



# The influence of organizational culture and work environment on the performance mediated by job satisfaction at the Ministry of XYZ

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## ABSTRACT

In the era of globalization and demands for transparency, government institutions are required to improve the performance of civil servants to provide better public services. A strong organizational culture and conducive work environment are expected to support increased employee performance through increased job satisfaction. This research aims to analyze the influence of organizational culture and work environment on the performance of civil servants which is mediated by job satisfaction at the Ministry of XYZ. The method used in this research is quantitative using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. Data was collected through questionnaires distributed to 132 employees, with a return rate of 81.8% or 108 respondents who filled in. The research results show that organizational culture and work environment positively and significantly influence job satisfaction and employee performance. Job satisfaction, which is a mediating variable, is also able to mediate the relationship between organizational culture and work environment on employee performance. It is hoped that this research can contribute to the development of knowledge in the field of human resource management, especially in the government sector.

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## INTRODUCTION

Human resources are an important element in forming a good organization. Not only in the private sector but also in government. The issue of good governance is a main topic in today's public administration discussions. The increasing demand from the public for the government to implement transparent and accountable governance is increasing along with the increasing awareness of local communities that are influenced by globalization and demands for transparency. Evaluating the performance of human resources in the government sector, particularly in the Ministry of XYZ, is crucial because it directly impacts the effectiveness and

efficiency of government operations, public service quality, and the attainment of organizational goals. In the context of the Ministry of XYZ, this evaluation is essential for improving civil servant performance, which influences the ministry's ability to meet its objectives, maintain a positive public image, and uphold accountability and transparency.

Employee performance is the outcome of work achieved by employees within a specified period, compared with various potential goals set by the organization (Wicaksono et al., 2023). In assessing whether a job meets standards or not, a job must use a method that is used to compare various jobs through formal and systematic procedures. The goal of this procedure is to establish job rankings according to position and the comparative ratio between different jobs. The output provided by this assessment process is known as the performance (Sinambela, 2016). Meanwhile, measuring the performance of civil servants is based on Regulation of the Minister of PAN and RB No. 6 of 2022, the Regulation explains that employee performance is based on SKP (Employee Performance Targets). SKP is designed to increase efficiency, effectiveness, productivity and accountability for the performance of civil servants through objective, transparent and fair performance assessments.

In 2023, the General Bureau of the Secretariat General of the Ministry of XYZ formulated a work plan (SKP) for its employees, aiming for the realization of excellent public services, effective management of the Ministry's work unit assets, effective supervision, control, monitoring, and evaluation of the Ministry's sectors, the achievement of orderly administration in the Ministry's services, the optimization of the Ministry's sectoral contributions that are responsible and sustainable and the optimal management of the budget system.

Ministry XYZ is one of the ministries located in Central Jakarta, which plays an important role in the structure of the Indonesian government. It has a strategic position because it is located directly in the capital of the Republic of Indonesia and operates under the direct supervision and responsibility of the President. This position emphasizes their vital role in running government and ensuring that the directions and policies made are in line with the national vision and mission. Based on Law of the Republic of Indonesia No. 39 of 2008 concerning State Ministries, each minister is in charge of certain affairs in the government.

Through this division of government affairs, Ministry XYZ, together with other ministries, is mandated to ensure that government runs in harmony and coordination, supporting the achievement of national development goals and community welfare. These duties and responsibilities, which are given directly by the President, require each ministry to work with integrity, professionalism and high dedication in serving the nation and state. However, the scope of this research is only devoted to the general bureau section of the Secretariat General of the Ministry of XYZ. Based on Ministerial Regulation no. 15 of 2021 concerning Organization and Work Procedures.

This study has limitations that should be considered. The research was conducted exclusively within the scope of the Ministry of XYZ, and even more narrowly within the General Bureau, meaning the results may not be fully applicable to other organizations, particularly those in the private sector, which likely differ in terms of scale, structure and applicable regulations.

