

## ***Organizational Culture and Work Environment***

**Luh Putu Ersamiyalka Jayanthi**  
Mahasaraswati University Denpasar

**Anik Yuesti**  
Mahasaraswati University Denpasar

**I Wayan Sujana**  
Mahasaraswati University Denpasar

### **ABSTRACT**

This study aims to analyze several review variables that affect employee performance, namely Organizational Culture, Work Environment and Job Satisfaction. The method used is a literature review. The results of the study indicate that Organizational Culture, Work Environment and job satisfaction can have an impact on the employee's performance. There is a very close relationship between human resources (HR) and Organizational Culture. As social beings, humans have provisions for life, which are called mind or reason, and culture which is a manifestation of human creativity, taste and intention. Work Environment in a company needs to be considered, in this case because the Work Environment can affect employee morale. Employee job satisfaction based on the theory refers to discrepancy theory or the theory of discrepancy that a person's job satisfaction can be obtained by calculating the difference between something that should be and what is felt. Employee performance is an important factor in the process of achieving company goals.

Keywords: Employee Performance, namely Organizational Culture, Work Environment and Job Satisfaction

### **INTRODUCTION**

Human resources are a driving force in a company, without human resources the company will not be able to operate. Human resources are also a factor that can affect the development of a company. And can be supported by human resources who are able to work professionally, have responsibility, and have high work productivity. In order to achieve a high productivity is not something that is easy to do. In achieving productivity by implementing good organizational culture and employee work discipline, it is a very important factor because it is one of the factors that determine success and progress in achieving goals.

Leaders and employees in the pattern of tasks and supervision are determinants of achieving company goals, in other words organizational productivity is determined from the performance of its employees. So it can be said that all actions taken in every activity are initiated and determined by humans who are members of the organization (Siagian, et al 2018).

To create effective and efficient employee performance for the progress of the organization, it is necessary to have an organizational culture as one of the work guidelines

that can be a reference for employees to carry out organizational activities (Susanto, 2006: 109). Performance also means as a result of employee work seen from aspects of quality, quantity, working time, and cooperation to achieve goals that have been set by the organization (Sutrisno, 2016). A strong organizational culture is characterized by the presence of employees who share core values (Ivancevich, 2006:46). The more value there is between sharing and receiving core values, the stronger the culture and the more influential it is on organizational behavior. In an organization the organizational culture will not develop into an advanced organization without strengthening the foundation of the culture, Once the culture is strong, it will have a major influence on the strategies implemented to achieve the organizational goals that have been set. Organizational Culture can affect employee performance so as to increase coordination between employees. Performance (performance) is the result of work that can be achieved by an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally that does not violate the law in accordance with morals and ethics (Lilis, 2009: 239).

## LITERATURE REVIEW

Organizational efforts in increasing an employee's organizational commitment cannot be separated from the applied Organizational Culture, where Organizational Culture is a basic guideline applied by an employee to behave in an organization. Organizational Culture is a belief and ethical principles of organizational members who play an important role in the organization's management system. Employees who have high organizational commitment can be seen from their job satisfaction in organizing Ramezan (2016).

Employee job satisfaction based on theory refers to discrepancy theory or the theory of discrepancy that a person's job satisfaction can be obtained by calculating the difference between something that should be and what is felt. If the satisfaction obtained by an individual in working exceeds what they want, then the individual will feel satisfaction at work, so that there is discrepancy but positive discrepancy. negative discrepancy. (Locke 1960 in Winarsih et al 2019).

## METHOD

This research is a study of several literatures that talk about Organizational Culture and Work Environment. The literature reviewed is 41 literatures as follows:

- 1 Sulaiifi. 2019. The Influence of Organizational Culture and Work Motivation toward Employee Performance at Lestari Raharja Hospital Magelang Indonesia.
- 2 Utami, et al. 2019. *Effect Of Organizational Culture Intensity On Job Satisfaction.*
- 3 Destari, et al. 2018. *The Influence of Work Satisfaction on Employees Performance with Organizational Commitment as Intervening Variable at the Mining and Energy Agency of North Sumatra.*
- 4 Andreani. 2016. *Employee Performance As The Impact Of Transformational Leadership And Job Satisfaction In Pt Anugerah Baru Denpasar.*
- 5 Jesus, et al. 2016. *The Influence of Organizational Culture on Employees' Performance: Evidence from Oman.*
- 6 Nabawi (2019).Conducted research with the title Effect of Work Environment, Job

