

Organizational environment as a predictor of student organization performance: A study of HIMA at Universitas Airlangga

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Abstract

The organizational environment is a potential factor influencing the performance of student organization members. This study aims to analyze the effect of the organizational environment on the performance of HIMA members at Universitas Airlangga. A quantitative survey was conducted involving 62 respondents, and the data were analyzed using simple linear regression. The results indicate that the organizational environment has a positive and statistically significant relationship with member performance ($B = 1.463$; $\beta = 0.610$; $p < 0.001$), explaining 37.2% of the variance in performance ($R^2 = 0.372$). These findings suggest that a better organizational environment is associated with higher member performance. However, 62.8% of the variance is not explained by the model. This study contributes empirical evidence to research on student organizations by clarifying the relationship between the organizational environment and member performance. Practically, the findings provide a basis for evaluating facilities, comfort, and interpersonal relationships to support the implementation of organizational programs.

Keywords: Organizational environment; Member performance; Student organizations; Interpersonal relationships; Universitas Airlangga.

Abstrak

Lingkungan organisasi merupakan salah satu faktor yang berpotensi memengaruhi kinerja anggota organisasi mahasiswa. Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan organisasi terhadap kinerja anggota HIMA di Universitas Airlangga. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 62 responden dan analisis regresi linear sederhana. Hasil penelitian menunjukkan bahwa lingkungan organisasi berpengaruh positif dan signifikan terhadap kinerja anggota ($B = 1,463$; $\beta = 0,610$; $p < 0,001$), dengan kemampuan menjelaskan 37,2% variasi kinerja ($R^2 = 0,372$). Temuan ini menunjukkan bahwa lingkungan organisasi yang lebih baik berkaitan dengan kinerja anggota yang lebih tinggi. Namun, 62,8% variasi kinerja tidak dapat dijelaskan oleh model. Penelitian ini berkontribusi pada kajian organisasi mahasiswa dengan menyediakan bukti empiris mengenai hubungan antara lingkungan organisasi dan kinerja anggota. Secara praktis, temuan ini dapat menjadi dasar untuk mengevaluasi fasilitas, kenyamanan, dan hubungan antar anggota guna mendukung pelaksanaan program kerja.

Kata Kunci: Lingkungan organisasi; Kinerja anggota; Organisasi mahasiswa; Hubungan antar anggota; Universitas Airlangga.

Introduction

Student organizations serve not only as venues for implementing work programs but also as spaces in which members develop skills and a sense of responsibility. Hidayah et al. (2022), in a study involving 24 informants from eight universities in the Special Region of Yogyakarta, found that participation in student organizations encompasses cadre development, leadership skill development, and educational awareness. These findings demonstrate that organizational activities contribute to student development beyond the completion of routine tasks. However, these benefits depend on the conditions that support organizational activities. Facilities, safety, and relationships among members can influence the smooth coordination of day-to-day activities. In the healthcare context, Almutairi et al. (2022) reviewed evidence concerning the relationship between the work environment and nurses' job performance. These two contexts highlight the relevance of the environment as an organizational concern, although the nature of the work and members' responsibilities differs between them.

In this study, the organizational environment encompasses physical conditions and nonphysical relationships that shape members' activities. Sedarmayanti (2017) discusses the work environment in terms of workplace conditions and social aspects that influence work performance. Empirical evidence indicates that the relationship between the work environment and performance is not always statistically significant. Munawaroh and Setiawati (2022), based on a study of 55 employees at PT Trans Pacific Petrochemical Indotama in Tuban, found that the work environment had a positive but statistically nonsignificant effect on employee performance. In contrast, Arbyan and Riyanto (2023) reported that both the physical and nonphysical work environments had significant effects on employee performance. Setiani et al. (2022), in a survey of 70 employees of the Batu City Tourism Office, found that interpersonal relationships and the physical work environment significantly affected performance, with work ethic serving as a mediating variable. These divergent findings highlight the importance of examining this relationship in the context of Himpunan Mahasiswa (HIMA), or student associations, which provide a platform for university students to participate in activities and carry out organizational work programs.

