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## The Influence of Organizational Culture, Competence, and Work Environment on Job Satisfaction and Employee Performance

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Received: August, 2024; Accepted: August, 2024; Published: November, 2024

Permalink/DOI:

### Abstract

This research was designed to determine the influence of organizational culture, competency and work environment on job satisfaction and employee performance at PT Ciomas Adisatwa in Sidoarjo Regency. This research data comes from a questionnaire distributed to 75 respondents. To prove the Research Hypothesis. So the data analysis technique used is the Partial Least Squere (PLS) method. Research Results Show that Organizational Culture has an effect of 0.271 on Job Satisfaction, Competency has an effect of 0.359 on Job Satisfaction, Work Environment has an effect of 0.236 on Job Satisfaction, Job Satisfaction has an effect of 0.408 on employee performance, Organizational Culture has an effect of 0.159 on employee Performance, Competence has an effect of 0.265 on employee performance, the work environment has an effect of 0.200 on employee performance.

**Keywords:** *Organizational Culture, Competence, Work Environment, Job Satisfaction, Employee Performance*

### INTRODUCTION

PT Ciomas Adisatwa is a company that markets processed animal protein products and provides solutions to the needs of entrepreneurs and modern food providers located at Beron, Waruberon, Kec. Balong Bendo, Sidoarjo Regency, East Java and many other company locations. PT Ciomas Adisatwa has succeeded in maintaining its business and the company's expansion has of course gone through a long journey to form an organizational culture. In turn, it is hoped that this organizational culture will be able to create an environment that is conducive to improving individual and company performance.

The work environment has a crucial role in improving employee performance through good physical and non-physical areas, such as building a comfortable and safe atmosphere for employees, including providing facilities and tools to ensure worker safety, maintaining a clean workplace, and increasing work morale. in all sides of work life to be able to improve performance.

Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally and without violating the law and in accordance with morals and ethics. (Fadil Sandewa (2018:97). Meanwhile, job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether their work is enjoyable or not. According to Robbins and Judge (2017:355) define organizational culture as a system of shared meaning carried out by members that distinguishes the organization from other organizations.

So based on the explanation above, researchers are interested in researching the topic "**The Influence of Organizational Culture, Competence and Work Environment on Job Satisfaction and Employee Performance at PT Ciomas Adisatwa Sidoarjo**".

## METHOD

The research approach used is a quantitative approach. The current type of research is correlation research which aims to determine the influence of the independent variable on the dependent variable. The population in the study was 75 employees, all of whom were used as samples in the study using simple random sampling techniques. Apart from that, the analysis technique used is multiple linear regression analysis assisted by SmartPLS software.

## RESULTS AND DISCUSSION

### *Validity and Reliability Result*

**Table 1. Validity and Reliability Result**

Variabel Laten	Indikator	Corrected Item- Total Correlation	Cronbach's Alpha
Budaya Organisasi	X1_1_1	0,872	0,966
	X1_1_2	0,890	
	X1_2_1	0,904	
	X1_2_2	0,852	
	X1_3_1	0,834	
	X1_3_2	0,804	
	X1_4_1	0,903	
	X1_4_2	0,889	

Kompetensi	X2_1_1	0,831	0,959
	X2_1_2	0,798	
	X2_2_1	0,817	
	X2_2_2	0,840	
	X2_3_1	0,829	
	X2_3_2	0,832	
	X2_4_1	0,814	
	X2_4_2	0,840	
	X2_5_1	0,806	
	X2_5_2	0,836	
Lingkungan Kerja	X3_1	0,702	0,897
	X3_2	0,733	
	X3_3	0,814	

Source : Output Smart-PLS, 2024.

Based on the results of instrument test calculations on each variable used in this research, it appears that both the Competence, Competency, Work Environment, Job Satisfaction and Employee Performance variables are supported by indicators that are equipped with good Corrected Item-Total Correlation values because all of them exceeds the critical value of 0.3. In other words, the instrument in this research has met the requirements for good validity. Likewise, with the Cronbach alpha of each variable, it appears that all of them have a Cronbach alpha that exceeds the critical value of 0.6. This means that every variable used in this research has meet the requirements of good reliability.

