

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT. MARINATAMA GEMANUSA

Hanafi Siregar^{1*}, Budiyanto²

¹Student of Management Science Doctoral Program, Indonesia School of Economics (STIESIA), Surabaya, Indonesia

²Indonesia School of Economics (STIESIA), Surabaya, Indonesia

*Corresponding Author: hanafi@feb.unrika.ac.id

Abstract: This study was conducted to test and analyze the influence of organizational culture, work environment and compensation on employee performance at PT Marinatama Gemanusa. The population in this study were all employees of PT Marinatama Gemanusa, totality 46 people. The sampling technique with *non-probability sampling* using saturated sampling technique, where the total population is made entirely into research samples, namely 46 respondents. The research uses a quantitative approach using primary and secondary data. Researchers process data using statistical software. The analysis used in this study is multiple linear regression and partial hypothesis testing (t test). The results showed that partially organizational culture has a significant effect on employee performance; work environment and compensation partially have no significant effect on employee performance.

Keywords: Culture, Organization, Environment, Compensation, Performance

1. Introduction

The rapid progress of industry today cannot be separated from the importance of quality human resource elements, organizational culture and a good work environment are very important for the success of an organization in achieving company goals. Human resources can be said to be the main factor of existence for a company. The achievement of company goals is strongly influenced by the performance of individuals and groups of employees in order to achieve organizational goals (Nelly & Erdiansyah, 2022). Digital technology disruption and the world of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) are also strong reasons for organizations to quickly adapt in an increasingly competitive business environment. Organizational culture plays a very important role in the progress and expansion of the company. Organizational culture becomes a differentiating aspect, becomes a value and identity for the organization itself (Safira & Rozak, 2020). The company environment greatly affects employee productivity, including in completing the responsibilities assigned to him and can affect overall performance. A comfortable and safe work environment can create harmonious relationships that bind between people in the environment (Tambunan, 2022). Compensation is thought to have an effect on a person's motivation and performance. This means that the better the compensation provided by the organization, the better the performance output; because in compensation there is an incentive system that links compensation to performance (Musran et al, 2019). A company leader also has an important role and can control favoritism and try to be professional in the division of labor (Asriandi et al, 2018). PT. Marina was established based on Notarial Deed No. 70, dated September 27, 1990 to conduct business in the field of National Shipping for the transportation of passengers by ship within the country based on the Sea Transportation Company Business License (SIUPAL)

Number BXXV-1136/AL58. On February 24, 1994, PT Marina changed its name to PT Marinatama Gemanusa which is now domiciled at Jl. Pembangunan Komplek Ruko Citra Mas Blok A No. 6-7 Baloi, Batam City, Riau Islands Province, Indonesia in accordance with Notarial Deed No. 49. PT Marinatama Gemanusa began to open a shipyard workshop in the Tanjung Uncang area precisely on Jl. Brigadier General Katamso KM. 6 Batu Aji District. PT Marinatama Gemanusa is a shipyard company that focuses on shipbuilding and repair with proven experience in building ships such as ferries, patrol boats, fishing boats, barges and various other types of ships made of fiber and aluminum. In accordance with the company's vision to become one of the most trusted shipyards in Indonesia by excelling in quality, service, performance and efficiency. Of course, in its application must be supported by experienced human resources, adequate facilities and good organizational culture; as contained in ISO 45001:2018 (Occupational Health & Safety Management System); ISO 9001:2015 (Quality Management System); and ISO 14001:2015 (Environmental Management System). However, in practice, there is still no realization of a good work culture such as the implementation of toolbox meetings before starting work, a work environment that cares about K3 (Occupational Safety and Health) and needs a recap of total employee man hours to see productivity and a recap of work accidents (K3 statistics) which will have implications for the performance of PT Marinatama Gemanusa employees.