The performance of HIMA members should be assessed in terms of task achievement, work quality, efficiency, timeliness, and the ability to collaborate, rather than solely by the number of tasks completed. Mathis et al. (2014) discuss performance within the framework of human resource management, providing a basis for understanding task execution and work outcomes. In the context of student organizations, Argakoesoemah et al. (2023) examined the quality of operational performance in the student organization at STIE Indonesia Banking School under remote working arrangements. Their study identified communication, organizational culture, and remote work implementation as factors associated with performance. Putri et al. (2023)

reported more specific findings concerning the Public Administration Student Association at UNTIRTA: organizational communication affected performance, whereas work-related stress and conflict did not have statistically significant effects. These findings indicate that organizational factors do not necessarily produce consistent results across different contexts.

Studies conducted in formal work environments have also highlighted the importance of organizational conditions. Gu et al. (2022), based on 314 valid responses from academic staff, found that a positive work environment enhanced performance, employee commitment, and the capacity to strive for achievement; commitment and this capacity were also positively associated with performance. Idris and Santoso (2023), in a survey of 166 educational staff members at Universitas Islam Bandung, reported that both the work environment and organizational culture had positive effects on performance. Meanwhile, Setiawan et al. (2023), using data from 70 employees of Airlangga Apartment, found that compensation and the work environment had a significant simultaneous effect on performance, with a coefficient of determination of 53.9%. These findings support the relevance of the organizational environment but must be interpreted within the context of formal employment and should not be generalized directly to HIMA members.

Nevertheless, research findings on the relationship between the environment and performance are not entirely consistent. Nurhandayani (2022) found that the work environment did not have a statistically significant partial effect on employee performance, although the work environment, job satisfaction, and workload had a significant effect when examined simultaneously. In contrast, Apriliano et al. (2025), based on a study of 32 employees at PT Wujud Rama Abadi in Bekasi, found that both the work environment and organizational culture had positive and statistically significant effects on performance, both individually and simultaneously. In the higher education context, A'malia et al. (2025) reported that the work environment had a positive and statistically significant effect on the productivity of educational staff at Campus B of Universitas Airlangga. These divergent findings suggest that the relationship between the environment and work outcomes may depend on the context and variables examined. Evidence from employees alone is insufficient to explain the experiences of student organization members.

In light of these differences, this study examines the effect of the organizational environment on the performance of HIMA members in study programs at Universitas Airlangga. Previous studies indicate that physical conditions, interpersonal relationships, communication, and other organizational factors may be associated with performance, although the strength and statistical significance of these relationships vary across contexts. Student organizations have distinct characteristics because task execution depends on members' participation, coordination, and responsibility in

carrying out work programs. Therefore, findings from companies and educational staff cannot be directly applied to HIMA. This study aims to determine whether the organizational environment has a statistically significant effect on member performance. In practical terms, the findings are expected to help organizational leaders evaluate facilities, activity spaces, and interpersonal relationships on the basis of empirical evidence. The null hypothesis states that the organizational environment has no statistically significant effect on member performance, whereas the alternative hypothesis states that the organizational environment has a statistically significant effect on member performance.

Method

This study employed a quantitative approach with an associative research design to examine the relationship between the organizational environment (X) and the performance of HIMA members at Universitas Airlangga (Y). The organizational environment was measured based on the physical and nonphysical aspects described by Sedarmayanti (2017), whereas member performance was measured with reference to the human resource management framework proposed by Mathis et al. (2014). Data were collected using a questionnaire developed on the basis of the operational definitions of the variables. The instrument was administered to students with experience participating in HIMA activities and carrying out organizational responsibilities. This approach enabled both variables to be measured systematically and their statistical relationship to be examined using responses from participants who met the research criteria.

Respondents were selected using purposive sampling with a criterion sampling approach, in which participants are selected according to criteria relevant to the research objectives (Memon et al., 2025). The criteria included having been or currently being a HIMA member, actively participating in activities or work programs, and having received assignments or responsibilities in HIMA activities. Of the 72 individuals who completed the questionnaire, 62 met all the criteria and were included in the analysis, while the remaining 10 responses were excluded. The organizational environment instrument consisted of six statements covering environmental conditions, safety, facilities, relationships with fellow members, relationships with organizational administrators, and comfort. Member performance was measured using 15 statements covering quantity, quality, efficiency, interpersonal impact, timeliness, and work outcomes. All items were measured using a five-point rating scale ranging from 1 to 5.

The data were analyzed using simple linear regression because the research model involved one independent variable and one dependent variable. Before hypothesis testing, the instrument was assessed through item validity and reliability tests to evaluate the quality of the measurements. The regression assumptions were examined

using residual normality and heteroscedasticity tests. The regression coefficient was then used to determine the direction and magnitude of the relationship between the organizational environment and member performance, while the *t*-test was used to evaluate the statistical significance of the coefficient. The coefficient of determination (R^2) was used to measure the proportion of variation in member performance explained by the model. All statistical analyses were conducted using data from the 62 respondents who met the research criteria.