- Satisfaction and Workload on Employee Performance.  
Sutanto, et al. 2018. Influence of Organizational Culture, Organizational  
Commitment And  
7 Job Satisfaction on Employee Performance  
(Study at PT. Bank Rakyat Indonesia (Persero) Tbk. Office  
Semarang area)  
8 *Ayundasari. 2017. Improving Employee Performance Through Work Motivation  
And Self-Efficacy Mediated By Job Satisfaction.*  
Pratiwi. 2019. The Influence of Competence and Organizational Culture on Job  
9 Satisfaction and Its Impact on Employee Performance at Bank Sumsel Babel in  
Palembang  
10 Authority, et al. 2018. The Effect of Organizational Culture on Organizational  
Commitment Mediated by Job Satisfaction (Study at PT. Bening Badung-Bali)  
Nugrahaningsih, et al. 2017. The Effect of Work Discipline And Work  
11 Environment On Employee Performance With Job Satisfaction As An Intervening  
Variable At PT. Combat Mr.  
Haqq. 2016. The Effect of Organizational Culture on Employee Performance  
12 Through Motivation as an Intervening Variable Study at PT. Rahmat Jaya Perkasa  
Sidoarjo.  
Wulandari. 2016. The Influence of Organizational Culture, Work Discipline, and  
13 Leadership Style on the Performance of Agrotechnopark Employees in Ogan Ilir  
Regency.  
14 Changgriawan. 2017. The Effect of Job Satisfaction and Work Motivation on  
Employee Performance in One Way Production.  
Adha, et al. 2019 Effect of Work Motivation, Work Environment, Work Culture on  
15 Employee Performance of the Social Service of Jember Regency, Balapulang  
District, Tegal Regency.  
Judah. 2018. The Effect of Organizational Culture and Job Satisfaction on  
16 Employee Performance at PT. Jaya Abadi Sumber Pacific  
Jambi City  
17 Siagian, et al. 2018. The Effect of Leadership Style And Work Environment On  
Employee Performance With Job Satisfaction As An Intervening Variable  
Lukita, 2017. The Effect of Transformational Leadership, Work Motivation and  
18 Organizational Culture on Job Satisfaction and Their Impact on Employee  
Performance  
Sagita, et al. (2018). The Effect of Organizational Culture on Employee  
19 Performance With Work Motivation as a Mediating Variable (Study at PT Astra  
International, Tbk-Toyota (Auto2000) Sutoyo Malang Branch)  
sapphire. 2017. The Effect of Leadership and Work Environment on Employee  
20 Performance Through Job Satisfaction (Case Study on Boyolali University  
Employees)  
Wahyuniardi, et al. 2018. The Influence of Transformational Leadership and  
21 Organizational Culture on Job Satisfaction and Its Impact on Employee  
Performance  
22 Mariyasari, et al. 2019 The Role of Leadership Style and Organizational Culture  
Influence on Employee Job Satisfaction at Surya Agung Lumajang Store  
Son, et al. 2018. The Effect of Organizational Culture on Organizational  
23 Citizenship Behavior (OCB) With Job Satisfaction as an Intervening Variable.

- (Study on employees of Kusuma Agrowisata Hotel Division of Batu City)  
Haryanto, et al. 2020. Intrinsic Job Satisfaction Mediates the Effect of Work  
24 Competence and Work Environment on Teacher Performance in Elementary  
Schools  
Nugrahaningsih, et al. 2017. The Effect of Work Discipline And Work  
25 Environment On Employee Performance With Job Satisfaction As An Intervening  
Variable At PT. Combat Mr.  
Nugrahaningsih, et al. 2017. The Effect of Work Discipline And Work  
26 Environment On Employee Performance With Job Satisfaction As An Intervening  
Variable At PT. Combat Mr.  
Sriekaningsih (2017). Effect Of Leadership, Organizational Culture And Work  
27 Environment And Job Satisfaction On The Performance Of Employees Area  
District City Tarakan.  
Siagian, et al. 2018. The Effect of Leadership Style And Work Environment On  
28 Employee Performance With Job Satisfaction As An Intervening Variable  
sapphire. 2017. The Effect of Leadership and Work Environment on Employee  
29 Performance Through Job Satisfaction (Case Study on Boyolali University  
Employees)  
Wahyuniardi, et al. 2018. The Influence of Transformational Leadership and  
30 Organizational Culture on Job Satisfaction and Its Impact on Employee  
Performance  
Wahyuniardi, et al. 2018. The Influence of Transformational Leadership and  
31 Organizational Culture on Job Satisfaction and Its Impact on Employee  
Performance  
Sriekaningsih. 2017. Effect Of Leadership, Organizational Culture And Work  
32 Environment And Job Satisfaction On The Performance Of Employees Area  
District City Tarakan  
Kadir. 2017. The Effect of Work Motivation, Compensation, Organizational  
33 Culture on Job Satisfaction and Employee Performance of the Ministry of  
Manpower  
Guruh, et al. 2020. The Effect of Competence and Non-Physical Work  
34 Environment on Employee Job Satisfaction at PT. Mutiara Multi Finance in  
Pamulang  
35 Prabowo. 2018. The Effect of Work Environment, Work Motivation and Work  
Stress on Employee Performance  
36 Massie, et al. 2017. The Effect Of Organizational Culture, Leadership, And Work  
Environment On Employee Performance At PT. Telkom, Tbk Manado  
37 Sugiarto. (2018). Organizational climate, organizational commitment, job  
satisfaction, and employee performance  
Oktavia, et al (2020). The Effect of Work Environment, Compensation, and  
38 Motivation on Employee Performance Through Job Satisfaction At PT. Matahari  
Department Store Panakukang Mall Makassar Branch.  
Prasetyo, et al (2020). The Influence of Work Environment and Organizational  
39 Culture on Employee Performance Through Employee Job Satisfaction at Bank  
JatimBojonegoro Branch.  
Prasetyo, et al (2020). The Influence of Work Environment and Organizational  
40 Culture on Employee Performance Through Employee Job Satisfaction at Bank  
JatimBojonegoro Branch.

- 41 Lestari et al (2018). The Influence of Transformational Leadership Style And Organizational Culture On Employee Performance Through Job Satisfaction As An Intervening Variable.

