



The Effect of Organizational Culture and Work Environment on Employee Performance Mediated by Job Satisfaction

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ABSTRACT

This study aims to analyze the impact of organizational culture and work environment on employee performance, with job satisfaction as a mediating variable, at PT XX. The research addresses issues such as declining employee performance, high absenteeism, and inequalities in facilities and policies. Using a quantitative approach with causal explanatory design, data were collected from 94 employees through a Google Form-based questionnaire. The results show that organizational culture and work environment significantly influence job satisfaction, which in turn affects employee performance. Organizational culture and work environment positively contribute to performance, with job satisfaction acting as a key factor in improving employee productivity. This study highlights the importance of enhancing organizational culture and work environment to optimize performance.

INTRODUCTION

In the challenging era of globalization, the business world faces intense competition, compelling companies to adapt and maintain their competitiveness. One of the key ways to survive is by effectively managing human resources (HR). High-performing HR is crucial for organizational success in achieving optimal productivity and company goals (Jufrizen & Rahmadhani, 2020). Excellent employee performance drives companies to meet set targets, both in terms of service quality and desired outcomes (Sulastri & Onsardi, 2020). Employees with a clear vision and positive attitudes tend to complete tasks more effectively. Optimal performance is also influenced by talent, willingness, and support from the company, such as a strong organizational culture and a comfortable work environment. A positive organizational culture motivates employees to work harder and innovate, while a supportive work environment enhances physical and emotional comfort, making employees feel valued (Siswadhi & Yelnim, 2023). Job satisfaction also plays a vital role. Employees satisfied with their work environment, recognition, and development opportunities are more motivated to deliver their best, whereas dissatisfaction can decrease work quality (Alvionita & Marhalinda, 2024).

One company facing challenges in managing employee performance is PT XX, which operates in internet and fiber-optic-based TV services. The company's issues include an ineffective organizational culture, such as a lack of innovation, unclear division of responsibilities, and low employee awareness of their duties (Haholongan, 2022). Data indicates a decline in Key Performance Indicators (KPIs) in several divisions, such as Admin Sales achieving only 76% of the 91% target, and Customer Service meeting only 61% of the 85% target (Kristian & Ariyanto, 2022). This decline necessitates immediate action to minimize its impact on the company's productivity. High employee absenteeism, particularly in the sales division, is a major challenge. Absenteeism is triggered by high target pressures and internal conflicts, such as disputes over sales territories. Absence data reveals a significant impact on sales targets, with some teams failing to meet established goals. For instance, Team 3 activated only 2,044 out of the target 2,500, and Team 6 achieved just 817 out of the target 1,273 (CBN Sales Report, 2024). Employee absenteeism not only affects productivity but also disrupts company operations.

Another issue is the unequal distribution of workplace facilities and benefits. Some work areas suffer from poor lighting, inadequate ventilation, and a lack of supporting facilities such as prayer rooms and cafeterias (Cahyani & Ningsih, 2023). Inequities in overtime allowances also foster dissatisfaction among employees. Research supports that an unsupportive work environment and unfair policies negatively affect employee motivation and performance (Satria Efendi et al., 2023). Internal disputes and a toxic work environment are additional serious problems. Conflicts among employees, especially in the sales division, create an unhealthy work atmosphere and dampen morale (Dameria & Ekawati, 2022). Studies show that a toxic environment increases the risk of burnout, decreases mental well-being, and hampers innovation and productivity

(Satria Efendi et al., 2023). To address these issues, the company needs to build harmonious working relationships and foster a healthy work environment.

Additionally, the company's policy regarding sales territories (RFS), which are allocated only to certain sales teams, affects target achievement. Teams with limited access to strategic areas face difficulties meeting targets, resulting in decreased sales. Inequities in territory distribution further burden employees and diminish their morale. To resolve these challenges, the company must improve its organizational culture, enhance workplace facilities, and implement fair policies (Hendriyaldi, 2019). These steps can create a more conducive work environment and boost employee motivation and performance. With the right improvements, PT XX is expected to achieve optimal productivity and maintain its position in the information technology industry.

