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RESEARCH ARTICLE

JOB SATISFACTION MEDIATION EFFECT ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract

This study discusses the influence of organizational culture and work environment on employee performance by using job satisfaction as an intervening variable at D'Journal Coffee Jakarta. The research design used quantitative causal. The population and sample are 100 respondents, using a census. The data analysis method uses Path Analysis with the help of SPSS22. The result of this research is that there is no direct influence of organizational culture on job satisfaction. There is a direct influence of the work environment on job satisfaction. There is a direct influence of organizational culture on employee performance. There is a direct influence of the work environment on employee performance. There is no direct effect of job satisfaction on employee performance. There is no indirect influence of organizational culture and work environment on employee performance through job satisfaction.

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Introduction:-

Preliminary

Human resources are one of the most important factors in ensuring the success of an organization. All organizations including companies must really manage human resources professionally so as to provide the highest performance by performing managerial and operational functions. Managerial functions include implementing, planning, organizing, directing, and controlling human resources or employees. Operational functions include the implementation of recruitment, development, integration, maintenance, and separation. The results of the pre-study show that the current employee performance is still relatively low, as can be seen from the table of employee performance achievements below:

Table 1.1:- D'Journal Coffee Employee Performance Assessment 2020.

Score	Employees	Percentage
91-100	47	21,6
76-90	67	30,7
61-75	88	40,4
51-60	16	7,3
< 50	0	0
Total	218	100 %

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The table above shows that the average employee at D'Journal Coffee Jakarta is in the category of having a fairly good performance of 88 people or 40.4% of the total 218 employees and the performance of employees who are in the poor category as many as 16 people or equal to 7.3%. Therefore, it is important to do research related to efforts to improve employee performance.

Many factors affect employee performance, one of which is organizational culture as a source of competitive advantage. A strong organizational culture correctly clarifies behavior, improves organizational performance because it energizes employees (Employee Performance), stimulates employee commitment and effort. Organizational culture is a system of shared meaning held by members of an organization that distinguishes the organization from others. Organizational culture is a value system that is obtained and developed by the organization from the habitual pattern of the basic philosophy of its founder, formed into rules that are used as guidelines for thinking and acting in achieving organizational goals.

The results of research from Rohman, et al (2021), Prayudha (2018), Hazriansyah (2017), Putra & Indiyati (2020), and Kumar & Kumar (2018), show that organizational culture has a positive and significant influence on employee performance, while the results research from Sabuharia et al (2020) and Lina, (2014), shows that Organizational Culture does not have a positive and significant influence on employee performance. Therefore, it is necessary to investigate whether or not organizational culture has an effect on improving employee performance at D'Journal Coffee.

Another factor that affects the work performance of employees is the work environment. The work environment is a place where employees carry out work activities. The work environment has a direct influence on employees who carry out activities and can improve employee performance. A conducive work environment provides a sense of security and allows employees to work optimally. A conducive work environment will have a good impact on the continuity employees working, on the contrary, a less conducive work environment will have a negative impact on the continuity of employees working.

The results of the pre-survey show that the work environment at D'Journal Coffee has not met the expectations of employees, where employees have not received the facilities as expected. A less spacious workspace, no back office space, and a dimly lit workspace disturb employees in carrying out their duties. Of course, this must be fulfilled or facilitated by the company so that job satisfaction and employee performance can increase so that it is expected to contribute positively to the development and rate of growth of the company.

The results of research by Paita (2015) and Prasetyo (2014) prove that the work environment has a positive and significant effect on employee performance. In contrast to the results of Rasyid's research (2020) it proves that the work environment has no significant effect on job satisfaction. This research needs to be done to prove whether or not the work environment has an effect on the performance of D'Journal Coffee employees.

Another factor that is no less important in improving employee performance is job satisfaction. The result of research conducted by Ibnu Mikhail (2014) and Rosita Tri Pamungkas (2017) show that job satisfaction has a positive and significant effect on nurse performance. This research needs to be done to prove whether job satisfaction has an effect or not on employee performance at D'Journal Coffee Jakarta.

Literature Review:-

Performance has a broader meaning, not only the results of work, but including how the work process takes place. Performance is generated from both the quality and quantity of a job and can be accounted for in accordance with its role in the organization or company, and is accompanied by abilities, skills, and skills in completing the work. Various factors can affect employee performance, among others, organizational culture, compensation work environment, competence, work relations, workload, job satisfaction, and so on.

According to Geert Hofstede in Taliziduhu Ndraha defines culture as "collective programming of the mind", consisting of three levels; 1) Universal level of mental programming, namely the biological operational system of humans including universal behavior, such as smiling and crying, 2) Collective level of mental programming, 3) Individual level of mental programming, for example individual interests. Organizational culture is a system, values, norms, habits, and company motto that are developed into a rule that is used as a guide in thinking and acting in achieving organizational goals.