## RESULT

### Results of the literature tabulation

No	Name, Year, Title	Effect				Results
		X1	X2	Y1	Y2	
1	Sulaifi. 2019. The Influence of Organizational Culture and Work Motivation toward Employee Performance at Lestari Raharja Hospital Magelang Indonesia.	√			√	X1 Has Significant Effect on Y2
2	Utami, et al. 2019. Effect Of Organizational Culture Intensity On Job Satisfaction.	√		√		X1 Has Significant Effect on Y1
3	Destari, et al. 2018. The Influence of Work Satisfaction on Employees Performance with Organizational Commitment as Intervening Variable at the Mining and Energy Agency of North Sumatra.			√	√	Y1 Significantly Affects Y2
4	Andreani. 2016. Employee Performance As The Impact Of Transformational Leadership And Job Satisfaction In Pt Anugerah Baru Denpasar.			√	√	Y1 Has a Positive and Significant Effect on Y2
5	Jesus, et al. 2016. The Influence of Organizational Culture on Employees' Performance: Evidence from Oman.	√			√	X1 Has Significant Effect on Y2
6	Nabawi (2019).Conducted research with the title Effect of Work Environment, Job Satisfaction and Workload on Employee Performance.		√		√	X2 Has Significant Effect on Y2
7	Sutanto, et al. 2018. Influence of Organizational Culture, Organizational Commitment And Job Satisfaction on Employee Performance (Study at PT. Bank Rakyat Indonesia (Persero) Tbk. Office Semarang area)			√	√	Y1 Significantly Affects Y2
8	Ayundasari. 2017. Improving Employee Performance Through Work Motivation And Self-Efficacy Mediated By Job Satisfaction.			√	√	Y1 Significantly Affects Y2

9	Pratiwi. 2019. The Influence of Competence and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance at Bank Sumsel Babel in Palembang	√		√	√	X1 Has No Effect on Y2 through Y1
10	Authority, et al. 2018. The Effect of Organizational Culture on Organizational Commitment Mediated by Job Satisfaction (Study at PT. Bening Badung-Bali)	√		√		X1 Has Significant Effect on Y1
11	Nugrahaningsih, et al. 2017. The Effect of Work Discipline And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable At PT. Combat Mr.		√	√		X2 Has Significant Effect on Y1
12	Haqq. 2016. The Effect of Organizational Culture on Employee Performance Through Motivation as an Intervening Variable Study at PT. Rahmat Jaya Perkasa Sidoarjo.	√			√	X1 Has Significant Effect on Y2
13	Wulandari. 2016. The Influence of Organizational Culture, Work Discipline, and Leadership Style on the Performance of Agrotechnopark Employees in Ogan Ilir Regency.	√			√	X1 Has Significant Effect on Y2
14	Changgriawan. 2017. The Effect of Job Satisfaction and Work Motivation on Employee Performance in One Way Production.			√	√	Y1 Significantly Affects Y2
15	Adha, et al. 2019 Effect of Work Motivation, Work Environment, Work Culture on Employee Performance of the Social Service of Jember Regency, Balapulang District, Tegal Regency.		√	√		X2 Has Significant Effect on Y1
16	Judah. 2018. The Effect of Organizational Culture and Job Satisfaction on Employee Performance at PT. Jaya Abadi Sumber Pacific Jambi City			√	√	Y1 Significantly Affects Y2
17	Siagian, et al. 2018. The Effect of Leadership Style And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable		√	√		X2 Positive and significant effect on Y1
18	Lukita, 2017. The Effect of	√		√		X1 Positive and

	Transformational Leadership, Work Motivation and Organizational Culture on Job Satisfaction and Their Impact on Employee Performance					significant effect on Y1
19	Sagita, et al. (2018). The Effect of Organizational Culture on Employee Performance With Work Motivation as a Mediating Variable (Study at PT Astra International, Tbk-Toyota (Auto2000) Sutoyo Malang Branch)	√		√		X1 Positive and significant effect on Y2
20	sapphire. 2017. The Effect of Leadership and Work Environment on Employee Performance Through Job Satisfaction (Case Study on Boyolali University Employees)		√	√	√	X2 Positive and significant effect on Y2
21	Wahyuniardi, et al. 2018. The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance	√		√		X1 Affects Y1
22	Mariyasari, et al. 2019 The Role of Leadership Style and Organizational Culture Influence on Employee Job Satisfaction at Surya Agung Lumajang Store	√		√		X1 Has No Effect on Y1
23	Son, et al. 2018. The Effect of Organizational Culture on Organizational Citizenship Behavior (OCB) With Job Satisfaction as an Intervening Variable. (Study on employees of Kusuma Agrowisata Hotel Division of Batu City)	√		√		X1 Affects Y1
24	Haryanto, et al. 2020. Intrinsic Job Satisfaction Mediates the Effect of Work Competence and Work Environment on Teacher Performance in Elementary Schools		√	√		X2 Has No Effect on Y1
25	Nugrahaningsih, et al. 2017. The Effect of Work Discipline And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable At PT. Combat Mr.		√		√	X2 Has Significant Effect on Y2
26	Nugrahaningsih, et al. 2017. The Effect of Work Discipline And Work Environment On Employee Performance With Job Satisfaction As			√	√	Y1 Has No Effect on Y2

	An Intervening Variable At PT. Combat Mr.					
27	Srikaningsih (2017). Effect Of Leadership, Organizational Culture And Work Environment And Job Satisfaction On The Performance Of Employees Area District City Tarakan.		√		√	X2 Has Significant Effect on Y2
28	Siagian, et al. 2018. The Effect of Leadership Style And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable		√		√	X2 Positive and significant effect on Y2
29	sapphire. 2017. The Effect of Leadership and Work Environment on Employee Performance Through Job Satisfaction (Case Study on Boyolali University Employees)		√		√	X2 has no effect on Y1
30	Wahyuniardi, et al. 2018.The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance			√	√	Y1 Has No Effect on Y2
31	Wahyuniardi, et al. 2018.The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance	√			√	X1 Has No Effect on Y2
32	Srikaningsih. 2017. Effect Of Leadership, Organizational Culture And Work Environment And Job Satisfaction On The Performance Of Employees Area District City Tarakan		√	√		X2 Positive and significant effect on Y1
33	Kadir. 2017. The Effect of Work Motivation, Compensation, Organizational Culture on Job Satisfaction and Employee Performance of the Ministry of Manpower	√		√		X1 Has No Effect on Y1
34	Guruh, et al. 2020. The Effect of Competence and Non-Physical Work Environment on Employee Job Satisfaction at PT. Mutiara Multi Finance in Pamulang		√	√		X2 Positive and significant effect on Y1
35	Prabowo. 2018. The Effect of Work Environment, Work Motivation and Work Stress on Employee		√		√	X2 Has No Effect on Y2