## RESEARCH METHODS

The research focused on analyzing elements of human resource management related to organizational culture, work environment, job satisfaction and employee performance. Meanwhile, the focus of this research is on civil servants who have worked for more than two years at the Ministry of XYZ, especially at the General Bureau located in Central Jakarta. The requirement to be a respondent in this study must be part of the civil service at the General Bureau of the Secretariat General of the Ministry of XYZ. Second, have work experience in the Ministry as a civil servant for at least two years. This research is quantitative, with the main aim of testing hypotheses and

analyzing how one variable influences another variable in the context of descriptive research. Furthermore, this research measures the significance of the relationship between variables based on the data that has been collected, making it possible to determine the results of hypothesis testing. In collecting research data, researchers did this by distributing questionnaires online via WhatsApp or Email using the Google Form platform. Group towards social events using a Likert scale (Sugiyono, 2019). This research specifically defines this social phenomenon as a research variable using questions using the Likert scale method. This research uses an interval scale. The interval scale is employed to produce more detailed measurements, including calculating the mean value (Bougie & Sekaran, 2019). The population in question are civil servants of the General Bureau of the Secretariat General of the Ministry of XYZ. In this research, samples were taken using a purposive sampling method. The General Bureau of the Secretariat General has a population of 132 employees. The sample size can be calculated using the mathematical formula for population size (Slovin formula). The sample criteria are civil servants of the General Bureau of the Secretariat General of the Ministry of XYZ who have worked for at least 2 years. This study applies a sampling method using simple random sampling techniques. Data for this research was collected by distributing questionnaires via a link that respondents can access and fill in online starting in May 2024. Quantitative data analysis is a method of processing data in numerical form, carried out using statistical techniques derived from the results of respondents' questionnaire answers. The scores or values obtained were then analyzed using Smart-PLS software to evaluate and prove the existence of a correlation between the variables in the study.

## RESULTS AND DISCUSSION

This study aims to investigate the impact of organizational culture and work environment on civil servant performance with job satisfaction serving as a mediator, at the General Bureau of the Ministry of XYZ. The data collected was obtained directly from 132 working employees, but only 108 data were collected, so the questionnaire return rate was 81.8%. Table 1 shows a description of the data that was collected. According to the gender category, the study included 57 male respondents, making up 52.8% of the total respondents, while the number of female respondents in this study was 51 respondents or 47.2%. Based on the age range category, respondents with a range of aged 36-40 years a total of 33 respondents, respondents in the age range 26 - 30 years amounted to 18 respondents or 16.7%, respondents in the age range 31 - 35 years amounted to 23 respondents or 21.3%, and respondents aged more than 41 years there were 34 respondents or 31.6%. Based on the length of work category, the majority of respondents have been working for more than 11 years, totaling 42 respondents, 18 respondents or 16.7% of respondents have worked for 2 - 4 years, 35 respondents or 32.4% of respondents have worked for 5 - 7 years, as many as 13 respondents or 12% of respondents have worked for 8 - 10 years. This profile shows that the respondents in this study come from a mixed generation between Generation Z and the millennial generation, and the majority have worked for more than 5 years.

**Table 1.** Profile of Research Respondents

	Criteria	Frequency	Percentage
Gender	Man	57	52.8%
	Woman	51	47.2%
Age Range	26 - 30 Years	18	16.7%
	31 - 35 Years	23	21.3%
	36 - 40 Years	33	30.6%
	26 - 30 Years	18	16.7%
Length of work	24 years old	18	16.7%
	5 - 7 Years	35	32.4%
	8 - 10 Years	13	12.0%
	Over 11 Years	42	38.9%

The first stage in PLS-SEM analysis is testing the outer model. The purpose of outer model analysis is to ensure whether there is a match between the variables and their measurements. This analysis will assess convergent validity, discriminant validity and reliability. This analysis stage is to test and evaluate the relationship between the reflective indicators used to measure the latent variable (construct).

Convergent validity testing is carried out to evaluate the instrument's capability to measure the specified object accurately. The first validity that will be examined is convergent validity. An indicator is considered valid if it has an outer loading value greater than 0.7 or an AVE value above 0.5. According to Table 2, all indicators have an outer loading value higher than 0.700, indicating their validity. The minimum value for achieving reliability is 0.500. As shown in Table 4.7, the AVE value for all variables is above 0.500, demonstrating that all indicators and variables in this research are valid.

