



THE ROLE OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

Agus Fitriyanto¹, Ali Bustomi², Gita Sugiyarti³

Faculty Economics and Business, University of August 17, 1945 Semarang

ABSTRACT

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Study This aim For analyze role environment work and culture organization to performance employee with satisfaction Work as intervening variable : Employee performance is factor crucial in reach objective optimal organization . Environment conducive work and culture strong organization allegedly can increase performance employee through improvement satisfaction work . The research method used is quantitative with Structural Equation Modeling - Partial Least Square (SEM-PLS) approach . Research sample consists of of 98 selected respondents use purposive sampling technique . Instrument study in the form of questionnaire that has been tested validity and reliability . Data analysis was carried out using SmartPLS software For testing structural models and testing hypothesis . Research results show that environment Work influential positive and significant to satisfaction Work employees . Culture organization is also proven influential positive and significant to satisfaction work . Satisfaction Work as intervening variables have influence positive and significant to performance employees . Findings This indicates that satisfaction Work play a role as a mediator in connection between environment work and culture organization to performance employees . Implications practical from study This is importance management in create environment comfortable and constructive work culture positive organization For increase satisfaction and performance employee in a way sustainable .

KEYWORDS : *Environment Work , Culture Organization , Performance Employee Satisfaction Work*

INTRODUCTION

Background

Human Resources (HR) is asset most important in company . Good management required For manage human resources so that they can support objective company in a way effective . Without existence good management , company No will walk with smooth . Function management expected can help company in reach the purpose . To reach something objective organization or company , good HR management and appropriate management must accompanied by with performance high employee , because performance the employees are very helpful and contribute full to success something company .

In the world of work , sources Power man considered No only as factor production but also as asset valuable thing to have managed and improved . Success company or organization depends on performance superior employees , who can achieved through management source Power competent human beings . In addition , the implementation of effective human resource management is very important For create power quality work high . This is Because company need contribution employees who are cared for his needs and show satisfactory performance . Simultaneously with that , Sikin (2024) stated

that performance a employee referring to the results relevant work , behavior , and traits with work in limitation certain conditions determined by the organization . This is related with results achieved moment operate assigned tasks based on standard specified work . Between various factor affecting performance , culture organization and environment Work act out role important . Employee performance is a person who works in accordance with his skills and talents For get maximum results , according to with applicable regulations (Tarigan and Viorentine , 2021). Employee performance is very important Because allows company For evaluate ability they in fulfil not quite enough assigned answer . With evaluate company performance can measure to what extent employees fulfil expectations and contribute to the achievement objective overall company . Therefore that , performance employee functioning as indicator success they in environment Work .

Organizational performance depends on the alignment values and perspectives between employees and organizations . Culture positive organization increase comfort employees , who in turn increase performance . Strong culture push behavior consistent , improving effectiveness organization . On the other hand , culture negative organizations leading to poor performance and achievement suboptimal goals . Required

clear attention and concern to culture organization For can manage organization with good (Alberta Dwi Setyorini, Santi, 2021). The core values of the organization will held in a way intensive and adopted in a way expanding in something strong culture . Along with with that , Syifa (2021) culture organization is a set mark

Besides culture organization , environment work is also considered own influence to performance employees . The office has an unorganized layout . adequate , causing density and discomfort . Although connection between employee well , after 08.00 the atmosphere is become quiet , resulting in a decline spirit and performance . Employees tend divert thought with playing gadgets or leave room For socialize in other divisions. Then Lack of adequate equipment , obstacles communication between employees and management , as well as misunderstandings can create atmosphere work that is not harmonious and not efficient . In addition , the lack of professionalism can lower performance team in a way overall . Success Work No only depends on quality power work , but also the environment supportive and conducive work environment comfortable work can attempted with give adequate and supportive facilities employees , good spatial planning , and Far from pollution (Rosida & Swasti, 2022).