Results and Discussion

Instrument Validity and Reliability Tests

Validity was assessed using the Pearson product-moment correlation by comparing the calculated *r* values with the critical *r* value at a 5% significance level. With 62 respondents, this study used a critical *r* value of 0.25. An item was considered valid if its calculated *r* value exceeded the critical *r* value. The results for all instrument items are presented in Table 1.

Table 1. Results of the Item Validity Test

Variable	Item	Critical <i>r</i>	Calculated <i>r</i>	Decision
Organizational Environment (X)	X1	0.25	0.653	Valid
	X2	0.25	0.786	Valid
	X3	0.25	0.590	Valid
	X4	0.25	0.601	Valid
	X5	0.25	0.699	Valid
	X6	0.25	0.758	Valid
Member Performance (Y)	Y1	0.25	0.714	Valid
	Y2	0.25	0.771	Valid
	Y3	0.25	0.821	Valid
	Y4	0.25	0.824	Valid
	Y5	0.25	0.705	Valid
	Y6	0.25	0.678	Valid
	Y7	0.25	0.736	Valid
	Y8	0.25	0.424	Valid
	Y9	0.25	0.683	Valid
	Y10	0.25	0.652	Valid
	Y11	0.25	0.729	Valid
	Y12	0.25	0.651	Valid
	Y13	0.25	0.618	Valid

	Y14	0.25	0.735	Valid
	Y15	0.25	0.719	Valid

Source: Data analysis results (2026).

As shown in Table 1, all items measuring the organizational environment and member performance met the validity criteria. The calculated r values ranged from 0.590 to 0.786 for the organizational environment variable and from 0.424 to 0.824 for the member performance variable. All values exceeded the critical r value of 0.25. Therefore, all six organizational environment items and all 15 member performance items were retained for subsequent analysis.

Instrument reliability was then assessed using Cronbach's alpha to evaluate the internal consistency of each variable. The instrument was considered reliable if Cronbach's alpha exceeded 0.70. The reliability test results are presented in Table 2.

Table 2. Reliability Test Results for Variables X and Y

Variable	Cronbach's Alpha	Number of Items	Decision
Organizational Environment (X)	0.763	6	Reliable
Member Performance (Y)	0.922	15	Reliable

Source: Data analysis results (2026).

The results show that the organizational environment variable had a Cronbach's alpha value of 0.763, while the member performance variable had a value of 0.922. Both values exceeded the threshold of 0.70, indicating that the instruments met the reliability criteria applied in this study. The alpha value for the organizational environment variable indicates adequate internal consistency, whereas the value for member performance indicates high internal consistency.

Overall, the results indicate that all statement items met the validity criteria and both instruments met the reliability criteria. Therefore, the instruments were considered suitable for subsequent analysis. Nevertheless, these results primarily demonstrate item validity based on correlation and the internal consistency of the instruments; they do not, by themselves, establish that the constructs have been comprehensively measured.

Descriptive analysis of the research variables

Descriptive analysis was conducted to describe respondents' assessments of the organizational environment and the performance of HIMA members based on the distribution of responses to each statement item. The assessment used a five-point scale ranging from 1 to 5, with the ideal score calculated based on the number of respondents, the number of items, and the maximum score. The results are presented separately for each variable to provide a clearer picture of response patterns and identify aspects that may require further attention.

The descriptive analysis of the organizational environment variable is presented in Table 3. The six statement items obtained an actual score of 1,519 out of an ideal score of 1,860, equivalent to 81.67%. Based on the interpretation criteria applied in this study, this percentage falls into the very good category. Nevertheless, the scores for individual items reveal differences in respondents' assessments of various aspects of the organizational environment.

Table 3. Descriptive analysis of the organizational environment variable (X)

Item	Score 5 (F)	Score 5 (%)	Score 4 (F)	Score 4 (%)	Score 3 (F)	Score 3 (%)	Score 2 (F)	Score 2 (%)	Score 1 (F)	Score 1 (%)	Total score
X1	15	24%	34	55%	12	19%	1	2%	0	0%	249
X2	18	29%	28	45%	15	23%	1	2%	0	0%	249
X3	13	21%	24	39%	20	32%	5	8%	0	0%	231
X4	30	48%	28	45%	4	6%	0	0%	0	0%	274
X5	25	40%	31	50%	6	9%	0	0%	0	0%	267
X6	18	29%	28	45%	15	23%	1	2%	0	0%	249
Actual score											1,519
Ideal score											1,860

Source: Data analysis results (2026).

