



Universitas  
**Esa Unggul**

**1043**

*By 1043 1043*

Universitas  
**Esa Unggul**

Universitas  
**Esa U**

---

WORD COUNT

2554

TIME SUBMITTED

09-AUG-2021 12:04PM

PAPER ID

75359322

Universitas  
**Esa Unggul**

Universitas  
**Esa U**

# The Influence of Organizational Culture and Work Environment on Employee Performance with Job Satisfaction as Mediation (case study on West Jakarta Mayor's office employees)

Vebina Desi EkaWati, M. Havidz Aima, and Ikramina Larasati Hazrati

## 4 ABSTRACT

This study aims to analyze the influence of organizational culture and work environment on employee performance with job satisfaction as a mediation. The use of research methods with quantitative methods. The use of the research population is the West Jakarta Mayor's Office employees, totaling 130 employees, with a total sample of 100 employees. The use of data analysis method with Structural Equation Model-Partial Least Square. The results found that the work environment has no significant impact on employee performance, organizational culture positively affects work fulfillment and worker execution, the workplace positively affects work fulfillment, job satisfaction positively affect representative execution, job satisfaction there is influenced by organizational culture variables and work environment variables. on employee performance.

**Keywords:** Organizational culture, work environment, employee performance, job satisfaction

Submitted :

Published :

ISSN:

DOI:

18 Vebina Desi EkaWati

Mercu Buana University, Jakarta, Indonesia.

(e-mail: vebinadesi@gmail.com)

2 Havidz Aima

Mercu Buana University, Jakarta, Indonesia.

(e-mail: havidz.aima@mercubuana.ac.id)

Ikramina Larasati Hazrati

Esa Unggul University

(e-mail:

ikramina.larasati@esaunggul.ac.id)

\*Corresponding Author

## I. INTRODUCTION

In the world of government, it must be able to create the performance of employees who have high integrity so that the agency can develop. Achievements can be used as benchmarks for the performance of employees. The success of the agency is very dependent on the individual workers, because individuals are needed to support the success of the agency so that it can grow and develop. In addition to the individual factors, the application of good culture is also very necessary so that the agency can run well.

The purpose of implementing a good organizational culture is so that agencies can create employees who have a better culture in the organization. With the creation of a better culture can improve employee performance. In addition to the existence of culture within an organization, of course it can create a comfortable work environment for employees. The Jakarta Mayor's Office has 130 employees.

Research by [1] explains that authoritative culture has a positive influence on job fulfillment. Examination led by [2] explained that between work environment and job satisfaction there was a significant positive directional effect.

Then the next researcher according to [3] explains that organizational culture has a significant positive effect on employee performance. Different research by [4] suggests that organizational culture has no critical impact on representative execution. According to researchers [5], the work environment has a positive directional effect on

employee performance. Then the next researcher [6] explained that job satisfaction had a positive directional effect on employee performance. Further researchers according to [7] explained that there was a negative and significant effect of job satisfaction on employee performance. According to research [8] stated that hierarchical culture and workplace positively affect work fulfillment of representatives of PT. Posmi Steel Indonesia. In line with the research.

According to research [9] shows that hierarchical culture, workplace and job fulfillment simultaneously affect employee performance. Research conducted by [10] that organizational culture has a positive effect on employee performance through job satisfaction as a mediating variable.

According to [11] concluded that the work environment has a positive effect on employee performance through employee job satisfaction BULOG East Java Regional Division.

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### A. Employee Performance

Meanwhile [12] states that employee performance is the process of individual achievement related to the tasks that have been given. However, according to [13] argues that employee performance is the result of work achievement when viewed from the quality and quantity of a worker when completing his or her duties that are in accordance with the responsibilities given to the worker. Based on [13] suggests

that aspects of employee performance are work quality, quantity, responsibility, cooperation, and initiative.

### B. Organizational Culture

According to [14] said that organizational culture can affect the effectiveness and performance of the organization. Which means that, with the creation of a good organizational culture, better employee performance will be formed. Meanwhile, according to [14] there are 5 aspects of organizational culture which include innovation and risk-taking courage (Innovation and risk tasking), paying attention to each detail section (Attention to detail), result-oriented (Outcome orientation), human-oriented (People orientation), team (Team orientation).

