

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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## ABSTRACT

In this study using a quantitative approach using primary data. Data was taken through questionnaires distributed to respondents of Employees at Roti Qu Batang, a sample using the calculation of the slovin formula model, which was a total of 44 respondents. The data analysis method used is multiple linear regression analysis which has previously met the requirements of the classical assumption test and has also been tested hypothetically using t and f tests and R<sup>2</sup> tests. Data processing is carried out using the SPSS application. In Test f obtained Organizational Culture (X1) and Work Environment (X2) have a significant effect on Employee Performance (Y) together. Organizational Culture (X1) and Work Environment (X2) significantly affect the variables of Employee Performance (Y).

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## 1. Introduction

The success of an organization to achieve the goals or objectives that have been set certainly depends on the quality of human resources (HR) owned, including the MSME sector (Micro, Small and Medium Enterprises) where HR is the only factor that is able to drive functions or other resources in an organization. The achievement of company goals, one of which is very dependent on the good and bad performance of employees, so it is very important for an organization to always pay attention to the performance of its employees and understand what factors can affect employee performance. (Juliani & Suputra, 2021)

According to Rismayadi & Maemunah cited in the study by (Nur et al., 2020) said that the achievement of good performance as a result of increased productivity can occur through strengthening organizational culture. According to Robins, organizational culture is an effort created and developed by a group of organizational members in solving external and internal problems based on basic assumptions in the form of values, norms and beliefs adhered to.

Organizational culture is a form of beliefs, values, ways that can be learned to cope and live in the organization, organizational culture tends to be realized by members of the organization. According to S. Robbins & Judge quoted from research (Suaiba et al., 2021) Explain that organizational culture is a value system that is held and carried out by members of the organization,

so that such things can distinguish the organization from other organizations. The value system is built by 7 characteristics as the essence of organizational culture including innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

In Roti Qu itself, the organizational culture has the same culture as that in other industries or companies. The culture built in this business has existed since the establishment of the Qu Bread business until now. In their daily lives, employees at Roti Qu apply an organizational culture starting when entering the beginning of work greeting fellow employees, followed by Breafing and morning prayer to maintain unity and cooperation between departments, in between doing work, employees also recite the Quran every morning with the method of alternating with fellow employees because basically the business run by Roti Qu is an industrial business making bread and cakes so that employees take turns with each other to perform Quran recitation in Mushola factory or shop every day.

In addition, employees also perform dhuha prayers in the morning regularly. In addition, employees are also required to pray compulsorily in congregation at the factory or shop mosque. This culture is carried out by all employees in the Roti Qu environment without exception. In addition, the cleanliness of the place in the workspace is an important and main thing done by employees, this is also a culture applied in Roti Qu itself because this business struggles in the food sector so that cleanliness and hygiene of the place become mandatory for employees who become the organizational culture at Roti Qu.

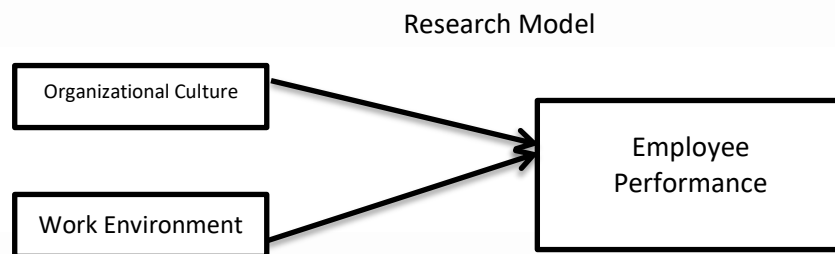
From the implementation of this culture carried out by employees every day, it indirectly impacts the habits of routine employees on a daily basis itself, resulting in its influence on the performance of the employees themselves.

In addition, performance can also be affected by the work environment. Clayton argues that everything around workers such as the geographic location of the office, air quality, noise levels, employee well-being, and safety and comfort is defined as a work environment. Similar to his opinion conveyed by Jayaweera, increased productivity can be achieved through the creation of comfortable working environment conditions for employees, while uncomfortable work environment conditions have the potential for work stress that can reduce performance.