Employee performance is the result of work that can be achieved by a person or group of people in an organization within the company in accordance with their respective responsibilities. Good performance where the responsibilities in the work performed by employees meet the criteria and procedures set by the company. Meanwhile, poor performance is where employee performance does not match company expectations and expectations (Gunawan & Sutrisna, 2022). Because with the increase in employee performance, the company's performance will automatically increase. The better a person's performance in the company, the profits and profits that the company will receive will also automatically increase (Jufrizen & Rahmadhani, 2020). If the manager or boss is unable to manage the performance of his employees, he will experience failure in the organization itself, and if all of that happens, a company will not run optimally or well. But all of that can be better if performance management within the company is well controlled (Munandar et al, 2020).

The correlation between increasing employee productivity can be achieved through the creation of comfortable work environment conditions for employees, otherwise uncomfortable work environment conditions have the potential for work stress which can reduce performance (Fauzi et al, 2020). Compensation is also one of the factors that increase employees' desire to commit to the organization. Compensation does not function as a mere reward, but more than that, compensation can increase employees to remain in the organization and can be invited to jointly be responsible for the running of the organization. Fair compensation will create a sense of belonging to the organization, which ultimately has an impact on the high commitment and performance of employees to their organization (Siki, 2021). From the explanation described above, it is necessary to conduct research related to the problem of employee performance of PT Marinatama Gemanusa. Several independent variables include organizational culture, work environment, and compensation.

2. Literature Review

Organizational Culture

Crucial to the sociology and study of organizational culture is the idea of the organization as a social phenomenon that has its own characteristics that distinguish it from the environment on the one hand and from the individual desires and inclinations of its members on the other (Ouchi & Wilkins, 1985). Organizational culture has been described as shared values, principles, traditions, and ways of doing things that influence the way organizational members act. Culture implies three things. First, culture is a perception. Culture is not something that can be physically touched or seen, but employees perceive it based on what they experience within the organization. Second, organizational culture is descriptive. It is concerned with how members perceive the culture and describe it, not with whether they like it or dislike it. Lastly, although individuals may have different backgrounds or work at different levels of the organization, they tend to describe the organizational culture in the same way That is the shared aspect of the culture (Robbins & Coulter, 2012). Organizational culture is a shared system that includes the beliefs, values and behaviors of a group that distinguishes it from other organizations (Haryanti et al, 2024).

Work Environment

The work environment is everything that is around the workers and that can affect him in carrying out the tasks assigned. The work environment is very influential, especially for employees in carrying out activities within the company. Therefore, the planning of a good and satisfying work environment provided by company management must be properly prepared so that employees remain enthusiastic at work so that productivity can be increased, besides that it also supports employee performance in supporting the realization of maximum company goals (Haryanti et al, 2024). Environmental uncertainty caused by environmental changes affects the management process. What is best in a stable and predictable environment may be completely inappropriate in a rapidly changing and unpredictable environment (Robbins & Coulter, 2012). According to (Gunawan & Sutrisna, 2022) The work environment is the atmosphere and working conditions around the location of work activities. The work environment can be in the form of rooms, layouts, facilities and infrastructure, as well as working relationships between one worker and another.

Compensation

Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Sirait & Apriatni, 2017). According to (Gunawan & Sutrisna, 2022) Compensation is a direct or indirect reward or reward, financial or non-financial, which is fair and appropriate for employees, in return or contribution or service to the achievement of organizational and company goals. The objectives of providing compensation to employees include: ensuring the source of livelihood of employees and their families, improving work performance, increasing the existence of employees, strengthening working relationships between employees, preventing employees from leaving the company, improving work discipline, efficiency of potential employees, companies can compete with labor in the market, making it easier for companies to achieve goals, implementing applicable laws and regulations and companies can provide new technology (Musran et al, 2019). Most of us expect to receive appropriate compensation from our employers. Developing an effective and appropriate compensation system is an important part of the HRM process. It can help

attract and retain competent and talented individuals who help the organization achieve its mission and goals. In addition, an organization's compensation system has been shown to have an impact on its strategic performance (Robbins & Coulter, 2012). From some of the above opinions, it can be concluded that compensation is any reward received by an employee in return for the contribution that has been made to the company. Compensation is broadly divided into two, namely financial compensation and non-financial compensation. Where financial compensation is measured through 1) direct compensation in the form of salaries, incentives and overtime pay; and 2) indirect compensation in the form of allowances and facilities. Meanwhile, non-financial compensation can be in the form of praise, appreciation, recognition, and leave (Putra et al, 2020).

Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011). Measuring the performance of each employee to identify where expectations are met and not met. This allows the organization to take corrective action, such as training, incentives, or discipline. Performance management can achieve its strategic objectives only when measurement is truly linked to organizational goals and when goals and feedback on performance are communicated to employees (Noe et al, 2016:301). However, all effective programs seem to have two things in common. First, they are designed to reward effective employee performance behaviors and increase employee satisfaction and commitment. In other words, an effective reward system will improve employee performance and retention (Luthans et al, 2021:86).

Research Framework

The framework is a description of the research paradigm which is the answer to the problem to be studied. The research framework in this study is as follows:

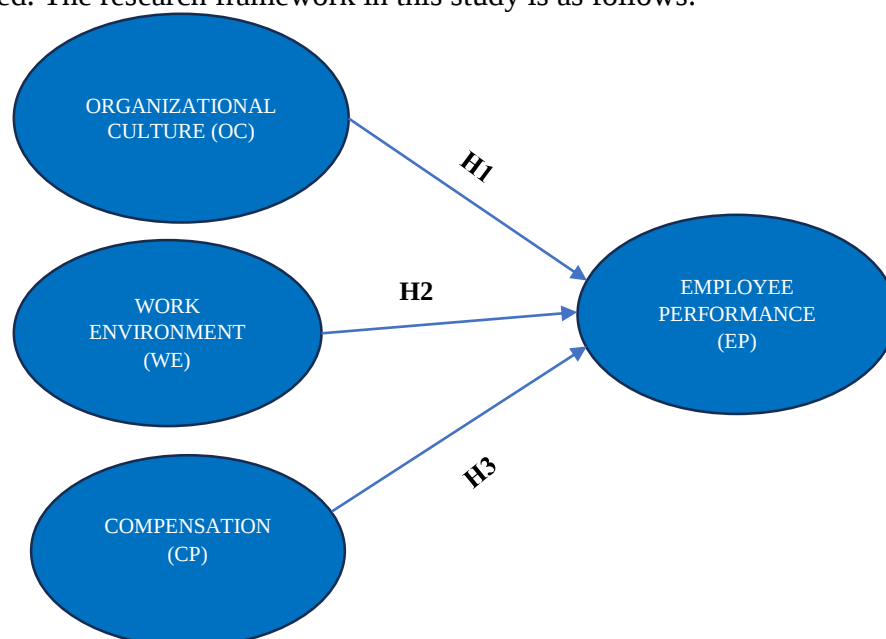


Figure 1: Research Framework
Source: Data processed by the author, 2024

Hypothesis Development:

Hypothesis 1: Organizational Culture (OC) effects on Employee Performance (EP)

Hypothesis 2: Work Environment (WE) effects on Employee Performance (EP)

Hypothesis 3: Compensation (CP) effects on Employee Performance (EP)

3. Method

Research Approach and Technique

This research is a quantitative research with a causality design and uses a data collection method, namely a questionnaire. According to Sugiyono (2013:7) quantitative methods are called positivistic methods because they are based on the philosophy of positivism. This method is called a quantitative method because the research data is in the form of numbers and analysis using statistics. The research technique used in this research is descriptive. The descriptive method is a research that describes, depicts, or explains the condition of the object being studied according to the situation and conditions at the time the research was conducted.

Population and Sample

Population is a collection of all distinguishable similar elements (units or individuals) that are the object of investigation or research. Units (individuals) that are the object of investigation and whose characteristics are to be known are called research units or elementary units (Wirawan, 2016:5). The total population at PT Marinatama Gemanusa, Batam is 46 people. The sample is part of the number and characteristics possessed by the population. Sampling technique with non-probability sampling with saturated samples, where the sampling technique when all members of the population are used as samples. Another term for saturated sample is census, where all members of the population are sampled (Sugiyono, 2013:85). So, the total sample in this study was 46 respondents.

