

## **The Influence Of The Work Environment And Organizational Culture On Employee Performance With Satisfaction As An Intervening Variable**

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### **Abstrak**

This study aims to analyze the influence of the work environment and organizational culture on employee performance with satisfaction as an intervening variable in PT. Bank BNI Makassar branch. The population in this study is employees at PT Bank BNI Makassar Branch, including all employees ranging from outsourcing employees, BINA's employees, and permanent employees totaling 238 employees. Sampling in this study used *purposive sampling* method. Data collection techniques used by distributing questionnaires. The data analysis technique used is path analysis. The results of this study show that (1) The work environment has a positive and significant effect on job satisfaction. The refore hypothesis one is accepted. (2) Organizational culture has a positive and significant effect on job satisfaction, so hypothesis two is accepted. (3) The work environment has a positive and significant effect on employee performance. The refore hypothesis three is accepted. (4) Organizational culture has a positive and significant effect on employee performance, so hypothesis four is accepted. (5) Job satisfaction has a positive and significant effect on employee performance, so hypothesis five is accepted. (6) Work environment through job satisfaction as an intervening variable has a positive and significant effect on employee performance. The refore hypothesis six is accepted. (7) Organizational culture through job satisfaction as an intervening variable has a positive and significant effect on employee performance, so hypothesis seven is accepted.

**Keywords:** *Work Environment, Organizational Culture, Employee Performance and Satisfaction.*

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### **INTRODUCTION**

In a developing society, human resources (HR) have an important role where HR is a potential that is an asset and functions as capital in the organization that can be realized into real potential in realizing organizational success. In every organization or company, be it large or small companies. The HR function in an organization is the main actor of all activities carried out in an organization. The success of the organization in the face of competitors is determined by the quality of human resources. Many companies are unable to compete because the quality of human resources is not good. Therefore, the company must be able to increase employee productivity in order to be able to obtain good performance.

According to Kesuma (2017) companies that have the desire to produce professional employees with high integrity, there is a need for standard references imposed by a company.

The standard reference is the existence of an organizational culture that systematically guides employees to improve performance for the company. (Haqq, 2016:56)

The work environment is an important role that must be emphasized by the company in order to achieve its goals, both physical work environment and non-physical work environment. According to Sedarmayanti in Suminar, et al (2015: 2) stated that broadly speaking, the type of work environment is divided into 2, namely the physical work environment and the non-physical work environment. Physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly.

In addition to the work environment, culture is also important in a company because it involves the beliefs and values of a company. According to Susanto (2021), Organizational Culture is a pattern of beliefs, behaviors, assumptions, and shared values. Organizational culture shapes the way members of an organization behave and interact and influences the way they work. In turn, this organizational culture is expected to be able to create an environment conducive to the improvement of individual and organizational performance. (Edison et al., 2016:120).

Thus, organizational culture is a person's perspective on the field he pursues and the moral principles he has that foster strong belief on the basis of the values he believes, has a high spirit and is serious about realizing the best achievements. A strong and positive culture has a strong influence on the organization, one of which is the direction of organizational behavior and performance.

According to Bintoro and Daryanto (2019: 118), Organizational Culture is a person's perspective in giving meaning to performance. Performance is the result of performance that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of their respective responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. According to Moehariono (2017: 96) performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

According to Edison et al (2016: 190), performance is the result of a process that refers to and is measured over a certain period based on predetermined terms or agreements. Performance in carrying out its functions does not stand alone, but is always related to employee job satisfaction and the level of rewards given, and is influenced by skills, abilities and individual traits. Moehariono (2017:96).

Job satisfaction is a set of employee feelings about things that are pleasant or not towards a job they are facing (Edison et al., (2016: 213). According to Yusuf (2016: 279) job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work. Job satisfaction reflects how a person feels about his job. This can be seen in the positive attitude of employees towards work and everything faced in their work environment.

In banking, one of them in Makassar is PT. Bank BNI Makassar Branch which has an organizational culture consisting of Professionalism, Integrity, Customer Orientation, and Continuous Improvement. As well as in the banking world at PT. Bank BNI Makassar Branch itself was established with the aim of becoming the bank of choice for the community that excels in service and performance.

In addition, researchers also found a survey that there are some employees who have not adhered to the existing culture. As there are still delays in employees participating in morning briefings that should be followed by employees every day. Because through this morning briefing employees can find out how targets, new products, and evaluate each other's mistakes or shortcomings that occur that hinder performance in the previous day so that employees can find solutions together.