The work environment is one of the resources that most determine the success of the company. Employees can carry out their duties and what their work is influenced by many factors, so there are employees who are excited and less enthusiastic at work. Working conditions such as lighting and office air temperature strongly support employees to improve their performance. Employees who work in a company expect an appreciation for them as human beings. If less attention is paid then work productivity, quality of work and quantity of work will decrease. In order to get optimal results, it is necessary to pay attention to employee relations so that psychological can be fulfilled. A good work environment can improve employee performance through good leadership, smooth information, good employee relations, good working conditions, and a regular wage system.

The participation of employees in the organization is regulated by differentiating the provision of authority and responsibility. Thus the authority and responsibility delegated to each employee, their performance should be good. In practice, the motivation of employees is reflected in discipline and initiative behavior. Therefore, the performance of the company or organization is also influenced by the discipline and initiative of employees.

In the work environment at Roti Qu itself, environmental conditions are very supportive in work operational activities for employees supported by adequate facilities and conducive to a safe atmosphere. From that side, employees in performance can be affected by work environment conditions that support optimal employee performance. Therefore, a good work environment will also affect the performance of the employees themselves.



The hypothesis is as follows: Ho1: Organizational Culture (X1) has a significant effect on Employee Performance, Ha1: Organizational Culture (X1) does not significantly affect Employee Performance. Ho2: Work Environment (X2) has a significant effect on Employee Performance. Ha2: Work Environment (X2) does not significantly affect Employee Performance

## 2. Literature Review

### 2.1. Attribution Theory

Attribution theory explains why individuals behave or do what they do. This theory explains the phenomenon of individual behavior with changes in attitude when experiencing something, this theory also explains human behavior in communicating (Samsuar, 2019). Individuals in behaving and when taking decisions are influenced by internal and external factors. These internal factors are ability, knowledge and effort, while external factors from outside are in the form of conditions, pressures and the environment.

Attribution theory can be used as a basis for further research on factors that affect employee performance. The behavior in this study is that employees lack discipline and are less responsible for the duties and responsibilities given by the company. This affects the time to complete work that is not on target and has an impact on employee performance and customer complaints.

In this study, researchers use Attribution Theory as the theoretical basis used in researching employee performance variables and factors that influence them, one of which is organizational culture and work environment.

### 2.2. Organizational Culture

Organizational culture is defined as the values that guide human resources in carrying out their obligations and also their behavior in the organization. It is these values that will give the answer to whether an action is right or wrong and whether a behavior is recommended or not. According to Fahmi (2017: 117) organizational culture is the result of the process of merging the cultural style and behavior of each individual brought previously into a new norm and philosophy, which has energy and group pride in facing certain things and goals.

According to Torang (2014: 106) organizational culture can also be said to be a habit that continues to repeat itself and become a value and lifestyle by a group of individuals in

the organization followed by the next individual. Organizational culture is an invisible social force, which can move people in an organization to carry out work activities. (Piantara et al., 2021)

The characteristics of an organization are often determined by values that have long developed and prevailed within the organization which presents it as an organizational culture (Priansa and Garnida, 2013: 77), while according to Robbins and Judge (2011) quoted Priansa and Garnida (2013: 77) states that each organization is distinguished by the existence of a unique organizational culture with the principle of sharing values applied or practiced by organizational members.

The habits of organizational culture activities that are routinely carried out in the company have an impact on the performance of the employees themselves. From research conducted by (Hasanuddin et al., 2020) shows that organizational culture has a positive and significant effect on the Performance of Bima Regency Bappeda Employees. However, the results differ from studies conducted by (Darmawan, 2022) what results in organizational culture has no effect on employee performance.

From some of the studies above, it can be stated that not all organizational culture variables have a positive influence on employee performance, therefore, researchers will examine research with the same variables but different places and see how far organizational culture affects employee performance.

**H1: There is a positive and significant influence on organizational culture variables on employee performance**

### **2.3. Working Environment**

According to Sutrisno cited by research (Darmawati et al., 2022) The work environment is the overall facilities and infrastructure around employees who are doing work that can affect the implementation of work. According to Nitisemito (2014) the work environment is measured through several indicators including working atmosphere, relationships with colleagues, and the availability of work facilities.