**Table 2.** Convergent Validity Test Results

Variable	Indicator	Outer Loading	AVE	Information
Organizational culture	BO.1	0.878	0.748	Valid
	BO.2	0.880		Valid
	BO.3	0.835		Valid
Work environment	LK.1	0.854	0.621	Valid
	LK.2	0.879		Valid
	LK.3	0.738		Valid
	LK.4	0.798		Valid
	LK.5	0.731		Valid
	LK.6	0.813		Valid
	LK.7	0.774		Valid
	LK.8	0.702		Valid
Job satisfaction	KK.1	0.709	0.711	Valid
	KK.2	0.890		Valid
	KK.3	0.893		Valid
	KK.4	0.867		Valid
Employee Performance	KP.1	0.871	0.738	Valid
	KP.2	0.887		Valid
	KP.3	0.787		Valid
	KP.4	0.888		Valid

The discriminant validity test aims to ensure that each variable in this research model has unique characteristics and can be differentiated from other variables. This validity test was conducted using the Heterotrait-Monotrait (HTMT) criterion. Ideally, if the HTMT value is below 0.90, the variable can be considered valid (Hair et al., 2022). The results of the discriminant validity test using the HTMT method are shown in Table 3. Table 3 provides the results of all variables measured in this study having good discriminant validity because they are below 0.90. HTMT values below 0.90 indicate that each variable can be differentiated from other variables. The HTMT values for the organizational culture variable with other variables are all below 0.90, namely with job satisfaction 0.893, employee performance 0.896 and work environment 0.867. This shows that organizational culture has good discriminant validity. Then the HTMT value for the job satisfaction variable with other variables is also below 0.90, namely with organizational culture of 0.893, employee performance of 0.880 and work environment of 0.895. This shows that job satisfaction has good discriminant validity. Apart from that, the HTMT for employee performance variables with other variables is below 0.90, namely with organizational culture 0.896, job satisfaction 0.880 and work environment 0.865. This shows that employee performance has good discriminant validity. And finally, the HTMT value for the work environment variable with other variables is all below 0.90, namely with organizational culture 0.867, job satisfaction 0.895 and employee performance 0.865. This shows that the work environment has good discriminant validity.

**Table 3.** Discriminant Validity Test Results

Variable	Organizational culture	Job satisfaction	Employee Performance	Work environment
Organizational culture				
Job Satisfaction	0.893			
Employee Performance	0.896	0.880		
Work environment	0.867	0.895	0.865	

The reliability test measures a questionnaire's effectiveness as an indicator of a variable or construct. A questionnaire is considered reliable if a person's responses to its statements are consistent or stable over time (Ghozali & Kusumadewi, 2021). An indicator is considered valid and consistent if its composite reliability value exceeds 0.7 and its Cronbach's alpha value is greater than 0.6 (Hair et al., 2022). All items or indicators measuring the variables are considered reliable based on the results of the reliability testing presented in Table 4. The composite reliability value for all variables exceeds 0.7, and Cronbach's alpha value for all variables is above the minimum threshold of 0.6. Therefore, this research can proceed to test the structural model.

**Table 4.** Reliability Test Results

Variable	Cronbach's alpha	Composite reliability	Information
Organizational culture	0.831	0.899	Reliable
Job satisfaction	0.861	0.907	Reliable
Employee Performance	0.881	0.918	Reliable
Work environment	0.912	0.929	Reliable

Multicollinearity is a condition in which two or more independent variables in a regression model are correlated with one another. The VIF (Variance Inflation Factor) test can be used to determine whether formative indicators experience multicollinearity. It can be said that this indicator has multicollinearity if the VIF value is more than 5. From Table 5, it is clear that all indicator VIF values are below 5, which indicates that there is no evidence of multicollinearity.

