

**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND
WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE
WITH JOB SATISFACTION AS INTERVENING VARIABLE
(CASE STUDY OF LABORATORY DEPARTMENT AT PT. INDOMURO
KENCANA)**

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ABSTRACT

This research aims to determine and analyze the Influence of Organizational Culture and Work Environment on Employee Performance with Job Satisfaction as the Intervening Variable (Case Study of the Laboratory Department at PT Indo Muro Kencana). The research uses a quantitative approach with a cross-sectional survey method. This study involved 63 employees of the Laboratory Department at PT Indo Muro Kencana as the population. The saturated sample, also known as a census, is a sampling technique when the entire population is used as a sample, therefore the sample of the research is 63 people. The analysis of research data uses path analysis with SPSS analysis equipment. The research results a significant positive direct effect of organizational culture on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana. The work environment has a significant positive direct impact on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana, The organizational culture has a significant positive immediate effect on the employee performance of Laboratory Department at PT. Indo Muro Kencana, The work environment also has a significant positive direct impact on the employee performance of Laboratory Department at PT. Indo Muro Kencana, The job satisfaction has a significant positive immediate effect on the employee performance of Laboratory Department at PT. Indo Muro Kencana while the organizational culture indirectly impacts employee performance in which the job satisfaction functioned as an intervening variable in the Laboratory Department at PT. Indo Muro Kencana. However, there is an indirect effect of the work environment on employee performance with job satisfaction as an intervening variable in the Laboratory Department at PT. Indo Muro Kencana.

Keywords : Organizational Culture; Work Environment; Employee Performance; Job Satisfaction

ABSTRAK

Penelitian ini dilaksanakan untuk mengetahui dan menganalisa Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Intervening (Studi Kasus di Departemen Laboratorium PT Indo Muro Kencana). Penelitian ini menggunakan pendekatan kuantitatif dengan metode survey cross sectional. Jumlah populasi pada penelitian ini adalah 63 orang karyawan bagian Laboratorium di PT Indo Muro Kencana. Penelitian ini menggunakan sampel jenuh dengan mengambil seluruh populasi untuk digunakan sebagai sampel atau disebut juga dengan sensus. Pada penelitian ini, analisis jalur dilakukan dengan menggunakan SPSS.

Hasil penelitian menunjukkan adanya pengaruh langsung positif yang signifikan antara budaya organisasi terhadap kepuasan kerja Departemen Laboratorium di PT. Indo Muro Kencana. Lingkungan kerja berpengaruh langsung positif dan signifikan terhadap kepuasan kerja Departemen Laboratorium di PT. Indo Muro Kencana. Budaya organisasi berpengaruh langsung positif dan signifikan terhadap kinerja pegawai Departemen Laboratorium di PT. Indo Muro Kencana. Lingkungan kerja berpengaruh langsung positif dan signifikan terhadap kinerja pegawai Departemen Laboratorium di PT. Indo Muro Kencana. Kepuasan kerja berpengaruh langsung positif dan signifikan terhadap kinerja pegawai Departemen Laboratorium di PT. Indo Muro Kencana. Di sisi lain budaya organisasi secara tidak langsung berpengaruh terhadap kinerja karyawan, dengan kepuasan kerja sebagai variabel intervening di Departemen Laboratorium di PT. Indo Muro Kencana dan terdapat pengaruh tidak langsung lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening.

Kata Kunci : Budaya Organisasi; Lingkungan Kerja; Kinerja Karyawan; Kepuasan Kerja

INTRODUCTION

Human Resource (HR) is an exceedingly important factor for the progress of organizations, companies and countries (Mangkunegara, 2016). The main factor that drives the development of organizations, companies and countries is Human Resource (HR). In plain view, human resources are those who are employed in an institution as the drivers, initiators, and executors in order to reach the goals of the institution. Thus, sooner or later the achievement of company goals depends on the Human Resources (HR) employed. The current perspective on management in organizations has seen that employees are not only resources but also the capital or assets for institutions or organizations.

Regarding this year's performance, in a short interview that the author conducted regarding the current 2020 performance, the HRD team PT Indo Muro Kencana said there was a decrease compared to therealization of performance in 2019. The realization of performance in 2019 was much better than 2020 during the pandemic of covid-19. The performance of the employee can be seen from the data evaluation in the following table 1.