### C. Work Environment

According to [15] shows that there are a number of elements that can influence the formation of a work environment situation in the workplace, including the presence of lighting, temperature, humidity, air circulation, and noise generated. In today's conditions there are still many organizations that do not pay attention to environmental conditions in the workplace. So that it can make employees feel less comfortable and their performance will also decrease.

### D. Job Satisfaction

According to [16] suggests that job satisfaction is the general behavior of an individual's job as a difference between the amount of rewards earned by individuals and the amount of rewards actually earned. Job satisfaction is an important thing that individuals have in doing their jobs. Each worker has different specifications, so the level of high and low satisfaction is also different so that it can have different impacts.

### E. Hypothesis Development

Departing from the research gaps in previous studies and in accordance with the theoretical explanation above, Figure 1 shows the conceptual model of the research to outline the following hypotheses:

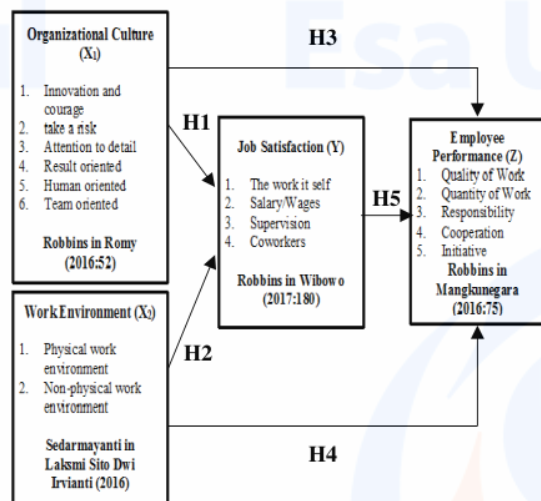


Fig. 1. The Conceptual Model

- H1: Organizational culture has a positive impact on job satisfaction
- H2: The work environment has a positive impact on job satisfaction
- H3: Organizational culture has a positive impact on employee performance
- H4: The work environment has no significant impact on employee performance
- H5: Job satisfaction has a positive impact on employee performance

## III. RESEARCH METHODOLOGY

The research design used is causality analysis (cause and effect). The quantitative method according to [17] is used to show the description of each variable that can be done by analyzing the impact of the independent variable on the dependent variable, with the aim of testing the hypothesis. The method for obtaining this research data is by obtaining a survey using a questionnaire.

This research population uses a total of 130 employees of the West Jakarta Mayor's office. Determination of the number of samples using the sslovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

- n = Research sample
- N = Population
- e = Error tolerance limit 5%

Then obtained a number of samples, namely:

$$n = \frac{130}{1 + 130(0.5)^2} = 100$$

The use of this research is data analysis techniques assisted by the Smart PLS version 3.0 software. The Outer Model is useful for testing validity and reliability, while the Inner Model is useful for testing causality (testing hypotheses with predictive models). According to [18], PLS is an analytical method that cannot be assumed that data acquisition must be on a certain scale, which means that the number of samples can be small (< 100 samples).

## IV. RESEARCH RESULT

### A. Characteristics of Respondents

Table 1. Presents the results of 100 respondents' responses based on demographic characteristics by classifying assessments by frequency, percentage and average or mean (M) for each research variable.

Tabel 1. Characteristics of Respondents

Characteristics	Category	Frequency	Percent
Gender	Male	44	44%
	Female	56	56%

Age	21-30 Years	69	69%
	31-40 Years	17	17%
	41-50 Years	9	9%
	> 50 Years	5	5%
Education	High School	24	24%
	Associate's Degree	2	2%
	Bachelor	70	70%
Working Experience	2-5 Years	37	37%
	6-14 Years	17	17%
	11-15 Years	6	6%
	16-20 Years	4	4%
	> 20 Years	36	36%
	Permanent	69	69%
Employee	Temporary	31	31%
Number of Categories		100	100%

The distribution of answers was based on the majority of gender, namely the female gender, which amounted to 56 employees with a percentage rate of 56%. Meanwhile, the characteristics of respondents with S1 education are 70 employees with a presentation rate of 70%. Characteristics of respondents based on tenure are dominated by 2-5 years with a total of 37 employees and a percentage of 37%. And the characteristics of respondents based on employees, namely permanent employees, amounting to 69 employees with a percentage of 69%.

