

UDC 331

## EFFECT OF WORK ENVIRONMENT, ORGANIZATIONAL CULTURE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Sistya Bunga Agensi\*, Salim Ubud, Kurniawati Desi Tri

Master's Program in Management, Faculty of Economics and Business,  
University of Brawijaya, Indonesia

\*E-mail: [bsistya@yahoo.com](mailto:bsistya@yahoo.com)

### ABSTRACT

This study aims to explain and analyze the direct and indirect effects of the work environment and organizational culture on employee performance with job satisfaction as a mediating variable. This research is a quantitative study with data collection methods using a questionnaire. The population in this study were 520 employees of Bank BNI Syariah in East Java with a saturated sampling method (probability sampling). Of the 520 respondents, only 394 respondents filled out the questionnaire completely within 6 months (May-October 2020). The data analysis technique used SEM-PLS. The results showed that the work environment had a positive and significant effect on employee performance. Similar results were also found on the positive and significant influence of Organizational Culture on Employee Performance. While the Job Satisfaction variable also has a positive and significant effect. Based on the results of the mediation test, it shows that the mediating variable, namely Job Satisfaction, is able to mediate the influence of the Work Environment and Organizational Culture on Employee Performance. The implications of the research results are expected to be input for the company for improvement efforts.

### KEY WORDS

Work environment, organizational culture, job satisfaction, employee performance.

The banking sector plays an important role in the economic development of a country. In this industrial and investment era, companies are required to be much more competitive and volatile. The global financial crisis that has occurred in the past few years has affected global markets. Such turbulence has made employees anxious, disappointed and created a kind of negative attitude towards the organization and their work. They become less committed and less transparent because they are worried that they will be dismissed at any time with the unstable condition of the company's management.

Therefore it becomes very important for companies to focus on human resource management and helping employees to be satisfied with their jobs. Moreover, the company should not only focus on retaining them but to incorporate within it a sense (strong *interaction*) with the company. Thus, this will certainly encourage employee performance and of course will also have an impact on company performance.

Job satisfaction and employee performance in a company are two important inseparable factors. Job satisfaction is one of the central variables in work and organizational psychology and is seen as important as an indicator of the quality of work life. Satisfied employees *tend to be more productive and creative*. Employees who tend to be more productive and creative, where these two things are crucial parts that determine the quality of one's performance in the company. That is why two aspects of satisfaction and performance cannot be assessed.

Various literatures mention many factors that can influence the feeling of satisfaction / dissatisfaction felt by employees. the results of research by Bakotic and Babic (2013) where employees prefer and are satisfied to work in a work environment that is not at risk. Based on this, job satisfaction can be created from two main components of the work environment, namely the non-physical work environment and the physical work environment. Bakotic and Babic's research (2013) where employees prefer and are satisfied to work in a work environment that is not at risk. research by Bhanu & Babu (2018) states that the work

environment plays an important role in employee performance.

Research conducted by Shurbagi and Zahari (2012) found that there is a relationship between four types of organizational culture and five aspects of job satisfaction (Supervision, Benefits, Rewards, Operations, and coworker satisfaction) is positive and significant. Meanwhile, according to Agwu (2014) a positive organizational culture will improve employee performance. Furthermore, research conducted by Anindita & Tripathy (2018) states that the influence of several dimensions on organizational culture on employee performance in the banking sector in *Twin City*.

Recent research by Nimalathan and Brabete (2010) and Hira & Waqas (2012) has shown that employee job satisfaction has a positive impact on their performance in the banking sector of the Jaffna Peninsula, Sri Lanka. According to Bakotic & Babic (2013) job satisfaction is certainly an interesting problem from an employee's point of view or from a manager's and scientist's point of view. On the one hand, employees have their own expectations and attitudes. So, This study aims to explain and analyze the direct and indirect effects of the work environment and organizational culture on employee performance with job satisfaction as a mediating variable.

## LITERATURE REVIEW

### Work Environment

Work Environment can be interpreted as a place where there is a group in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission (Sedarmayanti, 2013). Furthermore, Siagian (2014) argues that the work environment is an environment where employees do their daily work. The benefits of the work environment according to Siagian (2014) are to create work passion, so that productivity and work performance increase. In addition, the work environment can also affect employee job satisfaction.

### Organizational Culture

Organizational culture, which also need to be considered is the culture of the organization. This is because organizational culture also influences the process of organizational failure. This means that the organization has a good and progressive culture, so the organization or company has a greater chance of being able to realize the goals that have been planned and somewhat.