**Table 5.** Multicollinearity Test Results

Variable	VIF
Organizational Culture -> Job Satisfaction	2,402
Organizational Culture -> Employee Performance	2,797
Job Satisfaction -> Employee Performance	3,181
Work Environment -> Job Satisfaction	2,402
Work Environment -> Employee Performance	3,284

The R square value reflects the influence of the independent (exogenous) variable on the dependent (endogenous) variable. It can be categorized as substantial ( $R^2 > 0.75$ ), moderate ( $R^2 > 0.50$ ), and weak ( $R^2 > 0.25$ ) (Hair et al., 2022). Table 6 reveals that an R square value of 0.686 means 68.6% of the variation in job satisfaction is explained by the independent variables in the research model, with the remaining 31.4% influenced by factors outside the model. This suggests the model has a reasonably good capacity to explain job satisfaction variations at Ministry XYZ. Additionally, the R square value of 0.718 indicates that 71.8% of the variation in employee performance is explained by the independent variables in the research model, while the rest is influenced by external factors.

**Table 6.** R-Square Test Results

Variable	R-square	Criteria
Job satisfaction	0.686	Moderate
Employee Performance	0.718	Moderate

In structural model analysis, the next step to evaluate the predictive ability of the proposed model is to examine the  $f^2$  (f-squared) value (Hair et al., 2022). A guideline for assessing  $f^2$  is that values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively (Hair et al., 2022). Table 7 shows that organizational culture has a moderate effect on job satisfaction with a value of 0.165, indicating that changes in organizational culture will have a moderate impact on employee job satisfaction. Organizational culture also has a small direct effect on employee performance with a value of 0.114, meaning that while organizational culture is important, its direct influence on performance is relatively minor. Job satisfaction has a small effect on employee performance with a value of 0.085, suggesting that although job satisfaction contributes to better performance, the direct effect is not significant. The work environment has a large effect on job satisfaction with a value of 0.367, showing that changes in the work environment greatly influence employee job satisfaction. A supportive work environment is key to enhancing job satisfaction. Lastly, the work environment has a small effect on employee performance, with a value of 0.128, indicating that although the work environment is important, its direct influence on employee performance is limited. These results highlight the importance of a supportive work environment and a positive organizational culture in improving job satisfaction, which in turn can positively impact employee performance.

**Table 7.** F square test results

Variable	<i>f-square</i>	Information
Organizational Culture -> Job Satisfaction	0.165	Medium effect
Organizational Culture -> Employee Performance	0.114	Small effect
Job Satisfaction -> Employee Performance	0.085	Small effect
Work Environment -> Job Satisfaction	0.367	Great effect
Work Environment -> Employee Performance	0.128	Small effect

The Q square test is conducted to evaluate the observation values produced by the model and to measure the parameters used. As a relative measure of predictive relevance, a  $Q^2$  value of 0.02 indicates small predictive relevance, 0.15 indicates moderate predictive relevance, and 0.35 indicates high predictive relevance. Table 8 shows that the job satisfaction variable has a  $Q^2$  value of 0.663, indicating that the model has strong predictive power for the job satisfaction variable. Similarly, the employee performance variable has a  $Q^2$  value of 0.674, demonstrating that the model also has strong predictive power for employee performance.

**Table 8.** Q Square Test Results

Variable	$Q^2$	Information
Job satisfaction	0.663	Big Predictive
Employee Performance	0.674	Big Predictive

The most important stage in conducting inner model analysis is to carry out hypothesis testing to see the coefficients and significance values for the relationships between variables in the research model that has been created. This test will help in making decisions to accept or reject the hypothesis, which will state whether there is a relationship between the variables being tested. Analysis of this research model was carried out using one-tailed bootstrapping with a significance level of 0.05. If the t statistical value resulting from bootstrapping is greater than the T-table value, namely 1.645, then the relationship between variables can be declared significant or accepted. Source: Data processed by researchers (2024). Table 9 shows that the hypotheses proposed in this research are accepted. Organizational culture and work environment significantly influence job satisfaction and employee performance. Next, each hypothesis test will be described along with its managerial implications.