The performance of employees of Bank BNI Makassar branch has decreased in each division every year. First in the BM (Branch Manager) division which is the branch leader, in 2019 the average performance appraisal in the BM division was 95.55 which decreased in 2020 to 89.00 and in 2021 also decreased to 82.55. Secondly, in the HRM (Human Resources Management) division, which is a division that regulates human resources in the company, in 2019 it had a performance assessment of 84.49, then in 2020 it decreased to 82.02, and in 2021 it also decreased to 81.70. Third in the Teller division, this division is an employee in charge of cash financial transaction activities with customers. In 2019, the average performance assessment of the Teller division was 88.09, then decreased in 2020 to 82.50, and in 2021 again decreased to 80.00. The four divisions of CS (Customer Services), this division is an employee who is in charge of providing information and taking care of customer administration. In 2019, the average performance assessment in the CS division was 89.57, then decreased in 2020 to 85.02, and in 2021 it decreased again to 81.20. Fifth in the CA (Credit Analyst) division, this division is an employee who calculates and analyzes risks that potentially arise in the crediting process. In 2019, the average performance assessment of the CA division was 87.02, then in 2020 it decreased to 80.57, and in 2021 it again decreased to 79.50.

## LITERATURE REVIEW

### Working environment

The work environment is a place where employees carry out work activities. The work environment can bring positive and negative for employees in order to achieve their work results. The work environment is one of the causes of success in carrying out a job, but it can also cause a failure in the implementation of a job, because the work environment can affect workers, especially the work environment that is positive and can be negative.

According to Tohardi (2015: 130) that in designing the work environment there are two things that need to be designed, namely designing the physical workspace and designing humans who are a group of humans and form a social environment.

### Organizational Culture

This organizational culture is important, be it for the purpose of government organizations, school businesses, universities and so on. This is because the organization provides a framework related to the behavior of members (*employees / teachers / lecturers*) and work iklim. If the organization is strong, members who will be in the organization consider the rules no longer as a negligent obligation, but have become a necessity. On the other hand, they have a sense of community, kinship, and pride in their organization which in turn fosters member satisfaction and commitment, which is why budaya is important to manage.

Davis in Moeheriono (2015) defines organizational culture as a pattern of organizational beliefs and values that are understood, imbued, and practiced by the

organization so that the pattern gives its own meaning and becomes the basis for rules of behavior in the organization.

### Job Satisfaction

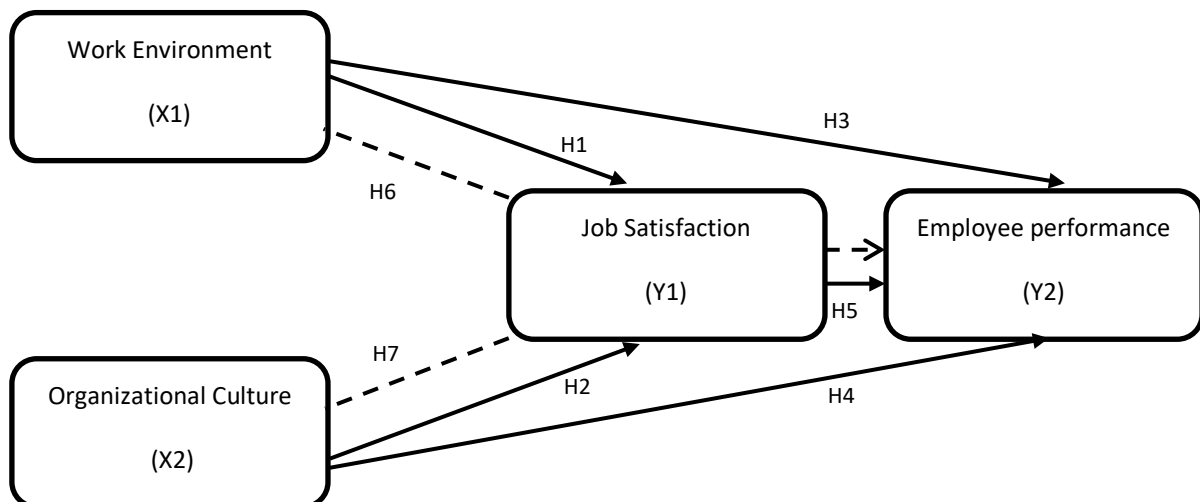
Widodo (2015: 169) states that job satisfaction is a pleasant psychological condition or employee feeling that is very subjective and highly dependent on the individual concerned and his work environment, and job satisfaction is a *multifaceted* concept (many dimensions), he can use an overall attitude or refer to a person's part of the job. Rivai and everything (2013: 856) that satisfaction is an evaluation that describes a person on his feelings of happy or unhappy attitude, satisfied or dissatisfied at work.