According to Tjahjono (2011), culture in an organization or company is *values in action*. The values of the organization or company are worthy of being called a culture, the value culture itself embodies, manifests itself in the daily work behavior of members or employees. According to Suhardi (2018) organizational culture is the values and beliefs held by an organization since the organization was formed, growing and developing. To support performance, a constructive / strong organization is needed.

### Job Satisfaction

Job satisfaction is closely related to aspects of feeling / emotion, work passion and aspects that cannot be seen and touched (Waworuntu, 2016). According to Hira & Waqas (2012), the benefits of job satisfaction for an organization are reducing complaints about workers, better *turnover* and attendance and reducing training costs as termination of employment with employees and also increasing the timeliness and morale of workers. According to Rivai & Sagala (2011), job satisfaction is how to feel work and its aspects.

### Performance

Performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined terms or agreements (Edison, et al., 2016). According to Mangkunegara (2013) that the term performance is from the word *performance* or *actual* performance (work performance or achievement achieved by someone), namely

the quality and quantity of work carried out by an employee in carrying out his duties with the responsibility given to him.

According to research by Bhanu & Babu (2018), the work environment plays an important role in employee performance. A good work environment is a work environment that avoids work pressure. This helps create better results and increases productivity. A work environment that allows employees to work freely without problems that can prevent them from doing a job to their full potential.

### Hypothesis

H1: Improving the work environment will be able to increase performance.

Organizational have a significant effect on the performance of an organization with the results of Misigo & Moronge (2017). Research conducted by Anindita & Tripathy (2018) states that there are influences from several dimensions of organizational culture on employee performance in the banking sector in *Twin City*.

H2: Improving Organizational Culture will be able to increase employee performance.

work environment also have an impact on job satisfaction as Bakotic research results and Babic (2013) where employees prefer and satisfied work on the working environment is not at risk.

H3: Improved Environment will be able to increase Work Job.

Satisfaction Research conducted by Shurbagi and Zahari (2012) found that the relationship between four types of organizational culture (Klan, Adhocracy, Market and Hierarchical culture) and five aspects of job satisfaction (Supervision, Benefits, Gifts), Operations, and coworker satisfaction) are positive and significant.

H4: Improved Organizational Culture will be able to increase Job Satisfaction.

Recent research by Nimalathan and Brabete (2010) and Hira & Waqas (2012) has shown that employee job satisfaction has a positive impact on their performance in the banking sector of the Jaffna Peninsula, Sri Lanka.

H5: Improved Job Satisfaction will be able to improve Employee Performance.

Research by Nimalathan & Brabete (2010) states that job satisfaction can affect employee performance. Khuong and Le Vu (2014) show that employees who feel comfortable with their work environment tend to work more effectively and enjoy the work process compared to those who feel uncomfortable. Therefore, managers must improve aspects of the work environment to ensure the welfare of their employees. Because this will affect the performance performed by employees / employees.

H6: Job Satisfaction Mediates the Effect of Work Environment on Employee Performance.

Research by Belias et al., (2015) states that organizational culture can affect the level of employee job satisfaction. Furthermore, research by Dekoulou & Trivellas (2015) states that job satisfaction can affect employee (*individual performance individual performance*). In the research of Dekoulou & Trivellas (2015). That employees who feel a stronger commitment to their organization are highly motivated to work harder and ultimately tend to achieve superior individual performance (Judge et al., 2001; Lee et al., 2010); Rigopoulou et al., 2011).

H7: Job Satisfaction Mediates the Influence of Organizational Culture on Employee Performance.

### METHODS OF RESEARCH

The research was conducted using a quantitative approach and correlational / associative research. This study uses *path analysis*, which aims to see the direct and indirect effect of the dependent variable. The analysis will be tested using WarpPLS 5.0 software, so that it will be known the influence between the independent variable and the tested variable directly or indirectly through the mediating variable.

This research was conducted at Bank BNI Syariah Branch Offices of each city in East Java, namely Tulungagung, Surabaya, Sumenep, Sidoarjo, Pasuruan, Mojokerto, Malang,

Madiun, Kediri, Jember, Gresik, Batu, Banyuwangi. The research was conducted for 6 months, namely in May - October 2020.

This study used a *probability sampling* approach, where the approach used was saturated sampling. Thus, the number of samples used in this study were 520 respondents. This number is in accordance with the opinion of Hair et al., (2010) where a sample size of greater than 30 and less than 500 is sufficient for most studies.