#### B. Evaluate the Measurement Model (Outer Model)

The results of the calculation of the evaluation of the measurement model in this study indicate a loading factor value > 0.50 that all indicators are valid and will be used in this study. To assess the validity of a construct, the AVE, CA and CR values can be used.

13

**Tabel 2. Average Variance Extracted Value (AVE), Cronbach's Alpha (CA), Composite Reliability (CR)**

Variabel	West Jakarta Mayor's Office		
	AVE	CA	CR
Organizational Culture	0.558	0.912	0.926
Work Environment	0.624	0.953	0.959
Job Satisfaction	0.514	0.958	0.962
Employee Performance	0.582	0.962	0.965

CA and CR values > 0.7. It can be seen that the AVE score for the organizational culture variable is 0.558, the CA number is 0.912 and the CR number is 0.926. The work environment variable has an AVE score of 0.624, a CA score of 0.953 and a CR score of 0.959. The job satisfaction variable has an AVE score of 0.514, a CA score of 0.958 and a CR number of 0.962. Meanwhile, employee performance has an AVE score of 0.582, a CA score of 0.962 and a CR score of 0.965.

#### C. Structural Model Evaluation (Inner Model)

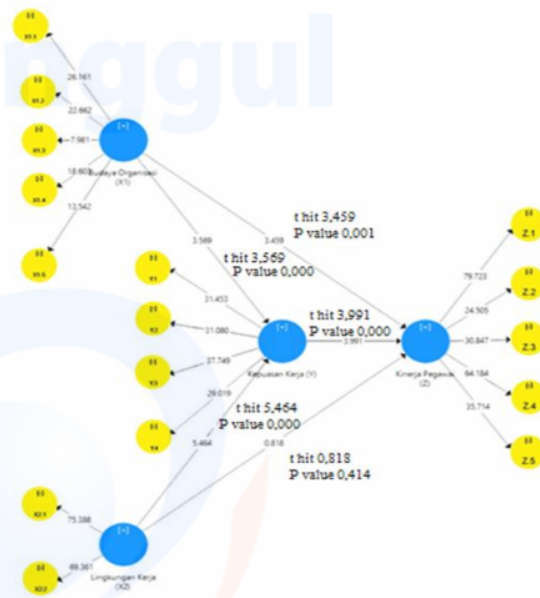


Fig. 2. Path Coefficient Measurement Model

Fig.2. shows that the path that has the most influence is the work environment path on job satisfaction. Below is the result of the calculation of the R Square test.

**Tabel 3. R-Square Test Results**

Variabel	R <sup>2</sup>	R <sup>2</sup> Adjusted
Y	0,415	0,403
Z	0,515	0,500

Considering the consequences of the R-Square test which can be found in the results of the presentation of Table 3. that the job fulfillment variable can be clarified by hierarchical culture and workplace factors, 41.5%. Meanwhile, the remaining 58.5% is contributed by other variables. not included in this research.

The R2 value of employee performance has a value of 0.515 or 51.5%. This means that the variables of employee performance can be explained by the variables of organizational culture, work environment, and job satisfaction have a value of 51.5%. while the rest has a value of 48.5%.

**Tabel 4. Effect Size Test Results (f2)**

Influence	f <sup>2</sup>	Criteria	Description
Organizational Culture → Job Satisfaction	0,153		Moderate
Work Environment → Job Satisfaction	0,343	≥ 0,02 (kecil)	Moderate
Organizational Culture → Employee Performance	0,178	≥ 0,15 (moderat)	Moderate
Work Environment → Employee Performance	0,010	≥ 0,35 (besar)	Small
Job Satisfaction → Work Environment	0,243		Moderate

Organizational Culture has an effect size in the moderate category on Job Satisfaction.

Furthermore, the work environment has an effect size in the moderate category on job satisfaction.

Organizational Culture has an effect size in the moderate category on Employee Performance

While the work environment variable has an effect size in the small category on employee performance.

Then the variable work fulfillment has an impact size in the moderate class on employee performance.

The following hypothetical values can be shown below.