### ***Structural Equation Modelling***

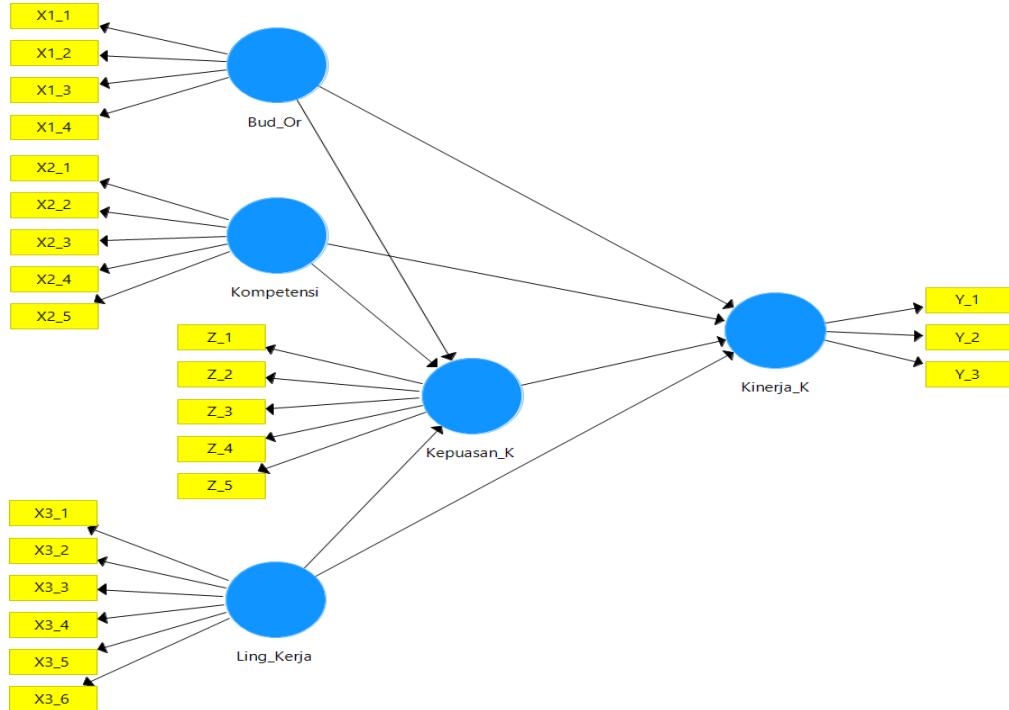


Figure 1. Structural Equation Modelling

*Convergent Validity*

Table 2. Outer Loading

	Bud_Or	Kompetensi	Ling_Kerja	Kepuasan_K	Kinerja_K
X1_1	0,838				
X1_2	0,909				
X1_3	0,820				
X1_4	0,841				
X2_1		0,936			
X2_2		0,832			
X2_3		0,820			
X2_4		0,809			
X2_5		0,854			

X3_1			0,807		
X3_2			0,839		
X3_3			0,858		
X3_4			0,854		
X3_5			0,748		

Source : Output Smart-PLS, 2024.

The table above shows that all variables have loading factors with values exceeding the recommended value of 0.70. The smallest value is 0.748 owned by indicator X3\_5 while the largest is 0.910 owned by Y\_3. This finding also shows that all the indicators used in this research are valid or have met convergent validity.