Work facilities such as lighting at work, the availability of air conditioning and others that are around the place where employees work and can support employee performance are referred to as work environments. Everything that can affect employees in working and carrying out duties can be said to be a work environment which includes air temperature, lighting, workplace cleanliness, and availability of work equipment.

If the employee likes the work environment where he works, then the employee will feel at home in carrying out activities, so that work time is used effectively. (Tutu et al., 2022) Indirectly, the work environment also has an impact that affects the performance of the employees themselves. From this, it is supported by research conducted (Wibowo et al., 2020) Produce that the work environment has a positive and significant effect on employee performance, but it is different from the research conducted by (Safira & Rozak, 2020) shows that the work environment has a negative and insignificant effect on employee performance.

From the research above shows that, not all variables of the work environment have a positive influence, however, in this study researchers take the same variables, namely the work environment and in a different place from previous studies, therefore researchers examine it more curiously to know how much influence the work environment has on the performance of employees.

## **H2: There is a positive and significant influence on work environment variables on employee performance**

### **2.4. Employee Performance**

Large dictionaries Indonesian define an employee as a person who works in an institution (office, company, etc.) with a salary or wage.

According to Robbins and Coulter (2016), the notion of performance is an end result of the occurrence of an activity or activity, whether the activity is hours or racing or carrying out work obligations as efficiently and effectively as possible. What results from that activity or activities is performance. Mathis and Jackson (2017) state that performance is basically what employees do or do not do in carrying out their work.

Lawler and Porter define performance as "successful role achievement" obtained by a person from his actions in carrying out his work. Hadari Nawawi believes that Performance is the result of the implementation of a job both physical and non-physical. This is also supported by Cokroaminoto's (2007) opinion that the ability of employees to meet the demands of duties and responsibilities is a reflection of employee performance.

There are several studies related to employee performance including research conducted by (Ilham et al., 2021) shows that employee performance has a positive influence on organizational culture variables and work environment. The same is done research from (Napitupulu, 2023) shows the results that employee performance has a positive influence on organizational culture variables and work environment.

From some of these studies, it shows that employee performance has a positive influence on organizational culture and work environment.

## **H3: There is a positive and significant influence on organizational culture variables and work environment on employee performance**

### **3. Method, Data, and Analysis**

In this study, the population of employees at Roti Qu Batang as of February 1, 2024 was 76 employees and the number of samples using the slovin formula was obtained by 44 respondents, this research method used primary data by dividing questionnaires and analyzed by tests of validity, reliability, normality, multicollinearity, heteroskedasticity, determination coefficient, t test, f test and multiple linear regression.

### **4. Result and Discussion**

In this study, the validity test was used to measure the validity of a questionnaire. To test valid data, researchers used the product moment correlation technique in which a sample of 44 respondents obtained a significance level of 5%, which is 0.291. And obtained the Validity Test concludes as follows:

Variabel	R count	R table	Notes
Organizational Culture (X <sub>1</sub> )			
X1.1	0,537	0,291	Valid
X1.2	0,742	0,291	Valid
X1.3	0,707	0,291	Valid
X1.4	0,396	0,291	Valid

X1.5	0,393	0,291	Valid
Work Environment (X <sub>2</sub> )			
X2.1	0,372	0,291	Valid
X2.2	0,644	0,291	Valid
X2.3	0,303	0,291	Valid
X2.4	0,535	0,291	Valid
X2.5	0,625	0,291	Valid
Work Performance (Y)			
Y1	0,622	0,291	Valid
Y2	0,696	0,291	Valid
Y3	0,399	0,291	Valid
Y4	0,356	0,291	Valid
Y5	0,476	0,291	Valid

Reliably, a construct or variable is said to be reliable if it gives a Cronbach Alpha value of > 0.60. Here's the data:

Variabel	Cronbach Alpha		Notes
Organizational Culture (X <sub>1</sub> )	0,672	> 0,60	Reliabel
Work Environment (X <sub>2</sub> )	0,661	> 0,60	Reliabel
Work Performance (Y)	0,682	> 0,60	Reliabel

In the Normality test obtained:

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		44
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Std. Deviation	,97580781
Most Extreme Differences	Absolute	,093
	Positive	,093
	Negative	-,059

Kolmogorov-Smirnov Z	,618
Asymp. Sig. (2-tailed)	,840
a. Test distribution is Normal.	
b. Calculated from data.	

