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The Influence of Organizational Culture and Work Environment on the Performance of Start-Up Companies in Yogyakarta

Dodi Setiawan Riatmaja¹, Sigit Wibawanto²

¹Universitas Amikom Yogyakarta

²Universitas Putra Bangsa

email: dodi@amikom.ac.id¹

ABSTRACT

The purpose of this study was to determine the effect of Organizational Culture, work environment on employee job satisfaction, to determine the effect of Organizational Culture, Work Environment on Employee Performance; to determine the effect of job satisfaction on employee performance; knowing the role of job satisfaction as a mediator of organizational culture, and work environment in influencing employee performance at PT Mataram Surya Visi Yogyakarta. This research was conducted by taking from Mataram Surya Visi Yogyakarta employees as many as 73 employees. The calculation technique used in this study is the Multiple Linear Regression Analysis model and path analysis. Based on the analysis results indicate that there is a significant influence between organizational culture on job satisfaction; there is a significant influence between the work environment on job satisfaction; there is a significant influence between organizational culture and work environment on employee job satisfaction; there is a significant influence between organizational culture on performance; there is a significant influence between the work environment on performance; there is a significant influence between organizational culture and work environment on employee performance; there is a significant effect between satisfaction on performance; organizational culture indirectly on employee performance through job satisfaction and work environment indirectly on employee performance through job satisfaction.

Keywords: Organizational Culture, Work Environment, Job Satisfaction, Performance

INTRODUCTION

Human resources are an invaluable intervention. Humans as a benchmark of civilization and tend to change so that it requires an appropriate precision to increase the potential of everyone. Human tendencies that change and are in a dynamic process, refer to a phenomenon that needs to be researched and observed as a dynamic balancing process of an organization. Yukl (1998) human resources management are one of the most important factors in organizations because human resources are the determinants of organizational success. Managing and developing human resources management properly can improve employee performance so that they can achieve organizational effectiveness and goals. Performance is behavior that produces a result, especially behavior that can change the environment in certain ways (Dessler, 2005), which is achieved by individuals in their capacity as employees whose benchmarks are adjusted to the applicable measurements in a particular job. Employees are an important resource, can determine the progress or decline of the organization. For

organizational goals to be achieved effectively, organizations are required to be able to provide job satisfaction to their employees (Ivancevich, 1985).

The development of corporate culture is directed to the ability of culture to improve company performance by improving the performance of its employees. According to Robbins (2005) in every organization, organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes, and norms that are shared and binding in a particular community. Productive culture is a culture that can make the organization strong and able to achieve company goals effectively and efficiently. Organizations need an organizational culture that is global and acts locally, which is the spirit of an innovative company. Global strategy can be used to stimulate innovation within the company. If members of the organization only think inward (inward-looking), then the feeling of being challenged to innovate will not be as big as organizations think globally (Ancok, 2012).

According to Wallach (1983) organizational culture is described as a shared organization. Organizations or companies have various forms, therefore each organization has a different culture, this is natural, because the organizational environment is different. Culture is a variety of interactions of habitual characteristics that affect groups of people in their environment. Organizational culture is generally viewed as a set of core values, assumptions, understandings, and norms held by members of the organization, and taught to new members as correct. Organizational culture shows the shared perception held by members of the organization. It is expected that individuals with different organizational backgrounds tend to describe organizational culture in similar terms (Yiing & Ahmad, 2008). Organizations will be more advanced and successful determined by a culture that is supported by comfort and satisfaction in carrying out work. The best performance of an employee will not be seen quickly, good performance will appear internally in the human person as an individual, and externally can be raised through stimulus to aspects that cause an individual to be unable or low productivity. Employee performance will appear when employees feel comfortable and satisfied at work.

LITERATURE REVIEW

Organizational Culture

From various literature sources, the term corporate culture has the same meaning as organizational culture. Because both are related to culture. According to Robbins (2005), organizational culture refers to the system of shared meanings held by members that distinguishes the organization from other organizations. Based on the definitions put forward by previous researchers, they conclude that the definition of organizational culture is the basic pattern of values, expectations, habits and beliefs of all members of the organization as a guide in carrying out their duties to achieve organizational goals.