Then satisfaction work is also considered influential to performance employees , Nabawi, (2019) defines that satisfaction Work is individual characteristics of a person so that own level different satisfaction in accordance with system the values that apply to him . Satisfaction work is very influential attitude employee to work they . Satisfied employees usually own view positive and enthusiastic to job . On the other hand , employees who do not satisfied will behave negative and lazy. The main factors that contribute to satisfaction Work is existence mental challenges , fair compensation , environment supportive work , and colleagues cooperative work .

LITERATURE REVIEW

Employee performance

Performance includes No only results something work , but also the process of how work the done . Employee performance related close with management source Power man Because become indicator achievement productivity high . Therefore that 's important For do evaluation performance . According to Indra Syahputra (2019), performance employee is results work achieved , both in a way quality and quantity , in operate appropriate tasks with not quite enough answer they . Employee performance aim For increase skills and appearance Work through various method . Simultaneously with Kurniawan (2020) is of the opinion that performance employee (desempenho funcionalismo) can assessed based on skills technical they in work they . This is usually need training and experience before they start Work .

Based on Machmudah R. (2019) (in Kurniawan, 2020), performance employee can measured through indicators following :

1. Quantity that is the amount produced , expressed in term like number of units, quantity cycle completed activities employees and number activities generated .

2. Quality work , measured from perception employee to quality produced as well as perfection task to skills and abilities employee .
3. Accuracy time , measured perception employee to something completed activities at the beginning time until be output.
4. Presence employee in company Good enter work , go home work , permits , and without complete information influence performance employee .
5. Ability Work same , is ability a power Work For Work The same with other people in finish something tasks and work that have been set so that reach maximum utility and results .

Satisfaction Work

Satisfaction work is very important for employees and organizations Because performance employee reflect feeling satisfied they to boss and job they . Satisfaction Work increase motivation and enthusiasm work , while dissatisfaction Work cause decline productivity . Satisfaction Work nature subjective and different between individual , influencing work done employees . This shows connection close between satisfaction work and performance employee satisfaction work , according to Kurniawan (2020), describes feeling overall worker to work they . This is based on the difference between what they accept compared to with what they believe should they accept . In addition , Siregar and Linda (2022) define satisfaction Work as attitude positive to work , including feelings and behavior in operate task . This is related with evaluation work as method value values important in work The factors that influence satisfaction Work including work , wages , promotions , supervisors, and colleagues Work .

Satisfaction level very valuable work for employees . This is Because indicator satisfaction Work show elements certain things that make employee feel satisfied or No moment work . According to Nurwati , (2021), following is a number of aspects that are used indicator satisfaction Work :

1. Wages
Satisfaction Work depends on various aspect salary , including amount of money received as well as perception individual about equality wages compared to with colleague Work in organization .
2. Promotion
Progress career in something organizations , such as promotion , can influence satisfaction Work with different ways .
3. Supervision
Supervision involving giving guidance and support practice in the form of help technical and behavioral .
4. Work colleague
Employee tend feel satisfied with work they when own colleague helpful work and work The same .
5. Status
Position (status) in work can impact on satisfaction Work employees.Ability , experience , responsibility answer social , and ethos Work somebody Can influence level satisfaction to his job .

Culture Organization

Culture organization is a set values , beliefs , and standards behavior that is accepted and shared by members organization .

Values This direct behavior individuals and teams , forming identity unique organization , and is reflected in appearance , attitude , and actions its members (Sudarmanto , 2014) (in Sucipto et al., 2021).