Data Source

Primary data is data collected directly by researchers during research directly from the data source. Primary data is also referred to as original data or new data which has up to date properties. Secondary data is data obtained or collected by researchers from various existing sources. Secondary data can be obtained from hospitals, health centers, the Central Statistics Agency (BPS), reports and journals (Widodo et al., 2023:131).

Data Collection

To obtain data about the variables to be revealed in this study, a data collection tool is used in the form of a questionnaire. Questionnaires can use statements or questions, but in all cases the research subject determines the response by writing something for a specific purpose (Taniredja & Mustafidah, 2011:44). The questionnaire is a statement related to the variable under study given to respondents to be filled in with a weight of 1 to 5 or from strongly disagree to strongly agree (Maria & Chandra, 2023).

Data Analysis

In quantitative research, data analysis is an activity after data from all respondents or other data sources are collected. Data analysis techniques in quantitative research use statistics. Descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations

(Sugiyono, 2013:147). Multiple regression as a tool to analyze the influence between the independent variable on the dependent variable (Maria & Chandra, 2023). In this study, the statistical tool used is the Statistical Package for the Social Sciences (SPSS) *version 26* software.

4. Results and Discussion

Instrument Feasibility Test Validity Test

The validity test states or shows the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher (Sugiyono, 2013:126). Usually, the minimum requirement to be considered eligible is if $r \text{ count} = 0.3$. Or by comparing the value of $r \text{ count}$ with $r \text{ table}$. In this study, the value of $r \text{ table}$ with a total sample of 46 people, a significance value of 5%, obtained the value of $r \text{ table}$ of 0.291.

Table 1. The Instrument Validity of Results Test

Variable	Statement	r count	Position	r table	interpretation
Organizational Culture (OC)	X1.1	0,705	>	0,291	Valid
	X1.2	0,701	>	0,291	Valid
	X1.3	0,371	>	0,291	Valid
	X1.4	0,343	>	0,291	Valid
	X1.5	0,544	>	0,291	Valid
	X1.6	0,360	>	0,291	Valid
	X1.7	0,448	>	0,291	Valid
	X1.8	0,413	>	0,291	Valid
	X1.9	0,413	>	0,291	Valid
	X1.10	0,547	>	0,291	Valid
	X1.11	0,515	>	0,291	Valid
	X1.12	0,513	>	0,291	Valid
Work Environment (WE)	X2.1	0,669	>	0,291	Valid
	X2.2	0,800	>	0,291	Valid
	X2.3	0,821	>	0,291	Valid
	X2.4	0,867	>	0,291	Valid
	X2.5	0,682	>	0,291	Valid
	X2.6	0,717	>	0,291	Valid
	X2.7	0,801	>	0,291	Valid
	X2.8	0,750	>	0,291	Valid
	X2.9	0,481	>	0,291	Valid
	X2.10	0,466	>	0,291	Valid
Compensation (CP)	X3.1	0,723	>	0,291	Valid
	X3.2	0,810	>	0,291	Valid
	X3.3	0,812	>	0,291	Valid
	X3.4	0,782	>	0,291	Valid
	X3.5	0,862	>	0,291	Valid
	X3.6	0,745	>	0,291	Valid
	X3.7	0,652	>	0,291	Valid
	X3.8	0,774	>	0,291	Valid

Variable	Statement	r count	Position	r table	interpretation
Employee Performance (EP)	Y.1	0,389	>	0,291	Valid
	Y.2	0,369	>	0,291	Valid
	Y.3	0,627	>	0,291	Valid
	Y.4	0,688	>	0,291	Valid
	Y.5	0,718	>	0,291	Valid
	Y.6	0,626	>	0,291	Valid
	Y.7	0,614	>	0,291	Valid
	Y.8	0,508	>	0,291	Valid

Source: Data processed by the author, 2024

From the validity test results, all indicators of the Organizational Culture (OC), Work Environment (WE) and Compensation (CP) variable instruments on Employee Performance (EP) are declared valid.