**Tabel 5. Path Coefficient Test Results**

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	P Values
(X1) -> (Y)	.315	.304	.088	3.569	.000
(X1) -> (Z)	.332	.321	.096	3.459	.001
(Y) -> (Z)	.448	.457	.112	3.991	.000
(X2) -> (Y)	.472	.488	.086	5.464	.000
(X2) -> (Z)	.083	.080	.102	0.818	.414

In view of the consequences of exploration on the way coefficient test can be found in Table 5:

H1 is accepted that authoritative culture directionally affects work fulfillment through a path coefficient 0.315, t statistic of 3.569, p value 0.000. H2 is accepted that organizational culture has positive directional impact on employee performance through the path coefficient 0.332, t statistic 3.459, p value 0.001. H3 accepted that job satisfaction has a positive directional impact on employee performance through the path coefficient 0.448, t statistic is 3.991, p value 0.000. H4 is accepted by the work environment having a positive directional impact on job satisfaction through the path coefficient 0.472, t statistic 5.464, p value 0.000. H5 is rejected, the work environment is proven to be unable to have a positive impact on employee performance through the path coefficient 0.083, t statistic 0.818, p value 0.414.

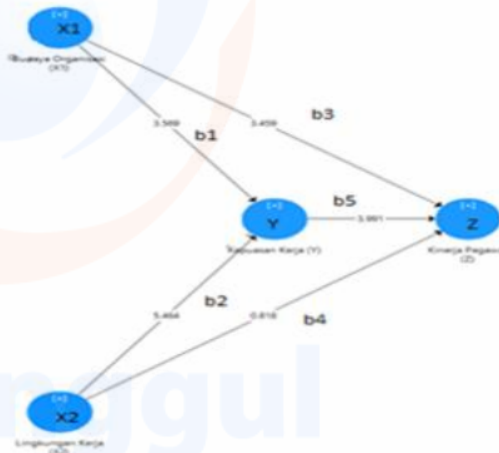


Fig. 3. Mediation Variable Testing Model

**Tabel 6. Indirect Effect Test Results**

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	P Values
Organizational Culture (X1) -> (Y) -> (Z)	0,220	0,216	0,072	3,051	0,002
Work Environment (X2) -> (Y) -> (Z)	0,407	0,404	0,093	4,354	0,000

In light of the aftereffects of the aberrant impact test in Table 16 it shows the following explanation:

H4: organizational culture has a positive impact on employee performance through job satisfaction through path coefficient 0.220, t statistic 3.051, p value 0.002.

H5: the work environment has a positive directional impact on employee performance through job satisfaction through a path coefficient of 0.407, t statistic of 4.354, p value of 0.000.

### Predictive Relevance (Q<sup>2</sup>)

The value (Q<sup>2</sup>) can be used to validate a model. The

following are the results of the Predictive Relevance (Q<sup>2</sup>) calculation that can be seen in this study.

**Tabel 7. Predictive Relevance (Q<sup>2</sup>) Test Results**

Dependent variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Job Satisfaction (Y)	2.400,000	1.936,927	0,193
Employee Performance (Z)	2.000,000	1.450,897	0,275

The Q<sup>2</sup> values obtained in this calculation are 0.193 and 0.275, meaning that the structure obtained has good predictive relevance.

## V. CONCLUSION AND SUGGESTION

### A. Conclusion

In light of the consequences of the examination in this examination at the West Jakarta Mayor's office, the provision of organizational culture has a positive impact on the fulfillment of the work of workers in the West Jakarta Mayor's office. That is, if the organizational culture in the West Jakarta Mayor's office can be carried out better, it will increase employee job satisfaction. The work environment has a positive impact on employee job satisfaction at the West Jakarta Mayor's office. That is, if the work environment in the West Jakarta Mayor's office is getting better, it will increase employee job satisfaction, organizational culture has a positive impact on employee performance at the West Jakarta Mayor's office. That is, if the application of organizational culture in the West Jakarta Mayor's office can be

implemented better, it will improve employee performance. West, will improve employee performance.

