to explore how organizational culture and the working environment impact employee performance. Many organizations struggle with issues such as low productivity, poor collaboration, and decreased employee engagement. These problems often stem from internal factors that are not immediately visible or understood. By examining how aspects like shared values, workplace norms, and the overall environment affect how employees perform, this research can uncover key areas for improvement within the organization.

Understanding these relationships will enable leaders and decision-makers to develop more effective strategies that support employee well-being and drive higher performance. Creating a positive culture and a supportive work environment not only helps employees feel more motivated and satisfied but also enhances their efficiency and contribution to organizational goals. In an increasingly competitive business landscape, the ability to optimize employee performance through internal improvements is crucial for long-term.

Yoghan et al (2020) stated that employee performance is a main concern for public organizations to provide excellent service to public communities. To reach a high employee performance, human resources is prominent key successes. The findings reveal that all factor loadings exceed 0.50, demonstrating strong measurement reliability. The analysis of path coefficients indicates that the work environment positively and significantly influences both organizational culture and employee performance. Additionally, organizational culture has a positive and significant impact on employee performance. In conclusion, a supportive work environment fosters a strong organizational culture, which subsequently enhances employee performance. Moreover, organizational culture independently contributes to improving employee performance, highlighting its critical role within the organization.

Chantika et al. (2025) found that both organizational culture and work environment have a significant positive effect on job satisfaction, which in turn significantly influences employee performance. Furthermore, organizational culture and work environment directly and positively contribute to employee performance. Job satisfaction acts as a key mediating factor that strengthens the relationship between these variables and overall employee productivity. In conclusion, enhancing organizational culture and work environment is essential for increasing job satisfaction, ultimately leading to improved employee performance. Therefore, organizations like PT XX should prioritize fostering a positive culture and supportive work environment to optimize productivity and address challenges such as declining performance and absenteeism.

Moreover Ngebursians et al. (2024) findings that results demonstrate that work ethic significantly influences employee performance, as does organizational culture. Additionally, work ethic has a notable impact on the work environment, which in turn also significantly affects employee performance. The findings further reveal that both work ethic and organizational culture positively affect employee performance through the mediating role of the work environment. This indicates that the work environment serves as an important channel through which work ethic and organizational culture enhance employee performance at the Pulau-Pulau Aru District Office.

The Philippine Constitution under Republic Act No. 6713, Section 4(b), titled An Act Establishing a Code of Conduct and Ethical Standards for Public Officials and Employees, to Uphold the Time-Honored Principle of Public Office Being a Public Trust, Granting Incentives and Rewards for Exemplary Service, Enumerating Prohibited Acts and Transactions and Providing Penalties for Violations Thereof and for Other Purposes, states that:

Section 4. Norms of conduct of public officials and employees — Every public official and employee shall observe the following as standards of personal conduct in the discharge and execution of official duties: (b) Professionalism — Public officials and employees shall perform and discharge their duties with the highest degree of excellence, professionalism, intelligence, and skill. They shall enter public service with utmost devotion and dedication to duty. They shall endeavor to discourage wrong perceptions of their roles as dispensers or peddlers of undue patronage.

The provision under Republic Act No. 6713, Section 4(b) on Professionalism is highly relevant to the research titled "Organizational Culture and Working Environment: Its Effect on Employees Performance."

This section emphasizes that public officials and employees must perform their duties with excellence, intelligence, skill, and a strong sense of devotion and dedication. These expectations directly reflect the core elements of a positive organizational culture, where professionalism becomes a shared value that influences employee behavior, work ethics, and overall performance.

When professionalism is embedded in the organizational culture—as mandated by RA 6713—it helps create a work environment that prioritizes competence, accountability, and public trust. Such a culture encourages employees to take their responsibilities seriously, avoid unethical behavior, and deliver services effectively. In addition, by discouraging the perception of public office as a source of undue patronage, the law promotes fairness and merit-based recognition, which contributes to a more psychologically safe and socially supportive working environment. These conditions enhance motivation and job satisfaction, leading to better performance in areas such as teamwork, time management, and service delivery. Therefore, the principles of professionalism under RA 6713 serve as a guiding framework for fostering a culture and work environment that positively impacts employee performance.

This study focuses on Barangay Fundado in Canaman, Camarines Sur, and aims to examine how the organizational culture and working environment affect employee performance in this local government setting for the Fiscal Year 2025. Understanding the dynamics of culture—through artefacts, espoused values, and underlying assumptions—can reveal how employees align with institutional expectations and norms. Meanwhile, evaluating the working environment across physical, social, and psychological dimensions can highlight conditions that either support or hinder performance.