According to Cardinal Indrianna Meutia , (2019) culture something organization own significant influence in form behavior employees . As A system values , culture organization consists of from values and attitudes that are believed and held firmly by employees , so that form base actions and behavior they . The values and attitudes that have been embedded in organization give guide for employee in behave , think and act in accordance with values that are adhered to . Therefore that , culture greatly influences ability member organization in reach the purpose . The indicators culture organization in study This according to Edison, et al (2018) (in Sucipto et al., 2021) is as following :

1. Awareness self
Awareness on self Alone refers to employees who are motivated by a sense of satisfaction in work , development self , compliance with policies , and provision products and services quality tall .
2. Aggressiveness
Member organization show persistence with set sufficient goals difficult However enter reason . They develop plan actions and strategies for realize vision organization , and they chase him with full passion and dedication .
3. Personality
All member expected show behavior polite , friendly and open One each other. Members must realize importance satisfaction team and strive fulfill it . In addition , members must pay close attention needs and satisfaction customers , both outside both inside and outside organization (in perspective Ishikawa expert quality from Japan , every internal parts must be serve No served) .
4. Performance
Individual in organization show creativity in his work , produces adequate , quality output high , and save time and resources Power .
5. Team Orientation
In an organization , work harmonious together , smooth communication , and good coordination with participation active from all member create environment satisfying work , so produce satisfaction high work .

Work Environment

Environment work is very important for company Because influence performance employees . Environment good job increase productivity employees , while environment bad work lower performance . Environment ideal work allows employee Work with efficient , healthy , safe , and comfortable . Impact can drain energy and time workers , so that hinder design system effective work .

Environment work , according to Junaidi, (2021), includes all aspect around workers who influence performance they . Organization perl notice aspectinternal and external environment Work For ensure comfort , safety and smoothness employee in operate his duties . Meanwhile according to Marbun and Jufrizen (2022) environment Work is place where employees use up part big time they For do task everyday .

When the place Work own good and supportive conditions , employees feel safe , comfortable , and encouraging employee For emit performance best they .

Every organization make an effort optimize factors important that contributes to success they . According to Wiraandika (2018), factors that influence environment Work among others:

1. Spatial
Spatial office is very important in management office . This is because of the layout determine placement all necessary equipment and supplies For operate office in a way effective . With optimizing spatial planning , we can create environment efficient and coordinated work .
2. Lighting (Light)
Lighting adequate office is very important Because employees who work throughout day tend experience fatigue eyes , strain , and irritation others . Poor lighting can increase possibility low productivity and errors . Good lighting make employee more easy , accurate , and convenient in Work .
3. Exchange (Air Circulation / Ventilation)
Environment comfortable work need flow constant fresh air For prevent fatigue . Most of the office air -conditioned which has controller automatic For flow air , temperature and humidity can fulfil need this . However , optimal conditions only can achieved If system the maintained and designed with Good .
4. Music
Listen music moment Work can create a calming , helpful environment manage challenging tasks , relaxing fatigue physical and eye , reducing stress , and increase preoccupation Work .
5. Sound (Noise Level)
The height level marked noise with voice loud and piercing become serious disorder for employee during working . Noise the bother concentration , making it difficult communication through telephone , and hinder implementation task effective office .

Relationship Between Variables

Influence Environment Work To Satisfaction Work

- Environment supporting work (eg : facilities adequate , spatial planning comfortable , relationship social harmonious) will push feeling satisfied to work .

Influence Culture Organization To Satisfaction Work

- Culture strong and positive organization increase the sense of comfort , attachment values , and loyalty , so that impact on satisfaction Work more employees tall .

Influence Satisfaction Work On Employee Performance

- Satisfaction high work will increase motivation , enthusiasm , and attitude positive to work , which leads to an increase performance employee .