As shown in Table 3, item X4 obtained the highest score of 274. A total of 48% of respondents assigned a score of 5, while 45% assigned a score of 4, meaning that 93% gave the item a high rating. Item X5 ranked second, with a score of 267; 90% of respondents assigned it a score of 4 or 5. In contrast, item X3 obtained the lowest score of 231. For this item, 32% of respondents assigned a score of 3 and 8% assigned a score of 2. Compared with the other items, the response distribution for X3 reflects a relatively less favorable assessment. Therefore, the aspect measured by X3 warrants attention when evaluating the organizational environment. If X3 represents facilities, as specified in the operational definition of the variable, these findings indicate the need to evaluate the availability and adequacy of facilities supporting HIMA activities.

The descriptive analysis of the member performance variable is presented in Table 4. This variable comprised 15 statement items, with an actual score of 3,928 out of an ideal score of 4,650, equivalent to 84.47%. This percentage also falls into the very good category and exceeds the percentage achieved by the organizational environment variable. However, as with the previous variable, the aggregate score should be supplemented by an examination of the response distribution for each item to identify aspects of performance that received relatively high or low ratings.

Table 4. Descriptive analysis of the member performance variable (Y)

Item	Score 5 (F)	Score 5 (%)	Score 4 (F)	Score 4 (%)	Score 3 (F)	Score 3 (%)	Score 2 (F)	Score 2 (%)	Score 1 (F)	Score 1 (%)	Total score
Y1	23	37%	30	48%	7	11%	2	3%	0	0%	260
Y2	22	35%	35	56%	3	5%	2	3%	0	0%	263
Y3	20	32%	35	56%	5	8%	2	3%	0	0%	259
Y4	24	39%	33	53%	3	5%	2	3%	0	0%	265
Y5	18	29%	33	53%	10	16%	1	2%	0	0%	254
Y6	17	27%	27	44%	17	27%	1	2%	0	0%	246
Y7	20	32%	32	52%	7	11%	3	5%	0	0%	255
Y8	25	40%	28	45%	7	11%	2	3%	0	0%	262
Y9	20	32%	36	58%	6	10%	0	0%	0	0%	262
Y10	33	53%	24	39%	5	8%	0	0%	0	0%	276
Y11	33	53%	27	44%	1	2%	1	2%	0	0%	278
Y12	26	42%	29	47%	6	10%	1	2%	0	0%	266
Y13	18	29%	35	56%	9	15%	0	0%	0	0%	257
Y14	21	34%	38	61%	3	5%	0	0%	0	0%	266
Y15	19	31%	35	56%	8	13%	0	0%	0	0%	259
Actual score											3,928
Ideal score											4,650

Source: Data analysis results (2026).

Table 4 shows that the scores for individual member performance items ranged from 246 to 278. Item Y11 obtained the highest score of 278, followed by Y10 with a score of 276. For both items, 53% of respondents assigned a score of 5. Overall, 97% of respondents assigned Y11 a score of 4 or 5, while the corresponding proportion for Y10 was 92%. In contrast, Y6 obtained the lowest score of 246, with 27% of respondents assigning a score of 3 and 2% assigning a score of 2. This response distribution indicates that Y6 received a relatively lower rating than the other items, suggesting that the aspect it measures warrants attention when evaluating member performance. If Y6 represents work quality, as specified in the operational definition of the variable, the evaluation could focus on the accuracy of work outcomes, compliance with task standards, and the quality of program implementation, in accordance with the indicators actually included in the questionnaire.

Overall, the descriptive analysis shows that both the organizational environment and member performance received ratings in the very good category. Nevertheless, variable-level scores do not establish that every aspect is functioning optimally.

Facilities, if represented by X3, and the performance aspect measured by Y6 received relatively lower scores than the other items. These findings can serve as an initial basis for identifying organizational evaluation priorities. However, because performance data were obtained through respondents' self-assessments, the results reflect members' perceptions and should not be treated as an objective measure of performance. Furthermore, descriptive analysis only describes the distribution of responses and does not establish a relationship between the organizational environment and member performance.