THEORETICAL REVIEW

The Relationship Between Organizational Culture and Job Satisfaction

Organizational culture is a system of values, beliefs, assumptions, or conventions that have long been accepted by members of an organization as a standard for problem-solving and organizational behavior (Dewi S et al., 2021). The identity or core character of an organization is its culture. Every employee, starting from the beginning of their career, needs to understand the culture and how it is applied because a strong culture helps employees perform better (Indra Thalib et al., 2021). This makes a strong culture a very useful tool for managing behavior. One component that looks at the relationship between organizational culture and job satisfaction is the essence of "recognition" in organizational culture, which impacts employees' moral values, attitudes, and behavior (Meutia & Husada, 2019). Previous studies have shown a positive effect of organizational culture on job satisfaction (Fathni et al., 2021) and (Ami Jayanti & Nazwirman, 2020). Therefore, the hypothesis for this study is:

H1: Organizational culture significantly affects job satisfaction.

The Relationship Between Work Environment and Job Satisfaction

The condition in which an employee works at their workplace, known as the work environment, is a collection of factors from a company where employees work (Nugraha, 2023). The work environment refers to the state or condition that significantly affects how employees perform their tasks or how the business operates (Fathia & Noor, 2023). Previous research findings indicate that a positive work environment has a positive impact on job satisfaction. Based on previous studies, it was found that the work environment positively affects job satisfaction (Sarhini et al., 2023) and (Sari & Astuningsih, 2021). Therefore, the hypothesis for this study is:

H2: The work environment significantly affects job satisfaction.

The Relationship Between Organizational Culture and Employee Performance

An organization's environment, both internal and external, including its culture, affects employee performance. Therefore, the capacity to develop organizational

culture can drive employee performance in fulfilling assigned responsibilities (Maryadi & Misrania, 2022). Long-term economic performance can be significantly influenced by organizational culture, and the success of the organization and the development of human resources in a company will be determined by organizational culture, even more than other factors. Therefore, a strong company culture will influence how employees think and behave when doing their jobs (Deta et al., 2023). Companies with a strong organizational culture can increase employee productivity, foster camaraderie among staff, and improve profit earnings. Based on previous studies, a positive effect of organizational culture on employee performance was found (Dunggio, 2020) and (Melindasari, 2021). Therefore, the hypothesis for this study is:

H3: Organizational culture significantly affects employee performance.

The Relationship Between Work Environment and Employee Performance

Leadership must build a supportive work environment to enhance employee commitment and engage their interest in performance. Employee productivity is directly influenced by the workplace, leading to improved company performance (Sarhini et al., 2023). The work environment and employee performance are closely related. Employees must develop their own achievement motives, which come from the work environment and themselves. This is because an employee's own achievement motive becomes a strength, making it easier to achieve performance goals if the work environment supports it. Strong employee performance in completing tasks efficiently is the result of an improved work environment. Based on previous studies, a positive effect of the work environment on employee performance was found (Yuliantari & Prasasti, 2020) and (Hermawan, 2022). Therefore, the hypothesis for this study is:

H4: The work environment significantly affects employee performance.

The Relationship Between Job Satisfaction and Employee Performance

Employees who are satisfied are more likely to engage in activities that enhance the company's generation, while dissatisfied employees affect how well the company works and achieves its goals. The most important factor is the influence of the organization on job fulfillment, which affects the way representatives work. Job fulfillment is one of the factors that can impact representative efficiency or job execution. The effect of job satisfaction on execution can be reflected in a high level of representative fulfillment, which influences execution. If the work environment is satisfactory, employees are highly motivated by the organization (Garaika, 2020). Based on previous studies, a positive effect of job satisfaction on employee performance was found (Garaika, 2020) and (Saragih & Simarmata, 2019). Therefore, the hypothesis for this study is:

H5: Job satisfaction significantly affects employee performance.