From the total sample of 520, only 394 (75.76%) respondents filled out the research questionnaire in the period May - October. This is because there is some certainty, namely the existence of *the Covid-19 pandemic* so that the process of distributing questionnaires is hampered by licensing and changes in internal management policies.

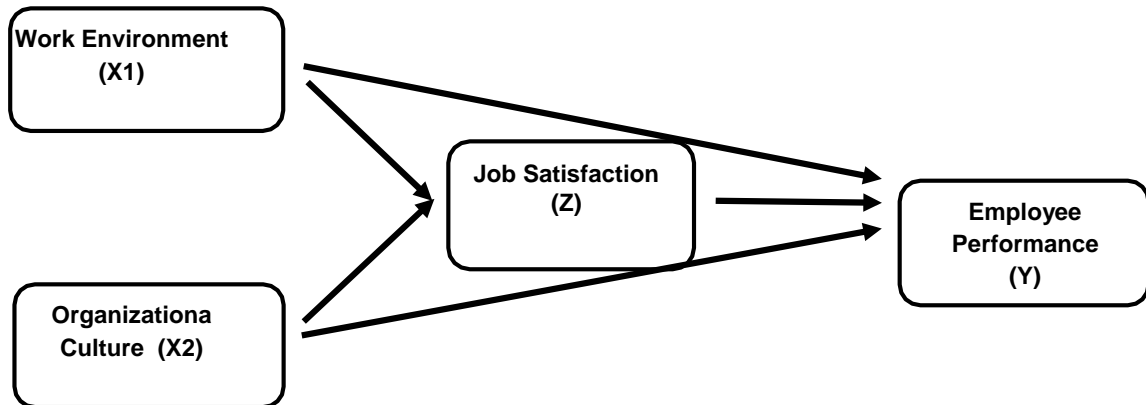


Figure 1 – Research Concept Framework

## RESULTS AND DISCUSSION

### Outer Model Test

All variable indicators used in this study were Work Environment, Organizational Culture, Job Satisfaction and Employee Performance with value *a loading factor* above 0.30. Thus it fulfills convergent validity.

Table 1 – AVE Roots and Correlation Coefficients on the Discriminant Validity Test

	X1	X2	Z	Y
X1	(0.636)	0.548	0.328	0.612
X2	0.548	(0.636)	0.238	0.511
Z	0.328	0.238	(0.613)	0.235
Y	0.612	0.511	0.235	(0.652)

Source: *Output WarpPLS Attachment.*

Questionnaire variable X1 with 9 indicators, variable questionnaire X2 with 10 indicators, questionnaire Z with 17 indicators and questionnaire Y with 12 indicators have met the discriminant validity. Meanwhile, this study has also met the composite reliability test and internal reliability.

Table 2 – Test Results Composite Reliability and Internal Reliability Consistency

Variable	Composite Reliability Coefficient	Conclusion	Cronbach Alpha Coefficients	Conclusion
X1	0.854	reliabel	0.805	reliable
X2	0.868	reliabel	0,829	Reliably
Z	0.910	reliable	.894	Reliably
Y	0.890	reliabel	0,862	Reliable

### Inner Model Test

Consists from the coefficient of determination and *goodness of fit*, where the coefficient of determination in this study is twofold because there are two structural models developed (i) Job Satisfaction Variable (Z) = 0.158 or 15.8% (ii) Employee Performance Variable = 0.452 or 45.2%. In this study, *Goodness of Fit* focuses on the value of the APC, ARS and AVIF indicators where AVIF can function as an indicator of multicollinearity. Based on the analysis results, it can be seen if the *P-value* for the APC and ARS indicators is smaller than 0.05, namely  $P < 0.001$  which means significant. Meanwhile, the value of the AVIF indicator is 1.326 and it is ideal. Thus, in the research model there is no multicollinearity problem and hypothesis testing with this research model can be done.

### Hypothesis Testing

#### Direct Effect

Based on research data from 307 respondents of BNI Syariah East Java, the results of the direct effect test using *WarpPLS 5.0* are as follows:

Table 3 – Hypothesis Testing Results Direct Effect Between Variables

No	Relationship Between Variables Independent Variable □ Dependent Variable		Path Coefficient	<i>p-value</i>	Information
1	X1	Y	0.458	<0.001	<i>Highly Significant</i>
2	X2	Y	0.296	<0.001	<i>Highly Significant</i>

Effect of Work Environment Effect on Employee Performance is significant (*very significant*) with a path coefficient that is positive (0.458) and *p-value* is less than 0.01 which is <0.001. The path coefficient which is positive indicates that the better the working environment, the employee performance will increase. Thus it can be said that: H1: Improvement of the Work Environment will be able to improve Performance Employee Accepted. The influence of Organizational Culture on Employee Performance is significant (*very significant*) with the path coefficient is positive (0.296) and the *p-value* is less than 0.01, namely <0.001. The path coefficient which is positive indicates that the better the Organizational Culture is, the more employee performance will be. Thus it can be said that H2: Improving Organizational Culture will be able to enhance Performance Employee Received.