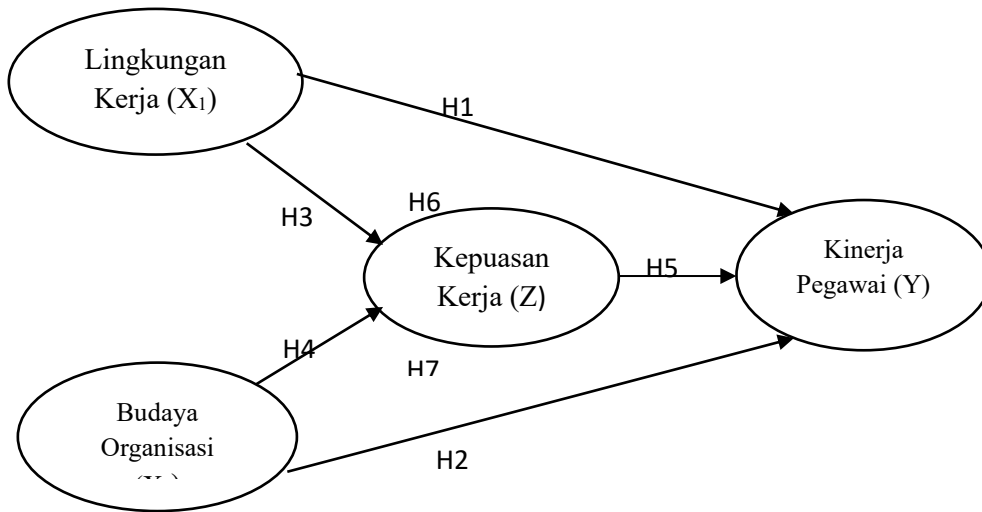
Influence Culture Organization On Employee Performance

- Culture healthy organization direct influence performance Because create orientation clear work , enthusiasm Work team , and values together .

Influence Environment Work On Employee Performance

- Environment conducive work also direct influence performance Because related with comfort and efficiency Work .

Framework Think Theoretical



RESEARCH METHODS

Study This use method quantitative with data collection through distributed questionnaires to employees . Data analysis was carried out with use analysis track For test hypothesis study .

Population

Population in the study This focused on employees . In a study determination population will be very important in support research . Population No just the number of objects / subjects studied , but covering all over characteristics / traits possessed by the subject or object the population . defined as a generalization area consisting of on object / subject that has quantity and characteristics certain conditions determined by researchers For studied and then withdrawn in conclusion , (Sugiyono , 2021).

Research Sampling Techniques

Determination sample in study This use Probability Sampling technique with Simple Random Sampling procedure . Probability Sampling is technique taking samples that provide equal opportunities for every elements (members) of a population For chosen become member sample (Sugiyono , 2021). Meanwhile Simple Random Sampling procedure is taking sample from population that was conducted in a way random without pay attention to existing strata in population that (Sugiyono , 2021).

Test Validity

Test validity convergent from every indicator on each variable done with two . first way is test validity with see value *loading factor* , the can seen from table *outer loading* . Basic determination of test validity convergent with *outer loading* is if value *loading factor* be among 0.6-0.7 | then can said valid . Result *outer loading* can seen on table following :