### Loading Factor Value

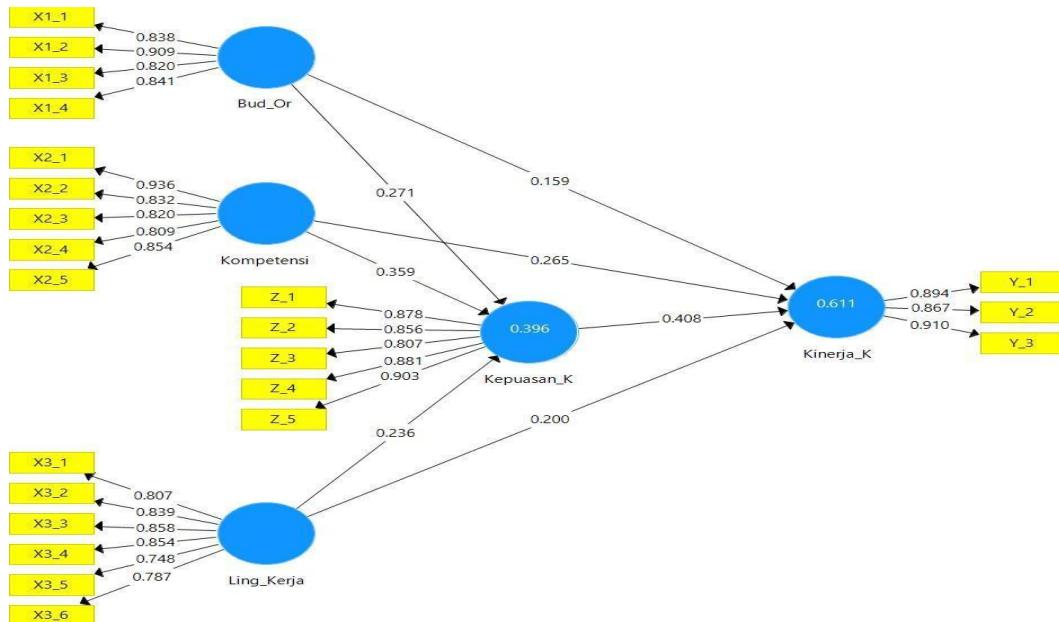


Figure 2. Loadin Factor Value

### Discriminant Validity

Table 3. Cross Loading Result

	Bud_Or	Kompetensi	Ling_Kerja	Kepuasan_K	Kinerja_K

X1_1	0,838	0,008	0,159	0,317	0,342
X1_2	0,909	0,235	0,323	0,415	0,415
X1_3	0,820	0,178	0,270	0,305	0,390
X1_4	0,841	0,164	0,295	0,343	0,327
X2_1	0,136	0,936	0,332	0,443	0,531
X2_2	0,131	0,832	0,328	0,350	0,505
X2_3	0,121	0,820	0,262	0,465	0,402
X2_4	0,089	0,809	0,285	0,298	0,363
X2_5	0,246	0,854	0,377	0,508	0,579
X3_1	0,203	0,215	0,807	0,271	0,360
X3_2	0,280	0,309	0,839	0,411	0,492
X3_3	0,284	0,339	0,858	0,430	0,497
X3_4	0,266	0,307	0,854	0,491	0,419
X3_5	0,307	0,260	0,748	0,201	0,366
X3_6	0,184	0,387	0,787	0,340	0,454
Z_1	0,414	0,418	0,381	0,878	0,631
Z_2	0,336	0,443	0,381	0,856	0,653
Z_3	0,284	0,373	0,440	0,807	0,529
Z_4	0,355	0,423	0,304	0,881	0,588
Z_5	0,368	0,482	0,464	0,903	0,599
Y_1	0,422	0,480	0,402	0,691	0,894
Y_2	0,325	0,521	0,548	0,574	0,867
Y_3	0,411	0,525	0,482	0,589	0,910

Source : Output Smart-PLS, 2024.

An indicator is declared valid if it has the highest loading factor on the target construct compared to the loading factor on other constructs. The table above shows that the loading factors for the organizational culture construct (X1\_1 to X1\_4) indicates that the organizational culture construct has a strong and consistent relationship with the indicators relating to organizational culture only and nothing else. The same thing also applies to the indicators that make up the next construct, where each indicator reflects the highest value for the variable in question. Thus, the latent construct predicts indicators in each block whose value is better than indicators in other blocks.

**Tabel 4. Fornell-Larcker Criterion**

	Bud_Or	Kepuasan_K	Kinerja_K	Kompetensi	Ling_Kerja
Bud_Or	0,853				
Kepuasan_K	0,408	0,865			
Kinerja_K	0,435	0,695	0,890		
Kompetensi	0,178	0,496	0,571	0,851	
Ling_Kerja	0,310	0,455	0,535	0,376	0,81

Source : Output Smart-PLS, 2024.

The results of the Fornell-Larcker Criterion test calculation show that the root of the AVE value in a variable has a higher value than the number in the same column or row. This means that the measurement model used in this research has good discriminant validity.