**Table 9.** Hypothesis Test Results

	Hypothesis	Original sample	T statistics	P values	Information
H1	Organizational Culture -> Job Satisfaction	0.353	3,055	0.001	Accepted
H2	Work Environment -> Job Satisfaction	0.527	4,630	0,000	Accepted
H3	Job Satisfaction -> Employee Performance	0.275	2,436	0.007	Accepted
H4	Organizational Culture -> Employee Performance	0.300	2,144	0.016	Accepted
H5	Work Environment -> Employee Performance	0.344	2,666	0.004	Accepted
H6	Organizational Culture -> Job Satisfaction -> Employee Performance	0.097	1.874	0.030	Accepted
H7	Work Environment -> Job Satisfaction -> Employee Performance	0.145	2.116	0.017	Accepted

Hypothesis 1 tests the influence of organizational culture on job satisfaction. The findings show that organizational culture has a significant influence on job satisfaction, with a p-value of 0.001 below alpha 0.05 and a statistical value of 3.055 above the t table of 1.645. Thus, Hypothesis 1 is accepted in this research. This shows that if the General Bureau of the Ministry of XYZ has a good work culture, then job satisfaction is predicted to increase. An organization has a culture consisting of shared principles, beliefs, and beliefs that determine appropriate behavior (Lussier & Hendon, 2019). These positive values, beliefs and assumptions can make employees happier at work, thereby triggering employees to be more satisfied at work. The results of this research are in accordance with those carried out by Lussier & Hendon (2019) Soomro & Shah (2019), Serinkan & Kiziloglu (2021) and Whitehead et al. (2023) which shows that work culture can significantly influence employee job satisfaction.

Hypothesis 2 tests the influence of the work environment on job satisfaction. The results show that the work environment positively impacts job satisfaction, with a p-value of 0.000, which is below the alpha threshold of 0.05, and a statistical value of 4.630, which is greater than the t-table value of 1.645. Therefore, hypothesis 2 is accepted in this study. This indicates that if the General Bureau of the Ministry of XYZ has a good work environment, job satisfaction is predicted to increase. The results of this research are in line with those conducted by Kumar (2021), which revealed the work environment has a significant impact on job satisfaction. Additionally, the same is also explained Najmudin et al. (2020), which states that the work environment has a positive effect on job satisfaction. Then research Shafiuddin et al. (2022), which shows that the work environment can significantly influence employee job satisfaction. This is also in line with the research Vohra et al. (2022), where there is a significant relationship between job satisfaction and the organizational work environment. These findings emphasize the importance for organizations to recognize the benefits of a healthy work environment in optimizing employee satisfaction.

Hypothesis 3 tests the effect of job satisfaction on work performance. The results show that job satisfaction has a positive influence on work performance, with a p-value of 0.007, which is below the alpha threshold of 0.05, and a statistical value of 2.436, which exceeds the t-table value of 1.645. Therefore, hypothesis 3 is accepted. The results of this research are in line with those conducted by Pentury et al. (2023), Fatmasari et al. (2022) and Vivaldy & Toni (2020), which shows that job satisfaction can significantly influence employee job satisfaction. This is also in line with the research conducted by Wicaksono et al. (2023) where job satisfaction has a positive influence on employee performance.

Hypothesis 4 tests the influence of organizational culture on work performance, the p-value 0.016 is below alpha 0.05 and the statistical value of 2.144 is greater than the t table of 1.645. Thus, hypothesis 4 is accepted in this research. This shows that if Ministry XYZ has a good work culture, then work performance is predicted to increase. The results of this research are in line with those conducted by Korda & Rachmawati (2022) and Adhi Candra et al. (2021) can significantly influence organizational culture on work performance. In addition, according to research conducted Wua et al. (2022), organizational culture has a significant influence on employee

performance. This proves that organizational culture influences improving employee performance. And also research by Lolowang et al. (2019), shows that organizational culture has a positive influence on employee performance.

