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The Influence of Motivation, Organizational Culture, and Work Environment on Employee Performance through Job Satisfaction as a Mediating Variable (Human Resource Management Literature Review)

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Abstract: Previous studies are very important in scientific writing. Previous or related studies play a role in strengthening the hypothesis and explaining the correlation or influence between variables. This article examines the impact of motivation, organizational culture, and work environment on employee performance, with job satisfaction as a mediating variable, based on a survey of human resource management literature. This article intends to propose a hypothesis regarding the influence between variables for further research. The findings of this study show that: 1) motivation substantially positively influences job satisfaction; 2) organizational culture has a substantial positive influence on job satisfaction; 3) the work environment substantially positively influences job satisfaction; 4) motivation substantially positively influences employee performance; 5) organizational culture has a substantial positive influence on employee performance; 6) the work environment substantially positively influences employee performance; and 7) job satisfaction has a substantial positive effect on employee performance.

Keywords: Employee Performance, Job Satisfaction, Motivation, Organizational Culture And Work Environment.

INTRODUCTION

In fact, each human being has a life goal aimed at achieving individual success, as well as having a positive impact on the people around him. The influence of internal or external elements is very determining in influencing individual behavior in the workplace. As explained by (Mangkuprawira, Safri and Vitalaya, 2007), performance is defined as the result of work by individuals or groups within a company, based on formulated authority or responsibilities, with the aim of legally obtaining the organization's vision and mission and referring to the principles formulated by the company. moral and ethical standards. Two factors have an impact on employee performance, in particular:

1. Intrinsic factors: educational attainment, knowledge base, skill proficiency, motivational disposition-satisfaction with performance, and level of work experience.

2. Extrinsic factors include: family context, sociocultural context, economic context, educational context, and work context, including organizational culture and technology.

As stated by (Sutrisno, 2016), motivation is a determining factor that encourages individuals to carry out an action or activity. As a result, motivation is often considered a catalyst for individual behavior. All workers want motivation to increase their enthusiasm in carrying out their work responsibilities. (Luthans, 2006) emphasizes that motivation is a process; a person performs actions as a reaction to physical or psychological deficiencies, or alternatively, as a drive to achieve certain goals. Without this motivation, individuals tend to incur large costs, which are contrary to organizational goals.

The next aspect, especially organizational culture. The same thing was stated by (Robbins and Judge, 2009), organizational culture is a value system that is adhered to and implemented by members of the organization. This causes the organization to have unique characteristics compared to other organizations. (Brown, 2010) believes that organizational culture includes all the beliefs, values and lifestyles that may be acquired to navigate existence in an organization. Organizational culture is usually formed and enforced by members of the organization.

As stated by (Sutrisno, 2016), motivation is a determining factor that encourages individuals to carry out an action or activity. As a result, motivation is often considered a catalyst for individual behavior. All workers want motivation to increase their enthusiasm in carrying out their work responsibilities. (Luthans, 2006) emphasizes that motivation is a process; a person performs actions as a reaction to physical or psychological deficiencies, or alternatively, as a drive to achieve certain goals. Without this motivation, individuals tend to incur large costs, which are contrary to organizational goals.

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The work environment is another aspect that may influence performance. The work environment has a crucial role in determining the success of a company. Performance and implementation of responsibilities by employees is affected by various circumstances, so some individuals show strong motivation, while others show lower enthusiasm in carrying out their duties. (Sunyoto, 2012) said that the work environment has a very crucial influence on employee performance. Fostering a favorable work environment or building an environment that motivates employees will influence their effectiveness at work.

Many scientific publications examine the relationship between motivation, organizational culture, work environment, and job satisfaction on employee performance. (Arif Burhan, Ari Pradhanawati and Reni Shinta Dewi, 2013) explained that organizational culture through job satisfaction has a good and substantial impact on employee performance. (Anton Sujarwo and Wahjono, 2017) said that motivation has a significant and positive effect on performance, including job happiness. Motivation and performance, mediated by job satisfaction, provide a beneficial and substantial impact. (Tiswanti Ayunasrah, Ratnawati, Rahma Diana and Ansari, 2021) explains that the work environment has a substantial positive influence on job satisfaction.