The Relationship Between Organizational Culture and Employee Performance Mediated by Job Satisfaction

Simply put, organizational culture refers to the beliefs, attitudes, and shared values that emerge in an organization (Sanjaya et al., 2023). Another way that organizational culture differentiates one organization from another is through a shared meaning system among its constituents. Culture consists of basic assumptions that are learned and accepted by a group of people as a way to solve various problems related to internal and external integration. Therefore, new members must be taught these basic assumptions as the appropriate way to view, consider, and communicate their emotions regarding organizational issues. Employees' feelings about their work or their circumstances, including how much they like or dislike their job, form the basis for job satisfaction. A company's organizational culture will not function effectively if it does not align with expectations. Based on previous research, it was found that organizational culture has an indirect effect on employee performance through job satisfaction as a mediating variable (Zeindra & Lukito, 2020) and (Nelson & Melati Panjaitan, 2023). Therefore, the hypothesis for this study is:

H6: Organizational culture significantly affects employee performance mediated by job satisfaction.

The Relationship Between Work Environment and Employee Performance Mediated by Job Satisfaction

The entire workspace around employees that may impact their work is referred to as the work environment (Ahmad, 2019). The organizational work environment plays a crucial role in the efficient operation of its production processes because it can enhance employee performance while providing employees with a satisfying place to perform their tasks. Job satisfaction among employees indicates whether they are motivated by the work they do or not. Employee performance is certain to suffer if the workplace does not provide what is expected, such as fair opportunities for advancement, good pay, friendly coworkers and superiors, and a sense of satisfaction from their work. Based on previous research, the work environment was found to have an indirect effect on employee performance through job satisfaction as a mediating variable (Sarhini et al., 2023) and (Bentar et al., 2020). Therefore, the hypothesis for this study is:

H7: The work environment significantly affects employee performance mediated by job satisfaction.

The conceptual framework provides an explanation to present and organize all the phenomena occurring within a situation to be addressed by linking the concepts used as theories and connecting the research variables involved. Therefore, this thought process can serve as the foundation for problem-solving. The following is the framework of this research:

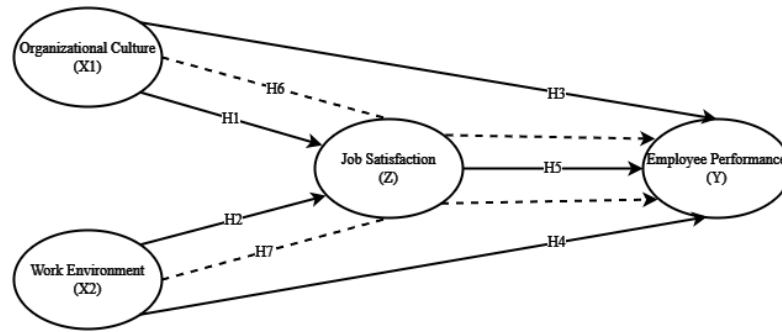


Figure 1. Conceptual Framework

METHODOLOGY

This research method uses a quantitative approach with a causal explanatory design, aiming to analyze the causal relationship between the independent variables (organizational culture and work environment), the dependent variable (employee performance), and the mediating variable (job satisfaction). The research was conducted from February to August 2024 with a population of all employees of PT XX, totaling 123 people. The sample was determined using the Slovin method, resulting in 94 respondents selected by simple random sampling. Data was collected through a Google Form-based online questionnaire with a 4-point Likert scale to measure respondents' opinions. Primary data was obtained directly from the questionnaire, while secondary data included scientific articles and previous research related to the variables studied. Data analysis was conducted using descriptive and inferential statistical methods, utilizing Structural Equation Modeling-Partial Least Square (SEM-PLS) techniques to model the relationship between variables. The measurement model (outer model) and structural model (inner model) were used to test the validity, reliability, and causal relationship between variables.