The normality test above obtained normality data on the significance of the K-S test results, which is 0.618, it can be concluded that the K-S test value of  $0.618 > 0.05$ , means that the data is normally distributed.

Multicollinearity obtained:

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,331	2,271		1,907	,064		
	X1	,330	,136	,343	2,422	,020	,550	1,817
	X2	,464	,142	,464	3,269	,002	,550	1,817
a. Dependent Variable: Y								

The Tolerance value of the Organizational Culture Variable (X1) 0.550 and Work Environment (X2) 0.550, it can be concluded that the tolerance value  $> 0.10$ , means there is no multicollinearity. While the VIF of Organizational Culture Variables (X1) 1.817 and Work Environment (X2) 1.817 can be concluded VIF values of  $< 10$  mean there is no multicollinearity.

From the Heteroscedasticity Test obtained:

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,839	1,258		2,256	,029		
	X1	-,171	,075	-,447	-2,272	,228	,550	1,817
	X2	,069	,079	,171	,871	,389	,550	1,817
a. Dependent Variable: RES2								

The results of the data above, namely Organizational Culture (X1)  $0.228 > 0.05$ , and Work Environment (X2)  $0.389 > 0.05$  can be concluded that they do not contain heteroscedasticity

The results of the coefficient of determination test data were obtained:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,739 <sup>a</sup>	,546	,524	,999
a. Predictors: (Constant), X2, X1				

The value of the Adjusted R Square (Coefficient of Determination) is 0.524, which means that the influence of the independent variable (X) on the dependent variable (Y) is 52.4%

Simultaneously through Test f, in can:

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49,305	2	24,653	24,686	,000 <sup>b</sup>
	Residual	40,945	41	,999		
	Total	90,250	43			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

F calculate value  $24.686 > F_{table} 3.22$ , it can be concluded that Organizational Culture (X1) and Work Environment (X2) (independent variable) together affect Employee Performance (Y) (dependent variable) meaning  $H_0$  is rejected and  $H_a$  is accepted. The significance value is 0.000. Because the significance value of  $0.000 < 0.05$  can be concluded that Organizational Culture (X1) and Work Environment (X2) have a significant effect on Employee Performance (Y).

In this study, the t test obtained:

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,331	2,271		1,907	,064
	X1	,330	,136	,343	2,422	,020
	X2	,464	,142	,464	3,269	,002
a. Dependent Variable: Y						

The calculated value of Organizational Culture (X1) is  $2.422 > table$  is 2.019, and the significance value is  $0.020 < 0.05$  means that  $H_0$  is rejected and  $H_a$  is accepted, which means that the Organizational Culture variable (X1) affects the Employee Performance variable (Y) significantly. The calculated value of Work Environment (X2) is  $3.269 > table$  is 2.019, and the significance value of  $0.002 < 0.05$  means that  $H_0$  is rejected and  $H_a$  is accepted, which means that the Work Environment variable (X2) affects the Employee Performance variable (Y) significantly.

From the output results of Multiple Linear Regression using SPSS 20 calculations as follows:

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,331	2,271		1,907	,064
	X1	,330	,136	,343	2,422	,020
	X2	,464	,142	,464	3,269	,002
a. Dependent Variable: Y						

The value of the constant coefficient of 4.331 means Organizational Culture and Work Environment then in Employee Performance will be valued at 4.331, the  $\beta$  Value (Beta) on the Organizational Culture regression coefficient of 0.330 which means the direction of influence of the regression coefficient value on the Organizational Culture variable with a positive sign of 0.330, the  $\beta$  Value (Beta) on the Work Environment regression coefficient of 0.464 which means the direction of influence of the regression coefficient value on the Environmental variable Employment with a positive sign is 0.464.

## Discussion

### Partial Discussion Of Research Result

#### a) The Influence Of Organizational Culture On Employee Performance

From the t test, the calculated value of Organizational Culture (X1) is 2.422 > table is 2.019, and the significance value of 0.020 < 0.05 means that Ho is rejected and Ha is accepted, which means that the Organizational Culture variable (X1) affects the Employee Performance variable (Y) significantly.