This study examines motivation, organizational culture, and work environment which can have an influence on employee performance, with job satisfaction as a mediating variable (review of literature in human resource management).

Formulation of the Problem

Referring to the explanation above, the researcher formulated the problem:

1. Does motivation substantially positively influence job satisfaction?
2. Does organizational culture substantially positively influence job satisfaction?
3. Does the work environment substantially positively influence job satisfaction?
4. Does motivation substantially positively influence employee performance?
5. Does organizational culture substantially positively influence employee performance?
6. Does the work environment substantially positively influence employee performance?
7. Does job satisfaction have a substantial positive effect on employee performance?

METHODS

The methodology employed in the preparation of this scientific article is qualitative and based on a literature review. This approach entails examining theories and the relationships or influences between variables identified in both online and offline journals. In qualitative research, a literature review is frequently utilized, taking into account relevant methodological assumptions. As noted by Ali and Limakrisna (2013), qualitative research is primarily characterized by its exploratory approach. The core objective of qualitative research is to explore and understand the phenomena under investigation in a detailed, comprehensive manner and within a specific context.

Job Satisfaction (Y1)

Job satisfaction shows the sentiments that employees experience regarding their work. This can be seen from the good attitude shown by employees towards their responsibilities and the atmosphere of the workplace. Dissatisfied employees will show an unpleasant attitude towards work in many ways. It is important for organizations to identify employee job dissatisfaction.

Job satisfaction is obtained through employees' perspective or perspective regarding whether or not their work fulfills their emotional needs. As stated by (Hani Handoko, 1997), job satisfaction is related to the pleasant or unpleasant emotional state that workers feel in connection with their work. Job satisfaction shows an individual's emotional response to their work tasks, which is realized in the positive attitude shown by employees towards their duties and the surrounding work environment. Based on the view of (Robbins, 2003), job satisfaction is related to the individual's overall attitude towards his work tasks. Individuals with high job satisfaction usually have a good attitude towards their work responsibilities or duties, while individuals who feel dissatisfied tend to show a negative attitude.

Job satisfaction shows the emotional state, which may be positive or negative, that employees experience regarding their work, and there are various indicators to measure it. According to (Widodo, 2015) identified many markers of job satisfaction, namely:

1. Wages or compensation refers to the compensation a person receives for their work performance, which is evaluated based on perceived adequacy and fairness.
2. Work, especially the content of one's duties, has characteristics that can provide satisfaction.
3. Colleagues, especially individuals who are consistently involved in professional activities.
4. A superior is an individual who consistently issues directions or instructions in carrying out tasks.
5. Promotion, namely the opportunity for someone to advance through promotion.
6. Work environment, especially physical and psychological conditions.

Employee Performance (Y2)

The term "performance" originates from the concept of job performance or actual performance. Performance refers to the quality and quantity of work accomplished by an individual while carrying out their assigned tasks (Mangkunegara, 2001). Rivai and Basri (2005) define performance as the output produced by an individual or a group, based on established authority or responsibilities, with the aim of achieving the organization's vision and mission in a legitimate and ethical manner.

Performance is the attainment of goals set by an organization. Consequently, dimensions such as quality, quantity, time, and collaboration are considered components of work outcomes (Edy Sutrisno, 2010). Performance is considered diminished if tasks exceed the designated time limit or remain incomplete. Conversely, as noted by Nawawi (2006), performance is considered high when a work objective is successfully completed within the established timeframe.

(Mathis and Jackson, 2002) identify various factors for assessing employee effectiveness, specifically:

1. Assessing the quantity of work by comparing the expected workload against actual capability.
2. Work quality refers to standards that prioritize the quality of output over the quantity of work performed.
3. Time utilization refers to the use of working hours in accordance with business policies.
4. If an employee's attendance falls below established work norms, their ability to contribute optimally to the company will be compromised.
5. Collaboration—evaluated based on an employee's participation in achieving defined goals—directly impacts the success of the department being monitored.