RESULTS

Coefficient of determination (R²)

The coefficient of determination (R²) is one of the statistics used to measure how well the independent variables can explain variations in the dependent variable. The higher the R² value, the better the model is at explaining variations in the data. There are three criteria for interpreting the R² value, namely 0.75 for substantial or strong; 0.50 for medium; and 0.25 for weak (Hair et al., 2021). The following are the test results R²:

Table1. Test Results of the Coefficient of Determination (R²)

	R-Square	R-Square Adjusted
Job Satisfaction	0.595	0.586
Employee Performance	0.672	0.661

In this study, the R² for the two main variables analyzed are Job Satisfaction and Employee Performance. Based on the table above, the analysis results show that Job Satisfaction has an R² value of 0.595, which means that 59.5% of the

variation in job satisfaction can be explained by the Organizational Culture and Work Environment variables. This value falls into the “medium” category according to the criteria generally accepted in PLS analysis, which indicates that although it does not fully explain variations in job satisfaction, this model is able to capture most of the factors that affect job satisfaction. This suggests that in addition to organizational culture and work environment, there are other factors that may also affect job satisfaction, such as leadership and communication between colleagues.

Meanwhile, Employee Performance has an R^2 value of 0.672, which means that 67.2% of the variation in employee performance can be explained by Organizational Culture, Work Environment, and Job Satisfaction. This R^2 value is higher than that of Job Satisfaction, which suggests that this model is more successful in explaining variability in employee performance. It also indicates the importance of these variables in improving employee performance, and that other factors, such as motivation and rewards, may have a smaller but still important role.

Effect Size (F^2)

Effect size (F^2) is used to assess the extent to which each independent construct contributes to the dependent variable. In general, a larger effect size indicates a stronger influence of the construct on the dependent variable. F^2 can measure the change in R^2 when exogenous constructs are included or removed from the model that affect endogenous variables. There are three criteria for interpreting the F^2 value, namely 0.02 indicates a small effect; 0.15 indicates a medium effect; and 0.35 indicates a large effect. The following are the test results F^2 :

Table 2. Effect Size Test Results (F^2)

	f-square
Organizational Culture -> Job Satisfaction	0.400
Organizational Culture -> Employee Performance	0.101
Job Satisfaction -> Employee Performance	0.078
Work Environment -> Job Satisfaction	0.113
Work Environment -> Employee Performance	0.212

Based on the table above, the F^2 analysis results were obtained, allowing us to determine the contribution of each relationship between variables in the research model. The results show that Organizational Culture → Job Satisfaction has an F^2 value of 0.400, which falls into the large category. This indicates that Organizational Culture has a significant contribution to job satisfaction. Factors such as shared values, good communication, and a sense of belonging within the organization are crucial in influencing how employees feel about their job satisfaction.

However, the relationship between Organizational Culture → Employee Performance has an F^2 value of 0.101, which falls into the medium category.

While Organizational Culture plays an important role in performance, its contribution is not as substantial as to job satisfaction. This suggests that, besides organizational culture, other factors, such as a supportive work environment or an effective reward system, may have a more dominant influence on employee performance.

Next, Work Environment → Employee Performance shows an F^2 value of 0.212, which falls into the medium category. This indicates that the work environment, while having a significant impact on performance, does not have as strong an influence as Organizational Culture on job satisfaction. This is consistent with the theory that physical factors, such as facilities and the overall workplace condition, significantly affect employee comfort, which in turn impacts their performance.

Multicollinearity Test (Inner VIF)

In the analysis of the inner model using the Structural Equation Modeling (SEM) approach with Partial Least Squares (PLS), one of the essential assumptions to meet is the absence of multicollinearity issues between variables. Multicollinearity occurs when there is a strong correlation among independent variables in the model, which can cause difficulty in accurately estimating model parameters. One way to detect multicollinearity is by measuring the Variance Inflation Factor (VIF). A VIF value greater than 5 indicates a significant multicollinearity problem. In this study, if a VIF value greater than 5 is found, one of the highly correlated variables should be dropped to reduce the issue. Below are the results from the Inner VIF analysis:

Table 3. Multicollinearity Test Results (*Inner VIF*)