The Organizational Culture variable (X1) has a significant effect on the Employee Performance variable (Y). This means that if a good Organizational Culture will affect Employee Performance well and maximally but vice versa, if in the company Organizational Culture is not carried out properly then there is no increase in Performance by employees.

Organizational Culture Variables have a significant influence on Employee Performance Variables, this indicates that there is an influence on the performance of employees because of the created and well-developed organizational culture that is carried out in the company so that employees are able to improve their performance to the maximum.

The organizational culture in Roti Qu itself is built from the habits of the Owner who always applies a religious attitude in it from morning prayer, recitation, dhuha prayer, to congregational prayer will affect the habits of employees in applying religious sciences in their activities, including in the company itself, so that the culture obtained or applied in the company which is then run every day indirectly affects employees in creating good performance and maximum.

#### b) The Influence Of The Work Environment On Employee Performance

From the t test, the calculated value of Work Environment (X2) is 3.269 > table is 2.019, and the significance value of 0.002 < 0.05 means that Ho is rejected and Ha is accepted, which means that the Work Environment variable (X2) affects the Employee Performance variable (Y) significantly.

The Work Environment variable (X2) has a significant effect on the Employee Performance variable (Y). This means that if the Work Environment is created with a conducive and pleasant

atmosphere, it will have an impact on improving employee performance, but on the contrary, if the Work Environment is uncomfortable, hot or unsupportive at work, there is no increase in Employee Performance tends to decrease in performance level.

A pleasant and conducive work environment indirectly affects the atmosphere of the individual employees themselves, so that with a good work environment, it is also characterized by the performance of its employees.

In Roti Qu itself, the work environment used in work activities is safe and comfortable because the availability of work tools is complete with adequate facilities, in addition, a clean work environment is able to create a level of employee comfort in using work equipment or equipment safely and cleanly, so as to increase the thrust in improving employee performance.

### Simultaneous Discussion Of Research Results

In Test F with the Anova model (Simultaneous) obtained  $F_{\text{calculate Value}} 24.686 > F_{\text{table}} 3.22$ , it can be concluded that Organizational Culture (X1) and Work Environment (X2) (independent variable) together affect Employee Performance (Y) (dependent variable) meaning  $H_0$  is rejected and  $H_a$  is accepted. The significance value is 0.000. Because the significance value of  $0.000 < 0.05$  can be concluded that Organizational Culture (X1) and Work Environment (X2) have a significant effect on Employee Performance (Y).

This indicates that simultaneously or together the Organizational Culture Variables (X1) and Work Environment (X2) have an influence on Employee Performance (Y). Employee performance is created well because the organizational culture in the company that is run is able to make employees become individuals who always carry out activities well and are supported by a comfortable, safe and conducive work environment and adequate facilities so as to increase the performance power of an employee and his responsibilities in the company.

### 5. Conclusion and Suggestion

Simultaneously through Test f, obtained  $F_{\text{calculate Value}} 24.686 > F_{\text{table}} 3.22$ , it can be concluded that Organizational Culture (X1) and Work Environment (X2) (independent variable) together affect Employee Performance (Y) (dependent variable) meaning  $H_0$  is rejected and  $H_a$  is accepted. The significance value is 0.000. Because the significance value of  $0.000 < 0.05$  can be concluded that Organizational Culture (X1) and Work Environment (X2) have a significant effect on Employee Performance (Y).

In the t test, the calculated value of Organizational Culture (X1) is  $2.422 > \text{table is } 2.019$ , and the significance value of  $0.020 < 0.05$  means that  $H_0$  is rejected and  $H_a$  is accepted, which means that the Organizational Culture variable (X1) affects the Employee Performance variable (Y) significantly. The calculated value of Work Environment (X2) is  $3.269 > \text{table is } 2.019$ , and the significance value of  $0.002 < 0.05$  means that  $H_0$  is rejected and  $H_a$  is accepted, which means that the Work Environment variable (X2) affects the variable Employee Performance (Y) Significantly.

For further researchers, they can add or replace research variables so that the results to be achieved are in accordance with their expectations

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