Motivation (X1)

Motivation is an individual's internal or external drive that fosters persistence and enthusiasm in carrying out a task (Purnamie Titisari, 2014). According to H. B. Siswanto (2005), motivation refers to aspects of a person's mental state and attitude that generate energy to stimulate activity and direct behavior toward the fulfillment of needs, resulting in satisfaction or the minimization of imbalance.

Motivation is a psychological state and mental disposition that generates energy, stimulates action, and guides behavior toward meeting requirements that lead to satisfaction or reduce imbalance. These needs arise from various existing relationships (Siswanto, 2005). Winardi (2011) further explains that motivation is a significant predictor of an individual's success. Rivai (2010) states that indicators of motivation include:

1. Fair and competitive pay—specifically the monetary compensation received by employees—as a consequence of their roles and contributions toward achieving organizational goals.
2. Satisfaction derived from superior work performance compared to peers, as well as the pride gained from receiving recognition from superiors for such achievements.
3. The work environment, which encompasses all factors and conditions experienced by an individual while carrying out their responsibilities.
4. Incentives, which are intentionally provided to employees to encourage them to increase their enthusiasm for achieving goals.
5. Job security, which serves as a component that instills a sense of protection and care for employees within the workplace.

Organizational Culture (X2)

Every organization has a culture that characterizes it. The formation of this culture is based on individual characteristics and their needs when interacting in formal and informal structures. Culture is often seen as something constructive in its implementation, although on some occasions it can be destructive.

Organizational culture consists of a set of fundamental assumptions adopted by a group of individuals collectively after recognizing and accepting these assumptions as effective solutions to challenges related to external adaptation and internal cohesion. Consequently, it is important to instruct new members about these underlying patterns of assumptions as an appropriate method for understanding, reflecting on, and articulating their emotions regarding organizational issues. (Sobirin, 2007).

Organizational culture represents a collection of behaviors, emotions, and psychological constructs that are deeply embedded and shared collectively by members of an organization. Organizational culture is an enduring practice that is linked or applied to daily routines and work activities. This culture functions as a catalyst to optimize the quality of work of employees and supervisors in the company (Fahmi, 2010).

As explained by (Soedjono, 2005), organizational culture indicators include the following:

1. Organizations must have an inventive mindset and the courage to accept risks.
2. Attention to detail requires thorough observation, analysis and consideration of surrounding elements in an organization.
3. Focus on results, specifically focus on results.
4. People-centered, meaning it is very important to assess the impact of results on personnel.
5. Collaboration, namely the ability to function effectively in a team, is also important.

Work Environment (X3)

Management must prioritize the organizational work environment due to its significant influence on employees. The work environment can have a major impact on employee performance, as a positive atmosphere fosters comfort and a sense of belonging within the organization. Although it may seem trivial, the work environment significantly affects the effectiveness and efficiency of task execution.

The work environment encompasses all equipment, materials, and conditions encountered by an individual in their job, including the surroundings of the workplace, the work methods employed, and the organizational arrangements—whether for individuals or groups (Mangkunegara, 2017). Wursanto (2009) clarifies that both physical and psychological elements can influence employees, either directly or indirectly. An optimal work environment is considered satisfactory when employees are able to perform their tasks effectively within a healthy, safe, and comfortable setting.

The indicators of a work environment, as outlined by Sedarmayanti (2009), include:

1. Adequate lighting, which fosters a conducive work environment.
2. Room temperature; whether too high or too low, it affects work comfort.
3. Noise, which can disrupt an employee's focus and work performance. An employee's sensitivity to noise affects their capacity to carry out their responsibilities.
4. Color selection—specifically the colors within the workspace—can influence the atmosphere and worker productivity.
5. Available space; providing sufficient room allows employees to work comfortably and efficiently without feeling constrained or disturbed by the presence of others nearby.
6. A sense of security, referring to a state where an individual feels safe and at ease while carrying out their professional responsibilities.

7. Positive employee connections, characterized by camaraderie and collaboration, which enhance the efficiency and coordination of work processes.