### ***Reliability Result***

**Table 5. Reliability Result**

	Cronbach's Alpha	Composite Reliability	Nilai Kritis
Budaya organisasi	0,875	0,914	0,70
Kompetensi	0,905	0,929	0,70
Lingkungan kerja	0,900	0,923	0,70
Kepuasan Kerja	0,916	0,937	0,70

Kinerja Karyawan	0,869	0,920	0,70
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*Source : Output Smart-PLS, 2024.*

The results of the smart-PLS calculation regarding the reliability test in the table above show that each latent variable used in this research has been supported by Cronbach's Alpha and Composite Reliability which exceed 0.70 so that all variables have good reliability.

#### ***R-Squares***

**Table 6. R-Squares**

Variabel	R- Square	Keterangan
Kepuasan Kerja	0,396	$R^2 < 0,50$ , moderat
Kinerja Karyawan	0,611	$R^2 < 0,75$ , Besar

*Source : Output Smart-PLS, 2024.*

Table 6 shows that the Job Satisfaction variable has an R2 of 0.396, which means that the Organizational Culture, Competency and Work Environment variables have a moderate influence because they are only able to explain 39.6% of changes in Job Satisfaction. The Employee Performance variable has an R2 of 0.611, which means that organizational culture, competency and work environment along with job satisfaction have a relatively large influence because they are able to explain 43% of changes in employee performance.

#### ***F-Squares***

**Table 7. F-Squares**

	Kepuasan Kerja	Kinerja Karyawan
Budaya organisasi	0,109	0,053
Kompetensi	0,182	0,130
Lingkungan kerja	0,073	0,077
Kepuasan Kerja		0,259

*Source : Output Smart-PLS 2024.*

The results of Smart-PLS calculations on f Squares in the table above show that organizational culture has an f-squares of 0.110 (f-squares  $< 0.15$ ) on Job Satisfaction, which means that organizational culture has a relatively small impact on Job Satisfaction. Organizational culture has an f-squares of 0.053 (f-squares  $< 0.15$ ) on employee performance, which means that organizational culture has a relatively small impact on employee performance. Competency has an f-squares of

0.182 (f-squares < 0.35) on Job Satisfaction, which means that Competency has a relatively moderate impact on Job Satisfaction. Competency has an f-squares of 0.130 (f-squares < 0.15) on employee performance, which means that competency has a relatively small impact on employee performance.

The work environment has an f-squares of 0.073 (f-squares < 0.15) on Job Satisfaction, which means that the work environment has a relatively small impact on Job Satisfaction. The work environment has an f-squares of 0.077 (f-squares < 0.15) on employee performance, which means that the work environment has a relatively small impact on employee performance. Job Satisfaction has an f-squares of 0.259 (f-squares < 0.35) on Employee Performance, which means Job Satisfaction has a relatively moderate impact on Employee Performance.

### ***Q-Squares***

**Table 8. Q-Squares**

No.	Variabel	Q2	Keterangan
3.	Kepuasan Kerja	0,277	> 0,00, baik
4.	Kinerja Karyawan	0,467	> 0,00, baik

*Source : Output Smart-PLS, 2024.*

The results of the Q Squares calculation in the table above show that Q12 is 0.277 (Q2 > 0.0), Q22 is 0.467 (Q2 > 0.0), so that the model used in this research is adequate in predictive relevance.

### ***Hypotesis Result***

**Table 9. Hypotesis Result**

Pengaruh antar variabel	Besarnya Pengaruh	T Statistics	P Values	Keterangan
Bud_Or -> Kepuasan_K	0,271	2,804	0,005	H1 Terbukti
Kompetensi -> Kepuasan_K	0,359	3,382	0,001	H2 Terbukti
Ling_Kerja -> Kepuasan_K	0,236	2,380	0,018	H3 Terbukti
Kepuasan_K -> Kinerja_K	0,408	4,413	0,000	H4 Terbukti
Bud_Or -> Kinerja_K	0,159	1,876	0,061	H5 Tidak Terbukti
Kompetensi -> Kinerja_K	0,265	3,180	0,002	H6 terbukti
Ling_Kerja -> Kinerja_K	0,200	2,290	0,022	H7 terbukti

*Source : Output Smart-PLS, 2024.*

Based on the table above, the results of hypothesis testing can be described as follows :

**1) The Influence of Organizational Culture on Job Satisfaction**

Data analysis calculations show that Organizational Culture has an effect of 0.271 on Job Satisfaction. This influence is positive and is accompanied by a tstatistic of 2.804 ( $t \geq 1.96$ ) with pvalue support of 0.005 ( $p < 0.05$ ) which means that the 1st hypothesis in this study is confirmed. In other words, increasing organizational culture values significantly has a positive influence on increasing job satisfaction.