The number of Laboratory Department employees shows an increase from 50 in 2018 to 63 in 2021. Previously in 2019-2020, there was a decrease of 58 employees due to the pandemic. Based on an evaluation in 2021, the assessment has increased by 31.7% in the excellent category. Besides that, based on the absentee data for Laboratory

Department, the number of employees may increase and decrease. It indicates that the performance of Laboratory Department employees also fluctuates. (Table 1.2)

The data of the employee attendance shows that when the percentage of employees' absences is higher, the employees' performances become lower. Based on initial observations through interviews with HRD, employee performance could be more optimal. The decrease in performance can be caused by several factors such as the low of organizational culture and the job satisfaction of employees in having a better sense of responsibility and the atmosphere of the work environment.

LITERATURE REVIEW

Mariati & Mauludin (2018) state that: 1) the culture of organization has a positive direct and significant effect towards job satisfactions, 2) it also has a direct positive and significant effect on employee performance, 3) the job satisfaction has a significant and positive direct effect on employee performance, 4) the work motivation has a positive direct and significant effect to the job satisfaction, 5) the work motivation does not have any effects on employee performance, and 6) the job satisfaction intervenes the relationship between the culture of organization and the work motivation and employee performance.

Based on the previous study, this research lies on the variables used, especially employee performance and the independent variables used, research objects, data analysis methods, and hypothesis testing used. Apart from that, from the results of previous studies, some journals stated that there was no significant effect.

According to the background, phenomena, and research gaps that have been described, the employee performance is affected by several factors. The research is focused and considers more on the limitations of the researcher under the title: The Influence of Organizational Culture and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study of the Laboratory Department at PT Indo Muro Kencana).

RESEARCH METHOD

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229). Data collection analysis is the process of searching and systematically compiling data

from sources such as interviews and field notes to make the results easy to understand and share (Sugishirono, 2018: 244). The analysis technique applied in this study is correlation and regression which are used to determine the effect of independent variables on the dependent ones. In analyzing data, the researcher used SPSS 26.00 software. It is a computer program to calculate statistics which consists of:

Research Instrument Validity Test

The validity test is used to determine whether the survey is valid or invalid'. A questionnaire is considered valid when the questions can reveal something measured (Ghozali, 2015). The validity was confirmed by contrasting the calculated r_{value} to the r_{table} value for an alpha value of 0.05 with degrees of freedom (df) = $n-2$. An item or a question is valid if r_{count} is greater than r_{table} and r_{value} is positive. The analysis of the results can be checked out from the output of the confidence test in "Corrected Overall Item Correlation" section. When deciding to test the validity of a dimension: (1) The part or variables is considered valid if r_{count} is positive while $r_{\text{count}} > r_{\text{table}}$. (2) The element or variable is valid if r_{count} is negative and $r_{\text{count}} < r_{\text{table}}$. If the result of r is not positive and the result of r_{table} is lower, then the element or variable is invalid.

Research Reliability Test

A reliability test is a way to measuring variable or structural dimension questionnaires (Ghozali, 2015). A survey is said to be authoritative or reliable when the responses to the study are consistent. The reliability of the questionnaire in this study was tested by using the Cronbach alpha statistical test. The surveys are very reliable, and the SPSS computer program was used to test the reliability of the surveys. According to Sekaran (2015), the decision criteria of the reliability test are: if Cronbach's alpha has a coefficient of 0.6. The value is acceptable (builds reliably). However, when Cronbach's value is lower than 0.6, it is considered to be very unacceptable (unreliable structure).

The test of reliability is used to see the consistency or the data stability. The equipment used is reliable and consistent. The SPSS version 26 program with the Alpha Cronbach method is used simultaneously in this reliability test.

Cronbach's alpha formula was used in testing the reliability of the same instrument. The formula ensures that the measuring device is relatively incapable in producing different results when the same symptom is measured repeatedly at other

times. Therefore, the reliability of measurement is connected to the consistency and accuracy of measurements.