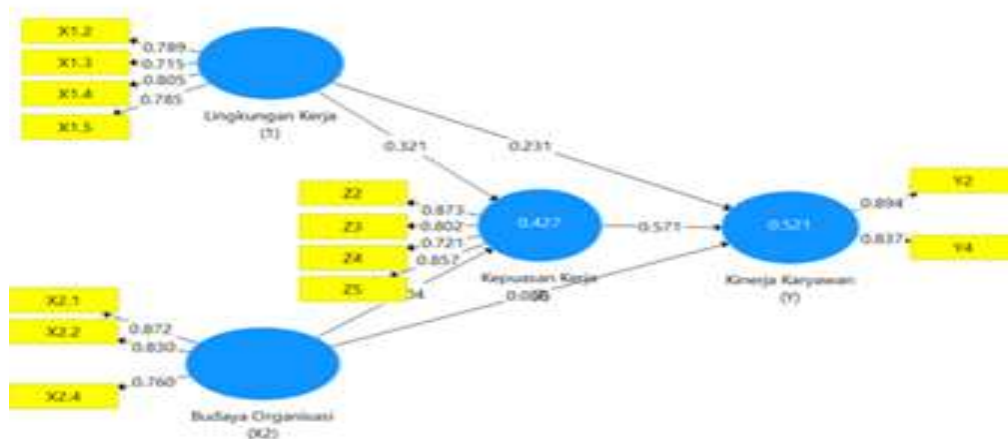


Table 1.
Result Outer Loading

	Environment Work	Culture Organization	Satisfaction Work	Performance Employee
X1.1	0.726			
X1.2	0.719			
X1.3	0.730			
X1.4	0.730			
X1.5	0.780			
X2.1		0.712		
X2.2		0.706		
X2.3		0.701		
X2.4		0.704		
X2.5		0.795		
Z.1			0.847	
Z.2			0.854	
Z.3			0.889	
Z.4			0.757	
Z.5			0.703	
Y.1				0.797
Y.2				0.891
Y.3				0.857
Y.4				0.832
Y.5				0.828

Source: Primary data processed, 2025.

Table above show that from results analysis obtained value *loading factor* from every indicator from each variable more big from 0.70 . Result this means if every indicator from each variable culture organization, environment work, satisfaction work, and performance employee can said valid.

Test Validity Discriminant

Test Validity discriminant done through *Fornell-Larcker Criterion* , namely with compare value root square *Average Variance Extracted (AVE)* of each variable with correlation between variable others in model. Variable will said valid in a discriminant if value root from AVE or *Fornell-Larcker Criterion* more big from value correlation with variable others. Result *Fornell-Larcker Criterion* can seen on table following :

Table 2
Result Fornell-Lacker Criterion

	Environment Work	Culture Organization	Satisfaction Work	Employee performance
Culture Organization	0.724			
Satisfaction Work	0.536	0.813		
Performance Employee	0.616	0.778	0.838	
Environment Work	0.252	0.517	0.549	0.737

Source : Primary data processed, 2025.

Table above obtained results if value *Fornell-Larcker Criterion* or root from AVE each variable more big compared to with value correlation between variable others. thing proven from value *Fornell-Larcker Criterion* culture organization as big as 0.724, where value said more big from value the correlation with variable others. thing also applies on variable other like satisfaction work, performance employees, and

environment work, so that each gauge variable in a discriminant can said valid.

Test Composite Reliability

Test reliability construct shows accuracy , consistency and accuracy a measuring in Test reliability variable done with see value *Cronbach alpha* and *composite reliability* , and value both of must more big from 0.70 . Result test *composite reliability* can seen on table following :

Table 3
Result Composite Reliability

	Cronbach's Alpha	Composite Reliability
Environment Work	0.792	0.856
Culture Organization	0.773	0.846
Satisfaction Work	0.869	0.906
Performance Employee	0.915	0.934

Source : Primary data processed, 2025.

Table above show from results test reliability obtained the size of value *Cronbach alpha* and *composite reliability* from each variable culture organization, environment work, satisfaction work, and performance employee more big from 0.70 . Meaning that every variable the used can said reliable, so that already fulfill condition for researched .

Test Model

R-Square

Test *R-Square* or coefficient determination used for knowing as far as where ability independent variables in model to explain variation dependent variables . The value of *R-Square* in analysis this is between zero (0) to one (1) . Criteria value R Square as big as 0.67 as model the strong, 0.33 as model the moderate, and 0.19 as weak . Results of the test *R-Square* can explained as :

Table 4
Result R-Square

	R Square	R Square Adjusted
Satisfaction Work	0.443	0.420
Performance Employee	0.693	0.673

Source : Primary data processed, 2025.

Table above show that value *R-Square* model first as big as 0.693. Meaning that culture organization , environment work, and satisfaction work can explain variation variable performance employee as big as 69.3 % , while the rest as big as 30.7% variation variable performance employee can explained variable other the no researched. Value *R-Square* said show if model first is model the strong .