Tabel 1: Penelitian terdahulu

No	Peneliti (Tahun)	Judul Penelitian	Hasil Penelitian
1	Makun & FoEh (2024)	"Pengaruh Disiplin Kerja, Motivasi Kerja dan Budaya Organisasi Melalui Kepuasan Kerja sebagai Variabel Mediasi terhadap Pengembangan Karier (Kajian Studi Literatur Manajemen Sumber Daya Manusia)"	Motivasi, disiplin kerja dan budaya organisasi secara substansial memengaruhi terhadap kepuasan kerja Budaya organisasi, motivasi
2	Ahmad (2023)	"Pengaruh Budaya Organisasi, Motivasi, dan Lingkungan Kerja terhadap Kinerja Pegawai"	ataupun lingkungan kerja secara positif substansial berdampak pada kinerja pegawai
3	Fachreza (2018)	"Pengaruh Motivasi kerja, Lingkungan Kerja, dan Budaya Organisasi terhadap kinerja Karyawan dan Dampaknya pada Kinerja Bank Aceh Syariah di Kota Banda Aceh"	Motivasi kerja, lingkungan kerja, dan budaya organisasi secara positif substansial berdampak pada kinerja pekerja
4	Rizal (2019)	"Pengaruh Lingkungan Kerja, kepuasan Kerja dan Beban Kerja terhadap Kinerja Pegawai Dinas Pekerjaan Umum dan Perumahan Rakyat Kabupaten Aceh Tamiang"	Lingkungan kerja, kepuasan kerja dan beban kerja secara substansial berdampak pada kinerja pegawai Dinas Pekerjaan Umum dan Perumahan Rakyat Kab. Aceh Tamiang
5	Dewi (2013)	"Gaya Kepemimpinan dan Budaya Organisasi pengaruhnya terhadap Kinerja Karyawan (Studi pada Perwakilan BPKP Provinsi Sulawesi Utara)"	Gaya kepemimpinan dan budaya organisasi secara positif substansial berdampak pada kinerja pekerja.
6	Milafatul (2019)	"Pengaruh Beban Kerja, Stres kerja dan Lingkungan Kerja terhadap Kinerja karyawan Bagian Produksi PT. INKA multi Solusi Madiun"	Beban kerja, stres kerja dan lingkuan kerja secara positif substansial berdampak pada kinerja karyawan
7	Bayu (2017)	"Pengaruh Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Mediasi pada PT BNI Lifeinsurance"	Motivasi dan lingkungan kerja secara positif substansial berimbas pada kepuasan dan kinerja karyawan
8	Riska (2017)	"Pengaruh Motivasi Kerja terhadap Produktivitas Kerja Karyawan pada PT. Sang Hyang Seri (Persero) Kantor Regional VI Cabang SIDRAP"	Motivasi kerja secara substansial berdampak pada produktivitas kerja
9	Burhan (2013)	"Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap kinerja Karyawan dengan Mediasi Kepuasan Kerja pada PT. BPR Setia Karib Abadi Semarang"	budaya organisasi, komitmen organisasi memengaruhi kinerja pegawai dengan diperantarai oleh kepuasan kerja pada PT BPR Setia Karib Abadi Semarang
10	Rahman (2019)	"Pengaruh Motivasi Kerja dan Kompensasi terhadap Kepuasan Kerja Guru SMK Swasta di Wilayah Timur Kabupaten Pemalang"	Motivasi kerja dan kompensasi secara substansial berdampak pada kepuasan kerja guru SMK Swasta di wilayah kepengawasan bagian timur Kab. Pemalang