### Employee Performance

Etymologically, performance comes from the word *work performance (performance)*. The term performance from the word *job performance* or actual performance (work performance or actual achievement achieved by someone) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance is the appearance of someone's work in the form of quality or quantity in a company. Performance is also important in performance is *tujaun*, measurement and appraisal. Setting goals for each organizational unit is a strategy to improve performance.

### Research Concept



**Figure 1:** Conceptual Model

H1: There is a significant influence of the work environment on job satisfaction at PT. Bank BNI Makassar Branch.

H2: There is a significant influence of organizational culture on job satisfaction of PT. Bank BNI Makassar Branch.

H3: There is a significant influence of environmental variables on employee performance at PT. Bank BNI Makassar Branch.

H4: There is a significant influence of organizational culture variables on employee performance at PT. Bank BNI Makassar Branch.

H5: There is a significant influence between job satisfaction and employee performance at PT. Bank BNI Makassar Branch.

H6: There is a significant influence between work and employee performance mediated by job satisfaction at PT. Bank BNI Makassar Branch.

H7: There is a significant influence between organizational culture on employee performance mediated by job satisfaction at PT. Bank BNI Makassar Branch

## METHOD, DATA, AND ANALYSIS

In this study, researchers determined the object of research, namely at PT. Bank BNI Makassar Branch, located on Jalan Sudirman. While the time needed during the research takes approximately three months.

The population in this study is employees at PT Bank BNI Makassar Branch, including all employees ranging from outsourcing employees, BINA's employees, and permanent employees totaling 238 employees, even though the criteria sampled in this study are permanent employees of PT. Bank BNI Makassar Branch. The number of samples in this study was 172 people.

The researcher used a data collection method through the distribution of questionnaires to respondents, in this case employees of PT. Bank BNI Makassar Branch in the following ways: (1) Observation, which is a form of research conducted by researchers by making observations, both directly and indirectly such as giving questionnaires to respondents. (2) Interview, the implementation can be done directly facing the interviewee, it can also not be directly like providing a list of questions to be answered on other occasions. The instruments used can be in the form of interview guidelines or 'checklists. (3) Documentation, namely data collection by collecting company documents, literature, scientific essays related to this research. And the last is (4) Questionnaire, which is a way of collecting data by providing data or distributing a list of questions to respondents, in the hope that they will provide responses to questions in the form of questionnaires that have been disseminated to be distributed to respondents

## RESULT AND DISCUSSION

### Characteristics of Respondents

**Table 1.** Characteristics of Respondents

No	Gender	Sum	Percentage
1	Male	82	48%
2	Woman	90	52%
<b>Total</b>		<b>172</b>	<b>100%</b>
No	Age	Sum	Percentage
1	21-30 years	43	25%
2	31-40 years	54	31%
3	41-50 years	41	24%
4	51-55 years	34	20%
<b>Total</b>		<b>172</b>	<b>100%</b>
No	Period of Service	Sum	Percentage
1	≤ 1 year	55	32%
2	> 1 year	117	68%

<b>Total</b>		<b>172</b>	<b>100%</b>
<b>No</b>	<b>Marital Status</b>	<b>Sum</b>	<b>Percentage</b>
<b>1</b>	Marry	92	53%
<b>2</b>	Unmarried	80	47%
<b>Total</b>		<b>172</b>	<b>100%</b>