Reliability Test

Reliability is the degree of consistency/constancy of data within a certain time interval. Reliable if there is consistency in someone's answer to a statement or stable over time. The research instrument is said to be reliable if the Cronbach's alpha value is > 0.60 (Ghozali, 2018:46).

Therefore, the decision-making criteria in the reliability test are if the Cronbach's alpha value > 0.60 is reliable. If the Cronbach's alpha value < 0.60 , it is not reliable.

Table 2. The Instrument Reliability of Results Test

Variable	Cronbach Alpha	Position	r alpha	Interpretation
Organizational Culture (OC)	0,708	>	0,6	Reliable
Work Environment (WE)	0,885	>	0,6	Reliable
Compensation (CP)	0,900	>	0,6	Reliable
Employee Performance (EP)	0,700	>	0,6	Reliable

Source: Data processed by the author, 2024

Classical Assumption Test (Data Feasibility Test)

The classic assumption test is used to determine whether the regression model has residual normality, multicollinearity, linearity, autocorrelation and heteroscedasticity. A linear regression model can be called a good model if it fulfills several classical assumptions, namely that the residual data is normally distributed, there is no multicollinearity, autocorrelation and heteroscedasticity (Maria & Chandra, 2023).

Normality Test

The normality test is used to determine whether the residual or confounding variables have a normal distribution in the regression model. This can be done in two ways, namely by using statistical tests and graphical analysis (Tirtayasa, 2019). In this study, the test was carried out using a probability plot. The probability plot graph can be seen in the following figure:

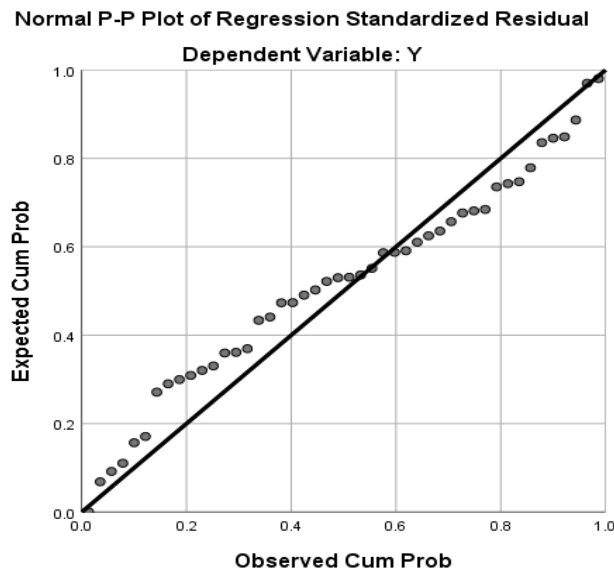


Figure 2: Normality Test

Source: Data processed by the author, 2024

Based on Figure 2 above, it can be concluded that the data is normally distributed because the remaining data distribution follows the direction of the diagonal line. Because the data is normally distributed, the regression model fulfills the assumption of normality.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. There are several ways that can be done to test heteroscedasticity, namely the plot graph test, park test, glejser test and white test. The test in this study uses a Plot Graph between the predicted value of the dependent variable, ZPRED, and its residual SRESID.