11	Steven (2016)	"Pengaruh Budaya Organisasi terhadap Kepuasan Kerja, Komitmen Organisasional dan Intention To Leave"	Budaya organisasi secara substansial memengaruhi komitmen organisasional yang dimediasi oleh kepuasan kerja
12	Ronna (2017)	"Pengaruh Lingkungan Kerja dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan Cinemaxx Lippo Plaza Manado"	Lingkungan kerja dan motivasi kerja secara positif substansial berdampak pada kepuasan kerja pegawai
13	Adveni (2018)	"Pengaruh Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada PT. TASPEN (Persero) Kantor Cabang Kupang"	Lingkungan kerja secara positif substansial berdampak pada kepuasan kerja
14	Muis (2018)	"Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Karyawan pada PT. Pegadaian (Persero) Kanwil I – Medan"	Budaya organisasi dan komitmen organisasi secara substansial berdampak pada kinerja pegawai
15	Yuli (2018)	"Pengaruh Lingkungan Kerja, Etos Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan (Studi Kasus pada PEMKAB Bondowoso"	Lingkungan kerja, etos kerja ataupun disiplin kerja secara positif substansial berdampak pada kinerja
16	Apfia (2017)	"Pengaruh Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT Cahaya Indo Persada, Surabaya"	Lingkungan kerja ataupun disiplin kerja secara positif substansial berdampak pada kinerja pekerja

RESULTS AND DISCUSSION

Artikel tinjauan pustaka ini membahas tentang penekanan manajemen SDM berdasar pada kajian teoretis dan penelitian terkait sebelumnya.

Motivasi (X1) Memengaruhi Kepuasan Kerja (Y1)

Motivasi memiliki dampak pada kepuasan kerja individu. Individu yang mengalami motivasi dalam pekerjaannya biasanya menunjukkan tingkat kepuasan kerja yang tinggi. Motivasi yang kuat mendorong individu untuk terlibat dengan sungguh-sungguh, mencapai tujuan, dan menerima pengakuan atas pencapaian mereka. Semua ini meningkatkan kebahagiaan kerja dan kualitas pengalaman kerja seseorang.

Tinjauan sebelumnya yang dilaksanakan oleh (Anton Sujarwo dan Wahjono, 2017) secara jelas memperjelas bila motivasi berpengaruh signifikan dan positif terhadap kepuasan kerja. (Mardiono, 2014) pun menyampaikan, motivasi secara substansial memengaruhi kepuasan kerja. Berdasar pada pemaparan (Oluseye, 2014), motivasi memberikan dampak positif substansial bagi kepuasan kerja. Arif Rahman Hakim dan Muhdi (2019) menegaskan bahwasanya motivasi kerja memberikan pengaruh sebesar 48,5% terhadap kepuasan kerja guru SMK swasta di wilayah timur Kabupaten Pemalang.

Pengaruh Budaya Organisasi (X2) terhadap Kepuasan Kerja (Y1)

Budaya perusahaan yang menumbuhkan tempat kerja yang bahagia dan suportif akan meningkatkan kepuasan karyawan dan mendorong kontribusi optimal. Budaya organisasi yang disiplin dan lingkungan kerja yang kondusif dapat meningkatkan produktivitas personel. Seseorang bisa dengan rela menuruti dan menunaikan tanggung jawabnya tanpa adanya paksaan. Sesuai penelitian ilmiah (Set Xaverius, 2016), budaya organisasi secara positif substansial memengaruhi kepuasan kerja. (Emami, 2012) mempertegas korelasi yang baik dan kuat antara budaya organisasi dan kebahagiaan kerja.

Lingkungan Kerja (X3) Berpengaruh pada Kepuasan Kerja (Y1)

Tempat kerja yang kondusif dan memberi semangat biasanya meningkatkan kepuasan kerja pegawai. Membangun lingkungan kerja yang sehat bakal mengoptimalkan kepuasan kerja sehingga meningkatkan efisiensi dan kinerja organisasi secara menyeluruh.

Temuan studi (Wuwungan, 2017) memperjelas bahwasanya faktor lingkungan kerja memberikan pengaruh positif substansial bagi karakteristik kepuasan kerja. (Atambo, 2013) turut menegaskan bila variabel lingkungan kerja secara positif substansial memengaruhi kepuasan kinerja. (Aoliso, 2018) menyoroti pengaruh positif dan substansial lingkungan kerja terhadap kepuasan kerja karyawan PT Taspen Cabang Kupang.