Work environment

Ajala (2012) in "The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity". The results show that the features of the workplace and a good communication network in the workplace affect the welfare, health, morale, efficiency, and productivity of workers. Tulenan (2015) in "The Effect of Work Environment and Compensation toward Employee Performance at The Office of State Assets and Auction Service Manado". The work environment is generally defined as the social climate of the organization, although physical environmental variables can also be included. Perceptions of social climate are meaningful psychological descriptions of system practices and procedures.

Employee performance

Performance according to Frost (2013) employee performance as expressions such as output, efficiency and effectiveness are often associated with productivity. According to Dessler (2006), what is meant by performance management is the process of setting goals, evaluating and developing performance into a single shared system, which aims to ensure that employee performance supports the company's strategic objectives.

A good culture will show a good agreement about the goals of the organization among its members. One voice towards the goal will form attachment, loyalty, and organizational commitment, this condition will

further reduce the tendency of employees to leave the organization (Robbins, 2005). Many employees are satisfied with their jobs, but they are not satisfied with the bureaucratic rules of the organization in which they work, or technicians who are not satisfied with their jobs, but still carry out the company's vision (Luthans, 2006).

The research of Kumar, et al (2012) shows that organizational culture and organizational commitment have a significant influence on employee intentions to leave the company, this shows the relationship between the variables in this study,

H₁: Organizational Culture has a significant effect on Employee Job Satisfaction

The conditions of a safe, comfortable, and attractive work environment are based on many needs, the presence of work equipment such as desks or other work attributes which are status symbols that indicate one's work position will make employees work well and are satisfied with the company's physical environmental conditions (Shieh and Wang., 2008). A good work environment, both physically and non-physically, is very desirable for employees to be able to work optimally, and vice versa if the surrounding environment is bad, employees will not be optimal at work (Jain and Kaur, 2014). A good work environment, clear company targets, a dynamic work climate, adequate work facilities can also affect employee job satisfaction (Petrescu and Simmons., 2008.).

H₂: Work Environment has a significant effect on Employee Job Satisfaction

A strong organizational culture is not made easily and in a fast time, there needs to be adjustments in it. Organizations with a strong culture will affect the behavior and effectiveness of employee performance. Employee performance will run in accordance with the culture they adhere to in the organization (Agbozo et al., 2017). Organizational culture as a cognitive framework that contains attitudes, values, norms and expectations shared by members of the organization (Agbozo et al., 2017).

H₃: Organizational Culture has a significant effect on Employee Performance

A good work environment will be very helpful to encourage the implementation of the company's work, and on the other hand will increase commitment for company employees so that it will improve performance (Samson, et al, 2015). However, if the working conditions are poor (uncomfortable work space, hot, inadequate air circulation, the workspace is too crowded, the work environment is not clean, noisy) it has the potential to cause employees to fall ill easily, get stressed easily, have difficulty concentrating and decrease work productivity and productivity. ultimately dissatisfied employees which in turn can lead to high turnover and this will be detrimental to the company, because the company must find new employees and of course requires adjustments for these new employees, this will add to the burden again for the company (Samson et al, 2015).).

H₄: Work environment has a significant effect on employee performance

Increasing productivity can be through increasing job satisfaction, because job satisfaction motivates workers to increase productivity. Leaders must know the level of employee job satisfaction, because this affects the level of performance of an employee. Job satisfaction is an assessment of workers, namely how far their work or overall satisfies their needs and in general can be defined as a person's feelings towards his work (Sani, 2013). A low level of satisfaction will result in disruption of the activities of an individual in achieving his goals, because job satisfaction is one indicator of the effectiveness of one's performance. Job satisfaction is a subject that can influence and modify the various strengths that exist within employees. Working conditions can also help increase job interest, promotion and minimize conflicts between employees, all of which will lead to employee job satisfaction, and employee performance increases (Tulenan, 2015).

H₅: Job Satisfaction has a significant effect on Employee Performance

Job satisfaction on employee performance is when employees are satisfied at work and contribute or perform more effectively to the company than employees who are dissatisfied. Employees who have high job satisfaction will be able to apply organizational culture in their work so that their performance will

increase. And vice versa, employees who lack job satisfaction will not be able to apply organizational culture in their work so that their performance decreases. Based on research conducted by Yiing and Kamarul (2008),

H₆: Job Satisfaction mediates the influence of Organizational Culture on Employee Performance

The effect of job satisfaction on performance is that if employees are satisfied at work, they will contribute or perform more effectively to the company than employees who are dissatisfied. Based on research conducted by Mathews and Khann (2015), Jayaweera (2015), Samson et al (2015) regarding the work environment affecting employee performance and research conducted by Salunke (2015) regarding effect of the work environment on job satisfaction.