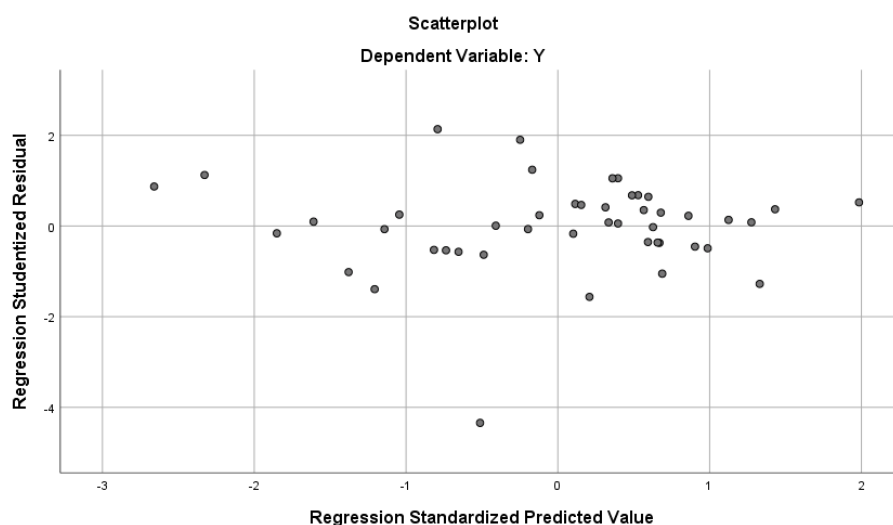


Figure 3: Heteroscedasticity of Results Test

Source: Data processed by the author, 2024

From the picture above there are no symptoms of heteroscedasticity, because the dots spread above and below the number 0 on the Y axis (Ghozali, 2018:139).

Multicollinearity Test

Aims to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables. Multicollinearity is when the tolerance value is ≤ 0.10 or equal to the Variance Inflation Factor (VIF) value ≥ 10 . For example, a tolerance value of 0.10 is equal to a collonierity level of 0.95 (Ghozali, 2018:108).

Table 3. The Multicollinearity Results Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	22.591	5.253			4.301	.000		
	X1	.233	.112	.314	2.084	.043		.935	1.069
	X2	.016	.082	.035	.198	.844		.664	1.506
	X3	.013	.103	.023	.126	.900		.664	1.505

a. Dependent Variable: Y

Source: Data processed by the author, 2024

From the table above, there is no multicollinearity; tolerance value ≤ 0.10 or Variance Inflation Factor (VIF) value ≥ 10 .

Autocorrelation Test

Autocorrelation Test Aims to test whether in the linear regression model there is a correlation between confounding errors in period t and confounding errors in period t -1 (previous). If there is a correlation, it is called an autocorrelation problem (Ghozali, 2018:108). In this study, to test whether there are symptoms of autocorrelation using the Durbin-Watson test (DW test).

Table 4. Autocorrelation of Results Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.331 ^a	.109	.046	3.11353	1.671

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Data processed by the author, 2024

The autocorrelation test results show a Durbin-Watson (DW) value of 1.671 while the number of independent variables in this study is 3 ($K = 3$). The research sample was 46 respondents; so the dU value = 1.667. So that the results of the dU value $< DW$ value $< 4-dU$ ($1.667 < 1.671 < 2.333$) indicate that the data used in this study do not experience autocorrelation symptoms.

Correlation and Determination Coefficient Test

The correlation coefficient is a statistic that calculates the pair of numbers between X and Y that describe the relationship between members of the pair (Maria & Chandra, 2023). One such analysis is Pearson correlation analysis to test the level of relationship from weak to strong between two variables that have normal data distribution (Purnomo in Maria & Chandra, 2023). The coefficient of determination (R^2) essentially measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

Table 5. Test Results of the Coefficient of Determination Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.331 ^a	.109	.046	3.11353

a. Predictors: (Constant), X3, X1, X2

Source: Data processed by the author, 2024

Table 6. The Standard Interpretation of Correlation Coefficient

r value	Interpretation
0.81-1.00	Very high
0.61-0.80	High
0.41-0.60	Medium
0.21-0.40	Low
0.00-0.20	Very low

Source: Widodo et al, 2023

From the results of the SPSS output in the table above, the r value or Model Summary correlation is 0.331, meaning that there is a weak correlation coefficient relationship between organizational culture, work environment and compensation on employee performance. From the model summary table, the R Square value is 0.331. So, the magnitude of the contribution of the influence of the independent variables is 33.10%, while the remaining 66.90% is influenced by other factors not examined in this study.