Value *R-Square* model second as big as 0.443. Meaning that environment work and culture organization can explain variation variable satisfaction work as big as 44.3 % , while the rest as big as 55.7% variation variable

satisfaction work can explained variable other the no researched. Value *R-Square* said show if model first is model the moderate .

f-Square

Value *f-square* aim for knowing criteria influence variable independent against variable dependent. For assessment category *f-square* divided by become three, namely if value influence 0.02 – 0.15 is influence weak, value 0.15 – 0.35 is influence medium, and value 0.35 or more is influence strong. Result *f-square* can seen on table below :

Table 5
Result f-Square

	Satisfaction Work	Performance Employee
Environment Work	0.281	0.105
Culture Organization	0.315	0.191
Satisfaction Work		0.481

Source : Primary data processed, 2025.

Table above show from results analysis obtained, then criteria from influence environment work against satisfaction work as big as 0.281 including nature influence medium, culture organization against satisfaction work enter in criteria influence currently with value 0.315. Influence environment work against performance employee including on criteria influence weak with value 0.105, influence culture organization against performance employee including in criteria influence currently with value 0.191, and influence satisfaction work against performance employee

including in criteria influence strong with value as big as 0.481.

Q-Square

Q-Square can measure how much good value observation the produced by model and also estimate the parameters . Value *Q-Square* more big from 0 (zero) indicates that model have value *predictive relevance* . Result test Q Square can seen on table following :

Table 6
Result *Q-Square*

	SSO	SSE	Q ² (=1-SSE/SSO)
Environment Work	255,000	255,000	
Culture Organization	255,000	189,074	0.259
Satisfaction Work	306,000	164,733	0.462
Employee performance	255,000	255,000	

Source : Primary data processed, 2025.

Table above show from results analysis obtained the size of each value *Q-Square* from model first 0.462, and model second is as big as 0.259, where values said more big from 0, so that can said if second model the produced have value predictive the relevant (*predictive relevance*) or can predict with Good.

Path Coefficient

Coefficient line (*Path Coefficient*) is used for measure as far as where environment work, culture organization,

and satisfaction work influence performance employees, and as far as where environment work and culture organization influence satisfaction work. Coefficient line this have value the around between -1 to 1. If is the value of be in range 0 to 1, is show influence positive, while if value be in range -1 to 0, is show influence negative. Result coefficient line can found in table following :

Table 7
Result *Path Coefficient*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Environment Work -> Performance Employee	0.210	0.220	0.084	2,490	0.013
Culture Organization -> Performance Employee	0.287	0.304	0.135	2,520	0.012
Satisfaction Work -> Performance Employee	0.515	0.487	0.143	3,594	0,000
Environment Work -> Satisfaction Work	0.408	0.417	0.132	3,099	0.002
Culture Organization -> Satisfaction Work	0.433	0.441	0.127	3,421	0.001

Source : Primary data processed, 2025.

Table above show that from results analysis obtained if variable culture organization, environment work, and satisfaction work influential positive against performance employees. Result said also shows if variable environment work and culture organization influential positive against satisfaction Work .

Test Hypothesis

Test Hypothesis in research used to influence of partially independent variables 1

variables . Test hypothesis done with way compare value t count with t table, if value t count > 1.96 and p value < 0.05, then the result is receive hypothesis alternative (Ha). If value t count < 1.96 and p value > 0.05, then the result is receive hypothesis zero (Ho). Based on on *Structurall Equation Model Partial Least Square* (PLS) in above, can known influence between variable free against variable tied can seen on table following This :

Table 8
Result Test Hypothesis

Influence Variables	T Statistics ((O/STDEV))	P Values
Environment Work -> Performance Employee	2,490	0.013
Culture Organization -> Performance Employee	2,520	0.012
Satisfaction Work -> Performance Employee	3,594	0,000
Environment Work -> Satisfaction Work	3,099	0.002
Culture Organization -> Satisfaction Work	3,421	0.001

Source : Primary data processed, 2025.

Based on table above, results testing hypothesis regarding influence environment work , culture organization , and satisfaction work against performance employees, and influence environment work and culture organization against satisfaction work can explained as following :

H1 : Environment Work influential positive and significant against Performance Employee

Value t *statistics* variable environment work against performance employee as big as 2,490 with value P - values as big as 0.013. Result said show if value t statistics more big if compared to value t table namely 2,490 > 1.96, and value P values 0.013 more small

compared to with 0.05. The decision is receive hypothesis alternative, meaning if hypothesis one (H1) which declare that environment work influential positive and significant against performance employee in a statistics can accepted.