Lastly, this study aims to evaluate employee performance by examining teamwork, time management, and customer satisfaction. It explores the significant connections and impacts of organizational culture and work environment on performance, offering insights that can help leaders and managers improve employee well-being and overall productivity. The findings of this research will contribute to improving organizational practices and creating a supportive work culture that fosters better service delivery and employee engagement at the barangay level.

II. Respondents of the Study

The study gathered responses from a total of 25 evaluators in Barangay Fundado, Canaman, Camarines Sur as shown in table 1. Among them, 8 or 32% were barangay officials who provided insights based on their leadership roles and governance experience. Six respondents, representing 24%, were composed of the barangay secretary, treasurer, and utility personnel who contributed administrative and operational perspectives. The largest group consisted of 11 residents, accounting for 44% of the total, offering their views as members of the community. This diverse group of respondents ensured a well-rounded evaluation of organizational culture, working environment, and employee performance within the barangay.

Table 1
Respondents of the Study

Respondents	Frequency (f)	Percentage (%)
A. Barangay Officials of Fundado, Canaman, Camarines Sur	8	32
B. Secretary, Treasurer and Utilities of Fundado, Canaman, Camarines Sur	6	24
C. Resident of Fundado, Canaman, Camarines Sur	11	44
Total	25	100

III. Research Instrument

To ensure the collection of comprehensive and meaningful data, the study employed two primary data-gathering instruments: an evaluation checklist and unstructured interviews. The evaluation checklist served as a structured tool that enabled respondents to systematically assess various components of the study, specifically focusing on organizational culture, working environment, and employee performance. It included clearly defined criteria that guided respondents in evaluating each variable, ensuring that their answers were consistent and aligned with the study's objectives. This structured approach also facilitated the quantitative analysis by allowing data to be measured, compared, and interpreted using statistical methods.

A standardized numerical scale was incorporated into the checklist as shown in table 2, to provide uniformity in responses and to enhance the reliability and validity of the collected data. This ensured that all evaluators assessed each item based on the same range and interpretation, minimizing bias or subjective variation.

Table 2**Standardized Numerical Scale**

Scale	Range	Interpretation	Descriptive Rubric
4	3.26–4.00	Very Satisfied	Respondents were very satisfied, indicating that the organizational culture, working environment, or employee performance is highly effective, well-practiced, and consistently positive.
3	2.51–3.25	Satisfied	Respondents were satisfied, suggesting these aspects are functioning adequately but may still have minor areas for improvement.
2	1.76–2.50	Dissatisfied	Respondents were dissatisfied, implying the practices or conditions are inadequate, inconsistent, or needing improvement.
1	1.00–1.75	Very Dissatisfied	Respondents were very dissatisfied, indicating the culture, environment, or performance is poorly implemented, ineffective, or negatively experienced.

On the other hand, unstructured interviews were conducted to gather in-depth qualitative insights. These interviews offered respondents the freedom to express their thoughts, experiences, and opinions in their own words, enabling the researcher to capture a deeper understanding of the context, behaviors, and perceptions that influence performance in Barangay Fundado. The combination of these tools helped ensure both measurable and rich descriptive data were obtained for analysis.

IV. Statistical Used

In analyzing the quantitative data gathered from the evaluation checklist, the study employed both weighted mean and ranking techniques.

The **Weighted Mean** will be used in this research to determine the overall level of responses for each item under the variables of organizational culture, working environment, and employee performance. By assigning numerical values to responses on a Likert scale, the weighted mean provides a clear and objective measure of the general perceptions of the respondents, allowing the study to identify which practices or conditions are most and least evident. In addition, the **Pearson Correlation Coefficient** will be applied to examine the strength and direction of the relationships between the key variables. This statistical tool is appropriate for testing whether improvements in one area, such as organizational culture or working environment, are associated with changes in employee performance. Together, these methods will enable the research to generate meaningful insights into the levels, rankings, and interconnections of the factors being studied, supporting evidence-based conclusions and recommendations.