Motivasi (X1) Berpengaruh pada Kinerja Karyawan (Y2)

Motivasi yang efektif, termasuk pemenuhan keinginan untuk berprestasi, kekuasaan, dan koneksi, dapat menginspirasi karyawan untuk terlibat dengan komitmen dan semangat yang sebanding dengan kemampuan mereka. Tidak dapat dipungkiri bahwasanya motivasi yang efektif secara substansial bisa mengoptimalkan kinerja pegawai. Mereka akan menunjukkan semangat kerja yang kuat, menunjukkan ketekunan dalam kehadiran di kantor, dan memiliki kemampuan untuk melaksanakan tugas sesuai dengan tujuan yang ditetapkan dan persyaratan tambahan.

Ahmad, 2023 memaparkan, variabel motivasi secara positif substansial memengaruhi kinerja pegawai pada Badan Keuangan Provinsi Gorontalo. Ihwal ini dikuatkan oleh (Sherlie & Hikmah, 2020), motivasi kerja secara positif substansial memengaruhi kinerja karyawan. Charli (2020) menjelaskan dalam studinya bila terdapat korelasi substansial antara motivasi dan kinerja.

Budaya Organisasi (X2) Berpengaruh pada Kinerja Karyawan (Y2)

Budaya organisasi secara substansial memengaruhi kinerja pegawai. Budaya organisasi terdiri atas nilai-nilai, konvensi, keyakinan, serta perilaku yang dianut ataupun diterapkan oleh seluruh bagian dari organisasi. Budaya organisasi yang mengedepankan kolaborasi, kreativitas, kepemimpinan efektif, dan kritik konstruktif cenderung meningkatkan motivasi, komitmen, dan kinerja pegawai.

Fachreza (2018) menegaskan bila budaya organisasi secara positif substansial berdampak pada kinerja. Hanny & Adiputra (2020) pun menyampaikan, budaya organisasi secara positif substansial memengaruhi kinerja pegawai. Melalui temuan studinya, (Gultom, 2014) mendapati bila budaya organisasi secara positif substansial memengaruhi kinerja pegawai. Ihwal ini kian ditunjang oleh (Muhammad, 2018) yang memperjelas bila budaya organisasi secara positif substansial memengaruhi kinerja karyawan.

Lingkungan Kerja (X3) Berpengaruh pada Kinerja Karyawan (Y2)

Lingkungan kerja yang optimal, termasuk dimensi fisik, sosial, ataupun psikologis, bisa memfasilitasi dukungan dan motivasi bagi karyawan untuk mencapai hasil pekerjaan yang menyenangkan. Atas dasar itulah, sudah seharusnya organisasi menumbuhkan lingkungan kerja yang memprioritaskan kesejahteraan dan kebutuhan pegawai untuk mengoptimalkan kinerja mereka.

Sesuai penjelasan Ferawati (2017), lingkungan kerja secara positif memengaruhi kinerja. Sofyan (2013) pun menegaskan bahwasanya lingkungan kerja secara positif substansial memengaruhi kinerja pegawai. Yantika (2018) turut menegaskan bila lingkungan kerja secara positif substansial memengaruhi kinerja personel Pemkab Bondowoso.

Pengaruh Kepuasan Kerja (Y1) Terhadap Kinerja Karyawan (Y2)