H2 : Culture Organization influential positive and significant against Performance Employee

Value *t statistics* variable culture organization against performance employee as big as 2,520 with value P-values as big as 0.012. Result said show if value *t statistics* more big if compared to value *t table* namely $2,520 > 1.96$, and value P values 0.012 more small compared to with 0.05. The decision is receive hypothesis alternative, meaning if hypothesis two (H2) which declare that culture organization influential positive and significant against performance employee in a statistics can accepted.

H3 : Satisfaction Work influential positive and significant against Performance Employee

Value *t statistics* variable satisfaction work against performance employee as big as 3,594 with value P-values as big as 0.000. Result said show if value *t statistics* more big if compared to value *t table* namely $3.594 > 1.96$, and value P values 0.000 more small compared to with 0.05. The decision is receive hypothesis alternative, meaning if hypothesis three (H3) which declare that satisfaction work influential positive and significant against performance employee in a statistics can accepted.

H4 : Environment Work influential positive and significant against Satisfaction Work

Value *t statistics* variable environment work against satisfaction work as big as 3,099 with value P-values as big as 0.002. Result said show if value *t statistics* more big if compared to value *t table* namely $3,099 > 1.96$, and value P values 0.002 more small compared to with 0.05. The decision is receive hypothesis alternative, meaning if hypothesis four (H4) which declare that environment work influential positive and significant against satisfaction work in a statistics can accepted.

H5 : Culture Organization influential positive and significant against Satisfaction Work

Value *t statistics* variable culture organization against satisfaction work as big as 3,421 with value P-values as big as 0.001. Result said show if value *t statistics* more big if compared to value *t table* namely $3.421 > 1.96$, and value P values 0.001 more small compared to with 0.05. The decision is receive hypothesis alternative, meaning if hypothesis five (H5) which declare that culture organization influential positive and significant against satisfaction work in a statistics can accepted.

Test Mediation

Test mediation done with using value coefficient path. Test intervening in research shown from value coefficient from *Specific Indirect Effects* the done with using *Smart Partial Least Square (Smart-PLS)*. Result analysis line from influence environment Work and culture organization against performance employee through satisfaction work is as following :

Table 9
Result Test Mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Environment Work -> Satisfaction Work -> Performance Employee	0.210	0.203	0.087	2,409	0.016
Culture Organization -> Satisfaction Work -> Performance Employee	0.223	0.216	0.093	2,392	0.017

Source : Primary data processed, 2025.

Based on on table above, then test mediation influence environment work and culture organization against performance employee through satisfaction work can explained as following :

H6 : Environment work has an effect positive significant against performance employee through satisfaction Work

Value *t statistics specific indirect effect* variable environment work physical against performance employee through satisfaction work as big as 2,409 and value p values 0.016. Value said show that value *t statistics* said more big from value *t table* $2.409 > 1.96$ and p values 0.016 more small from 0.05. The decision is receive hypothesis alternative, meaning that Hypothesis six (H6) that declare environment work

physical influential positive and significant against performance employee through satisfaction work in a statistics can accepted. Result this show if satisfaction work can mediate influence environment work on performance employee .

H7 : Culture organization influential positive significant against performance employee through satisfaction Work

Value *t statistics specific indirect effect* variables organization against performance employee through satisfaction work as big as 2,392 and value p values 0.017. Value said show that value *t statistics* said more big from value *t table* $2.392 > 1.96$ and p values 0.017 more small from 0.05. The decision is receive hypothesis alternative, meaning that Hypothesis

seven (H7) that state culture organization influential positive and significant against performance employee through satisfaction work in a statistics can accepted. Result this show if satisfaction work can mediate influence culture organization against performance employee .