**2) The Influence of Competence on Job Satisfaction**

Data analysis calculations show that Competency has an effect of 0.359 on Job Satisfaction. This effect is positive and accompanied by a tstatistic of 3.382 ( $t \geq 1.96$ ) with support for a p value of 0.001 ( $p < 0.05$ ), which means that the 2nd hypothesis in this study is confirmed. In other words, increasing the level of competency significantly has a positive influence on increasing job satisfaction.

**3) The Influence of Work Environment on Job Satisfaction**

Data analysis calculations show that the work environment has an effect of 0.236 on job satisfaction. This effect is positive and accompanied by a tstatistic of 2.380 ( $t \geq 1.96$ ) with support for a p value of 0.001 ( $p < 0.05$ ), which means that the 3rd hypothesis in this study is confirmed. In other words, increasing the Work Environment value significantly has a positive influence on increasing Job Satisfaction.

**4) The Influence of Job Satisfaction on Employee Performance**

Data analysis calculations show that Job Satisfaction has an effect of 0.408 on employee performance. This influence is positive and accompanied by a tstatistic of 4.413 ( $t > 1.96$ ) with support for a p value of 0.000 ( $p < 0.05$ ) which means that the 4th hypothesis in this study is confirmed. In other words, increasing the Job Satisfaction value significantly has a positive influence on increasing employee performance.

**5) The Influence of Organizational Culture on Employee Performance**

Data analysis calculations show that Organizational Culture has an effect of 0.159 on employee performance. This effect is positive and accompanied by a t statistic of 1.876 ( $t \geq 1.96$ ) with support for a p value of 0.061 ( $p < 0.05$ ), which means that the 5th hypothesis in this study cannot be confirmed. In other words, increasing organizational culture values does not have a significant positive influence on increasing employee performance.

**6) The Influence of Competence in Employee Performance**

Data analysis calculations show that competency has an effect of 0.265 on employee performance. This effect is positive and accompanied by a tstatistic of 3.180 ( $t \geq 1.96$ ) with support for a p value of 0.002 ( $p < 0.05$ ), which means that the 6th hypothesis in this study is confirmed. In other words, increasing the

level of competency significantly has a positive influence on increasing employee performance.

## 7) The Influence of Work Environment on Employee Performance

Data analysis calculations show that the work environment has an effect of 0.200 on employee performance. This effect is positive and accompanied by a tstatistic of 2.290 ( $t \geq 1.96$ ) with support for a p value of 0.022 ( $p < 0.05$ ), which means that the 7th hypothesis in this study is confirmed. In other words, increasing the Work Environment value significantly has a positive influence on increasing employee performance

## CONCLUSION

Based on the problems that have been formulated, the results of the analysis and hypothesis testing that have been carried out in the previous chapter, the following conclusions can be drawn from the research carried out:

1. Organizational culture influences job satisfaction. These findings indicate that an increase in organizational culture has an effect on decreasing or increasing job satisfaction.
2. Competence influences job satisfaction. These findings indicate that increasing competency has an influence on increasing job satisfaction.
3. The work environment influences job satisfaction. These findings indicate that improving the work environment has an influence on reducing job satisfaction.
4. Job satisfaction influences employee performance. These findings indicate that increasing Job Satisfaction has an influence on Employee Performance.
5. Organizational culture has no effect on employee performance. These findings indicate that Organizational Culture has no influence on increasing Employee Performance.
6. Competency influences employee performance. These findings indicate that an increase in competency has an influence on increasing employee performance.
7. The work environment influences employee performance. These findings indicate that improving the work environment has an influence on reducing employee performance.

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