	Performance					
36	Massie, et al. 2017. The Effect Of Organizational Culture, Leadership, And Work Environment On Employee Performance At PT. Telkom, Tbk Manado		√		√	X2 Has No Effect on Y2
37	Sugiarto. (2018). Organizational climate, organizational commitment, job satisfaction, and employee performance			√	√	Y1 Affects Y2
38	Oktavia, et al (2020).The Effect of Work Environment, Compensation, and Motivation on Employee Performance Through Job Satisfaction At PT. Matahari Department Store Panakukang Mall Makassar Branch.		√	√	√	X2 has a positive and significant effect on Y2 through Y1.
39	Prasetyo, et al (2020). The Influence of Work Environment and Organizational Culture on Employee Performance Through Employee Job Satisfaction at Bank JatimBojonegoro Branch.		√	√	√	X2 has a positive and significant effect on Y2 through Y1.
40	Prasetyo, et al (2020). The Influence of Work Environment and Organizational Culture on Employee Performance Through Employee Job Satisfaction at Bank JatimBojonegoro Branch.	√		√	√	X1 has a significant effect on Y2 through Y1.
41	Lestari et al (2018). The Influence of Transformational Leadership Style And Organizational Culture On Employee Performance Through Job Satisfaction As An Intervening Variable.	√		√	√	Y1 is able to partially mediate X1 against Y2.

The results of the literature review include:

- 1) Utami, et al (2019) conducted a research entitled Effect of Organizational Culture Intensity On Job Satisfaction. The analytical tool used is SPSS. The results of this study indicate that Organizational Culture Insensibility is a factor that affects employee job satisfaction.
- 2) Lukita (2017) conducted a study entitled The Effect of Transformational Leadership, Work Motivation and Organizational Culture on Job Satisfaction and Their Impact on Employee Performance. The data were analyzed using SEM (Structural Equation Modeling) analysis technique. The results of this study indicate that there is a positive and significant influence either partially or simultaneously Organizational Culture on employee job satisfaction.

- 3) Wahyuniardi, et al (2018). Conducted a research entitled The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance. The verification analysis used is statistical Structural Equation Modeling (SEM) with the help of the Lisrel program. With the results of research showing that the results of this study indicate that there is a positive influence of organizational culture on employee job satisfaction.
- 4) Putra, et al (2018) Conducted a research entitled The Influence of Organizational Culture on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable. (study on employees of Kusuma Agrowisata Hotel Division of Batu City). The analytical tool used in this research is path analysis. With the result that Organizational Culture has a significant direct effect on Job Satisfaction with a path coefficient value of 0.681.
- 5) Wibawa, et al (2018). Conducted a research entitled The Influence of Organizational Culture on Organizational Commitment Mediated by Job Satisfaction (Study at PT. BeningBadung-Bali). The analytical tool used in this study is to use Partial Least Square (PLS) test. The results showed that organizational culture had a positive effect on job satisfaction.
- 6) Kadir, et al (2017). Conducted a study entitled The Effect of Work Motivation, Compensation, Organizational Culture on Job Satisfaction and Employee Performance of the Ministry of Manpower. By using the Structural Equation Model (SEM) analysis tool. Research shows that Organizational Culture has no effect on job satisfaction.
- 7) Mariyasari, et al (2019). Conducted a study entitled The Role of Leadership Style and Organizational Culture Influence on Employee Job Satisfaction at Surya Agung Lumajang Store. By using multiple linear regression analysis tools. This study shows that organizational culture has no effect on employee job satisfaction.
- 8) Nugrahaningsih, et al (2019). Conducted a study entitled The Effect of Work Discipline and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. MAS battle. The sampling method is sample random sampling. This study shows that the work environment has a significant effect on job satisfaction.
- 9) Adha, et al (2019). Conducted a study entitled The Influence of Work Motivation, Work Environment, Work Culture on Employee Performance at the Social Service Office of JemberRegency. The analytical tools used in this research are validity test, reliability test, classical assumption test, multiple linear regression analysis, T test, F test and R2 test. The results showed that the work environment and work culture had a positive and significant effect on employee performance.
- 10) Siagian, et al (2018). Conducted a study entitled The Effect of Leadership Style and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable. The data analysis technique is a quantitative data analysis technique using statistical methods. The statistical method used is Partial Least Square (PLS). The results showed that the work environment had a positive and significant effect on the job satisfaction variable.
- 11) Sriekaningsih (2017). Conducted a research entitled Effect Of Leadership, Organizational Culture And Work Environment And Job Satisfaction On The Performance Of Employees Area District City Tarakan. The data analysis method used is path analysis. The results of this study indicate that Work environment positive and significant effect on employee job satisfaction.