The effect of the Work Environment on Job Satisfaction is significant (*very significant*) with a path coefficient that is positive (0.288) and a *p-value* smaller than 0.01 that is <0.001. The path coefficient which is positive indicates that the better the work environment, the more employee job satisfaction will be. So, hypothesis 3 (H3) which state that “Improvement of the work environment will be able to increase the job satisfaction” is accepted.

The influence of Organizational Culture on Job Satisfaction is significant (*very significant*) with the path coefficient is positive (0.183) and the *p-value* is less than 0.01, that is <0.001. The path coefficient which is positive indicates that the better the Organizational Culture will increase the Employee Job Satisfaction. So, hypothesis 4 (H4) which state that “Improvement of the Organizational Culture will be able to increase Job Satisfaction” is accepted.

The effect of Job Satisfaction on Employee Performance is significant (*significantly weak*) with the path coefficient is positive (0.090) and the *p-value* is less than 0.10, that is 0.050. The path coefficient which is positive indicates that the better Job Satisfaction is, the Employee Performance will increase. So, hypothesis 5 (H5) which state that “Improvement of the Job Satisfaction will be able to increase Performance Employee” is accepted.

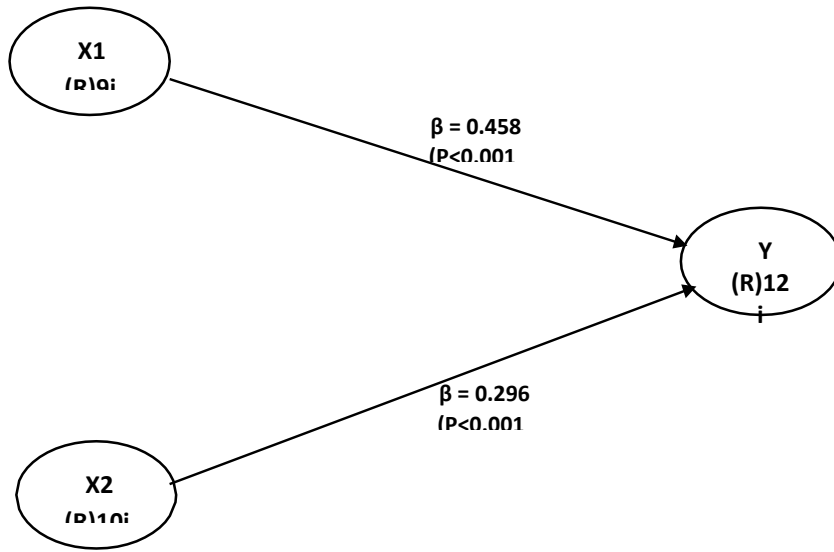


Figure 2 – The Direct Research Model

*Indirect Influence*

Table 4 – Results Hypothesis Testing Indirect Influence Between Variable

No.	Interpersonal Variables		Coefficient Line	P-Value	Description
	Independent Variables	Variable Depending			
1	X1	Z	0.288	<0.001	Very Significant
2	X2	Z	0.183	<0.001	Highly Significant
3	Z	Y	0.090	0.045	Significant