H₇: Job Satisfaction Mediates Effect of Work Environment on Employee Performance

The effect of job satisfaction on performance is that if employees are satisfied at work, they will contribute or perform more effectively to the company than employees who are dissatisfied. Based on research conducted by (Shieh and Wang., 2008) regarding the work environment affecting employee performance and research conducted by regarding the effect of the work environment on job satisfaction.

H₈: Job Satisfaction mediates the effect of the work environment on employee performance

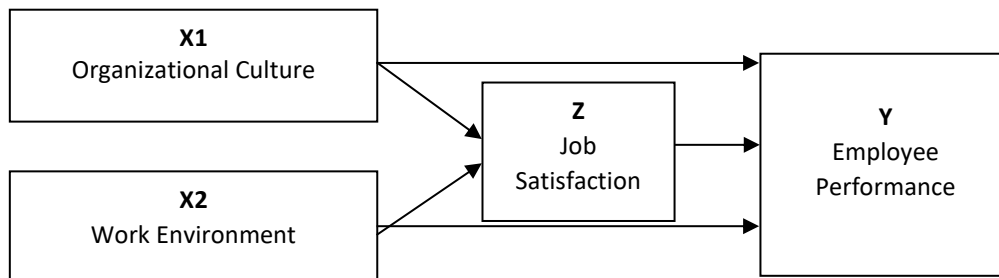


Figure 1. Research Model

RESEARCH METHODS

Population is all individuals who are of interest to the object of research who have the qualities and characteristics that have been determined (Marczyk et al, 2010). Based on these characteristics, the population can be understood as a group of individuals who have one characteristic in common (Marczyk et al., 2010). Because the existing population elements are not too many, the researchers consider not using the sampling method but the census method, namely examining all existing population elements (Supriyanto, 2009). The population in this study were all employees of the Mataram Surya Visi company in the Special Region of Yogyakarta.

In this study, the independent variables are Organizational Culture (X1), and Work Environment (X2), the intervening variable is Job Satisfaction (Z) and the dependent variable is employee performance (Y2).

RESULT

Validity testing is carried out based on item analysis, which is to correlate the score of each item with the variable score (the sum of all the scores of the question items). The correlation technique uses Pearson Correlation, calculated using the SPSS computer program. Validity testing in this study was conducted on 30 respondents with a significance level of 0.05 or 5%. Question items are declared valid if they have a value of $r\text{-count} > r_{\text{table}}$ or $\text{sig} < 0.05$. The results of the validity test based on the calculation can be seen in table 1:

Validity Test

Validity testing is carried out based on item analysis, which is to correlate the score of each item with the variable score (the sum of all the scores of the question items). The correlation technique uses Pearson Correlation, calculated using the SPSS computer program. Validity testing in this study was conducted on 30 respondents with a significance level of 0.05 or 5%. Question items are declared valid if they have a value of $r\text{-count} > r_{\text{tabel}}$ or $\text{sig} < 0.05$. The results of the validity test based on the calculation can be seen in the table

