

## The Influence Of Organizational Culture, Work Discipline, And Work Environment On Employee Performance At PT Bank Jatim Tbk Dr. Soetomo Surabaya Branch

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### ABSTRACT

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*Organizational culture, Work discipline, Work environment, Employee performance, Banking.*

This study aims to analyze the influence of organizational culture, work discipline, and work environment on employee performance at PT Bank Jatim Dr. Soetomo Surabaya Branch. Human resources play a crucial role in organizational success, especially in the banking sector, which relies heavily on employee productivity and service quality. This research employs a quantitative method with a multiple linear regression approach. Data were collected through questionnaires distributed to employees and analyzed using SPSS Statistic 25 software. The results indicate that organizational culture, work discipline, and work environment have a significant simultaneous and partial impact on employee performance. The implications of this study emphasize the importance of companies in developing strategies to enhance organizational culture, work discipline, and work environment to ensure optimal and sustainable employee performance.

### INTRODUCTION

Human resource management plays a crucial role in the success of organizations, especially in the banking sector, where employee performance directly impacts service quality and customer satisfaction. Although the quality of human resources in Indonesia continues to improve, the Human Capital Index (HCI) released by the World Bank shows that Indonesia has scored only 0.53 out of a scale of 1, ranking 87th out of 157 countries. This score reflects that individual productivity in Indonesia has only reached 53% of its maximum potential, indicating challenges in the development and optimization of employee performance in the banking sector

In the banking industry, organizational success heavily relies on the effectiveness of human resource management. Optimal employee performance can be achieved through the right management strategies, including skill development, motivation enhancement,

and the creation of a conducive work environment. According to Kasmir in Wijaya & Faujin (2021), factors influencing employee performance include organizational culture, work discipline, and the work environment. Gutierrez et al. in Fadlan & Setyawan (2024) emphasize that work quality has become a competitive factor determining the success of companies in the banking industry.

Organizational culture is a key factor in shaping attitudes, values, and norms that influence employee behavior. According to Hasanah et al. in Hermin (2024), a strong organizational culture can encourage employees to work more optimally and contribute more to the company. A positive culture not only boosts work motivation but also strengthens the company's identity and creates a harmonious work environment. Therefore, an effective organizational culture is one of the key drivers in improving employee performance in the banking sector

In addition to organizational culture, work discipline also significantly impacts employee effectiveness and productivity. According to Sinambela in Danilwan et al. (2020), discipline reflects employees' adherence to regulations and their responsibilities at work. Alam & Sarpan (2024) state that work discipline is influenced by various factors, such as a fair compensation system, leadership role modeling, clear rules, and the management's courage in enforcing regulations. Employees with high discipline tend to be more productive and capable of achieving company-set targets.

The work environment is also an important factor in determining employee effectiveness and job satisfaction. According to Astuti & Rahardjo (2021), the work environment includes both physical and social aspects that can directly impact employee performance. An uncomfortable work environment can lower motivation and increase stress and anxiety, ultimately affecting employee productivity. Jopanda (2021) divides the work environment into physical aspects, such as lighting, ventilation, and cleanliness, and non-physical aspects, such as relationships between employees and interactions with supervisors. A positive work environment creates a comfortable atmosphere and supports improved employee performance.

PT Bank Pembangunan Daerah Jawa Timur Tbk. (Bank Jatim), a regional government-owned bank that has been operating in the banking sector since 1961, places great emphasis on human resources. Human resource management is a key focus in improving operational effectiveness and the company's competitiveness. Bank Jatim has an extensive network with 48 branches, 172 sub-branches, 209 cash offices, and 777 ATMs, while continuously innovating to enhance digital services. As a regional bank, Bank Jatim also plays a role in supporting the MSME sector to promote regional economic growth. However, one of the challenges faced by Bank Jatim Dr. Soetomo Surabaya Branch is the fluctuating employee absenteeism rate every month.