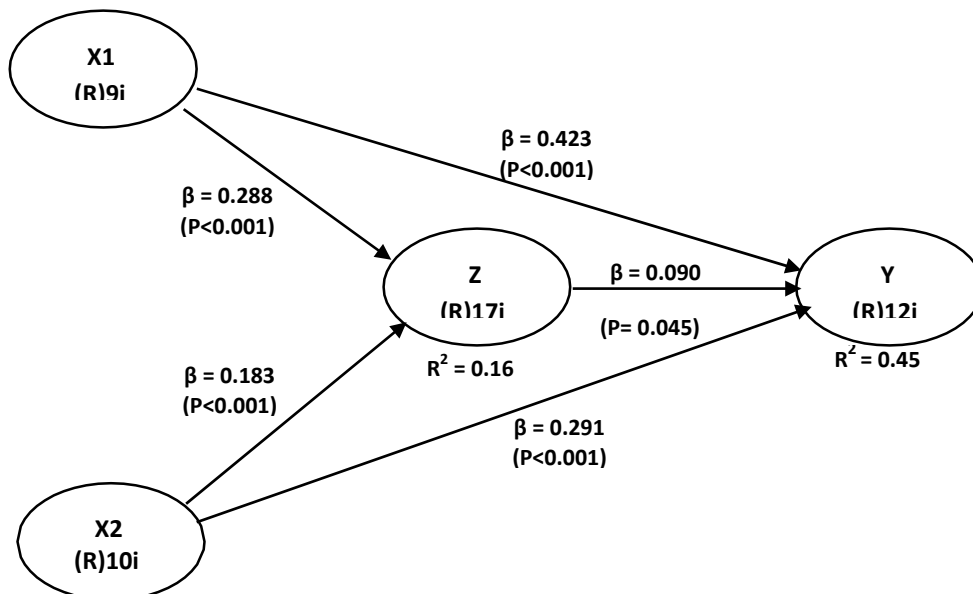


Figure 3 – Indirect Research Model

The influence of the Work Environment on Job Satisfaction is significant (*very significant*) with the path coefficient is positive (0.288) and the *p-value* is less than 0.01, that is <0.001 and the effect of Job Satisfaction on Employee Performance is also significant with the path coefficient is positive (0.090 ) and the *p-value* is less than 0.05, that is 0.045. Thus

the Z variable or the mediating variable in the study, namely Job Satisfaction, can mediate the relationship between Work Environment and Employee Performance. So, hypothesis 6 (H6) which state that “Job Satisfaction Mediates the Effect of Work Environment on Employee Performance” is accepted.

The influence of Organizational Culture on Job Satisfaction is significant (*very significant*) with a path coefficient that is positive (0.183) and the *p-value* is less than 0.01 (<0.001) and the effect of Job Satisfaction on Employee Performance is also significant with the path coefficient being positive (0.090) and the *p-value* is less than 0.05 (0.045). Thus the Z variable or the mediating variable in the study, namely Job Satisfaction, can mediate the relationship between organizational culture on employee performance. So, hypothesis 7 (H7) which state that “Job Satisfaction Mediating Effects of Organizational Culture Against Employee Performance” is accepted.

## Discussion

Work Environment and Organizational Culture have an equally strong influence on Job Satisfaction. Meanwhile, as a mediating variable, job satisfaction has a smaller influence in the work environment and organizational culture on employee performance. Non-physical work environment indicators relate to the *atmosphere* or work atmosphere in the office related to work relationships between peers and with good superiors. From this, an important conclusion can be drawn if the employees of BNI syariah in East Java pay more attention to aspects in the non-physical work environment compared to the physical work environment in doing their work.

This is consistent with the facts based on findings in the field where employees really appreciate the feeling of being comfortable and *enjoyable* with their colleagues because it can improve both personal performance and good team performance. Regarding good performance, BNI Syariah always conducts *briefings* daily regularly every morning. Of course, this aims to create a comfortable work environment atmosphere.

Thus, these conditions are met properly, it will affect the performance of employees. This is supported by the findings in this study which state that the work environment has a positive and significant effect on employee performance. Even the significance value is classified as deep, which *means that the* influence between the two variables is very close and strong.

This strong influence is inseparable from the efforts made by the management of Bank BNI Syariah to maintain good habits that have existed so far, such as *briefings* and morning prayers. Even though it is constrained by the pandemic condition that is currently hitting all corners of the world, BNI Syariah remains consistent with this. Providing does not allow the banking sector to dismiss all employees or WFH (*working from home*) as recommended by the government, however BNI Syariah implements a rotating WFH schedule.

However, the habit of *directing* and policies to stay connected regularly, both through group messages *whatsapp* and *zoom meet*, is always carried out. Thus, a good working environment can still be maintained even in full condition like the current limitations. The results of this study are consistent with previous studies conducted by Khan et al., (2011), Aisha et al., (2013). Furthermore, Sarker (2017) has tested the influence of the work environment on the performance of 328 employees at Bank Bangladesh with the findings that the *work* environment has a positive and significant effect on performance.

Meanwhile, BNI Syariah East Java employees are more *concerned* about organizational culture that shapes good personality than culture. an organization that builds an ambitious atmosphere such as aggressiveness and team orientation. This is in accordance with the mission launched by BNI Syariah, namely to create the company as the best vehicle as a place of pride to run and achieve for employees as a manifestation of worship.