Table 1. Validity Test

| Variable | Indicator | r_{hitung} | Sig | r_{tabel} | Result |
|--|-------------------|---------------------|-------|--------------------|--------|
| Organizational Culture (X ₁) | X _{1.1} | 0.745 | 0.000 | 0.3061 | Valid |
| | X _{1.2} | 0.811 | 0.000 | 0.3061 | Valid |
| | X _{1.3} | 0.870 | 0.000 | 0.3061 | Valid |
| | X _{1.4} | 0.838 | 0.000 | 0.3061 | Valid |
| | X _{1.5} | 0.567 | 0.001 | 0.3061 | Valid |
| | X _{1.6} | 0.789 | 0.000 | 0.3061 | Valid |
| | X _{1.7} | 0.745 | 0.000 | 0.3061 | Valid |
| | X _{1.8} | 0.811 | 0.000 | 0.3061 | Valid |
| | X _{1.9} | 0.870 | 0.000 | 0.3061 | Valid |
| | X _{1.10} | 0.838 | 0.000 | 0.3061 | Valid |
| | X _{1.11} | 0.567 | 0.001 | 0.3061 | Valid |
| | X _{1.12} | 0.789 | 0.000 | 0.3061 | Valid |
| | X _{1.13} | 0.745 | 0.000 | 0.3061 | Valid |
| | X _{1.14} | 0.811 | 0.000 | 0.3061 | Valid |
| | X _{1.15} | 0.870 | 0.000 | 0.3061 | Valid |
| | X _{1.16} | 0.838 | 0.000 | 0.3061 | Valid |
| | X _{1.17} | 0.567 | 0.001 | 0.3061 | Valid |
| | X _{1.18} | 0.789 | 0.000 | 0.3061 | Valid |
| | X _{1.19} | 0.745 | 0.000 | 0.3061 | Valid |
| | X _{1.20} | 0.811 | 0.000 | 0.3061 | Valid |
| | X _{1.21} | 0.870 | 0.000 | 0.3061 | Valid |
| | X _{1.22} | 0.838 | 0.000 | 0.3061 | Valid |
| | X _{1.23} | 0.567 | 0.001 | 0.3061 | Valid |
| | X _{1.24} | 0.789 | 0.000 | 0.3061 | Valid |
| | X _{1.25} | 0.789 | 0.000 | 0.3061 | Valid |
| Work Environment (X ₂) | X _{2.1} | 0.845 | 0.000 | 0.3061 | Valid |
| | X _{2.2} | 0.920 | 0.000 | 0.3061 | Valid |
| | X _{2.3} | 0.904 | 0.000 | 0.3061 | Valid |
| | X _{2.4} | 0.856 | 0.000 | 0.3061 | Valid |
| | X _{2.5} | 0.915 | 0.000 | 0.3061 | Valid |
| | X _{2.6} | 0.883 | 0.000 | 0.3061 | Valid |
| | X _{2.7} | 0.884 | 0.000 | 0.3061 | Valid |
| | X _{2.8} | 0.920 | 0.000 | 0.3061 | Valid |
| | X _{2.9} | 0.904 | 0.000 | 0.3061 | Valid |
| | X _{2.10} | 0.856 | 0.000 | 0.3061 | Valid |
| | X _{2.11} | 0.915 | 0.000 | 0.3061 | Valid |
| | X _{2.12} | 0.884 | 0.000 | 0.3061 | Valid |
| | X _{2.13} | 0.920 | 0.000 | 0.3061 | Valid |
| | X _{2.14} | 0.904 | 0.000 | 0.3061 | Valid |
| | X _{2.15} | 0.856 | 0.000 | 0.3061 | Valid |
| | X _{2.16} | 0.915 | 0.000 | 0.3061 | Valid |
| | X _{2.17} | 0.883 | 0.000 | 0.3061 | Valid |
| | X _{2.18} | 0.884 | 0.000 | 0.3061 | Valid |