**Figure 1 Employee Absenteeism Rate for the Year 2024**

Month	Total of Employees	Absenteeism			Tardiness	Total Absences	Absenteeism percentage
		A	I	S			
May	35	2	7	3	9	12	1,71%
June	35	1	3	2	14	6	0,90%
July	35	2	4	3	11	9	1,11%
August	35	1	5	4	15	10	1,30%
September	35	1	8	2	17	11	1,57%
October	35	1	7	3	19	13	1,61%

*Source:* HRD Bank Jatim Dr. Soetomo Branch for the year 2024

PT Bank Jatim Tbk. (Dr. Soetomo) has experienced fluctuations in absenteeism rates over recent months. Based on the attendance data above, June recorded the lowest absenteeism rate at 0.90%, while May and October had higher absenteeism rates at 1.71% and 1.61%, respectively. This fluctuation in absenteeism indicates challenges in work discipline, organizational culture, and the work environment at Bank Jatim Dr. Soetomo Surabaya Branch. High absenteeism can hinder team effectiveness and the achievement of company targets. Therefore, further analysis is needed to understand and the work environment affect employee performance. Most previous research on the impact of these three factors has focused more on other sectors, such as education and manufacturing, with limited studies specifically addressing the regional banking sector. Thus, this study aims to fill this gap by analyzing the impact of organizational culture, work discipline, and the work environment on employee performance at Bank Jatim Dr. Soetomo Surabaya Branch.

## LITERATURE REVIEW

### *Human Resource Management*

Human Resources (HR) according to Meilisa Amalia et al. (2023) is an essential element in achieving the goals of a company, with individuals actively playing the key driving role. They hold valuable roles, so their skills must continuously be trained and developed for sustainability. According to Ramadhan & Rahmadsyah (2024), human resources are one of the determining factors in the success of an organization or company. A good company organization continuously strives to improve its human resources' capabilities, as this factor directly contributes to improving employee performance. With

enhanced employee performance, there will be a positive impact on the company.

Human resource management aims to effectively manage the workforce to maximize their contributions toward achieving the company's goals. To support the organization and provide a positive impact on society, HR management ensures the optimal contribution of employees in reaching organizational goals, addresses employees' personal needs such as income and social recognition, and enhances job satisfaction through development opportunities, a conducive work environment, and recognition of achievements.

### ***Organizational Culture***

According to Ismail in Wahyuddin (2022), organizational culture is a distinctive characteristic that is embedded and continuously preserved within a group, whether it is a formal organization or society in general. This culture is shaped by the system of values, norms, and shared beliefs upheld by group members, and it becomes the foundation for their rules and behaviors. According to Alisandas in Wahyuddin (2022), organizational culture consists of norms and values that guide the behavior of members within an organization. To be accepted in the environment, every member is expected to act in accordance with the existing culture. Improved performance suggests that organizational culture encompasses the norms and values that direct members' behavior. Every individual within the organization is expected to act according to the established culture to be accepted by the surrounding environment.

To better understand organizational culture, indicators are needed that can describe how this culture is applied and experienced by the members of the organization. According to Surya (2023), several indicators of organizational culture include innovation and risk-taking, attention to detail, result orientation, human orientation, team orientation, aggressiveness, and stability.

### ***Work Discipline***

Discipline is a key determinant of the success of an organization, and one of the main factors is the level of employee work discipline. High work discipline indicates that employees are aware of the importance of adhering to company rules and norms (Surya, 2023). On the other hand, according to Singodimedjo

in Hustia (2020), discipline is the manifestation of an individual's awareness and willingness to comply with the rules and social norms that prevail in their environment. It reflects an attitude that upholds the values of order and responsibility. Another perspective from Octaviani & Lidya Pricilla (2023) suggests that work discipline is the key to an organization's success. By enforcing work discipline, employees are able to perform their tasks in accordance with established procedures and regulations, leading to optimal results.