- 12) Guruh, et al(2020). Conducted a study entitled The Effect of Competence and Non-Physical Work Environment on Employee Job Satisfaction at PT. Mutiara Multi Finance in Pamulang. The method used is explanatory research with analytical techniques using statistical analysis with regression, correlation, determination and hypothesis testing. The results of this study indicate that the non-physical work environment simultaneously has a significant effect on employee job satisfaction.
- 13) Sriekaningsih (2017). Conducted a research entitled Effect Of Leadership, Organizational Culture And Work Environment And Job Satisfaction On The Performance Of Employees Area District City Tarakan.The data analysis method used is path analysis. The results of this study indicate that the work environment has a positive and significant effect on employee performance.
- 14) Haryanto, et al (2020). Conducted a study entitled Intrinsic Job Satisfaction Mediating the Effect of Work Competence and Work Environment on Teacher Performance in Elementary Schools.The data analysis method used is path analysis. The results of this study indicate that Work environment negative and insignificant effect on intrinsic job satisfaction.
- 15) Safitri (2017). Conducted a study entitled The Influence of Leadership and Work Environment on Employee Performance Through Job Satisfaction (Case Study on Employees at Boyolali University).The analytical method used is to use an instrument test which includes validity and reliability tests, linearity tests, regression analysis, path analysis (direct effect, indirect effect and total effect), t test, F test, coefficient of determination test and correlation analysis. The results of this study indicate that Work environment has no significant effect on job satisfaction.
- 16) Destari, et al (2018). Conducted a research entitled The Influence of Work Satisfaction on Employees Performance with Organizational Commitment as Intervening Variable at the Mining and Energy Agency of North Sumatra. Analysis of the data used by using path analysis. The results of this study indicate that job satisfaction partially has a positive and significant effect on employee performance.
- 17) Andreani, et al (2016). Conducted a research entitled Employee Performance As The Impact Of Transformational Leadership And Job Satisfaction In Pt AnugerahBaru Denpasar. Analysis of the data used by using Partial Least Square (PLS) test. The results of this study indicate that there is a positive but not significant effect on job satisfaction on employee performance.
- 18) Sutanto, et al (2018). Conducted a study entitled The Influence of Organizational Culture, Organizational Commitment and Job Satisfaction on Employee Performance (Study at PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office. The data analysis technique used in this study was Multiple Linear Regression Analysis. The results showed that job satisfaction has a positive effect on employee performance.
- 19) Ayundasari, et al (2017). Conducting research entitled Improving Employee Performance Through Work Motivation and Self-Efficacy Mediated By Job Satisfaction. Analysis of the data used using the Partial Least Square (PLS) test. The results of this study indicate that job satisfaction has an effect on employee performance.
- 20) Changgriawan (2017). Conducted a study entitled The Effect of Job Satisfaction and Work Motivation on Employee Performance in One Way Production. The analytical method used is multiple linear regression accompanied by F test (simultaneous) and t

- test (partial). The data processing uses SPSS 21.0. The results of this study indicate that job satisfaction has an effect on employee performance.
- 21) Yudha (2018). Conducted a study entitled The Influence of Organizational Culture and Job Satisfaction on Employee Performance at PT. Jaya Abadi Sumber Pacific Jambi City. The analytical method used is a stratified sampling technique. The results of this study indicate that job satisfaction has a simultaneous effect on employee performance.
  - 22) Sugiarto (2018). Conducted research entitled Organizational Climate, Organizational Commitment, Job Satisfaction, And Employee Performance. The analytical method used is to use an quantitative method with a descriptive analysis approach. The results of this study indicate that job satisfaction has an effect on employee performance.
  - 23) Nugrahaningsih, et al (2019).Conducted a study entitled The Effect of Work Discipline and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. MAS battle. The sampling method is sample random sampling. This study shows that job satisfaction has no significant effect on employee performance.
  - 24) Wahyuniardi, et al (2018).Conducted a research entitled The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance. The verification analysis used is statistical Structural Equation Modeling (SEM) with the help of the Lisrel program. With the results of research showing that the results of this study indicate that job satisfaction has no significant effect on employee performance.
  - 25) Sagita, et al (2018). Conducted a study entitled The Influence of Organizational Culture on Employee Performance With Work Motivation as a Mediator Variable (Study at PT Astra International, Tbk-Toyota (Auto2000) Sutoyo Malang Branch). The analytical method used is the path analysis method. The results of this study conclude that Organizational Culture has an effect on employee performance.
  - 26) Sulaiifi (2019). Conducted a research entitled The Influence of Organizational Culture and Work Motivation toward Employee Performance at Lestari Raharja Hospital Magelang Indonesia. The analytical method used is static analysis with Smart PLS 32.6 program. The results of this study conclude that Organizational Culture has a positive and significant influence on employee performance.
  - 27) Jesus(2016). Conducted a research entitled The Influence of Organizational Culture on Employees' Performance: Evidence from Oman. The analytical method used is regression analysis. The results of this study conclude that organizational culture has a positive and significant influence on employee performance.
  - 28) Haqq (2016). Conducted research with the title The Effect of Organizational Culture on Employee Performance Through Motivation as an Intervening Variable Study at PT. Rahmat Jaya Perkasa Sidoarjo. The analytical method used is Smart PLS 3.0. The results of this study conclude that Organizational Culture has a positive and significant influence on employee performance.
  - 29) Wulandari (2016).Conducted a research entitled The Influence of Organizational Culture, Work Discipline, and Leadership Style on the Performance of Agrotechnopark Employees in Ogan Ilir Regency. The analytical method used is multiple regression. The results of this study conclude that organizational culture has a significant and positive effect on employee performance.