| | | | | | |
|-------------------------|-------------------|-------|-------|--------|-------|
| | X _{2.19} | 0.920 | 0.000 | 0.3061 | Valid |
| | X _{2.20} | 0.904 | 0.000 | 0.3061 | Valid |
| | X _{2.21} | 0.856 | 0.000 | 0.3061 | Valid |
| | X _{2.22} | 0.915 | 0.000 | 0.3061 | Valid |
| | X _{2.23} | 0.884 | 0.000 | 0.3061 | Valid |
| | X _{2.24} | 0.920 | 0.000 | 0.3061 | Valid |
| | X _{2.25} | 0.904 | 0.000 | 0.3061 | Valid |
| | X _{2.26} | 0.856 | 0.000 | 0.3061 | Valid |
| | X _{2.27} | 0.915 | 0.000 | 0.3061 | Valid |
| | X _{2.28} | 0.883 | 0.000 | 0.3061 | Valid |
| | X _{2.29} | 0.884 | 0.000 | 0.3061 | Valid |
| | X _{2.30} | 0.920 | 0.000 | 0.3061 | Valid |
| | X _{2.31} | 0.904 | 0.000 | 0.3061 | Valid |
| | X _{2.32} | 0.856 | 0.000 | 0.3061 | Valid |
| Job Satisfaction (Z) | Z.1 | 0.809 | 0.000 | 0.3061 | Valid |
| | Z.2 | 0.892 | 0.000 | 0.3061 | Valid |
| | Z.3 | 0.830 | 0.000 | 0.3061 | Valid |
| | Z.4 | 0.864 | 0.000 | 0.3061 | Valid |
| | Z.5 | 0.836 | 0.000 | 0.3061 | Valid |
| | Z.6 | 0.747 | 0.000 | 0.3061 | Valid |
| | Z.7 | 0.809 | 0.000 | 0.3061 | Valid |
| | Z.8 | 0.892 | 0.000 | 0.3061 | Valid |
| | Z.9 | 0.830 | 0.000 | 0.3061 | Valid |
| | Z.10 | 0.864 | 0.000 | 0.3061 | Valid |
| | Z.11 | 0.836 | 0.000 | 0.3061 | Valid |
| | Z.12 | 0.747 | 0.000 | 0.3061 | Valid |
| | Z.13 | 0.892 | 0.000 | 0.3061 | Valid |
| Performance (Y) | Y.1 | 0.917 | 0.000 | 0.3061 | Valid |
| | Y.2 | 0.895 | 0.000 | 0.3061 | Valid |
| | Y.3 | 0.799 | 0.000 | 0.3061 | Valid |
| | Y.4 | 0.846 | 0.000 | 0.3061 | Valid |
| | Y.5 | 0.902 | 0.000 | 0.3061 | Valid |
| | Y.6 | 0.906 | 0.000 | 0.3061 | Valid |
| | Y.7 | 0.917 | 0.000 | 0.3061 | Valid |
| | Y.8 | 0.895 | 0.000 | 0.3061 | Valid |
| | Y.9 | 0.799 | 0.000 | 0.3061 | Valid |
| | Y.10 | 0.846 | 0.000 | 0.3061 | Valid |
| | Y.11 | 0.902 | 0.000 | 0.3061 | Valid |
| | Y.12 | 0.906 | 0.000 | 0.3061 | Valid |
| | Y.13 | 0.902 | 0.000 | 0.3061 | Valid |

Source: Data Processed (2021)

Based on Table 1 above, the rcount value of all questionnaire items of research variables, namely Organizational Culture, Work Environment, Job Satisfaction and Employee Performance shows a value greater than rtable or sig 0.05. So that the questionnaire from the variables of Organizational Culture, Work Environment, Job Satisfaction and Employee Performance is valid and can be used for further research.

Table 2. Reliability Test

| Variable | Alpha Cronbach | Result |
|--|----------------|----------|
| Organizational Culture (X ₁) | 0.971 | Reliable |
| Work Environment (X ₂) | 0.990 | Reliable |
| Job Satisfaction (Z) | 0.963 | Reliable |
| Performance (Y) | 0.976 | Reliable |

Source: Data Processed (2021)

Based on Table 2 above, the Cronbach's Alpha values obtained from all research variables showed greater than 0.6 values. Thus the respondents' answers to the research variables, namely Organizational Culture, Work Environment, Job Satisfaction and Employee Performance are reliable, so that the questionnaire from the variables of Organizational Culture, Work Environment, Job Satisfaction and Employee Performance is reliable and can be used for further research.

This study uses statistical analysis, namely path analysis. This analysis is used to test the effect of the intervening variable (Z) where the use of regression analysis is to estimate the causal relationship between variables (casual model).

Before using path analysis, it is necessary to develop a model of the relationship between variables which in this case is called a path diagram. The path diagram is based on a framework developed from the theory used in the research. Where there are independent variables consisting of Organizational Culture (X₁), Work Environment (X₂) and Job Satisfaction (Z) as the intervening variable, while employee performance (Y) as the dependent variable. Based on the influence models above, as a whole, the influence trajectory can be arranged as follows:

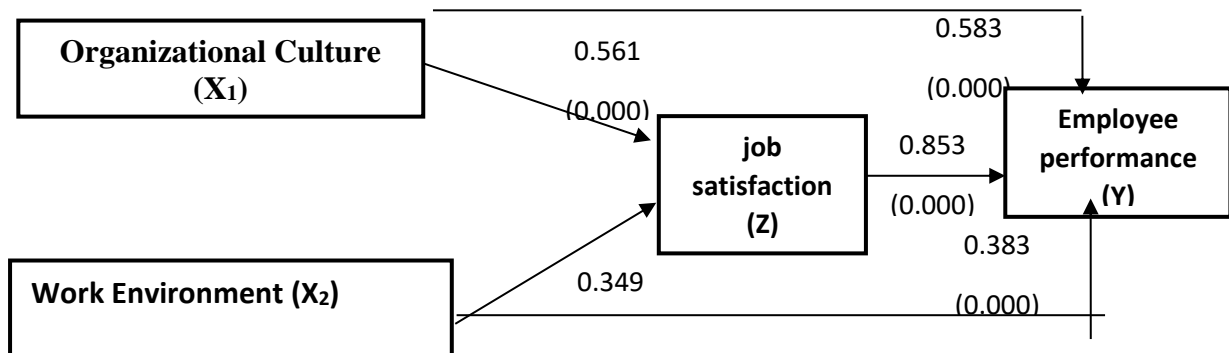


Figure 2. Path Analysis X₁, X₂, Z and Y

Based on Figure 2 above, it can be explained the direct and indirect effects of Organizational Culture (X₁), Work Environment (X₂) on Employee Performance (Y) through Job Satisfaction (Z)

The Influence of Organizational Culture on Employee Performance through Job Satisfaction

1. The direct influence of Organizational Culture (X₁) on Employee Performance (Y) is 0.583 or 58.3 percent
2. The indirect effect of Organizational Culture (X₁) on Employee Performance (Y) through Job Satisfaction is $0.561 \times 0.853 = 0.478$ or 47.8 percent
3. The Effect of Work Environment on Employee Performance through Job Satisfaction

The Effect of Work Environment on Employee Performance through Job Satisfaction

1. The direct influence of the work environment (X₂) on employee performance (Y) is 0.383 or 38.3 percent
2. The indirect effect of the work environment (X₂) on employee performance (Y) through job satisfaction is $0.349 \times 0.853 = 0.297$ or 29.7 percent

The Influence of Organizational Culture on Employee Job Satisfaction

The results showed that there was a significant influence between Organizational Culture on Job Satisfaction partially with a statistical significance value of 0.000. A strong culture trumps high agreement on organizational goals among its members. The unanimity of goals will form attachment, loyalty, and commitment, this condition will further reduce the tendency of employees to leave the organization (Robbins, 2002). There are many employees who are satisfied with their jobs, but they do not like the employees where they work, or technicians who are not satisfied with their jobs, but still run the company (Luthans, 2006). An organization internalizes strong cultural values that will encourage an increase in the effectiveness of the organization, organizational culture is one of the most important elements in a company which essentially leads to behaviors that are considered appropriate, bind and motivate every individual in it. core values of the organization that are strongly embraced, well regulated, and widely shared (Habib, et al, 2014).

The Effect of Work Environment on Employee Job Satisfaction

The results showed that there was a significant effect between the work environment on job satisfaction partially with a t-statistical significance value of 0.000. The conditions of a safe, comfortable, and attractive work environment are based on many needs, the presence of work equipment such as desks or other work attributes which are status symbols that indicate one's work position will make employees will work well and be satisfied with the company's physical environmental conditions. Sabri et al., 2011). A good work environment, both physically and non-physically, is expected by employees to work optimally, and vice versa if the surrounding environment is bad, employees will not have job satisfaction (Jain and Kaur, 2014). Therefore, the circumstances and situations that surround employees at work must be maintained as well as possible so that employees will feel comfortable at work. A work environment that includes harmonious working relationships, clear targets, a dynamic work climate, adequate work facilities can also affect employee job satisfaction (Salunke, 2015).