To measure the level of work discipline, indicators are needed that can reflect how well employees comply with rules and carry out their responsibilities. According to Alfred R. Lateiner in Octaviani & Lidya Pricilla (2023), the indicators of work discipline include punctuality, utilization of resources, responsibility, and adherence to office regulations.

### ***Work Environment***

The work environment is an important aspect that management must pay attention to within a company. Although it may not be directly related to the production process, this factor has a significant impact, and yet many companies still overlook it. The work environment directly affects employees. A good environment will improve employee performance, while a poor environment can reduce performance. According to Susilowati in Fauzi et al. (2022), the work environment consists of all entities that influence the surroundings and can impact an individual's or group's activities, either directly or indirectly. On the other hand, Sedarmayanti in Fauzi et al. (2022) defines the work environment as the totality of tools, equipment, and data around the workplace, including procedures and work systems, both individually and collectively.

One of the factors that determine the quality of the work environment is the various indicators within it. According to Hulu et al. (2022), some indicators of the work environment include relationships among employees, work atmosphere, and work facilities.

### ***Employee Performance***

Employee performance plays a crucial role in the productivity and success of an organization or company because employee efficiency is an important aspect of the development of activities within an

institution. Employee performance refers to the company's process of evaluating the work achievements of its employees. The ability of employee performance reflects an individual's ability to demonstrate work achievements by completing tasks effectively and responsibly. The performance of an individual employee is inherently personal. According to Marlina (2023), employee performance is the outcome achieved by an individual in carrying out the tasks assigned to them based on skill, experience, dedication, and time. Performance is an action, and the results of that performance consist of many components, not something that can be seen immediately. Essentially, performance is individual since employees possess varying abilities when carrying out their tasks.

According to Robbins and Coulter in Marlina (2023), employee performance indicators include several aspects, such as work quality, work quantity, punctuality, work effectiveness, and independence. These indicators reflect the extent to which employees meet the company's expectations. Quality and quantity measure the outcome and volume of work, while punctuality and effectiveness indicate efficiency. Independence reflects an employee's ability to work without the assistance of others.

## METHOD

The research method used is quantitative research. The quantitative method is employed to investigate a specific population group or a predetermined sample by collecting data through structured research instruments. The population in this study consists of all employees working at PT Bank Jatim, specifically at the Dr. Soetomo Surabaya Branch. The employees at this branch include various divisions that support the bank's operations, such as customer service, marketing, credit, and general management. The sampling method used in this research is the saturated sampling method. According to Sugiyono (2020), saturated sampling is a sampling method in which all members of the population are selected as the sample. Therefore, the sample in this study consists of 35 employees of PT Bank Jatim at the Dr. Soetomo Surabaya Branch.

The data used in this study is primary data. According to Sugiyono (2020), primary data is the source of data directly provided by the informant to the data collector. The data collection technique used

in this study is the distribution of questionnaires in the form of a Google Form. Prior to data collection, several questions were prepared, with weighted values assigned according to the indicators of each variable. The weights for each question were measured using a Likert scale, and the resulting data were analyzed using validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis.

## RESULT

### Validity Test

The validity test results for each indicator in the variables used show a value greater than the r-table, where the r-table value is 0.388. Therefore, it can be concluded that the indicators used in this research variable are relevant and can be used as items in data collection.

### Reliability Test

Based on the results of the reliability test above, it is known that the calculated alpha values are as follows: Organizational Culture is 0.941, Work Discipline is 0.945, Work Environment is 0.823, and Employee Performance is 0.933. These values exceed the minimum Cronbach's alpha value of 0.60. Therefore, the data obtained can be considered reliable and suitable for use as a data collection tool. As stated by Winarni, (2021), in data reliability testing using the Cronbach's alpha method, an instrument is considered reliable if its Cronbach's alpha value exceeds 0.60. Hence, the data obtained can be regarded as reliable and appropriate for use in data collection.