V. Result and Discussion

This section presents and discusses the findings of the study on the organizational culture and working environment and their influence on employee performance. Using descriptive statistics such as the weighted mean and ranking, the study determined the general perceptions of employees regarding the current state of the organization's culture, physical and social work conditions, and their own performance. In addition, the results highlight how these factors contribute to motivating, supporting, and sustaining employee productivity and effectiveness. The discussion interprets the quantitative data,

Table 3**Result on Organizational Culture and Working Environment:****Its Influence on Employees Performance in terms of Organizational Culture**

1. Organizational Culture	
a. Artefacts	
	WEIGHTED MEAN
1. The physical layout of our workplace reflects the organization's values.	3.92

2. Company logos, uniforms, or design elements are consistently used and recognized.	4
3. Office decor and symbols promote a professional and unified culture.	3.96
4. Employees are aware of the formal rules, dress codes, or rituals observed by the organization.	4
b. Espoused Values	
5. Our organization communicates its core values clearly to all employees.	4
6. The decisions made by management are aligned with the company's stated values.	4
7. Employees are encouraged to uphold integrity, respect, and excellence at work.	4
8. I feel that our organization practices what it preaches.	3.88

identifies key strengths and areas for improvement, and provides insights into how organizational practices and workplace conditions shape employees' attitudes, behaviors, and performance outcomes.

The results show that the respondents generally perceive the organization's culture as strong and well-established, as reflected in the consistently high weighted mean scores across both artefacts and espoused values. Within the artefacts dimension, the use of company logos, uniforms, and design elements, as well as awareness of formal rules and rituals, received the highest scores (4.00), indicating that visible symbols and structures are effectively maintained and recognized by employees. The physical layout of the workplace and office décor also scored favorably (3.92 to 3.96), suggesting that the work environment supports a professional and unified organizational identity. In terms of espoused values, employees agree that the organization clearly communicates its core values and that management decisions align with these principles, as shown by the perfect weighted mean of 4.00 for several items. However, the slightly lower mean score (3.88) for the statement "I feel that our organization practices what it preaches" suggests a minor gap between stated values and actual practice. This indicates that while employees generally trust the organization's commitment to its values, there may be opportunities to strengthen consistency between what the organization promotes and what it demonstrates in daily operations.

The findings/Result on Organizational Culture and Working Environment: Its Influence on Employees Performance in terms of working environment in table 4 presented in next page reveal that the respondents generally perceive their working environment positively, as indicated by the consistently high weighted mean scores across the physical, social, and psychological dimensions. Under the physical environment, employees strongly agree that their workspace is safe, clean, and well-organized (4.00)

Table 4
Result on Organizational Culture and Working Environment:
Its Influence on Employees Performance in terms of working environment

2. Working Environment	
a. Physical Environment	
13. My workspace is safe, clean, and well-organized.	4
14. I have access to the tools and resources I need to do my job effectively.	3.92
15. The physical environment supports focus and productivity.	4
16. Equipment and facilities are well-maintained and functional.	3.68
b. Social Environment	
17. I maintain positive and respectful relationships with my coworkers.	4
18. My team communicates openly and works well together.	4
19. I feel supported by my peers and superiors.	4
20. Collaboration and teamwork are encouraged in our organization.	4
c. Psychological Environment	
21. I feel mentally safe expressing ideas or concerns at work.	3.96
22. I am confident that my efforts are appreciated and valued.	3.92
23. I experience low levels of work-related stress or anxiety.	3.92
24. The management shows concern for employee well-being and morale.	4

and that it supports focus and productivity (4.00). Access to necessary tools and resources also scored favorably (3.92), although the lowest score in this dimension (3.68) for the maintenance and functionality of equipment and facilities suggests a potential area for improvement in ensuring that physical resources are consistently in good condition.

In terms of the social environment, the responses show uniformly high agreement (4.00) that positive relationships, open communication, teamwork, and peer support are well established within the organization. These results imply a healthy and collaborative atmosphere where employees feel comfortable working together and maintaining respectful interactions.

For the psychological environment, the scores indicate that employees generally feel mentally safe expressing ideas or concerns (3.96), appreciate that their efforts are valued (3.92), and experience relatively low levels of work-related stress (3.92). Furthermore, the perfect score (4.00) for management's concern for employee well-being highlights that respondents believe their organization genuinely cares about their morale and mental welfare.

Overall, the results suggest that while the working environment is perceived as supportive and conducive to productivity and collaboration, maintaining equipment and facilities could be prioritized to further strengthen the physical aspects of the workplace. Table 5 Result on Organizational Culture and Working Environment: Its Influence on Employees Performance in terms of Employee performance. Presented in next page indicate that the respondents perceive their performance positively across the areas of teamwork, time management, and customer satisfaction. In the teamwork dimension, all items received the highest possible mean score (4.00), showing strong agreement that employees actively contribute to team goals, collaborate effectively, resolve conflicts constructively, and readily support colleagues when needed. This suggests a highly cooperative and supportive work culture that values team success.