Hypothesis 5 in this study tests the influence of the work environment on performance. The research results show that the work environment has a positive influence on work performance, with a p-value of 0.027, which is below the alpha threshold of 0.05, and a statistical value of 2.217, which exceeds the t-table value of 1.65. Therefore, hypothesis 5 in this study is accepted. This indicates that if the General Bureau of the Ministry of XYZ has a good work environment, work performance is expected to increase. The results of this research align with those of Ingsih et al. (2021) can positively influence the work environment on work performance. Additionally, Wicaksono et al. (2023), concluded that the work environment affects employee performance, noting that a conducive work environment motivates employees to improve their performance by working harder. Similarly, Fatmasari et al. (2022), stated that the work environment has a positive and significant effect on employee performance, indicating that a better work environment leads to better employee performance. Vivaldy et al. (2020), also found that the work environment influences employee performance.

Hypothesis 6 tests the influence of work culture on employee performance through job satisfaction. The research results indicate that job satisfaction can mediate the influence of work culture on employee performance because the p-value of 0.030 is above the alpha of 0.05 and the t-statistic of 1.874 is above the t-table value of 1.645. Thus, it can be concluded that Hypothesis 6 in this study is accepted. This finding is consistent with research by Wua et al. (2022), which states that job satisfaction can mediate the effect of organizational culture on employee performance. The mediating role of job satisfaction in this study is a partial mediation. Additionally, it aligns with the study by Korda & Rachmawati (2022), which states that organizational culture has a positive and indirect effect on employee performance mediated by job satisfaction. Lastly, organizational culture indirectly influences employee performance through job satisfaction (Candra et al., 2021).

Hypothesis 7 in this study examines the effect of the work environment on employee performance through job satisfaction. The research results show that job satisfaction can mediate the influence of the work environment on employee performance, as indicated by a p-value of 0.017, which is below the alpha threshold of 0.05, and a t-statistic of 2.116, which exceeds the t-table value of 1.645. Therefore, Hypothesis 7 is accepted. This indicates that a good work environment can positively enhance job satisfaction, which in turn improves employee performance. This finding aligns with research by Fatmasari & Badaruddin (2022), who found that the work environment positively affects employee performance through job satisfaction. They further explain that a good work environment helps employees achieve organizational and work goals and creates a pleasant work atmosphere, making employees happier. Additionally, the study by Pentury & Usmany (2023) supports this, indicating that job satisfaction as a mediating variable can enhance the effect of the work environment on employee performance. Similarly, Wicaksono et al. (2023) state that the work environment positively impacts performance through the mediation of job satisfaction.

## CONCLUSION

A strong and positive organizational culture is essential for enhancing employee performance. Ministry XYZ needs to ensure that its culture is genuinely implemented within the organization. Reinforce the organization's culture by conducting regular training and workshops to ensure all employees fully understand and embody the ministry's values. This includes streamlining bureaucratic processes to improve efficiency. Work environment factors are also vital in affecting employee performance. To support employee productivity and well-being, the work environment's physical and non-physical aspects must be favorable. The ministry should address the physical



work environment issues by renovating old buildings, improving ventilation, and ensuring adequate lighting. Additionally, a suggestion to address non-physical work environment issues is to encourage the Ministry's leadership to increase interactions with employees. This can be done through team-building activities and fostering more collaboration to help strengthen relationships among employees and create a harmonious and supportive work environment. Job satisfaction also has a significant impact on employee performance. Employees who are satisfied with their salary, working conditions, coworkers and work tend to be more motivated and productive at work. Ministries need to conduct regular job satisfaction surveys to identify areas that need improvement and ensure that existing policies and programs can meet employee needs. Increasing job satisfaction can be achieved through clear career development programs, providing incentives and bonuses according to performance, as well as increasing communication and transparency within the ministry.

Enhancing a positive and supportive organizational culture at the General Bureau of the XYZ Ministry can improve job satisfaction, which ultimately boosts employee performance. Practical implementation of these findings can be carried out in various ways, such as developing programs that focus on organizational values. Job satisfaction can act as a mediator between the work environment and employee performance. A positive work environment encompasses several factors, including the physical conditions of the workplace, support from colleagues and supervisors, and equitable policies. When employees view their work environment as favorable, they are likely to experience higher job satisfaction, which subsequently enhances their performance.

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