The work environment is one of the factors that play an important and strategic role in encouraging employee morale. The work environment makes employee job satisfaction increase so that company goals can be achieved effectively and efficiently. Good or bad at work is reflected in the attitude of employees towards all positions faced in the work environment. This understanding explains that the work environment is a condition of a person's feelings that are pleasant or unpleasant towards his work, this can be seen in the attitude of employees towards all the work faced in the work environment.

At work, one needs a pleasant feeling that makes one calm and comfortable at work, so that employees work loyally, reliable, proficient in communication, interpersonally skilled and rich in initiative. Job satisfaction reflects a person's attitude towards his job. Employee job satisfaction is individual about a person's feelings towards his job. Job satisfaction is one of the factors that can affect performance. Important things that affect job satisfaction can be grouped into three. First, organizational factors consisting of: salary (reward), opportunities for promotion, the work itself, working conditions (work environment), and organizational procedures. The second is a group factor consisting of superiors (supervisors, leaders, managers) and co-workers. The third is individual factors consisting of personal needs and aspirations. It can be assumed that job satisfaction has a direct influence on employee performance.

Conceptual Framework and Research Hypotheses

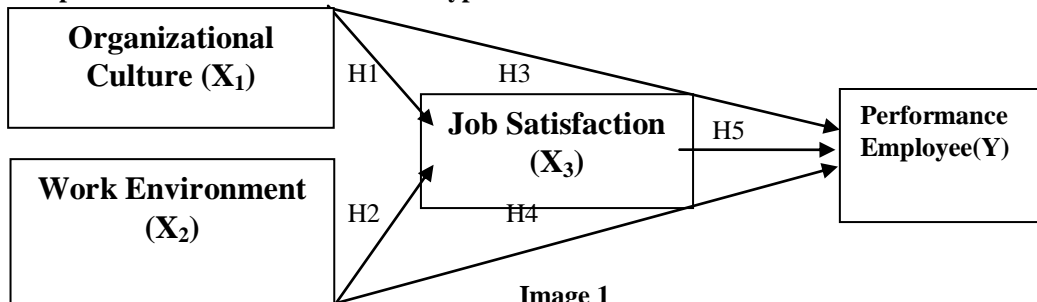


Image 1
Theoretical Thinking Framework

The Influence of Organizational Culture on Job Satisfaction

According to Robbins & Judge (2018:313) basically, organizational culture or personality can affect employee performance and job satisfaction, with a stronger culture having a greater impact. The results of Koko et al's research, showed a positive and significant influence on the Organizational Culture factor (X) on Employee Job Satisfaction (Y) at PT. Bank Ranyat Indonesia (Persero) Branch Office in Malang Kawi. Thus, it can be assumed that training has a direct effect on employee satisfaction (Hypothesis 1).

Effect of Work Environment and Job Satisfaction

The work environment can encourage employee morale and at the same time increase employee job satisfaction so that company goals can be achieved effectively and efficiently. The work environment is defined as a condition that can affect the work group or employees in the context of achieving organizational goals. Several empirical studies on business and non-business organizations have found that the effectiveness of the work environment has a positive impact on employee satisfaction. A comfortable and conducive work environment will motivate a person to carry out his duties properly and carry out the tasks assigned to him. Because an employee pays great attention to their work environment, both in terms of personal comfort and ease of doing their job well. They prefer a physical environment that is safe, comfortable, cleans and has minimal disturbance levels. The results of RakhiNovrians' research (2018) show that the work environment has an effect on employee job satisfaction. Thus, it can be assumed that the work environment has a direct influence on job satisfaction (Hypothesis 2).

The Influence of Organizational Culture on Performance

Organizational culture is a value system that is believed to and can be studied, applied and developed continuously which functions as an adhesive, unifier, identity, image, brand, motivator, development that is different from other organizations that can be learned and passed on to others. the next generation, and can be used as a reference for organizational human behavior that is oriented towards achieving the goals or results/targets that are applied. Culture is one tool to strengthen the relationships that exist within an organization within the company. Over time, culture must be formed in the organization and can also be felt useful in contributing to the effectiveness of the organization

as a whole. Thus, it can be assumed that organizational culture has a direct influence on employee performance (Hypothesis 3).