Table 5
Result on Organizational Culture and Working Environment:
Its Influence on Employees Performance in terms of Employee performance.

3. Employee Performance	
a. Teamwork	
25. I actively contribute to team goals and group tasks.	4
26. I cooperate and collaborate well with my coworkers.	4
27. I resolve conflicts with team members constructively.	4
28. I support my colleagues when help is needed.	4
b. Time Management	
29. I complete tasks and responsibilities within set deadlines.	4
30. I prioritize work effectively and avoid procrastination.	4
31. I manage my daily tasks efficiently.	4
32. I can balance multiple assignments without compromising quality.	3.88
c. Customer Satisfaction	
33. I treat clients or customers with courtesy and professionalism.	4
34. I respond to customer concerns or requests promptly.	4
35. I aim to meet or exceed customer expectations.	4
36. I take responsibility for delivering a quality service or product.	4

In terms of time management, employees also report high levels of efficiency and responsibility. The weighted means show that tasks are generally completed within deadlines (4.00), work is prioritized effectively (4.00), and daily tasks are managed efficiently (4.00). However, the slightly lower mean score (3.88) for balancing multiple assignments without compromising quality indicates a minor area that could be strengthened, such as through workload management or additional support during peak periods.

Regarding customer satisfaction, the results reflect excellent performance as all items received a mean score of 4.00. This indicates that employees consistently treat clients with courtesy and professionalism, respond promptly to concerns, aim to meet or exceed expectations, and take responsibility for delivering quality service or products.

The findings demonstrate that employees perceive themselves as highly capable in working

collaboratively, managing their time, and maintaining high standards of service, with only a slight opportunity to further support multitasking demands to ensure sustained performance quality.

Table 6 show that employees generally perceive both the organizational culture and working environment as having a positive influence on their performance. For organizational culture, the weighted mean scores indicate strong agreement that the values and practices of the organization motivate employees to perform better (4.00) and help them understand how their work aligns with the company's vision and goals (4.00). The organizational culture is also viewed as supportive of personal and professional growth (4.00), while creating a positive and productive atmosphere scored slightly lower but still high (3.96). This suggests that employees recognize a strong connection between the culture promoted by the organization and their motivation, engagement, and development.

Table 6

Result on Organizational Culture and Working Environment:

Its Influence on Employees Performance in terms of Influence of Organizational Culture & Working Environment

4. Influence of Organizational Culture & Working Environment	
a. Organizational Culture Influence	
37. The values and practices of the organization motivate me to perform better.	4
38. Our organizational culture creates a positive and productive atmosphere.	3.96
39. I understand how my work aligns with the company's vision and goals.	4
40. The organization's culture helps me grow personally and professionally.	4
b. Working Environment Influence	
41. A supportive work environment helps me maintain good performance.	3.96
42. Comfortable and safe conditions improve my productivity.	4
43. The environment encourages collaboration and initiative.	4
44. My work setting motivates me to do my best every day.	4

In terms of the working environment, employees also agree that it significantly contributes to maintaining good performance and productivity. High scores show that comfortable and safe working conditions (4.00), an environment that encourages collaboration and initiative (4.00), and a motivating work setting (4.00) all play an important role in helping them do their best. The slightly lower mean for the supportive aspect of the environment (3.96) indicates that while overall support is strong, there may still be opportunities to strengthen day-to-day assistance and encouragement from the workplace to help employees sustain their high performance.

This confirm that both a positive organizational culture and a supportive working environment are important drivers of employee motivation, productivity, and continuous improvement within the organization.

V. Conclusion

Based on the findings, it can be concluded that the organization's culture and working environment are perceived positively by employees, with strong scores reflecting clear values, visible symbols, teamwork, and a supportive atmosphere. However, a slight gap between stated values and actual practice, along with minor concerns about equipment and facility maintenance, suggests areas where consistency and upkeep could be improved to fully sustain employee trust, productivity, and motivation.. The results show that employees view their working environment as safe, supportive, and collaborative, with strong social and psychological support from management and peers. However, the lower score on equipment and facility maintenance points to a need for improvement in this area to fully sustain productivity and comfort. Findings show that employees view their working environment as safe, supportive, and collaborative, with strong physical, social, and psychological conditions that encourage productivity and well-being.

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