### Validity Test and Reliability Test

**Table-2** Validity Test Results

Variable		Value r-calculate	Value of r- table (0.05)	Information
Work Environment (X1)	X1.1	0.894	0.148	VALID
	X1.2	0.921	0.148	VALID
	X1.3	0.956	0.148	VALID
	X1.4	0.831	0.148	VALID
	X1.5	0.456	0.148	VALID
	X1.6	0.290	0.148	VALID
Organizational Culture (X2)	X2.1	0.766	0.148	VALID
	X2.2	0.659	0.148	VALID
	X2.3	0.672	0.148	VALID
	X2.4	0.679	0.148	VALID
	X2.5	0.352	0.148	VALID
Job Satisfaction (Y1)	Y1.1	0.548	0.148	VALID
	Y1.2	0.548	0.148	VALID
	Y1.3	0.817	0.148	VALID
	Y1.4	0.695	0.148	VALID
Employee Performance (Y2)	Y2.1	0.844	0.148	VALID
	Y2.2	0.862	0.148	VALID
	Y2.3	0.829	0.148	VALID

Based on the results of data processing carried out by comparing the r-count value with the r-table. It was found that the r-count value on each variable, be it the variables of work environment, organizational culture, job satisfaction and employee performance is greater than the r-table ( $r\text{-calculate} > r\text{-table}$ ) so that it can be interpreted that all variables are validated and feasible to be used in subsequent data analysis.

**Table-3** Reliability Test Results

Variable	Cronbach's Alpha	Information
Work Environment (X1)	0.859	Reliable
Organizational Culture (X2)	0.633	Reliable
Job Satisfaction (Y1)	0.665	Reliable
Employee Performance (Y2)	0.774	Reliable

Based on the table above, it can be seen that the *Cronbach Alpha* value is  $> 0.60$  so that the data is said that the variables of work environment, organizational culture, job satisfaction and employee performance are stable and consistent, so it is suitable for use in the next stage.

### Path Analysis

The direct influence of the work environment (X1) and organizational culture (X2) on job satisfaction (Y1). Below are the path coefficients of model 1 which can be seen in the following table.

**Table-4** Path Coefficient Model 1

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Itself.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	7.138	1.950		3.661	.000
	Work Environment	.185	.072	.192	2.585	.011
	Organizational Culture	.282	.082	.257	3.446	.001
a. Dependent Variable: Job Satisfaction						

Source: Spss v.21 (2023) data processing

Table 4 shows that the work environment variable has a coefficient value of 0.192 which means that the work environment has a positive effect on job satisfaction. The value of the significance of the work environment is  $0.011 < 0.05$ , this means that the work environment has a positive and significant effect on job satisfaction. While the organizational culture variable has a coefficient value of 0.257 which means that organizational culture has a positive effect on job satisfaction. The significance value of organizational culture is  $0.001 < 0.05$ , this means that organizational culture has a significant effect on job satisfaction. The following is a table of coefficients of determination of model 1.

**Table-5** Coefficient of Determination Model 1

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359 <sup>a</sup>	.129	.119	1.662
a. Predictors: (Constant), Organizational Culture, Work Environment				

Source: Spss v.21 (2023) data processing

Based on table 5, the R Square value of 0.129 explains the magnitude of the contribution of the combination of work environment variables and organizational culture on job satisfaction is 12.9%, while the remaining 87.1% is a contribution from other variables outside this study.

$$e1 = 1 - 0.129 = 0.871 = 0.933\sqrt{\sqrt{}}$$

**Table-6** Model Path Coefficient 2

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Itself.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	5.047	1.850		2.728	.007
	Work Environment	.134	.067	.156	2.013	.046
	Organizational Culture	.182	.077	.184	2.347	.020
	Job Satisfaction	.087	.070	.097	1.233	.029

Source: Spss v.21 (2023) data processing

Table 6 shows that the work environment variable has a coefficient value of 0.156 which means that the work environment has a positive effect on job satisfaction. The value of the significance of the work environment is  $0.046 < 0.05$ , this means that the work environment has a significant effect on employee performance. While the organizational culture variable has a coefficient

value of 0.184 which means that organizational culture has a positive effect on employee performance. The significance value of organizational culture is  $0.020 < 0.05$ , this means that organizational culture has a significant effect on employee kinera. The job satisfaction variable has a coefficient value of 0.097 which means that job satisfaction has a positive effect on employee performance. The significance value of job satisfaction is  $0.029 < 0.05$ , this means that job satisfaction has a significant effect on employee performance.