Based on field observations, BNI Syariah employees are always instilled with a culture of mutual respect. Where, every employee respects each other and greets each other when they pass, both employees who *live more* in the office and with employees who spend more time outside the office. In addition, employees always appreciate and respect customers and

help each other according to *their job descriptions* respective. The most interesting thing about the organizational culture at BNI Syariah is a culture that respects opinions, and respects each other between the existing sections regardless of one part which is *superior to the other*.

This is what shapes the organizational culture in BNI Syariah which can affect the performance of its employees. Because the performance of BNI Syariah employees is good and optimal if employees are not only able to achieve good personal performance but also good team performance. This is an assessment of the highest average value of performance variables obtained by the dimension *organizational* in the form of employees who always help employees work outside their own fields of work and the tendency of strong employees to work for the company in total. The results of this study are in accordance with previous research conducted by Anindita & Tripathy (2018) which states that there are influences from several dimensions of organizational culture on employee performance in the banking sector in *Twin City*. Organizational culture has a significant influence on the performance of an organization with the results of research by Misigo & Moronge (2017); Thuku et al. (2016).

The findings in the field of BNI Syariah employee job satisfaction are closely related to the work environment and organizational culture that is created. As explained in the previous chapter, even though there is still *turnover* employee from year to year, the rate *turnover* highest is that employees who *resign* are still dominated by personal reasons such as wanting to continue their studies and getting married or moving with a partner out of town. This cannot be denied because female civil servants will not be separated from some of the problems above. Based on the employee job satisfaction survey, BNI Syariah stated that the job satisfaction felt by employees was always in the good (high) category. Thus, it can be said that the rate of *resignation* that is high is not caused by a bad work environment that results in employee feeling uncomfortable. Because we realize it or not, employees are valuable assets owned by the company. Where the process to get it and in an effort to maintain it requires a lot of *money*. The results of this study are in accordance with previous research by Bakotic & Babic (2013) and research by Babu & Banu (2018) which states that the work environment has a positive effect on satisfaction.

Furthermore, employees who are satisfied will automatically provide excellent performance for the company. In this study, BNI Syariah employees were satisfied when serving fairly and respectfully. So that it will increase optimal performance, namely always work optimally to get the company in total. Bakotic & Babic (2013) states that managers want satisfied workers, who will have a positive attitude towards work, who will be committed, and be involved in the relationship with their work. Scientists argue that job satisfaction has implications for various behavioral organizational behaviors. This implication can produce positive and negative behavior and each organization states negative behavior because it will also have a negative impact on the organization that owns the organization and organization.

## CONCLUSION

The work environment at BNI Syariah East Java is able to improve employee performance. Looking for Google articles, the better the work environment in the form of creating an *atmosphere* such of non-physical work environment. So it will increase employee costs. Both personal operations and team costs. Organizational culture in BNI Syariah, East Java Able to improve employee performance. The better the organizational culture that is implemented in BNI Syariah, the better it will have implications for employee performance both personally and as an organization. The Work Environment at BNI Syariah East Java is able to increase the Job Satisfaction felt by employees. The success of BNI Syariah in prioritizing a good non-physical work environment greatly affects the job satisfaction felt by its employees. This is because the non-physical work environment will create a comfortable atmosphere when employees do their work in the office. Thus, the job satisfaction felt by employees will reach the stage *motivation factors*, one of which can guarantee the



opportunity to grow in the company. Organizational Culture at BNI Syariah East Java is able to increase Employee Job Satisfaction. The better the organizational culture that is created, the more satisfied employees will be with their work.

The greater the Job Satisfaction felt by employees at BNI Syariah East Java, the greater the employee performance. Job satisfaction is related to their *feelings* that exist within each employee. Where this is very personal and is a sensitive area. Therefore, the job satisfaction that BNI Syariah is able to create is that which focuses on *motivational factors* that greatly affects the overall performance of its employees. Work Environment has a positive and significant effect on Job Satisfaction and Job Satisfaction has a positive and significant effect on Performance Employee, thus it can be said that the Job Satisfaction variable is able to mediate the influence of the Work Environment on Employee Performance. Thus Job Satisfaction acts as a partial mediating variable (*partial mediation*). Organizational Culture has a positive and significant effect on Job Satisfaction and Job Satisfaction and has a positive and significant effect on Performance Employee, thus it can be said that the Job Satisfaction variable is able to mediate the influence of Culture on Employee Performance. Thus Job Satisfaction acts as a partial mediating variable (*partial mediation*).

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