### B. Suggestion

It is necessary to maintain good communication between fellow employees in the work environment and strengthen teamwork or groups so that if there are difficulties in work, they can be overcome together which will ultimately improve employee performance. Provision of basic salary and incentive salary in accordance with the work performed. Employees will be very excited if the basic salary given is in accordance with the tasks that have been done. In addition, the incentive salary will encourage employees to be more active at work. If employees get a basic salary and incentive salaries will affect employee job satisfaction so that it will improve employee performance. The West Jakarta Mayor's Office needs to implement comfort in working, because comfortable conditions can affect someone in doing work, this can be done by maintaining cleanliness in the workspace and facilitating the office as needed. The creation of a conducive environment can also make employees more active in their work and increase the moral support provided by their superiors. Thus it can improve employee performance.

20%

SIMILARITY INDEX

## PRIMARY SOURCES

- 1 [www.sciencegate.app](http://www.sciencegate.app)  
Internet 94 words — 4%
- 2 Rintis Sukma Dewi, Mafizatun Nurhayati. "The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa", European Journal of Business and Management Research, 2021  
Crossref 93 words — 3%
- 3 [en.wikipedia.org](http://en.wikipedia.org)  
Internet 47 words — 2%
- 4 [garuda.ristekdikti.go.id](http://garuda.ristekdikti.go.id)  
Internet 42 words — 2%
- 5 [garuda.ristekbrin.go.id](http://garuda.ristekbrin.go.id)  
Internet 37 words — 1%
- 6 Suharno Pawirosumarto, Purwanto Katijan Sarjana, Rachmad Gunawan. "The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia", International Journal of Law and Management, 2017  
Crossref 28 words — 1%
- 7 [oapub.org](http://oapub.org)  
Internet

26 words — 1%

8 1library.net  
Internet

18 words — 1%

9 Umer Hussain, Sami Jabarkhail, George B. Cunningham, Jean A. Madsen. "The dual nature of escapism in video gaming: A meta-analytic approach", Computers in Human Behavior Reports, 2021  
Crossref

18 words — 1%

10 www.iosrjournals.org  
Internet

15 words — 1%

11 Albulena Mehmeti. "IMPACT OF MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE", Ss. Cyril and Methodius University in Skopje, Faculty of Economics-Skopje, 2020  
Crossref

14 words — 1%

12 irs-managementstudies.com  
Internet

12 words — < 1%

13 Tomy Praselia. "The Effect of Taxpayer Religiosity, Tax Amnesty, and Tax Sanction on Taxpayer Compliance with Medium Small Micro Business Taxes (Msmes)", Research Square, 2021  
Crossref Posted Content

11 words — < 1%

14 Helen De Cieri, Cathy Sheehan, Christina Costa, Marilyn Fenwick, Brian K. Cooper. "International talent flow and intention to repatriate: an identity explanation", Human Resource Development International, 2009  
Crossref

10 words — < 1%



15 Jingdong Chen, Zhihu Li, Mo Chen. "Chapter 60 Research on the Impact of E-Commerce Live Broadcast on Customers' Impulse Purchase Intention from the Perspective of Social Presence", Springer Science and Business Media LLC, 2021

Crossref

9 words — < 1%

16 [www.gssrr.org](http://www.gssrr.org)

Internet

9 words — < 1%

17 [www.journalmabis.org](http://www.journalmabis.org)

Internet

9 words — < 1%

18 "Balancing Development and Sustainability in Tourism Destinations", Springer Science and Business Media LLC, 2017

Crossref

8 words — < 1%

19 Mohamed Buhari Mufitha, Su Teng Lee, Chen Chen Yong. "Is Professional Commitment The Reason For Turnover Intentions of IT Professionals?", ADVANCES IN BUSINESS RESEARCH INTERNATIONAL JOURNAL, 2019

Crossref

8 words — < 1%

20 [eprints.umsida.ac.id](http://eprints.umsida.ac.id)

Internet

8 words — < 1%

21 [www.assumptionjournal.au.edu](http://www.assumptionjournal.au.edu)

Internet

8 words — < 1%

22 [www.ssoar.info](http://www.ssoar.info)

Internet

8 words — < 1%

EXCLUDE QUOTES OFF  
EXCLUDE BIBLIOGRAPHY OFF

EXCLUDE MATCHES OFF

ggul

Universitas  
**Esa Unggul**

Universitas  
**Esa U**

ggul

Universitas  
**Esa Unggul**

Universitas  
**Esa U**

ggul

Universitas  
**Esa Unggul**

Universitas  
**Esa U**