The Influence of Organizational Culture and Work Environment on Employee Job Satisfaction

The results showed that there was a significant influence between Organizational Culture and Work Environment on Employee Job Satisfaction simultaneously with a statistical significance value of 0.000. Organizations with a strong culture will affect employee behavior and satisfaction (Habib, et al, 2014). While the work environment are factors outside of humans, both physical and non-physical in an organization. These physical factors include work equipment, temperature at work, crowdedness and density, noise, work space area while non-physical includes working relationships formed in the company between superiors and subordinates as well as between employees (Bojadijev, et al, 2015). The work environment includes working relationships formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment in which employees work (Salunke, 2015). A work environment that includes harmonious working relationships, clear targets, a dynamic work climate, adequate work facilities can also affect employee job satisfaction (Salunke, 2015).

The Influence of Organizational Culture on Performance

The results showed that there was a significant influence between Organizational Culture on Performance partially with a statistical significance value of 0.000. Basically, humans or someone who is in organizational life tries to determine and form something that can accommodate the interests of all parties, so that they can carry out their activities without clashing with the various attitudes and behaviors of each individual. Organizational culture is defined as a cognitive framework that includes attitudes, values, norms and shared expectations shared by members of the organization (Awadh et al, 2013). And the results of the study of Ahmad (2012), corporate culture can have a significant impact on long-term performance. And corporate culture will be an even more important factor in determining organizational success (Yiing and Kamarul, 2008).

The Effect of Work Environment on Employee Performance

The results showed that there was a significant influence between the work environment on employee performance partially with a t statistic significance value of 0.000. The conditions of a safe, comfortable, and attractive work environment are based on many needs, the presence of work equipment such as desks or other work attributes which are status symbols that indicate one's work position will make employees work well and are satisfied with the company's physical environmental conditions. Jayaweera,

2015). A good work environment will be very helpful to encourage the implementation of the company's work, and on the other hand will increase commitment for company employees so that it will improve performance (Samson, et al, 2015).

The Effect of Job Satisfaction on Employee Performance

The results showed that there was a significant effect between Job Satisfaction on Employee Performance partially with a t-statistical significance value of 0.000. Productivity can be increased through increased job satisfaction, because job satisfaction motivates workers to increase productivity. Leaders must know the level of employee job satisfaction, because this affects the level of performance of an employee. Job satisfaction is an assessment of workers, namely how far their work or overall satisfies their needs and in general can be defined as a person's feelings towards his work (Sani, 2013). A low level of satisfaction results in the disruption of an individual's activities in achieving his goals, because job satisfaction is one indicator of the effectiveness of a person's performance. Job satisfaction is a subject that can influence and modify the various strengths that exist within employees. Working conditions can also help increase job interest, promotion and minimize conflicts between employees, all of which will lead to employee job satisfaction, and employee performance increases (Ismail et al, 2011).

The influence of organizational culture and work environment on employee performance is mediated by job satisfaction

The effect of job satisfaction on performance is that if employees are satisfied at work, they will contribute or perform more effectively to the company than employees who are dissatisfied. Employees who have high job satisfaction will be able to apply organizational culture in their work so that their performance will increase. And vice versa, employees who lack job satisfaction will not be able to apply organizational culture in their work so that their performance decreases. Based on research conducted by Yiing and Kamarul (2008), Ahmad (2012), Awadh et al (2013) regarding organizational culture influencing employee performance. Research conducted by Habib et al (2014), Sabri et al (2011), Mahmood (2015) shows that organizational culture has a significant effect on job satisfaction.

The effect of job satisfaction on performance is that if employees are satisfied at work, they will contribute or perform more effectively to the company than employees who are dissatisfied. Based on research conducted by Mathews and Khann (2015), Jayaweera (2015), Samson et al (2015) regarding the work environment affecting employee performance and research conducted by Jain and Kaur (2014), Bojadjiev, et al (2015), Salunke (2015) regarding the influence of the work environment on job satisfaction.

CONCLUSION

There is a significant influence between Organizational Culture on Satisfaction, There is a significant influence between Work Environment on Job Satisfaction, There is a significant influence between Organizational Culture and Work Environment on Employee Job Satisfaction, There is a significant influence between Organizational Culture on Performance, There is a significant influence between work environment on performance, there is a significant influence between organizational culture and work environment on employee performance, there is a significant effect between satisfaction on performance partially with a t statistic of significance value of 0.000.

Organizational Culture indirectly affects employee performance through job satisfaction by 0.478 or 47.8 percent. The work environment indirectly affects employee performance through job satisfaction by 0.297 or 29.7 percent.

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