Classical assumption tests: normality and heteroscedasticity

Before hypothesis testing, the simple linear regression model was examined using residual normality and heteroscedasticity tests. Normality was assessed using the *one-sample Kolmogorov-Smirnov test*, while heteroscedasticity was evaluated by examining the residual scatterplot and conducting the Glejser test. The results of these tests were used to assess whether there was evidence of violations of the assumptions that could affect the interpretation of the regression results.

Table 5. Results of the residual normality test

Statistic	Value
Number of respondents (N)	62
Mean residual	0.0000000
Residual standard deviation	5.72144040
Absolute extreme difference	0.060
Positive extreme difference	0.060
Negative extreme difference	-0.049
Test statistic	0.060
Asymp. Sig. (2-tailed)	0.200
Monte Carlo Sig. (2-tailed)	0.847
99% confidence interval – lower bound	0.837
99% confidence interval – upper bound	0.856

Source: Data analysis results (2026).

As shown in Table 5, the Kolmogorov-Smirnov test applied to the 62 residuals yielded a test statistic of 0.060 and an *Asymp. Sig. (2-tailed)* value of 0.200. This significance value exceeds 0.05, indicating insufficient statistical evidence to reject the assumption of residual normality. The positive extreme difference of 0.060 and the negative extreme difference of -0.049 also indicate that the largest deviations between the empirical residual distribution and the theoretical normal distribution were relatively small according to the test statistic used. Furthermore, the *Monte Carlo Sig.* value of 0.847, with a 99% confidence interval ranging from 0.837 to 0.856, provides a consistent

result. Therefore, the test results do not indicate a statistically significant deviation from residual normality.

The next step involved examining the possibility of heteroscedasticity through the residual scatterplot. In Figure 1, the horizontal axis represents the *Regression Standardized Predicted Value*, while the vertical axis represents the *Regression Standardized Residual*. The scatterplot shows positive and negative residuals across different predicted values. The points do not form a consistent funnel-shaped pattern, either narrowing or widening. Although several points have relatively extreme residual values, such as those around -2.6 and 2.6 , the overall pattern does not reveal any clear visual indication of increasing or decreasing residual variance as predicted values change.

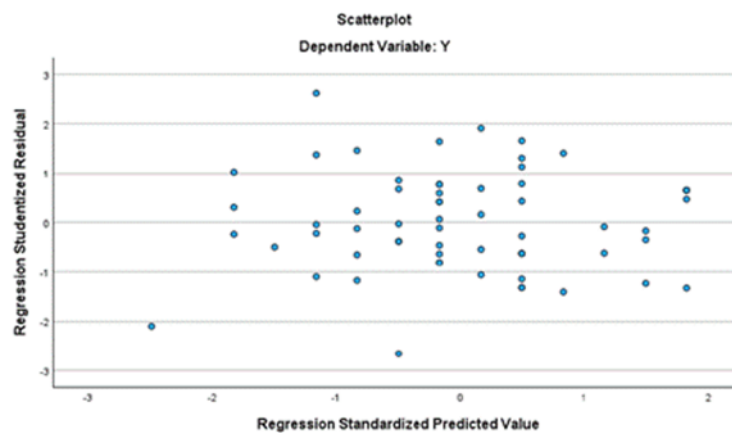


Figure 1. Scatterplot for the heteroscedasticity test

Source: Data analysis results (2026).

To complement the visual examination, the Glejser test was conducted by regressing the absolute residual values on the organizational environment variable. The results are presented in Table 6.

Table 6. Results of the Glejser test

Variable	Unstandardized coefficient (B)	Standard error	Standardized beta	<i>t</i>	Sig.
Constant	6.626	3.553	—	1.865	0.067
Organizational environment (X)	-0.083	0.144	-0.074	-0.578	0.565

Source: Data analysis results (2026).

Table 6 shows that the organizational environment variable had a regression coefficient of -0.083 , a *t* value of -0.578 , and a significance value of 0.565 . Because this significance value exceeds 0.05 , the relationship between the organizational environment and the absolute residual values is not statistically significant. The negative coefficient indicates an inverse relationship; however, given the significance

value, this direction cannot be interpreted as evidence of a heteroscedasticity pattern. Thus, the Glejser test results support the visual findings in Figure 1, indicating no statistically significant evidence of heteroscedasticity based on the tests conducted.

Overall, the significance values of 0.200 for the normality test and 0.565 for the Glejser test do not indicate significant violations of the two assumptions examined. These results support the use of simple linear regression for subsequent hypothesis testing. However, this conclusion is limited to residual normality and heteroscedasticity. The overall suitability of the model should also be assessed by considering other relevant assumptions, including linearity of the relationship and independence of observations.