Influence of Work Environment on Performance

Physical and non-physical work environment can affect one's performance, a sense of security in the future, the need for safety or security is the need to protect oneself from physical harm, good relations with co-workers, and good relations with leaders can improve one's performance. The results of Asrun Tonga's research (2018) show that the work environment directly has a significant effect on performance. Thus it can be assumed that the work environment has a direct influence on employee performance. (Hypothesis 4)

Job Satisfaction on Performance

Factors that affect employee performance are individual, psychological, and organizational variables. Individual variables include physical or mental abilities and skills; background such as family, social level and experience, demographics, regarding age, origin and gender. Employee job satisfaction is individual about a person's feelings towards his job. Job satisfaction is one of the factors that can affect employee performance. The results of the research by Siagian T. and HazmananHira (2018) explain that job satisfaction has a significant effect on employee performance. Thus it can be assumed that job satisfaction has a direct influence on employee performance (Hypothesis 5).

Research Methodology:-

The research design used is causal quantitative to prove the direct influence of organizational culture on job satisfaction, work environment on job satisfaction, organizational culture on employee performance, work environment on employee performance, and job satisfaction on employee performance. The place of this research was carried out at D'Journal Coffee Jakarta. The time of this research was carried out from March 2021 to August 2021. The research method used was a descriptive survey research method with a questionnaire instrument, and the data analysis technique was path analysis. The populations of this study were all 100 employees of D'Journal Coffee Jakarta. While the number of samples using saturated samples or the census method, it means that all the population becomes respondents so that the total population is the same as the number of samples, namely 100 respondents.

Research Results and Analysis

1. The Effect of Organizational Culture (X_1) on Job Satisfaction (Z)

By using the Significance Test and Simple Regression Linearity of WorkCulture(X_1) on Job Satisfaction (Z), a regression model can be made with the equation $Z = 34.622 + 0.165X_1$. From the results of the regression test and the general linear model, it was found that the coefficient tcount (1,0007) < ttable (1,663), with a significance of $0.316 > 0.05$, then H_{01} was accepted and H_{a1} was rejected. It can be interpreted that Organizational Culture (X_1) has no direct positive effect on Job Satisfaction (Z).

2. Effect of Work Environment (X_2) on Job Satisfaction (Z)

With Significance Test and Regression Linearity, Work Environment (X_2) on Job Satisfaction (Z) with the equation $z = 34.622 + 0.631X_2$. From the results of the regression test and the general linear model, the coefficient tcount (3.846) > ttable(1.663), with a significance of $0.000 < 0.05$, then H_{02} is rejected and H_{a2} is accepted. So that it can be interpreted that the work environment (X_2) has a positive and significant direct effect on job satisfaction (Z). Meanwhile, from the path analysis, it is known that the magnitude of the path (Beta) of the Work Environment on Job Satisfaction (β_{Z2}) is 0.631, meaning that there is a direct influence of the Work Environment (X_2) on Job Satisfaction (Z) is 0.631.

3. The Influence of Organizational Culture (X_1) on Employee Performance (Y)

Significance Test and Simple Regression Linearity (X_1) on EmployeePerformance (Y) with the equation $Y = 9.493 + 0.367X_1$. From the test results found coefficient tcount (3.228) > ttable (1.991), with a significance of $0.009 < 0.05$, then H_{03} is rejected and H_{a3} is accepted. So it can be interpreted that Organizational Culture (X_1) has a positive and significant direct effect on Employee Performance (Y). Meanwhile, from the path analysis, it is found that the magnitude of the path (Beta) of Organizational Culture to Employee Performance (β_{Y1}) is 0.367, meaning that there is a direct influence of Organizational Culture (X_1) on Employee Performance (Y) of 0.367.

4. Effect of Work Environment (X_2) on Employee Performance (Y)

Significance and Linearity Test of Work Environment Regression (X_2) on Employee Performance (Y) with the equation $Y = 9.493 + 0.476X_2$. From the test results found coefficient tcount (3.228) > ttable (1.991), with a significance of $0.002 < 0.05$, then H_{04} is rejected and H_{a4} is accepted. So it can be interpreted that the Work Environment (X_2) has a direct and significant positive effect on Employee Performance (Y). Meanwhile, from the path analysis, it was found that the magnitude of the path (Beta) of Work Environment to Employee Performance (βY_2) was 0.476, meaning that there was a direct effect of the Work Environment (X_2) on Employee Performance (Y) 0.476.

5. The Effect of Job Satisfaction (Z) on Employee Performance (Y)

Significance Test and Regression Linearity of Job Satisfaction (Z) on Employee Performance (Y), then a regression model can be made with the equation $Y = 9.493 + 0.039Z$. From the results of the regression test and the general linear model, it was found that the coefficient tcount (0.465) < ttable (1.991), with a significance of $0.643 > 0.05$, then H_{05} was accepted and H_{a5} was rejected. So it can be interpreted that job satisfaction (Z) has no effect and is not significant on employee performance (Y).