### Normality Test

**Table 1.** Normality Test

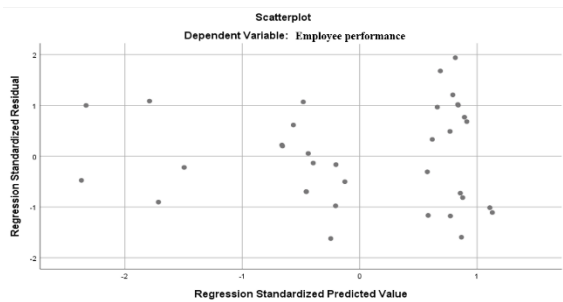
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.15595829
Most Extreme Differences	Absolute	.111
	Positive	.111
	Negative	-.101
Test Statistic		.111
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Ouput SPSS 25, 2025

Based on Table 4.1, the results of the normality test using the Kolmogorov-Smirnov method in SPSS show that the significance value is greater than 0.05 ( $0.2 > 0.05$ ). Therefore, it can be concluded that the data distribution in this study is normal.

**Heteroscedasticity Test**

**Figure 2.** Heteroscedasticity Test



Source : Ouput SPSS 25, 2025

According to the test results above, the points are randomly spread, without forming any consistent pattern, and are distributed both above and below zero on the Y-axis. This suggests that heteroscedasticity is not present, meaning the model is suitable for hypothesis testing.

**Multicollinearity Test**

**Table 2.** Multicollinearity Test

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture	.107	9.360
	Work Discipline	.111	8.995
	Work Environment	.260	3.840
	a. Dependent Variable: Employee performance		

Source : Ouput SPSS 25, 2025

Based on Table 2 above, the results of the multicollinearity test using VIF show that the VIF values for the variables Participative Organizational Culture (X1), Work Discipline (X2), and Work Environment (X3) are all below 10. Thus, it can be concluded that there is no indication of multicollinearity in any of the variables in this regression model.

**Autocorrelation Test**

**Table 3.** Autocorrelation Test

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978 <sup>a</sup>	.956	.951	1.211	1.927
a. Predictors: (Constant), Work Environment, Work Discipline, Organizational Culture					
b. Dependent Variable: Employee performance					

Source : Ouput SPSS 25, 2025

According to Table 2, the test results indicate that the Durbin-Watson value is 1.927. According to Santoso (2018), if the Durbin-Watson value lies between -2 and +2, it suggests that there is no autocorrelation in the regression of the data in this study. Thus, since the value falls within the range of  $-2 < 1.927 < +2$ , it can be concluded that there is no autocorrelation in the regression analysis of the research data.

**Multiple Linier Regression Analysis Test**

**Table 4.** Multiple Linier Regression Analysis Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.510	.985		2.548	.016
	Organizational Culture	.408	.105	.449	3.881	.001
	Work Discipline	.286	.106	.306	2.699	.011
	Work Environment	.237	.067	.260	3.511	.001
a. Dependent Variable: Employee performance						

Source : Ouput SPSS 25, 2025

Table 4 displays the findings of a multiple linear regression analysis, where Employee performance (Y) serves as the dependent variable, while Participative Organizational Culture (X1), Work Discipline (X2), and Work Environment (X3) act as the independent variables. Based on Table 4, the resulting multiple linear regression equation is as follows:  $Employee\ performance = 2.510 + 0.408X1 + 0.286X2 + 0.237X3 + e$

From Tabel 3, it can be seen that:

- a. The constant ( $\beta_0$ ) of 2.510 indicates that if the independent variables (X1, X2, X3) remain

constant (no changes), the dependent variable (Y) will have a value of 2.510 units.

- b. The regression coefficient of the Organizational Culture variable (X1), which is 0.408, suggests that if Participative Leadership Style increases by one unit, Employee Performance will increase by 0.408, assuming other independent variables remain constant.
- c. The regression coefficient of the Work Discipline variable (X2), which is 0.286, indicates that if Work Discipline increases by one unit, Employee Performance will increase by 0.286, assuming other independent variables remain constant.
- d. The regression coefficient of the Work Environment variable (X3), which is 0.237, shows that if the Work Environment improves by one unit, Employee Performance will increase by 0.237, assuming other independent variables remain constant.