Data Description Analysis

In the description of the research data, it will be explained in more detail the data used and processed which will make it easier for the reader to find out how much comparison is obtained from the data to be tested. In this descriptive analysis it consists of (Riduwan, 2016: 160):

a. Means : $\mu = \frac{1}{n} \sum_{i=1}^n X_i$ or $\mu = \frac{1}{n} (X_1 + X_2 + \dots + X_n)$

b. std. Deviation : $S = \sqrt{\frac{1}{n} \sum_{i=1}^n (X_i - \mu)^2}$

- c. Minimum: X_1 = The smallest data value
d. Maximum: X_n = The largest data value

Analysis Requirements Analysis

a. Data Normality Test

The data normality test was carried out by using the Kolmogorov-Smirnov One-Sample Test to see whether the data was normal or not. Parametric statistics is used for data analysis and hypothesis testing to check if the data is normal. The data is considered to be normal if the significance is > 0.05 .

b. Linearity Test

The test is conducted to see whether the two variables have a linear effect or not. The linearity test is usually used as a prerequisite of the correlation or linear regression analysis. The linearity tested by using SPSS shows that the significance level is 0.05. Both of the variables are stated to have a linear effect if the significance (linearity) is less than or below 0.05.

c. Homogeneity Test

According to Irianto (2012:271-282), a homogeneity test of variance is needed before we compare two or more groups so that the differences are not caused by fundamental differences (the inhomogeneity of the groups being compared). Several formulas can be used to test the homogeneity of variance, including Harley, Cochran, Levene, and Bartlett's Tests. In this thesis, Levene's test is used.

d. Multicollinearity Test

Assumption Multicollinearity arises when the independent variables are highly correlated when there is a robust pairwise correlation which is greater than 0.80 among the independent variables. Perfect collinearity does not allow the regression coefficient for the independent variable X to be the standard of error. Conversely, if the collinearity is imperfect, the regression coefficients can be obtained, but the standard error becomes prominent, and the regression coefficients cannot be obtained with high accuracy.

Path Analysis

This research used path analysis for statistics. The analysis showed that the exogenous variable influence on the endogenous ones could be in the form of direct and indirect impacts.

In other words, path analysis determines direct and indirect effects. Unlike ordinary regression models, the impact of the independent on the dependent variables is only in immediate level.

Path analysis is also used in causal models that researchers formulate based on specific theoretical considerations and insights. In other words, path analysis helps validate or test theorized causal models rather than deriving causal theories (Sujana, 2011: 293).

Riduwan and Kuncoro (2015: 115) said that path analysis techniques are used to test the contribution of causal relationship among variables X1, X2, and Y and their effect on Z, which is indicated by the path coefficient of each path plot. Computer calculations by SPSS were used for data processing. Because the results of data analysis are a printout from the path analysis table, there is no significant error. The data processing results are presented in tabular form, so they are easy to read and understand. The computational basis of this technique is correlation analysis and regression analysis.

This technique uses two types of arrows: a single arrow to show the influence of the independent on the dependent variables and a double arrow to show the correlation between the dependent variables. Explain the causal influence between variables to be studied.

Hypothesis test

The associative hypothesis is a tentative answer to formulating an associative matter which asks about the relationship between two or more variables. Thus, a

statistical hypothesis is raised by formulating the problem and hypothesis testing. Therefore, the hypotheses proposed are as follows:

First hypothesis

Ho : $1 = 0$ The direct influence of organizational culture on the jobsatisfaction of the Laboratory Department at PT. Indo Muro Kencana is not found.

Ha : $1 > 0$ There will be a direct influence of organizational culture on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana.

Second hypothesis

Ho : $2 = 0$ The work environment does not give a direct effect on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana.

Ha : $2 > 0$ There will be a direct effect of the work environment on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana.

Third hypothesis

Ho : $3 = 0$ There will not be a direct influence of organizational culture on the employee performance of Laboratory Department at PT. Indo Muro Kencana.

Ha : $3 > 0$ The organizational culture gives a direct influence on the employee performance of Laboratory Department at PT. Indo Muro Kencana.

Fourth hypothesis

Ho : $4 = 0$ There will not be a direct influence of the work environment on the employee performance of Laboratory Department at PT. Indo Muro Kencana.

Ha : $4 > 0$ There is a direct influence of the work environment on the employee performance of Laboratory Department at PT. Indo Muro Kencana.

Fifth hypothesis

Ho : $5 = 0$ There would not be a direct effect of job satisfaction on the employee performance of Laboratory Department at PT. Indo Muro Kencana.

Ha : $5 > 0$ The direct effect of job satisfaction on the performance of Laboratory Department employees at PT. Indo Muro Kencana is found.