	Organizational Culture	Job Satisfaction	Employee Performance	Work Environment
Organizational Culture		1.837	2.570	
Job Satisfaction			2.469	
Employee Performance				
Work Environment		1.837	2.044	

Based on the results of the inner VIF test presented in the table above, all VIF values for the variables involved in this model have VIF values < 5. This indicates that there is no significant multicollinearity problem in this model, which means that the model parameter estimates are reliable. These results reinforce the results of parameter estimation in SEM-PLS are robust (unbiased). Overall, the results of the structural model analysis in this study show the results that Organizational Culture and Work Environment have a significant influence on Job Satisfaction and Employee Performance, with several relationships

identified as mediating effects, which provide useful insights for company management in developing strategies to improve employee performance.

Path Coefficients and Hypothesis Testing

The path coefficient indicates the strength and direction of the relationship between variables in the model. In the path coefficient test, values can range from -1 to +1. The relationship is said to be positive and strong if the path coefficient value is close to -1, while the relationship is considered negative and weak if the path coefficient value is close to 1. Hypothesis testing is carried out to evaluate the relationship between research variables by checking the P-Values. If the P-Values ≤ 0.05 , the relationship is considered significant. Below are the results of testing Path Coefficients:

Table 4. Path Coefficient Test Results (*Path Coefficients*)

Hypothesis	Relationship	Path Coefficients	P-Values	Result
H1	Organizational Culture -> Job Satisfaction	0.545	0.000	Accepted (Significant)
H2	Work Environment -> Job Satisfaction	0.290	0.014	Accepted (Significant)
H3	Organizational Culture -> Employee Performance	0.292	0.033	Accepted (Significant)
H4	Work Environment -> Employee Performance	0.377	0.000	Accepted (Significant)
H5	Job Satisfaction -> Employee Performance	0.252	0.028	Accepted (Significant)
H6	Organizational Culture -> Job Satisfaction -> Employee Performance	0.137	0.046	Accepted (Significant)
H7	Work Environment -> Job Satisfaction -> Employee Performance	0.073	0.098	Rejected (Not Significant)

The Path Coefficients indicate the strength and direction of relationships between constructs in the research model. Hypotheses are tested using the P-Value, where a relationship is considered significant if the P-Value ≤ 0.05 . The results of the path coefficient tests in this study provide insights into how the relationships between variables affect the dependent variable. The results show

that all hypotheses, except for H7, are accepted, indicating significant relationships between the tested variables. Here is the discussion:

1. H1: The Influence of Organizational Culture on Job Satisfaction
Hypothesis four (H4) is accepted, meaning that Organizational Culture significantly affects Job Satisfaction with a Path Coefficient of 0.545 and a P-Value of 0.000. This result indicates that organizational culture has a strong impact on employee job satisfaction. An inclusive and supportive culture can increase employees' satisfaction with their work
2. H2: The Influence of Work Environment on Job Satisfaction
Hypothesis five (H5) is accepted, meaning that Work Environment significantly affects Job Satisfaction with a Path Coefficient of 0.290 and a P-Value of 0.014. This result confirms that a comfortable work environment, both physically and psychologically, significantly influences employee job satisfaction.
3. H3: The Influence of Organizational Culture on Employee Performance
Hypothesis one (H1) is accepted, meaning that Organizational Culture significantly affects Employee Performance with a Path Coefficient of 0.292 and a P-Value of 0.033. This result suggests that organizational culture positively influences employee performance. Employees working in a culture that supports and values their contributions tend to perform better.
4. H4: The Influence of Work Environment on Employee Performance
Hypothesis two (H2) is accepted, meaning that Work Environment significantly affects Employee Performance with a Path Coefficient of 0.377 and a P-Value of 0.000. This result emphasizes that a good work environment, including both facilities and the overall atmosphere at the workplace, plays a significant role in improving employee performance.
5. H5: The Influence of Job Satisfaction on Employee Performance
Hypothesis three (H3) is accepted, meaning that Job Satisfaction significantly affects Employee Performance with a Path Coefficient of 0.252 and a P-Value of 0.028. This result strengthens the argument that job satisfaction positively impacts employee performance. Employees who are satisfied with their work tend to demonstrate better and more productive performance.
6. H6: The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction
Hypothesis six (H6) is accepted, meaning that Organizational Culture significantly affects Employee Performance through Job Satisfaction with a Path Coefficient of 0.137 and a P-Value of 0.046. This implies that a positive organizational culture improves job satisfaction, which in turn enhances employee performance.
7. H7: The Influence of Work Environment on Employee Performance Mediated by Job Satisfaction
Hypothesis seven (H7) is rejected, meaning that Work Environment does not significantly affect Employee Performance through Job Satisfaction with a Path Coefficient of 0.073 and a P-Value of 0.098. This result suggests that although the work environment influences job satisfaction, this relationship does not directly affect employee performance through job satisfaction.