- 30) Pratiwi(2019). Conducted a research entitled The Influence of Competence and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance at Bank Sumsel Babel in Palembang. The analytical method used is SPSS analysis. The results of this study conclude that organizational culture has an indirect effect on employee performance through job satisfaction of 0.227.
- 31) Wahyuniardi, et al (2018).Conducted a research entitled The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance. The verification analysis used is statistical Structural Equation Modeling (SEM) with the help of the Lisrel program. With research results showing that the results of this study indicate that organizational culture has no significant effect on employee performance.
- 32) Nabawi (2019).Conducted research with the title Effect of Work Environment, Job Satisfaction and Workload on Employee Performance. Data were analyzed using multiple linear regression formula. With research results showing that the results of this study indicate that simultaneously the work environment has a significant effect on employee performance.
- 33) Nugrahaningsih, et al (2019).Conducted a study entitled The Effect of Work Discipline and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. MAS battle. The sampling method is sample random sampling. This study shows that the work environment has a significant effect on employee performance.
- 34) Safitri (2017).Conducted a study entitled The Influence of Leadership and Work Environment on Employee Performance Through Job Satisfaction (Case Study on Employees at Boyolali University). The analytical method used is to use an instrument test which includes validity and reliability tests, linearity tests, regression analysis, path analysis (direct effect, indirect effect and total effect), t test, F test, coefficient of determination test and correlation analysis. The results of the path analysis show that the Work Environment path to performance is the dominant or effective path to improve performance.
- 35) Siagian, et al (2018). Conducted a study entitled The Effect of Leadership Style and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable.The data analysis technique is a quantitative data analysis technique using statistical methods. The statistical method used is Partial Least Square (PLS). The results showed that the work environment had a positive and significant effect on employee performance variables.
- 36) Prabowo (2018). Conducted a study entitled The Effect of Work Environment, Work Motivation and Work Stress on Employee Performance. For descriptive and regression analysis, SPSS version 20 was applied. The results showed that the work environment had no significant effect on employee performance.
- 37) Massie, et al (2017). Conducting research entitledThe Influence of Organizational Culture, Leadership, and Work Environment on Employee Performance of PT. Telkom, Tbk Manado. The analytical tool used is multiple linear regression analysis. The results showed that partially the work environment had no significant effect on employee performance.
- 38) Oktavia, et al (2020).The Effect of Work Environment, Compensation, and Motivation on Employee Performance Through Job Satisfaction At PT. Matahari Department Store Panakukang Mall Makassar Branch.This type of research is associative research using a quantitative descriptive approach. The results of the

- study show that the work environment has a positive and significant effect on employee performance through job satisfaction.
- 39) Prasetyo, et al (2020). The Influence of Work Environment and Organizational Culture on Employee Performance Through Job Satisfaction of Bank Jatim Employees Bojonegoro Branch. The type of research used in this research is path analysis method. The results of the study show that W Work Environment has a positive and significant effect on employee performance through job satisfaction.
  - 40) Prasetyo, et al (2020). The Influence of Work Environment and Organizational Culture on Employee Performance Through Job Satisfaction of Bank Jatim Employees Bojonegoro Branch. The type of research used in this research is path analysis method. The results of the study show that organizational culture has a significant effect on employee performance through job satisfaction.
  - 41) Lestari et al (2018). The Influence of Transformational Leadership Style And Organizational Culture On Employee Performance Through Job Satisfaction As An Intervening Variable. The method used in this research is descriptive and clause research. The results show that job satisfaction is able to partially mediate the relationship between Organizational Culture and employee performance, because the direct influence is greater than the indirect effect, meaning that Organizational Culture will be able to influence employee performance higher even without the influence of high job satisfaction.

## **Discussion**

### ***Organizational Culture (Organizational Culture) and Job Satisfaction***

Claims given employees can create innovations and creations, thus making employees more creative in their work and able to provide useful innovations in the company and employees are also required to dare to take risks so that employees are able to form high job satisfaction. Employees who are required to be creative at work will feel happy because they are more challenged to express their creativity and because the suitability of the work given is in accordance with their expertise. This is in accordance with research conducted by Utami, et al (2019), Lukita (2017), Wahyuniardi, et al (2018), Putra, et al (2018) and Wibawa, et al (2018).

### ***Work Environment (Work Environment) and Job Satisfaction***

*Work Environment* is everything that is around employees that can affect employees in carrying out the duties assigned by the company. However, in general, the definition of work environment is the conditions and atmosphere in which these employees carry out their duties and work to the maximum (Siagian, 2018). Work Environment also means the entire tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group (Sedarmayanti, 2011). Therefore, a good work environment will determine job satisfaction and performance achieved by a person. This is also supported by research conducted by Nugrahaningsih, et al (2019), Adha, et al (2019), Siagian, et al (2018), Srikaningsih (2017), and Guruh, et al (2020).

### ***Job Satisfaction and Employee Performance***

Job satisfaction is a feeling that supports or does not support employees related to their work or condition. Feelings related to work involve aspects such as effort, career

development opportunities, relationships with other employees, job placement, and organizational structure Yudha, (2018). This opinion is also supported by research conducted by Destari, et al (2018), Andreani (2016), Sutanto, et al (2018), Ayundasari (2017), Changriawan (2017), and Sugiarto (2018).

### **Organizational Culture and Employee Performance**

With the implementation of Organizational Culture in the company, employees in daily work activities can have an influence in increasing employee work motivation, as evidenced when the company carries out directives by disseminating a culture of professionalism, integrity, innovation, team work and customer orientation to employees. Employee work activities are always responsible, thorough and complete at the time determined by Haqq's superior (2016). This opinion is also supported by research by Sulaefi (2019), Isa, et al (2016), Wulandari (2016), and Fachreza, et al (2018).