Hypothesis testing: simple linear regression, *t*-test, and coefficient of determination

Hypothesis testing was conducted to determine whether the organizational environment (X) has a statistically significant relationship with the performance of HIMA members (Y). Simple linear regression was used because the study involved one independent variable and one dependent variable. The analysis included formulating the regression equation, testing the significance of the regression coefficient using the *t*-test, and assessing the model's ability to explain variation in member performance using the coefficient of determination.

The simple linear regression equation is formulated as follows:

$$\hat{Y} = a + bX$$

Where:

Y = member performance as the dependent variable.

a = regression intercept.

b = regression coefficient for the organizational environment.

X = organizational environment as the independent variable.

ε = error term.

The results of the simple linear regression analysis are presented in Table 7.

Table 7. Results of the simple linear regression analysis

Variable	Unstandardized coefficient (B)	Standard error	Standardized beta (β)	<i>t</i>	Sig.
Constant	27.501	6.052	—	4.544	< 0.001
Organizational environment (X)	1.463	0.245	0.610	5.968	< 0.001

Source: Data analysis results (2026).

As shown in Table 7, the regression intercept is 27.501, while the regression coefficient for the organizational environment is 1.463. Accordingly, the estimated regression equation is $Y = 27.501 + 1.463X + \varepsilon$. The intercept of 27.501 represents the predicted member performance score when the organizational environment score is zero. However, because the organizational environment variable was measured using six statement items, a score of zero falls outside the range of scores respondents could actually obtain. Therefore, the intercept is more appropriately understood as a mathematical component of the model rather than a representation of members' empirical conditions. Meanwhile, the regression coefficient of 1.463 indicates that every one-unit increase in the organizational environment score is associated with a predicted increase of 1.463 units in the member performance score. The standardized beta coefficient (β) of 0.610 also indicates a positive relationship. This finding suggests that more favorable assessments of the organizational environment tend to be associated with higher member performance scores.

The *t*-test results in Table 7 show that the organizational environment variable had a *t* value of 5.968 and a significance value of $p < 0.001$. This value exceeds the critical *t* value of approximately 2.000 for a two-tailed test at the 5% significance level with 60 degrees of freedom. Furthermore, the *p* value is below 0.05. Therefore, H_0 is rejected and H_1 is supported. These results indicate that the organizational environment has a statistically significant positive linear relationship with the performance of HIMA members. In other words, respondents who rate the organizational environment more favorably tend to have higher performance scores. Nevertheless, the regression results demonstrate a statistical relationship and do not establish that the organizational environment directly causes improvements in member performance.

The model's ability to explain variation in member performance was subsequently evaluated using the coefficient of determination. The results are presented in Table 8.

Table 8. Results of the coefficient of determination

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	Standard error of the estimate
1	0.610	0.372	0.362	5.76892

Source: Data analysis results (2026).

As shown in Table 8, the *R* value of 0.610 indicates the strength of the relationship between the organizational environment and member performance in the regression model. The coefficient of determination, $R^2 = 0.372$, means that the organizational environment explains 37.2% of the variation in member performance scores in the study sample. The remaining 62.8% of the variation is not explained by the model, which includes only the organizational environment as a predictor. Meanwhile, the adjusted R^2 value of 0.362 indicates that the proportion of variance explained by the model is 36.2% after adjustment for the number of predictors and sample size. The standard error of the estimate of 5.76892 represents the magnitude of the model's

prediction errors relative to the observed performance scores, expressed in the units of the member performance variable.

The coefficient of determination indicates that the organizational environment is a relevant predictor but does not explain all the variation in member performance. Other factors, such as motivation, leadership, communication, and organizational culture, may be considered in future research. However, these factors were not tested in the present model, so their contributions cannot be determined from the available results.

Overall, the simple linear regression results show that the organizational environment has a positive regression coefficient of 1.463, a standardized beta coefficient (β) of 0.610, and a significance value of $p < 0.001$. These findings support the existence of a statistically significant positive linear relationship between the organizational environment and the performance of HIMA members. The model explains 37.2% of the variation in member performance scores, while the remaining variation is not explained by the model. Thus, the results support the proposed hypothesis while highlighting the need to consider other factors to develop a more comprehensive understanding of performance among student organization members.