**Table-7** Coefficient of Determination Model 2

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.319 <sup>a</sup>	.102	.085	1.518
a. Predictors: (Constant), Job Satisfaction, Work Environment, Organizational Culture				

Source: Spss v.21 (2023) data processing

Based on table 7, the R Square value of 0.102 explains the magnitude of the contribution of the combination of variables of work environment, organizational culture and job satisfaction on employee performance is 10.2%, while the remaining 89.8% is contributed by other variables outside this study.

$$e^2 = 1 - 0.102 = 0.898 = 0.947\sqrt{\sqrt{}}$$

The indirect influence of independent variables of work environment and organizational culture on the dependent variable, namely employee performance through job satisfaction as an intervening variable. It is known that the value of the coefficient of the path of direct influence of the work environment on employee performance is 0.156. While the value of the coefficient of the indirect influence of the work environment on employee performance through job satisfaction as an intervening variable is obtained from the results of the multiplication of the value of the direct influence of the work environment on job satisfaction and the value of the direct influence of job satisfaction with employee performance, so that the indirect influence is  $0.192 \times 0.097 = 0.019$ . Then the total effect of the work environment on employee performance is  $0.156 + 0.019 = 0.175$ . To determine the significance of the indirect influence of the work environment on employee performance through job satisfaction as an intervening variable, an online Soebel Test was conducted at <http://www.quatpsy.org/sobel/sobel.htm>, the results were as follows:

**Table-8** Sobel Test Results Indirect Effect 1

Work Environment - Job Satisfaction - Employee Performance			
A	B	His	Sb
0.185	0.087	0.072	0.070
Test Statistic = 1.11884146			
Std. Error = 0.01438542			
P-Value = 0.02632077			

Source: data processing (2023)

Table 8 shows the significance or probability (p-value) value of the indirect influence of the work environment on employee performance through job satisfaction as an intervening variable is  $0.026 < 0.05$ , thus the work environment has a significant effect on employee performance through job satisfaction as an intervening variable.

It is known that the value of the coefficient of the path of direct influence of organizational culture on employee performance is 0.184. While the value of the coefficient of the indirect influence of organizational culture on employee performance through job satisfaction as an intervening variable is obtained from the multiplication of the value of the direct influence of organizational culture on job satisfaction and the value of the direct influence of job satisfaction



with performance, so that the indirect influence is  $0.257 \times 0.097 = 0.025$ . Then the total influence of organizational culture on employee performance is  $0.184 + 0.025 = 0.209$ . To determine the significance of the indirect influence of organizational culture on employee performance through job satisfaction as an intervening variable, an online Sobel Test was conducted at <http://www.quatpsy.org/sobel/sobel.htm>, the results were as follows:

**Table-9** Sobel Test Results Indirect Effect 2

Organizational Culture - Job Satisfaction - Employee Performance			
A	B	His	Sb
0.282	0.087	0.082	0.070
Test Statistic = 1.1688669			
Std. Error = 0.02098956			
P-Value = 0.02424572			

Source: data processing (2023)

Table 9 shows the significance or probability (p-value) of the indirect influence of organizational culture on employee performance through job satisfaction as an intervening variable is  $0.024 > 0.05$ , thus organizational culture does not have a significant effect on employee performance through job satisfaction as an intervening variable. The path diagram that illustrates the relationship of work environment, organizational culture, job satisfaction and employee performance based on the final model is as follows:



**Figure 2:** Final Model Path

### The effect of the work environment on job satisfaction

The results of data analysis show that the work environment has a positive and significant influence on job satisfaction. This means that the work environment at PT. Bank BNI Makassar Branch contributes to growing and increasing employee job satisfaction with the company. Based on the description of job satisfaction variables that have been described earlier, job satisfaction of PT. Bank BNI Makassar Branch is included in the high category, this shows that a good work environment can increase employee job satisfaction, while a bad work environment can reduce employee job satisfaction. This is in line with the research of Hidayat *et al* (2021) which states that the work environment has a significant effect on job satisfaction. The work environment is a place for employees to carry out their daily activities, so it is necessary to create a good work environment to get employee job satisfaction. Job satisfaction that is influenced by the environment can occur because the physical conditions of the work environment such as room temperature, lighting, noise, and adequate ventilation can provide

comfort for employees, this is supported by quite a lot of employees who answer that the company provides air temperature measuring devices in the work environment in the form of air conditioning to support work activities. In addition, job satisfaction in the work environment can also occur because of job satisfaction that grows from within themselves with the awareness that PT. Bank BNI Makassar branch has contributed enough for their lives. So, the desire of employees to remain satisfied at work or survive becomes part of PT. Bank BNI Makassar Branch is caused by things that directly affect and benefit them. Employees really care about their work environment, and they get benefits by staying in this company and they can meet their living needs, they will stay and be satisfied in working for the company. Employees assume that a good work environment affects employee job satisfaction to stay in the company, employees expect the company to develop their abilities and want to continue to develop in the workplace.