DISCUSSION

Result discussion regarding variable influence environment work, culture organization, and satisfaction work against performance employees, and influence environment work physical and leadership spiritual against satisfaction work employee at AA Company is as following:

Influence Environment Work against Performance Employee

Based on results analysis show if hypothesis one have accepted, the means that environment work influential positive and significant against performance employees. thing can seen from value coefficient the positive, value t count or t *statistics* the more big from t table, and value significant more small from 0.05. Result said means with the creation of environment work the increasingly comfortable and conducive in company said, then performance the produced by employee at AA Company increasingly increase .

Culture Organization against Performance Employee

Based on results analysis show if hypothesis two have accepted, the means that culture organization influential positive and significant against performance employees. thing can seen from value coefficient the positive, value t count or t *statistics* the more big from t table, and value significant more small from 0.05. Result said means with the existence of culture organization that applied in company said, then performance the produced by employee AA Company increasingly increase .

Influence Satisfaction Work against Performance Employee

Based on results analysis show if hypothesis three have accepted, the means that satisfaction work influential positive and significant against performance employees. thing can seen from value coefficient the positive, value t count or t *statistics* the more big from t table, and value significant more small from 0.05. Result said means with increasingly height satisfaction work the felt by employee in company said, then performance the produced employee AA Company is getting more and increase .

Influence Environment Work against Satisfaction Work

Based on results analysis show if hypothesis four have accepted, the means that environment Work influential positive and significant against satisfaction work. thing can seen from value coefficient the positive, value t count or t *statistics* the more big from t table, and value significant more small from 0.05. Result said means with increasingly comfortable and conducive environment Work the formed in company

said, then satisfaction work the felt by employee AA Company increasingly increase .

Influence Culture Organization against Satisfaction Work

Based on results analysis show if hypothesis five have accepted, the means that culture influential organization positive and significant against satisfaction work. thing can seen from value coefficient the positive, value t count or t *statistics* the more big from t table, and value significant more small from 0.05. Result said means with increasingly good application of culture organization in company said, then satisfaction work the felt by employee AA Company increasingly increase .

Environment Work influential Positive Significant against Performance Employee through Satisfaction Work

Based on results analysis the done show that hypothesis six can accepted. Meaning if satisfaction work can mediate influence environment Work against performance employees, so that satisfaction work functioning as variable intervening between environment work against performance employees. Result said also shows if satisfaction work the felt by employee in AA Company can influenced by from the existence of environment work the available for employee, so that can impact positive and significant against increasing performance the produced .

Culture Organization influential Positive Significant against Performance Employee through Satisfaction Work

Based on results analysis the done show that hypothesis seven can accepted. Meaning if satisfaction work can mediate influences organization against performance employees, so that satisfaction work functioning as variable intervening between culture organization against performance employees. Result said also shows if satisfaction work the felt by employee in AA Company can influenced by from the existence of application of culture organization the done by leader company, so that can impact positive and significant against increasing performance the produced .

CONCLUSION

Study This confirm that culture organization and environment Work play role crucial in form performance employees , good in a way direct and No direct through satisfaction Work as intervening variables . In simultaneous , culture strong organization and environment conducive work contribute significant to increasing satisfaction work , which in turn impact positive to productivity and performance individual in organization .

Analysis results track and testing hypothesis show that all over variables free (culture organization and environment work) has influence positive and significant to variables bound (performance employees), as well as to variables mediation (satisfaction work). Not only that , satisfaction Work proven become significant mediation , strengthening influence culture and environment Work to performance .

Findings This donate understanding new that optimal performance no only determined by aspects technical , but also by factors inherent psychological and social in environment work and values organization . Within the framework theoretically , this confirm that approach source Power people who pay attention aspect culture and environment own relevance strategic in build adaptive and high - performance organizations tall .

With thus , leadership organization need give attention big to formation culture healthy work and management environment supportive work , not only For increase satisfaction work , but also for ensure sustainable performance and impact on achievement objective strategic company .

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