The effect of the organizational environment on HIMA member performance

Student organizations are not merely venues for implementing work programs but also spaces where members coordinate, develop their abilities, and fulfill shared responsibilities. In this study, the organizational environment received a score of 81.67%, while member performance reached 84.47%; both were classified as very good. These assessments indicate that respondents viewed organizational conditions and task execution positively. Firnanda and Budiani (2019), in a survey of 82 members of the student association at the Faculty of Education, Universitas Negeri Surabaya, found a positive correlation between organizational climate and commitment ($r = 0.652, p < 0.001$). This similarity suggests that organizational conditions are associated with members' experiences, although commitment differs from performance. Thus, the descriptive findings provide a basis for understanding the organizational context before interpreting the relationship between the two variables further.

The regression results show that the organizational environment had a coefficient of $B = 1.463$, with a standardized beta coefficient of $\beta = 0.610$, a t value of 5.968, and $p < 0.001$. These results indicate a statistically significant positive relationship between the organizational environment and member performance. The coefficient B indicates that each one-unit increase in the organizational environment score is associated with a predicted increase of 1.463 units in the performance score. This finding is consistent with Obeng et al. (2021), who analyzed 431 valid responses from employees of community banks in Ghana using hierarchical multiple regression. They found that harmonious work passion partially mediated the relationship between organizational climate and performance, while coaching practices strengthened this relationship.

Although the contexts differ, their findings suggest that the organizational environment is associated with performance and may interact with other factors.

The R^2 value of 0.372 indicates that the regression model explains 37.2% of the variation in member performance, while the remaining 62.8% is not explained by the organizational environment in this model. The unexplained variation cannot be directly attributed to any single factor because this study examined only one independent variable. Diamantidis and Chatzoglou (2019), through structural equation modeling in the context of small and medium-sized enterprises, found that the work environment and management support had substantial direct and indirect effects on employee performance. Their model explained 27% of the variance in performance at the first level of analysis and 42% at the second level. This difference indicates that a model's explanatory power depends on its combination of variables and the research context. Therefore, the HIMA findings support the importance of the organizational environment while providing scope for examining additional factors.

For the organizational environment variable, the scores for the six items were $X1 = 249$, $X2 = 249$, $X3 = 231$, $X4 = 274$, $X5 = 267$, and $X6 = 249$. Item $X4$ obtained the highest score, followed by $X5$, while $X3$ received the lowest score. For $X4$, 93% of respondents assigned a score of 4 or 5, while the corresponding proportion for $X5$ was 90%. In contrast, 32% of responses to $X3$ were rated 3, and 8% were rated 2. Because $X3$ measures facilities, this score indicates that facilities are a relatively important area for improvement. Berberoglu (2018), in a quantitative study of healthcare professionals in public hospitals in Northern Cyprus, found that organizational climate was associated with commitment and perceptions of organizational performance. This finding reinforces the relevance of organizational conditions, although the hospital context differs from that of HIMA.

Differences in the organizational environment scores provide a basis for establishing evaluation priorities. The relatively high scores for $X4$ and $X5$ should be maintained, while the score for $X3$ indicates the need for further assessment of the availability, adequacy, and accessibility of facilities for organizational activities. Evaluation should not be limited to providing additional facilities; organizational leaders should also seek members' feedback on which facilities are most needed and what difficulties they encounter when using them. Rizal and Ayu (2024), in their discussion of the LPM Kentingan UNS student organization, examined organizational climate alongside issues of workload, personal development, and demotivation. Meanwhile, Sugiarto (2018), using path analysis with 90 respondents, found positive relationships between organizational climate and commitment and job satisfaction, as well as a positive relationship between job satisfaction and performance. These studies offer the perspective that improvements to the organizational environment should consider not only facilities but also members' experiences in fulfilling their responsibilities.

For the member performance variable, the scores for the 15 items were Y1 = 260, Y2 = 263, Y3 = 259, Y4 = 265, Y5 = 254, Y6 = 246, Y7 = 255, Y8 = 262, Y9 = 262, Y10 = 276, Y11 = 278, Y12 = 266, Y13 = 257, Y14 = 266, and Y15 = 259. Item Y11 obtained the highest score, followed by Y10, while Y6 received the lowest score. These differences indicate that respondents' performance assessments were not uniform across all items. Rinaldhi et al. (2024), in a study of 55 members of DEMA FTIK IAIN Ponorogo using partial least squares structural equation modeling (PLS-SEM), found that organizational culture was positively and significantly associated with organizational performance ($\beta = 0.426$, $p = 0.002$), as was leadership ($\beta = 0.264$, $p = 0.037$). These findings indicate that the performance of student organizations is also associated with organizational culture and leadership.