### **The influence of organizational culture on job satisfaction**

The results of data analysis show that organizational culture has a positive and significant influence on job satisfaction. If organizational culture is improved, employee job satisfaction will also increase. According to Wahyudi and Tupti (2019) there are several factors that affect organizational culture, one of which is communication. Effective communication in organizations has a positive impact on corporate culture. With effective communication, management can socialize the company's goals and missions, convey company rules, and notify the policies set. Communication patterns applied in the company will create a pattern of employee behavior in dealing with each other, or between superiors and subordinates. In accordance with the results of the research that has been done, organizational culture has values that fall into the high category. On the organizational culture variable, the average employee answered very much in agreement with the statement "Every employee team task is done with discussion and synergized well" which means that most employees agree that discussions carried out by communicating between employees can increase employee job satisfaction. Organizational culture is an important factor to encourage individual morale to work optimally to achieve certain goals. Organizational culture arises from within humans because of the drive of needs. That is, organizational culture will arise in employees if they feel a need. If employees have a high organizational culture, then usually these employees also have good employee performance which leads to the achievement of optimal job satisfaction. Based on the results of the description of organizational culture variables that have been described earlier, it can be seen that PT. Bank BNI Makassar Branch has created a good organizational culture, both individually and in teams, so as to create job satisfaction for each employee. Examples of the influence of organizational culture on job satisfaction are found at PT. Bank BNI Makassar Branch is an organizational culture that emphasizes collaboration, teamwork, and appreciation for collective achievements, can increase job satisfaction and employee productivity.

### **The influence of the work environment on employee performance**

The results of data analysis show that the work environment has a positive and significant influence on employee performance. This means that the work environment applied at PT. Bank BNI Makassar Branch contributes to growing and improving employee performance. Based on the description of employee performance variables that have been described earlier, the performance of employees of PT. Bank BNI Makassar Branch is included in the very high category, this means that employee performance is strongly influenced by the work environment. This is in line with research that has been conducted that work environment variables have a very significant influence on employee performance (Widiasworo, 2014). Employee performance is one of the keys to a company's success to achieve success. Therefore, every company must have an appropriate work environment for employee continuity and improve employee performance. Naharuddin and Sadegi (2013) prove that employee

performance depends on the willingness and openness of the employees themselves with themselves and others in doing their work. Furthermore, he stated that the willingness and openness of employees in carrying out their duties can increase employee productivity which also leads to performance. Examples of the influence of the work environment on employee performance at PT. Bank BNI Makassar branch is, adequate work facilities, such as comfortable workspace, appropriate room temperature, and adequate health facilities, can increase the comfort and productivity of bank employees.

#### **The influence of organizational culture on employee performance**

The results of data analysis show that organizational culture has a positive and significant influence on employee performance, if organizational culture is improved, employee performance will also increase. Employee performance has a close relationship with human resource empowerment because it is an indicator in determining how to strive to achieve high levels of productivity in an organization. In connection with this, efforts to assess performance in an organization are important (Wahyudi and Tupti, 2019). A company having a good organizational culture will be an important aspect that supports to make employees do their jobs optimally and do something good. The us the employee will produce good performance, and vice versa if in a company there is no good organizational culture then the result will reduce the performance of the employee itself. The us it can be said that organizational culture affects a person's performance. The better the organizational culture in a company, the employee performance will increase, and vice versa, the less good the company's organizational culture, the employee performance will decrease. This is in accordance with what happened to PT. Bank BNI Makassar Branch which implements an organizational culture that emphasizes integrity and high work ethics can increase customer trust in the bank and employee performance in a healthy and safe environment. In addition, PT. Bank BNI Makassar Branch also implements an open organizational culture and has effective communication so as to increase employee and customer trust in the bank, as well as allow employees to participate in decision making and improve their performance on an ongoing basis.