Discussion:-

1) The Influence of Organizational Culture on Employee Job Satisfaction

Based on the results of the path analysis test, it turns out that the organizational culture variable does not have a direct effect on job satisfaction at D'Journal Coffee, meaning that the organizational culture that has been implemented so far has not been useful for employees so it has no effect on job satisfaction. The results of research on organizational culture have proven to show that the lowest dimension and the indicator with the lowest value is the mission dimension with an indicator of strategic direction, meaning that D'Journal Coffee employees do not understand or even believe that the company's mission, especially the strategic direction implemented by company leaders, has not been able to lead the company in a better direction. For this reason, it is necessary to revise the company's mission and disseminate the mission efficiently and effectively.

2) The Effect of Work Environment on Employee Job Satisfaction

Based on the results of the path analysis test, it turns out that the Work Environment variable has a direct effect on employee job satisfaction at D'Journal Coffee, meaning that the work environment provided to employees is able to make employees happy to work or whether the physical environment in the form of other office equipment functions properly, or the physical environment in the form of relationships. Between superiors and superiors, and between coworkers, harmonious working relationships are established, so as to provide job satisfaction for D'Journal Coffee employees. The results of this study prove that the work environment is at the level of agree or good, meaning that D'Journal Coffee employees in carrying out their duties already feel safe and comfortable, for that the company must maintain or improve the quality of the work environment, so that employee job satisfaction increases.

3) The Influence of Organizational Culture on Employee Performance

Based on the results of the path analysis test, it turns out that the Organizational Culture variable has a direct effect on the performance of D'Journal Coffee employees, meaning that the organizational culture that has been implemented so far is useful in improving employee performance. The results of research on organizational culture have proven to show that the dimensions and indicators with the highest value are the dimensions of adaptation with indicators focused on customers, meaning that D'Journal Coffee employees understand very well or even have been able to adapt to provide the best service, companies need to carry out various trainings, so that The higher the ability of employees to adapt, improve service, increase customer satisfaction.

4) The Effect of Work Environment on Employee Performance D'Journal Coffee

Based on the results of the path analysis test, it turns out that the Work Environment variable has a direct effect on the performance of D'Journal Coffee employees, meaning that the Work Environment where employees work has good conditions so that they can improve employee performance. The results of research on the Work Environment have proven to show that the dimensions and indicators with the highest value are the dimensions of the Physical Work Environment with safety indicators in the workplace, meaning that the working conditions of D'Journal Coffee employees, both the procedures for using the equipment, and the condition of the equipment used are all in good condition. For this reason, the company must maintain this good physical working environment or even improve it, especially by carrying out regular maintenance.

5) The Effect of Job Satisfaction on Employee Performance D'Journal Coffee

Based on the results of the path analysis test, it turns out that the Job Satisfaction variable does not directly affect the performance of D'Journal Coffee employees, meaning that D'Journal Coffee employees are not satisfied with various factors and working conditions. The results of research on Job Satisfaction have proven to show that the dimensions and indicators that have the lowest value are the dimensions of Satisfaction with Wages with the indicators of Allowances and Bonuses, meaning that the provision of wages, especially allowances and bonuses, is still low and not fair, for that the company must improve wages, namely increasing wages and salaries, implemented fairly.

Conclusion:-

Based on the analysis and discussion above, it can be concluded that:

- 1) Organizational culture has no direct effect on Job Satisfaction of D'Journal Coffee Jakarta employees.
- 2) Work environment has a direct and significant effect on employee job satisfaction at D'Journal Coffee Jakarta..
- 3) Organizational Culture has a direct and significant effect on the Employee Performance of D'Journal Coffee Jakarta.
- 4) Work environment has a direct and significant effect on the performance of D'Journal Coffee Jakarta employees.
- 5) Job Satisfaction does not directly affect the performance of D'Journal Coffee Jakarta employees.

Suggestion:-

Based on the conclusions above, suggestions for improvement are given as follows:

- 1) To increase the influence of Organizational Culture on Employee Job Satisfaction, it is necessary to revise the company's mission and disseminate the mission efficiently and effectively.
- 2) To increase the influence of the work environment on employee job satisfaction, the company can maintain or even improve the quality of the physical work environment, especially lighting or light in the workplace so that employee job satisfaction increases.
- 3) To increase the influence of Organizational Culture on Employee Performance, it is recommended that various trainings be carried out, so that employees have a higher ability to adapt in increasing customer satisfaction, so that employee performance increases.
- 4) To increase the influence of the work environment on employee performance, it is recommended that the company maintain this good physical working environment or even improve it, especially by carrying out regular maintenance, so that employee performance increases.
- 5) To increase the effect of Job Satisfaction on the Performance of D'Journal Coffee Jakarta employees, for that the company must improve wages, namely increasing wages and being implemented fairly,

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