The score for Y6 was 246, the lowest among the member performance items, with 27% of respondents assigning a score of 3 and 2% assigning a score of 2. Because Y6 measures work quality, these results indicate that quality is a relatively important aspect to evaluate compared with the other performance items. Organizational leaders could review task completion standards, the alignment of work outcomes with program objectives, and feedback mechanisms. However, this score does not mean that all members perform poorly, as the overall performance score remains in the very good category. Permatasari and Ratnawati (2021), in a literature review on the work environment and performance, highlighted the relationship between these two aspects across various contexts. The HIMA findings underscore the importance of examining results in detail: an overall favorable rating may still conceal specific areas requiring more targeted improvement.

The relationship between the organizational environment and performance should also be understood in light of the possibility that findings differ across contexts. Utami (2020), in a study involving 30 respondents in Jakarta, reported that organizational climate was positively and significantly associated with performance, whereas knowledge sharing did not show a statistically significant positive relationship. In contrast, Violita (2020) reported that organizational climate did not have a statistically significant effect on performance, while organizational commitment showed a positive and significant relationship. EkaWati et al. (2021), in a study of 100 employees at a mayor's office in West Jakarta using partial least squares structural equation modeling (PLS-SEM), found that the work environment did not have a statistically significant direct effect on performance, with job satisfaction serving as a mediator. These differing findings suggest that a favorable organizational environment does not necessarily relate to performance through the same mechanisms in every context. Organizational characteristics, measurement indicators, and mediating factors should therefore be considered when comparing findings.

This study provides a basis for HIMA leaders to maintain the organizational environment, which received a very good rating, while improving aspects that still require attention. For the organizational environment variable, facilities received the lowest score of 231 out of an ideal score of 310, while work quality received the lowest score for the performance variable, at 246 out of an ideal score of 310. Accordingly, evaluation should focus on facility adequacy, clarity in task allocation, the alignment of work outcomes with activity objectives, and the provision of feedback. These findings are consistent with Yusuf et al. (2021), who studied 53 employees of PT Pos Indonesia (Persero) in East Jakarta using multiple linear regression. They reported regression coefficients of 0.208 for organizational culture and 0.336 for the work environment, with an adjusted R^2 of 0.439. Their results demonstrate the relevance of the work environment and organizational culture in explaining performance. In the HIMA context, facilities and work quality should be prioritized for evaluation without overlooking relationships among members and communication with organizational leaders.

Conclusion

This study of 62 HIMA members from study programs at Universitas Airlangga found that the organizational environment had a statistically significant positive effect on member performance, with a regression coefficient of 1.463 ($\beta = 0.610$, $t = 5.968$, $p < 0.001$). The organizational environment and member performance received scores of 81.67% and 84.47%, respectively, both of which fell into the very good category. These findings indicate that the physical and nonphysical conditions of an organization are associated with members' ability to fulfill their responsibilities. This relationship can be understood in terms of the role of facilities in supporting organizational activities and interpersonal relationships in facilitating coordination and cooperation. The R^2 value of 0.372 indicates that the organizational environment explains 37.2% of the variation in member performance in the model, while the remaining 62.8% is not explained by the model. Specifically, facilities (X3) received the lowest score for the organizational environment variable, at 231, while work quality (Y6) was the lowest-scoring item for the performance variable, at 246. These findings emphasize that an overall very good organizational assessment may still conceal aspects that require further evaluation.

This study contributes to research on student organizations by demonstrating the relationship between the organizational environment and member performance in the HIMA context, which differs from formal workplace settings. In practical terms, the findings can help organizational leaders evaluate the adequacy and availability of facilities, clarify task assignments, establish work outcome standards, and provide regular guidance and feedback. Nevertheless, the findings should be interpreted in light of several limitations, including the use of 62 respondents from a single

organizational context, questionnaire-based self-assessments, and a model involving only one independent variable. The associative research design and cross-sectional data collection also preclude definitive conclusions about causal relationships. Therefore, the findings should be applied in accordance with the conditions of the HIMA organizations studied, and the observed statistical relationship should not be interpreted as evidence that the organizational environment is the sole determinant of performance. The main conclusion is that the organizational environment is an important aspect that should be maintained and managed, with particular attention to facilities and members' work quality.

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