### Hypothesis Test

#### F-Test

**Table 5.** F-Test

Anova <sup>a</sup>						
Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	977.711	3	325.904	222.376	.000 <sup>b</sup>
	Residual	45.432	31	1.466		
	Total	1023.143	34			
A. Dependent Variable: Employee performance						
B. Predictors: (Constant), Work Environment, Work Discipline, Organizational Culture						

Source : Ouput SPSS 25, 2025

In Table 4.5, it can be seen that the *fhitung* value is 222.376 with a significance level of 0.000. Therefore, it can be concluded that  $fhitung > ftable$  ( $222.376 > 2.91$ ) with a significance level of  $0.000 < 0.005$ . It can be concluded that H1 is accepted, meaning the independent variables Organizational Culture (X1), Work Discipline (X2), and Work Environment (X3) have a significant simultaneous effect on the dependent variable Employee Performance (Y).

#### t-Test

**Table 6.** t-Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.510	.985		2.548	.016
	Organizational Culture	.408	.105	.449	3.881	.001
	Work Discipline	.286	.106	.306	2.699	.011
	Work Environment	.237	.067	.260	3.511	.001

a. Dependent Variable: Employee performance

Source : Ouput SPSS 25, 2025

The t-test results shown in Table 6 indicate that the Participative Leadership Style variable has a t-statistic value of 3.881, which is greater than the t-table value of 1.669. The significance value is 0.001, which is smaller than  $\alpha$  (0.05), so  $H_0$  is rejected and  $H_2$  is accepted. Based on this, it can be concluded that the Organizational Culture variable has a significant influence on Employee Performance.

Next, the t-statistic value for the Work Discipline variable is 2.699, which is smaller than the t-table value of 1.669. The significance value is 0.011, which is smaller than  $\alpha$  (0.05), so  $H_0$  is rejected and  $H_3$  is accepted. Based on this, it can be concluded that the Work Discipline variable have a significant influence on Employee Performance.

Furthermore, the t-statistic value for the Work Environment variable is 3.511, which is greater than the t-table value of 1.699. The significance value is 0.001, which is smaller than  $\alpha$  (0.05), indicating that  $H_0$  is rejected and  $H_4$  is accepted. Therefore, it can be concluded that the Work Environment variable has a significant positive influence on Employee Performance.

#### Coefficient of Determination Test R<sup>2</sup>

Based on Table 3, the R Square value is 0.956, which means that 95.6% of Employee Performance is influenced by Organizational Culture (X1), Work Discipline (X2), and Work Environment (X3). Meanwhile, the remaining 4.4% is influenced by other variables not included in this research model.

## DISCUSSION

### ***The Effect of Organizational Culture on Employee Performance***

The results of this study show that the Organizational Culture (X1) variable has a significant influence on Employee Performance (Y) at the Dr. Soetomo branch of Bank Jatim, Surabaya. Based on the test, the t-value for the Organizational Culture (X1) variable is 3.881, indicating that  $t_{hitung} > t_{tabel}$  ( $3.881 > 1.699$ ) with a significance value smaller than 0.05 ( $0.001 < 0.05$ ). This indicates that the Organizational Culture created by the Dr. Soetomo branch of Bank Jatim contributes positively to building teamwork, improving motivation, and fostering strong company values. A positive organizational culture can create a conducive work environment for employees to grow and contribute optimally. By providing high motivation and encouraging initiative, organizational culture can enhance employee performance, which will have a positive impact on the overall organization (Swastiani Dunggio, 2020).

This is in line with research conducted by Hanny (2022) titled "The Influence of Organizational Culture and Work Discipline on Employee Performance at PT Multikarya Saranaperkasa Jakarta." The results of this study show that organizational culture has a positive effect on employee performance. The study highlights that the organizational culture at this company encompasses values and norms that support employee work aggressiveness. This culture encourages employees to perform their duties well and correctly to achieve optimal performance. Companies like PT Multikarya Saranaperkasa can leverage organizational culture to create a work environment that supports target achievement through training, effective internal communication, and rewarding behaviors that align with company values.