#### **The effect of job satisfaction on employee performance**

The results of data analysis show that job satisfaction has a positive and significant influence on employee performance. This is in line with research conducted by Djati and Darmawan (2005) which states that job satisfaction variables have a significant positive effect on employee performance. Based on the results of the description of job satisfaction variables that have been described earlier, employee job satisfaction at PT. Bank BNI Makassar Branch is included in the high category, high job satisfaction has a real effect on improving the performance of employees. Optimal employee performance is greatly influenced by employee job satisfaction. Satisfied employees are very profitable for the company so they must be given incentives that can trigger morale and shape satisfaction at work. Dissatisfied employees will cause disappointment, loss of work motivation, decreased work performance, or lead to employees leaving their jobs. The impact is that companies are required to incur costs to carry out the recruitment process for new employees. Employee satisfaction and customer satisfaction begin with the company's commitment to treat its employees well. An example that happened to PT. Bank BNI Makassar Branch is with employees who are satisfied with their work tend to provide better service to customers because they feel happy and motivated to provide the best service, as well as with employees who are satisfied with their work PT. Bank BNI Makassar Branch tends to be bolder to try new ideas and innovate in their work. This can improve employee performance and help banks to continue to evolve and adapt to the rapidly changing business environment.

### **The influence of the work environment on employee performance through job satisfaction as an intervening variable**

The results of data analysis show that the work environment on employee performance through job satisfaction as an intervening variable has a positive and significant influence on performance. The coefficient value of the indirect influence of the work environment on employee performance through job satisfaction as an intervening variable is 0.175. With the significance value obtained from the sobel test is  $0.026 < 0.05$ . This means job satisfaction as an intervening variable is very effective. Even based on the relationship of variables discussed earlier, the work environment applied has an influence on increasing job satisfaction, and with the influence between job satisfaction and employee performance. The existence of a relationship between these three variables automatically confirms that job satisfaction can mediate the relationship between the work environment and the performance of employees of PT Bank BNI Makassar Branch. Thus, the results of research can make an important contribution to the development of human resource management and the development of the organization as a whole. The influence of the work environment on employee performance through job satisfaction as an intervening variable at PT. Bank BNI Makassar Branch can be seen in a comfortable work environment and has adequate facilities so that it can increase employee job satisfaction at PT. Bank BNI Makassar Branch, so this can affect employee performance because employees who feel comfortable and stimulated tend to be more motivated and eager to work. In addition, the work environment at PT. Bank BNI Makassar Branch has effective communication that can affect employee job satisfaction. Employees who feel heard and involved in the decision-making process tend to feel more valued and satisfied with their jobs, which can affect employee performance.

### **The influence of organizational culture on employee performance through job satisfaction as an intervening variable**

Studies have shown that organizational culture and employee job satisfaction as intervening variables have a significant influence on employee performance. The value of the coefficient of the indirect influence path of organizational culture on employee performance through job satisfaction as an intervening variable is 0.209. With the significance value obtained from the sobel test is  $0.024 < 0.05$ . In this case, job satisfaction acts as an intervening variable that connects organizational culture with employee performance. In other words, job satisfaction serves as a mechanism through which organizational culture can influence employee performance. This means that based on the relationship of variables discussed earlier, the organizational culture applied has an influence on increasing job satisfaction. The existence of a relationship between these three variables automatically justifies that job satisfaction can mediate the relationship of organizational culture to the performance of employees of PT Bank BNI Makassar Branch. As in PT. Bank BNI Makassar Branch implements an organizational culture that has a positive work ethic so as to increase employee job satisfaction. Employees who feel proud of the organization they work for and feel valued tend to be more motivated and eager to work, which can affect employee performance. In addition, PT. Bank BNI Makassar Branch implements an inclusive work environment organizational culture. With this, employees of PT. Bank BNI Makassar Branch is satisfied. Employees feel accepted and valued, regardless of their background or identity, tend to be more satisfied with their jobs and perform better.

## **CONCLUSION**

Based on the results of the analysis and discussion above, it can be concluded that (1) The work environment has a positive and significant effect on job satisfaction. The refore hypothesis one is accepted, (2) Organizational culture has a positive and significant effect on job satisfaction, so hypothesis two is accepted, (3) Work environment has a positive and

significant effect on employee performance. The refore hypothesis three is accepted, (4) Organizational culture has a positive and significant effect on employee performance, so hypothesis four is accepted, (5) Job satisfaction has a positive and significant effect on employee performance, so hypothesis five is accepted, (6) Work environment through job satisfaction as an intervening variable has a positive and significant effect on employee performance. The refore hypothesis six is accepted, (7) Organizational culture through job satisfaction as an intervening variable has a positive and significant effect on employee performance, so hypothesis seven is accepted.

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