### **Work Environment and Employee Performance**

*Work Environment* is one of the causes of success in carrying out a job but can also cause a failure in the implementation of a job. Because the work space can affect workers, especially the work environment which is psychological in nature, while the influence itself can be positive and can also be negative. If a worker gets a positive influence, then the worker will have better morale in doing his job, and this means that efficiency will increase in achieving a goal (Safitri, 2017). This opinion is also supported by the research of Nabawi (2019), Nugrahaningsih, et al (2017), Srikaningsih (2017) and Siagan, et al (2018).

## **CONCLUSION**

Many factors have income that can affect daily needs and reduce unemployment (Sitharam, et al 2016). This performance can show the level of success of an employee in carrying out his duties and responsibilities. The higher the employee's performance, the productivity of an organization as a whole will increase. The results of the study show that several variables from the review that affect employee performance are Organizational Culture, Work Environment and Job Satisfaction.

## **REFERENCES**

1. Adha RN, Qomariah N., Hafidzi AH 2019. The Influence of Work Motivation, Work Environment, Work Culture on Employee Performance at the Social Service of Jember Regency. *Science and Technology Research Journal*. Vol. 4 No. January 1, 2019. PAGE: 47-62. p-ISSN:2459-9921 E-ISSN:2528-0570.
2. Andreani F., Petrik A. 2016. Employee Performance As The Impact Of Transformational Leadership And Job Satisfaction In Pt Anugerah Baru Denpasar. *JMK*, VOL. 18, NO. 1, MARCH 2016, 25–32. ISSN 1411-1438 print / ISSN 2338-8234 online. DOI: 10.9744/jmk.18.1.25–32.
3. Ayundasari DY, Sudiro A., Irawanto DW 2017. Improving Employee Performance Through Work Motivation And Self-Efficacy Mediated By Job Satisfaction. *Journal of Applied Management (JAM)* Volume 15 Number 4. DOI:<http://dx.doi.org/10.21776/ub.jam.2017.015.04.0>.

4. Changgriawan GS 2017. The Effect of Job Satisfaction and Work Motivation on Employee Performance in One Way Production. AGORA Vol. 5, No.3, (2017).
5. Destari Y, Lumbanraja P., Absah Y. 2018. The Influence of Work Satisfaction on Employees Performance with Organizational Commitment as Intervening Variable at the Mining and Energy Agency of North Sumatra. *International Journal of Research & Reviews*. ([www.ijrrjournal.com](http://www.ijrrjournal.com)) Vol.5; Issues: 12; December 2018 E-ISSN: 2349-9788; P-ISSN: 2454-2237.
6. Guruh M., Syatoto I., Sari R. 2020. The Effect of Competence and Non-Physical Work Environment on Employee Job Satisfaction at PT. Mutiara Multi Finance in Pamulang. *Journal of Effective Economics*, Vol. 2, No. 3, June 2020. ISSN: 2622 – 8882, E-ISSN : 2622-9935.
7. Haqq N. 2016. The Effect of Organizational Culture on Employee Performance Through Motivation as an Intervening Variable Study at PT. Rahmat Jaya Perkasa Sidoarjo. *BISMA – Business and Management – Volume 9 No. 1*. (2016).
8. Haryanto A. T, Dewi SN, Fatonah S. 2020. Intrinsic Job Satisfaction Mediates the Effect of Work Competence and Work Environment on Teacher Performance in Elementary Schools. *Journal of Basicedu Vol 4 No 3 of 2020 p-ISSN 2580-3735 e-ISSN 2580-1147*.
9. Isa MF M, Ugheoke SO, Noor WSWM, (2016), The Influence of Organizational Culture on Employees' Performance: Evidence from Oman. *Journal of Entrepreneurship and Business*. (2016). Vol. 4, Issue 2, pp. 1-12. E-ISSN: 2289-8298.
10. Kadir MAH 2017. The Effect of Work Motivation, Compensation, Organizational Culture on Job Satisfaction and Employee Performance of the Ministry of Manpower. *Journal of Economics*, Volume 19 Number 1, February 2017.
11. Lukita C. 2017. The Effect of Transformational Leadership, Work Motivation and Organizational Culture on Job Satisfaction and Their Impact on Employee Performance. *Contingency Volume 5, No. 1, June 2017*, p. 45 - 56 ISSN 2088-4877.
12. Mariyasari N., Taufik M., Jariah A. 2019. The Role of Leadership Style and Organizational Culture Influence on Employee Job Satisfaction at Surya Agung Lumajang Stores. *Journal of Management Research*. Volume 2 Number 1, March 2019 <http://jkm.stiewidyagamalumajang.ac.id/index.php/jrm>
13. Massie EM, Kawet L., Sendow G. 2017. The Effect of Organizational Culture, Leadership, and Work Environment on Employee Performance at PT. Telkom, Tbk Manado. *Journal of Emba Vol.5 No.3 September 2017*, p. 4025-4034. ISSN 2303-1174.
14. Nabawi R. 2019. The Effect of Work Environment, Job Satisfaction and Workload on Employee Performance. *Maneggio: Scientific Journal of Masters in Management Vol 2, No. 2, September 2019*, 170-183 <http://jurnal.umsu.ac.id/index.php/MANEGGIO>. ISSN 2623-2634. DOI: <https://doi.org/10.30596/maneggio.v2i2.3667>.
15. Nugrahaningsih H., Julaela. 2017. The Effect of Work Discipline And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable At PT. MAS battle. *Media Management Services ISSN 2502-3632 (Online) ISSN 2356-0304 (Paper) Vol.4 No.1, January – June 2017*.
16. Prabowo L., Sanusi A., Sumarsono T. 2018. The Effect of Work Environment, Work Motivation and Work Stress on Employee Performance. *WIGA: Journal of Economic Research, Volume 8 No. 1*.