Sixth hypothesis

Ho : $y_1 = 0$ There would not be an indirect effect of organizational culture on employee performance with job satisfaction as an intervening variable of Laboratory Department at PT. Indo Muro Kencana.

Ha : $\gamma_1 > 0$ There is an indirect effect of organizational culture on employee performance with job satisfaction as an intervening variable of Laboratory Department at PT. Indo Muro Kencana.

Seventh hypothesis

Ho : $\gamma_2 = 0$ There will not be an indirect effect of the work environment on employee performance with job satisfaction as an intervening variable of Laboratory Department at PT. Indo Muro Kencana.

Ha : $\gamma_1 > 0$ There is an indirect influence of the work environment on employee performance with job satisfaction as an intervening variable of Laboratory Department at PT. Indo Muro Kencana.

RESULTS AND DISCUSSIONS

The results of the research show: (Table 4.32)

1. The point of the influence of organizational culture on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana is 0.381. It means that the job satisfaction determined by organizational culture is in the level of 38.1%. This fact is partially supported by the significant direct influence of organizational culture on the job satisfaction. Based on the analysis of the results, the organizational culture is in a significant influence on job satisfaction. It means that organizational culture affects the job satisfaction of the employees. Organizational culture shows the employee aggressiveness and stability in which innovation, orientation and risk are awakened to the level of detail both individual and team in Laboratory Department at PT. Indo Muro Kencana.

This finding is supported by previous researches by Hastuti, DT, & Muafi, M. (2022). Tri Wahjoedi (2022), Vebina et al. (2022), Zukarnaen et al. (2020), Mariati & Mauludin (2018), Yuliawan & Nurrohman (2022) and Siki (2022) which say that there is the effect of organizational culture on job satisfaction.

2. The value of the influence of the work environment on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana is 0.574. It means that 57.4% of job satisfaction is influenced by the work environment. This situation is supported significantly by the direct effect of the work environment on the job satisfaction. It means that the work environment affects on the job satisfaction of the employees.

There are physical and non-physical work environments in the Laboratory Department at PT. Indo Muro Kencana.

This result is supported by previous researches conducted by Vebina et al. (2022), Zukarnaen et al. (2020), Yuliawan & Nurrohman (2022), and Siki (2022), which say that there is an influence of the work environment on job satisfaction.

3. The immediate influence of organizational culture on the employee performance of Laboratory Department at PT. Indo Muro Kencana is at 0.236. It means that 23.6% of the employee performance is affected by organizational culture. This situation is partially supported by the significant direct influence of organizational culture on the employee performance of Laboratory Department at PT. Indo Muro Kencana.

Employee performance, including organizational culture, is determined by environmental conditions inside and outside the organization. Therefore, creating an organizational culture can improve employee performance in completing assigned tasks. Organizational culture can significantly impact long-term economic performance and make it an even more critical factor in determining organizational success. The strong culture strengthens existing human resources in an organization and improves employee performance. Therefore, a solid organizational culture influences on how employees think and act when they get work done. Companies with a strong culture can improve employee performance, foster cohesiveness among members, increase a sense of security and loyalty to the company.

This finding is supported by previous researches conducted by Hastuti, DT, & Muafi, M. (2022), Hendra et al. (2022), Vebina et al. (2022), Syardiansah et al. (2020), Setiawan et al. (2020), Fatimah, S & Frinaldi, A. (2020). Sugiyono & Rahajeng (2022), Nasution et al. (2022), Rinika & Rustam (2022), Zukarnaen et al. (2020), Mariati & Mauludin (2018), Yuliawan & Nurrohman (2022), Siki (2022) which state that there was a significant influence effect of job satisfaction on employee performance, while researcherswahjoedi (2022) said there was no effect.

4. The direct influence of the work environment on the employee performance of Laboratory Department at PT. Indo Muro Kencana is at 0.235 or 23.5%. It shows that there is a significant direct effect of the work environment on the employees performance. Management needs to create a positive work environment so that budget

leaders are more committed and then more focused on employees' productivity. The work atmosphere has a direct impact on how employees complete their work and ultimately improve the performance of the organization culture in the company. The condition has a very close relationship to the employee performance. The motivation for performance that they should have depends on themselves and the workplace. Performance motivation grows from within forms an inherent strength, and if conditions in the work environment support this, then performance becomes easier. Better working conditions have a greater impact on employees' ability to perform their jobs optimally.