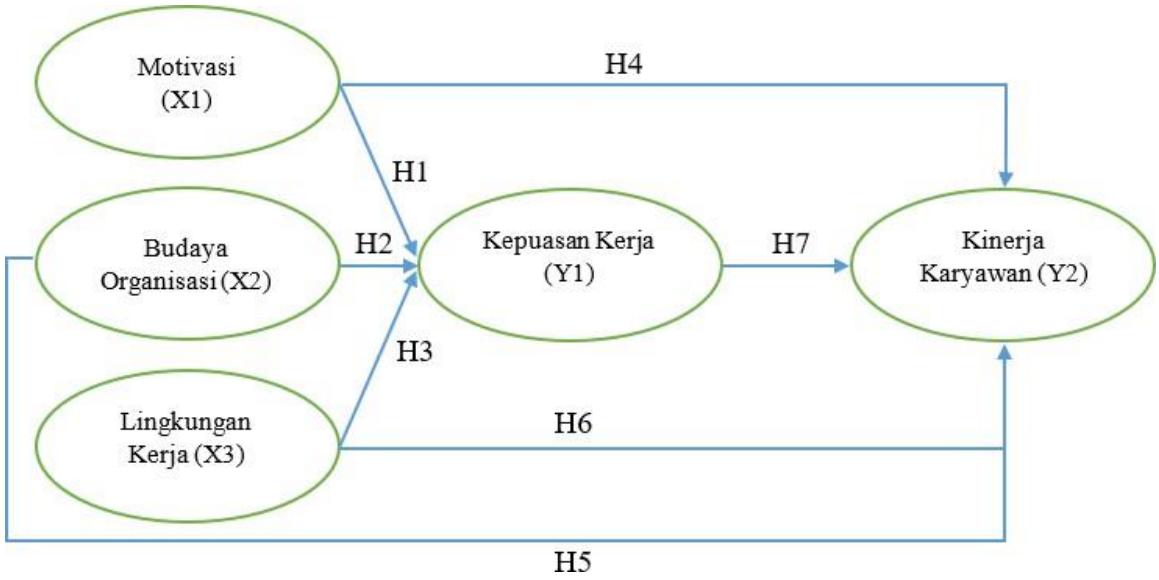
Kebahagiaan kerja memberikan pengaruhnya pada produktivitas, kualitas kerja, efisiensi, dan partisipasi pegawai dalam organisasi. Karyawan yang puas dengan pekerjaan

biasanya menunjukkan peningkatan kinerja, berkurangnya ketidakhadiran, dan masa kerja yang lebih lama dalam organisasi.

(Dewi, 2009) menegaskan kepuasan kerja secara positif substansial memengaruhi kinerja pegawai. (Parera, 2014) menegaskan bahwasanya kepausan kerja secara positif substansial memengaruhi kinerja. Ihwal ini dikuatkan oleh (Almigo, 2004), kepuasan kerja secara positif substansial memengaruhi kinerja pegawai.

Conceptual Framework

Berasal dari rumusan masalah, analisis teoritis, penelitian sebelumnya yang relevan, dan pemeriksaan interaksi variabel, kerangka konseptual untuk artikel ini ditetapkan berikut.



Gambar 1: Kerangka Berpikir

Berdasar pada kerangka konseptual yang tergambar di atas, motivasi, budaya organisasi, dan lingkungan kerja memengaruhi secara langsung ataupun taklangsung terhadap kepuasan kerja dan kinerja pegawai.

Selain variabel motivasi, budaya organisasi, dan lingkungan kerja yang memengaruhi kepuasan kerja dan kinerja, terdapat beberapa faktor lainnya yang turut memengaruhinya, antara lain

1. X4 : disiplin kerja (Afianto, 2017)
2. X5 : kompensasi (Azhar, 2020)
3. X6 : pengembangan karier (Bahri, 2017)

CONCLUSION

Simpulan

Menurut kerangka teori, literatur, dan wacana, korelasi antarvariabel tersebut:

1. Motivasi (X1) secara positif substansial memengaruhi kepuasan kerja (Y1).
2. Budaya organisasi (X2) secara positif substansial memengaruhi kepuasan kerja (Y1).
3. Lingkungan kerja (X3) secara positif substansial memengaruhi kepuasan kerja (Y1).
4. Motivasi (X1) secara positif substansial memengaruhi kinerja (Y2).
5. Budaya organisasi (X2) berpengaruh positif dan signifikan terhadap kinerja karyawan (Y2).
6. Lingkungan kerja (X3) secara positif substansial memengaruhi kinerja karyawan (Y2).

7. Kepuasan kerja (Y1) secara positif substansial memengaruhi kinerja karyawan (Y2).

Saran

Artikel ini menyarankan bahwasanya banyak faktor tambahan yang memengaruhi kepuasan kerja dan kinerja di berbagai jenis dan tingkat organisasi, yang memperlihatkan bila penelitian lebih lanjut dibutuhkan untuk menyelidiki aspek-aspek tambahan yang berpotensi memengaruhi kepuasan kerja dan kinerja di luar yang dibahas dalam artikel ini, termasuk disiplin kerja, gaji, ataupun pertumbuhan karier.

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