17. Pratiwi NM 2019. The Influence of Competence and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance at Bank Sumsel Babel in Palembang. *BRIDGE (Journal of Economics, Management, Business, Auditing, and Accounting)*. Vol.4, No.2, December 2019: 61-71.
18. Putra DS, Susilo H., Aini EK 2018. The Effect of Organizational Culture on Organizational Citizenship Behavior (OCB) With Job Satisfaction as an Intervening Variable. (study on employees of Kusuma Agrowisata Hotel Division of Batu City). *Journal of Business Administration (JAB)*. Vol. 62 No. 2 September 2018. *adminbisnis.studentjournal.ub.ac.id*.
19. Safitri UR 2017. The Effect of Leadership and Work Environment on Employee Performance Through Job Satisfaction (Case Study on Employees at Boyolali University). *e-journal of Master of Management Program*. 2017.
20. Sagita AA, Susilo H., Cahyo MWS 2018. The Effect of Organizational Culture on Employee Performance With Work Motivation as a Mediator Variable (Study at PT Astra Internasional, Tbk-Toyota (Auto2000) Sutoyo Malang Branch). *Journal of Business Administration (Jab)*. Vol. 57 No.1 April 2018.
21. Siagian TS, Khair H. 2018. The Influence of Leadership Style And Work Environment On Employee Performance With Job Satisfaction As An Intervening Variable. *Maneggio: Scientific Journal of Masters in Management*. Vol 1, No. 1, September 2018, 59-70 <http://jurnal.umsu.ac.id/index.php/MANEGGIO>. ISSN 2623-2634. DOI: <https://doi.org/10.30596/maneggio.v1i1.2241>.
22. Srie kaningsih A. 2017. Effect Of Leadership, Organizational Culture And Work Environment And Job Satisfaction On The Performance Of Employees Area District City Tarakan. *Journal of Borneo Administrator*/Volume 13/No. 1/2017.
23. Sugiarto I. 2018. Organizational climate, organizational commitment, job satisfaction, and employee performance. *Diponegoro International Journal of Business* Vol.1, No.2, 2018, pp. 112-120. (p-ISSN: 2580-4987; e-ISSN: 2580-4995) DOI: <https://doi.org/10.14710/dijb.1.2.2018.112-120>.
24. Sulai fi. 2019. The Influence of Organizational Culture and Work Motivation toward Employee Performance at Lestari Raharja Hospital Magelang Indonesia. *American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS)* (2019) Volume 53, No. 1, pp. 145-163.
25. Utami PR, E. Sitohang MK (2019). Effect Of Organizational Culture Intensity On Job Satisfaction. *American Scientific Research Journal for Engineering, Technology, and Sciences (ASRJETS)*. (2019). Volume 53, No. 1, pp. 145-163.
26. Wagiman S., Sutanto HA 2018. The Influence of Organizational Culture, Organizational Commitment and Job Satisfaction on Employee Performance (Study at PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Regional Office). *Proceedings of SENDI\_U 2018*. ISBN: 978-979-3649-99-3.
27. Wahyuniardi R., Nababan HR 2018. The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction and Its Impact on Employee Performance. *Journal of Industrial Engineering*, Vol. 19, No. 2, August 2018, pp. 118-126 ISSN 1978-1431. print/ ISSN 2527-4112.
28. Wibawa IWS, Putra MS 2018. The Effect of Organizational Culture on Organizational Commitment Mediated by Job Satisfaction (Study at PT. BeningBadung-Bali). *E-Journal of Unud Management*, Vol. 7, No. 6, 2018: 3027-3058 ISSN: 2302-8912 DOI: <https://doi.org/10.24843/EJMUNUD.2018.v7.i06.p73027>.

29. Wulandari RD 2016. The Influence of Organizational Culture, Work Discipline, and Leadership Style on the Performance of Agrotechnopark Employees in Oganllir Regency. *Muqtashid. Vol. I, No. 01, March 2016 Edition.*
30. Yudha RI 2018. The Effect of Organizational Culture and Job Satisfaction on Employee Performance at PT. Jaya Abadi Sumber Pacific Jambi City. *Journal of Management and Entrepreneurship, Volume 9, Number 2, May 2018 ISSN 2086-5031 E-ISSN 2615-3300 DOI 10.31317*
31. Prasetyo HB, Hartati CS, Soenarmi. 2020. The Influence of Work Environment and Organizational Culture on Employee Performance Through Employee Job Satisfaction at Bank JatimBojonegoro Branch. *JMM Online, Vol. 4 Number 3, March 2020. pp 449-462.*
32. Lestari AN, Suryani E. 2018. The Effect of Transformational Leadership Style and Organizational Culture on Employee Performance Through Job Satisfaction as an Intervening Variable (Study at PT. The Univenus, Kragilan Serang in 2018). *Tirtayasa Ekonomika, Vol. 13, No. 2 October 2018.*
33. Oktavia N., Alam S., A. (2020). The Effect of Work Environment, Compensation, and Motivation on Employee Performance Through Job Satisfaction At PT. Matahari Department Store Panakukang Mall Makassar Branch. *AkMen Scientific Journal. Volume 17 Number 3 September 2020 Pg. 393 - 407 e-ISSN : 2621-4377 & p-ISSN : 1829-8524 Homepage : <https://e-jurnal.stienobel-indonesia.ac.id/index.php/akmen>.*