### ***The Influence of Work Discipline on Employee Performance.***

The results of the tests in this study indicate that the Work Discipline variable significantly affects Employee Performance at the Dr. Soetomo branch of Bank Jatim. The test results show that the t-value for Work Discipline is 2.699, with a significance value of 0.011. It is known that  $t_{hitung} > t_{tabel}$  ( $2.699 > 1.699$ ) with a significance value ( $0.011 < 0.05$ ). Good

work discipline among employees will accelerate the achievement of a company's goals, while poor discipline will become an obstacle and slow down progress. According to Arijanto and Wulandari (2019), good work discipline can also reduce errors and losses that may arise due to negligence.

This finding aligns with previous research, such as the study by Tamara et al. (2021) titled "The Effect of Organizational Culture, Work Discipline, and Work Environment on Employee Performance at BRI Bank Manado Branch." This study shows that high work discipline at PT BRI Manado Branch significantly contributes to increasing employee productivity, as reflected in employees' ability to meet operational targets and maintain service quality to customers.

### ***The Influence of Work Environment on Employee Performance.***

Based on the test results, it is evident that there is an influence between the independent variable, Work Environment (X3), and the dependent variable, Employee Performance (Y). The test results show that the t-value for Work Environment (X3) is 3.511, indicating that  $t_{hitung} > t_{tabel}$  ( $3.511 > 1.699$ ). Therefore,  $H_a$  is accepted, stating that the Work Environment variable has a significant effect on Employee Performance (Y) at the Dr. Soetomo branch of Bank Jatim, Surabaya. When a company provides a good work environment, employees can perform their tasks optimally, healthily, safely, and comfortably. According to Afandi in Nurjaya (2021), the work environment includes everything around workers that can influence them while carrying out their tasks. This includes factors such as temperature, humidity, ventilation, lighting, noise, cleanliness, and the adequacy of work tools.

The results of this study are supported by previous research by Tamara et al. (2021), titled "The Influence of Work Discipline, Organizational Culture, and Work Environment on Employee Performance at PT Yudhistira Perkasa Abadi," which found a significant influence of the work environment on employee performance. The previous research suggests that the work environment includes all materials, tools, methods, and work arrangements faced by employees, both individually and in teams. A good work environment creates a comfortable atmosphere that

ultimately improves employee productivity. Physical conditions such as workspace, tools, and adequate equipment are key factors in work effectiveness, as well as fostering harmonious relationships between employees and management or among colleagues, enabling employees to enhance the quality and productivity of their work.

## CONCLUSION

Based on the research findings, it was discovered that the variables of Organizational Culture, Work Discipline, and Work Environment simultaneously have a significant impact on Employee Performance at PT Bank Jatim, Dr. Soetomo Branch, Surabaya. A strong organizational culture can create a conducive work environment, enhance motivation, and strengthen teamwork, leading to a positive impact on employee performance. High work discipline contributes to increased productivity, reduces operational errors, and creates efficiency in work processes. Furthermore, a comfortable and supportive work environment, both in terms of physical facilities and interpersonal relationships, further boosts employee morale. Therefore, companies need to strengthen organizational culture through the internalization of company values, improve employee discipline with better supervision and reward systems, and create a more comfortable and productive work environment to optimize employee performance.

However, this study has limitations, as it was conducted at only one branch of PT Bank Jatim, and the results may not necessarily be generalized to other banking companies. Additionally, this research focused only on three main variables, while other factors, such as leadership, job satisfaction, and reward systems, may also influence employee performance. Therefore, future research is recommended to expand the scope by involving more companies or different industries to obtain more comprehensive results. Furthermore, the research could examine additional factors that impact employee performance and utilize more varied research methods, such as longitudinal studies, to understand the long-term effects of these variables.

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