The finding is supported by previous researches carried out by Hendra et al (2022), Vebina et al (2022), Syardiansah et al (2020), Setiawan et al (2020), Fatimah, S & Frinaldi, A. (2020), Sugiyono & Rahajeng (2022), Kurniasari & Pratiwi (2022), Nasution et al (2022), Rinika & Rustam (2022), Zukarnaen et al (2020), Mariati & Mauludin (2018), Yuliawan & Nurrohman (2022), and Siki (2022) which explain that there is a significant influence of organizational culture on employee performance. Meanwhile, Tri Wahjoedi (2022), in his research said that there was no effect.

5. The point of job satisfaction on the employee performance of Laboratory Department at PT. Indo Muro Kencana is 0.532. It means that 53.2% of employee performance is determined by job satisfaction. A significant direct influence is found between the job satisfaction and the employee performance of Laboratory Department. Happy employees are more likely to be actively involved in organizations that can increase their productivity, while unhappy employees can give negative impact for organizational leadership in achieving goals. Job satisfaction is one variable that influences employee productivity and work performance. The most basic is the influence of job satisfaction on an organization that affects employees' productivity. The level of job satisfaction that employees feel affects their performance. Employees perform better in an organization when job satisfaction is achieved.

Several previous researches done by Vebina et al. (2022), Zukarnaen et al. (2020), Yuliawan & Nurrohman (2022), and Siki (2022) stated that there is a direct effect of the work environment on employee performance.

6. The enormity of the indirect influence of organizational culture on the employee performance of Laboratory Department at PT. Indo Muro Kencana is at 0.381×0.532

= 0.203 or 13.8%. It means that around 13.8% employee performance is influenced by organizational culture with job satisfaction as the intervening variable. It is clear that there is a significant indirect effect of organizational culture on employee performance, with job satisfaction as an intervening variable in the Laboratory Department at PT. Indo Muro Kencana. The actual value of organizational culture on the employee performance in the company is 0.236. On the other hand, the indirect effect of organizational culture on employee performance with job satisfaction as an intervening variable is at 0.203, so that the total impact is 0.439 or 56.7%. Based on the analysis above, job satisfaction can be an intermediary of organizational culture on employee performance in which H_0 is rejected, H_a is accepted, and a p-value 0.004 is smaller than the significant level or 0.004 which is lower than 0.05. Consequently, there is a direct influence between organizational culture on employee performance with job satisfaction as an intervening variable. The total influence of organizational culture on job satisfaction (Z) is 0.236. The indirect effect of organizational culture on employee performance with job satisfaction as the intervening variable is 0.203, so the total effect is 0.439 (Total = direct + indirect = $0.236 + 0.203 = 0.439$).

Organizational culture is the shared beliefs, attitudes, and values that emerge. It is also a system run by sharing the members that distinguish an organization from others. Culture is an archetype of assumptions shared by a group of people who have previously studied and believed in the correctness to solve various problems related to external coordination and internal integration. Therefore, we need to teach this basic assumption pattern. How to correctly understand, think and express emotions related to organizational issues. Job satisfaction is based on employee self-esteem and job likes and dislikes. Organizational culture does not go well in a company if it does not meet expectations.

This fact is supported by previous researches conducted by Tri Wahjoedi (2022), Hendra et al. (2022), Vebina et al. (2022), Zukarnaen et al. (2020), Mariati & Mauludin (2018), Yuliawan & Nurrohman (2022), and Siki (2022). They stated that there is the influence of organizational culture on employee performance towards the job satisfaction.

7. The amount of the indirect influence of the work environment on the employee performance of Laboratory Department at PT. Indo Muro Kencana is $0.574 \times 0.532 = 0.305$ or 19.8%. This is supported by a significant indirect effect of the work environment on employee performance, with job satisfaction as an intervening variable. The total influence of the work environment on the employee performance is 0.235. Meanwhile, the indirect effect of the work environment on employee performance with job satisfaction as an intervening variable is 0.305, so the total impact is 0.540 or 47.1%. Based on the analysis above, job satisfaction can be an intermediary from the work environment on employee performance where H_0 is rejected. H_a is accepted and it obtained a p-value of 0.000 which is smaller than the significance level or $0.000 < 0.05$. So, there is a direct influence between the work environments on employee performance with job satisfaction as the intervening variable. The total effect of the work environment on job satisfaction (Z) is 0.235 while the indirect effect of the work environment on employee performance with job satisfaction as the intervening variable is 0.305. So, the total effect is 0.540 (Total = direct + indirect = $0.235 + 0.305 = 0.540$).