DISCUSSION

The Influence of Organizational Culture on Job Satisfaction

Based on the analysis, organizational culture has a significant positive effect on job satisfaction, with a path coefficient of 0.545 and a p-value of 0.000. The better the organizational culture, the higher the job satisfaction. Organizational culture reflects the values, beliefs, and conventions guiding daily work activities (Dewi S et al., 2021). Job satisfaction is closely related to the fulfillment of employees' needs (Ami Jayanti & Nazwirman, 2020). Previous research supports these findings, indicating that a good organizational culture enhances job satisfaction (Fathni et al., 2021). In PT XX, an inclusive work culture has the potential to increase employee satisfaction.

The Influence of Work Environment on Job Satisfaction

The analysis shows that the work environment has a significant positive effect on job satisfaction, with a path coefficient of 0.290 and a p-value of 0.014. This indicates that a comfortable work environment enhances employee satisfaction. The work environment includes physical, social, and psychological factors that affect employee performance (Nugraha, 2023). A good environment supports productivity and comfort, increasing job satisfaction (Sari & Astuningsih, 2021). Research indicates a positive relationship between work environment quality and job satisfaction (Sarhini et al., 2023). At PT XX, physical facility limitations impact lower job satisfaction.

The Influence of Organizational Culture on Employee Performance

The analysis shows that organizational culture has a significant positive effect on employee performance, with a path coefficient of 0.292 and a p-value of 0.033. This indicates that a good organizational culture can improve employee performance. A positive culture creates a conducive work environment, strengthens teamwork, and increases commitment. Employees in organizations with a strong culture tend to be more productive, supportive, and responsible. Cultures that support open communication and personal development also encourage innovation. At PT XX, divisions applying a collaborative culture and regular recognition show a 20% increase in productivity.

The Influence of Work Environment on Employee Performance

The analysis shows that the work environment has a stronger influence on employee performance than organizational culture, with a path coefficient of 0.377 and a p-value of 0.000. A supportive work environment, both physically and socially, plays a crucial role in driving optimal performance. Employees who feel valued, work in solid teams, and receive support from supervisors tend to perform better. Conversely, poor work environments reduce productivity and cause dissatisfaction. Companies need to invest in creating a comfortable and supportive work environment to enhance employee effectiveness and efficiency.

The Influence of Job Satisfaction on Employee Performance

The analysis shows that job satisfaction has a significant positive effect on employee performance (path coefficient 0.252; p-value 0.028). The higher the job satisfaction, the better the performance. Satisfied employees tend to contribute more, increasing motivation, commitment, and work efficiency (Saragih & Simarmata, 2019). Job satisfaction improves the quality and quantity of output, fosters harmonious work relationships, and builds loyalty to the company (Bentar et al., 2020). At PT XX, the sales division, which receives achievement-based incentives, shows 25% higher satisfaction, contributing to meeting targets. This emphasizes the importance of maintaining job satisfaction to enhance productivity.

The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction

The analysis shows that organizational culture positively influences employee performance through job satisfaction mediation (path coefficient 0.137; p-value 0.046). A conducive organizational culture improves job satisfaction, encouraging employees to work harder, innovate, and demonstrate greater commitment (Sanjaya et al., 2023). An environment that supports recognition and personal development strengthens this relationship (Nelson & Panjaitan, 2023). At PT XX, mentoring programs and regular training enhance job satisfaction, with employees feeling supported, showing an 18% higher performance. These findings emphasize the importance of an inclusive organizational culture in improving performance through job satisfaction as a key mediator.

The Influence of Work Environment on Employee Performance Mediated by Job Satisfaction

The analysis shows that the work environment significantly influences job satisfaction (path coefficient 0.073; p-value 0.098). Although the p-value is >0.05 , the work environment remains important in shaping satisfaction. A safe, comfortable, and supportive environment boosts employee motivation and dedication. In addition to physical facilities, the social atmosphere also plays a role. Satisfied employees tend to be more productive, loyal, and committed (Ahmad, 2019; Bentar et al., 2020). However, at PT XX, the administrative division shows that despite a good work environment, targets are difficult to meet due to high workloads. This indicates that job satisfaction is not the primary mediator in this relationship (Sarhini et al., 2023).

CONCLUSIONS AND RECOMMENDATIONS

The research conducted using SmartPLS 4.1.0.3 indicates that organizational culture significantly impacts job satisfaction, with a path coefficient of 0.545 and a p-value of 0.000. A strong organizational culture fosters a conducive work environment through values and beliefs, enhancing employee satisfaction. However, at PT XX, the innovation-driven organizational culture is not yet optimal, as 45% of employees reported insufficient inter-departmental support. The work environment also positively influences job satisfaction, with a path coefficient of 0.290 and a p-value of 0.014. A comfortable work

environment boosts productivity, though challenges such as inadequate physical facilities remain, with 38% of employees expressing dissatisfaction.

Organizational culture contributes to employee performance, with a path coefficient of 0.292 and a p-value of 0.033, especially when supported by recognition and collaboration. Divisions implementing these cultural aspects reported a productivity increase of up to 20%. Conversely, the work environment has a stronger influence on performance, with a path coefficient of 0.377 and a p-value of 0.000. Factors such as limited modern facilities hinder productivity, with the IT Division reporting a 15% drop in efficiency. Job satisfaction also enhances performance, with a path coefficient of 0.252 and a p-value of 0.028, highlighting the link between high motivation and optimal contribution. Career development programs like mentoring have proven effective, boosting performance by 18%. The findings underscore the importance of fostering a strong organizational culture and a supportive work environment to enhance job satisfaction and employee performance. Investments in strengthening workplace culture and improving facilities are essential strategies for achieving sustainable productivity, improving employee well-being, and encouraging optimal contributions to organizational goals.

Based on the conclusions, this study provides practical guidance for organizations, including PT XX, to enhance employee performance and satisfaction through reinforcing organizational culture and improving the work environment. Instilling values such as collaboration, openness, innovation, and performance-based recognition can be achieved through leadership training, effective communication, and ergonomic workplace facilities. Companies are advised to listen to employee feedback via surveys, address complaints promptly, and provide career development programs such as training and promotion opportunities. Inclusive leadership support is also vital to driving team productivity. A regular monitoring system for organizational culture and the work environment should be implemented to ensure policies remain relevant. Future research is encouraged to expand variables such as leadership or work motivation and employ alternative analysis methods to enrich findings. A combination of quantitative and qualitative approaches is also recommended to gain a comprehensive understanding of employee perceptions.

FURTHER STUDY

Further research could explore the long-term effects of organizational culture and work environment on employee performance by conducting a longitudinal study to assess changes over time. Additionally, it would be valuable to investigate the role of other mediating variables, such as leadership style or employee engagement, in further explaining the relationship between organizational culture, work environment, and performance. Expanding the research scope to include multiple companies or industries could provide comparative insights into how these factors influence performance in different organizational contexts. Finally, a qualitative approach, such as interviews or

focus groups, could be utilized to gain deeper insights into employee perceptions and experiences, complementing the quantitative findings.

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