The work environment is the entire work infrastructure where the employees work that can affect their work performance. The work atmosphere in an organization plays an essential role in the smooth production flow. This is because a good work environment makes employees happy in completing their duties and affects their performance. Job satisfaction of an employee shows whether their job desires are fulfilled. Suppose an employee's work environment needs to provide what is expected of them, such as fair opportunities for promotion, worth salary, helpful co-workers and superiors, and job satisfaction. In that case, the employee will undoubtedly perform poorly.

This result is in line with some previous researches conducted by Vebina et al. (2022), Zukarnaen et al. (2020), Yuliawan & Nurrohman (2022), and Siki (2022) that stated that there is an influence of the work environment on employee performance towards the job satisfaction.

CONCLUSIONS

Based on the results of the research and the data analysis described in the previous chapter, the followings are the conclusions that can be presented as follows:

1. The organizational culture significantly influences the job satisfaction of the employees of Laboratory Department at PT. Indo Muro Kencana.
2. The work environment has a significant positive effect on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana.
3. The organizational culture has a significant favorable influence towards the employee performance of Laboratory Department at PT. Indo Muro Kencana.
4. The work environment has a significant positive effect on the employee performance of Laboratory Department at PT. Indo Muro Kencana.
5. The job satisfaction has a significant positive effect on the employee performance of Laboratory Department at PT. Indo Muro Kencana.
6. The organizational culture significantly influences employee performance, with job satisfaction as an intervening variable in the Laboratory Department at PT. Indo Muro Kencana.
7. The work environment has a significant influence on employee performance, with job satisfaction as an intervening variable in the Laboratory Department at PT. Indo Muro Kencana.

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TABLE

Table 1.1. Laboratory Department Employee Performance Evaluation

Period	MARK				Total
	SPECIAL	GOOD	CURRENTLY	NOT ENOUGH	
2018	3	16	12	1	50
	6.0%	32.0%	24.0%	2.0%	100.0%
2019	2	22	14	2	58
	3.4%	37.9%	24.1%	3.4%	100.0%
2020	3	15	20	3	55
	5.5%	27.3%	36.4%	5.5%	100.0%

2021	2	20	15	1	63
	3.2%	31.7%	23.8%	1.6%	100.0%

Source: HRD PT Indo Muro Kencana (IMK) (2022)

Table 1.2. Laboratory Department Employee Absence

Period	Employee	Total Employees	Permission	Sick	Covid
2018	32	245	12	3	0
			4.9%	1.2%	0.0%
2019	40	250	8	2	0
			3.2%	0.8%	0.0%
2020	41	220	14	12	21
			6.4%	5.5%	9.5%
2021	38	255	6	4	9
			2.4%	1.6%	3.5%

Source: HRD PT Indo Muro Kencana (IMK) (2022)

Table 4.32

Influence	Hypothesis	Conclusion
There is a direct influence of organizational culture on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana.	$0.023 < 0.05$	Positive and Significant
There is a direct influence of the work environment on the job satisfaction of the Laboratory Department at PT. Indo Muro Kencana.	$0.001 < 0.05$	Positive and Significant
There is a direct influence of organizational culture on the performance of Laboratory Department employees at PT. Indo Muro Kencana.	$0.014 < 0.05$	Positive and Significant
There is a direct influence of the work environment on the performance of Laboratory Department employees at PT. Indo Muro Kencana.	$0.019 < 0.05$	Positive and Significant
There is a direct effect of job satisfaction on the performance of Laboratory Department employees at PT. Indo Muro Kencana.	$0.000 < 0.05$	Positive and Significant
There is an indirect effect of organizational culture on employee performance with job satisfaction as an intervening variable in the Laboratory Department employees at PT. Indo Muro Kencana.	$0.012 < 0.05$	Positive and Significant
There is an indirect effect of the work environment on employee performance with job satisfaction as an intervening variable in the Laboratory Department at PT. Indo Muro Kencana.	$0.000 < 0.05$	Positive and Significant

Source: Processed data (2022)