Multiple Linear Regression Test

To determine the effect of the independent variables of organizational culture, work environment and compensation on the dependent variable (employee performance). The author uses data analysis using SPSS version 26. Linear regression is calculated using the formula:

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + e$$

**Table 7. Multiple Linear Regression test Results
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	22.591	5.253		4.301	.000		
	X1	.233	.112	.314	2.084	.043	.935	1.069
	X2	.016	.082	.035	.198	.844	.664	1.506
	X3	.013	.103	.023	.126	.900	.664	1.505

a. Dependent Variable: Y

Source: Data processed by the author, 2024

$$Y = 22,591 + 0,233X_1 + 0,016X_2 + 0,013X_3 + e$$

The interpretation of the regression model above is:

- a = 22,591. If the organizational culture, work environment and compensation are equal to 0 (zero) or constant (no increase or decrease) then the employee performance obtained is 22.591.
- X₁ = 0,233. If the organizational culture increases by 1 (one unit) while the work environment and compensation remain, employee performance will increase by 0.233.
- X₂ = 0,016. If the work environment increases by 1 (one unit) while the organizational culture and compensation remain, employee performance will increase by 0.016.
- X₃ = 0,013. If compensation increases by 1 (one unit) while organizational culture and work environment remain, employee performance will increase by 0.013.

Hypothesis Test

Partial Test (t test)

The purpose of the partial test is to determine how far the influence of the independent variable (X) on the dependent variable (Y) is partially. Hypothesis testing is carried out using a significance level of 0.05 ($\alpha = 5\%$).

**Table 8. Partial test Results (t)
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	22.591	5.253			4.301	.000
	X1	.233	.112	.314		2.084	.043
	X2	.016	.082	.035		.198	.844
	X3	.013	.103	.023		.126	.900

a. Dependent Variable: Y

Source: Data processed by the author, 2024

- Partial test of organizational culture on employee performance
Based on the results of the SPSS analysis above, it shows that the t value for the organizational culture variable (OC) is 2.084 and t table 2.018; t count > t table (2.084 > 2.018) then organizational culture has a significant effect on employee performance.

2. Partial test of work environment on employee performance
Based on the results of the SPSS analysis above, it shows that the t value for the work environment variable (WE) is 0.198 and t table 2.018; $t \text{ count} < t \text{ table}$ ($0.198 < 2.018$) then the work environment has no significant effect on employee performance.
3. Partial test of compensation on employee performance
Based on the results of the SPSS analysis above, it shows that the t value for the compensation variable (CP) is 0.126 and t table 2.018; $t \text{ count} < t \text{ table}$ ($0.126 < 2.018$) then compensation has no significant effect on employee performance.

5. Conclusion

Based on the results of testing and analysis partially (t test) organizational culture has a significant effect on employee performance; the results of this analysis are supported by research (Oktavia & Fernos 2023), (Fathoni et al 2021), (Damayanti & Ismiyati 2020). The work environment has no significant effect on employee performance in accordance with the results of research (Warongan et al, 2022). Compensation has no significant effect on employee performance; the results of this analysis are supported by research (Rianda & Winarno 2022). Limitations in this study: (1) The research was only conducted in shipyard companies (shipyard) in the future it can be done in manufacturing companies or types of fabrication companies in the oil and gas sector; (2) the number of samples in this study is small; (3) the independent variables are only three while there are many other factors that can be studied to determine the improvement of employee performance, for example, adding mediation and moderation variables in future research.

Some suggestions from researchers: (a) a good organizational culture such as toolbox meetings must be cultivated in the company in order to increase synergy between employees in the organization; (b) a safe work environment should be of particular concern because employees work in dangerous area locations; (c) compensation the results are not significant therefore for the company, this variable should be considered so that employees who work can be more active and create a conducive and competitive work atmosphere in the company.

Acknowledgements

The author wishes to gratitude to everyone who has supported and contributed to this research, especially the leaderships and all employees of PT. Marinatama Gemanusa, Batam. Thanks to the advisers who gave direction, feedback, and encouragement; to the respondents who took part in this study, as well as everyone who helped with data collecting and processing. This research would not be possible without their efforts and contributions. Once again, thanks for everyone's devotion and amazing participation in this research helped research can be completed and published.

References

- Asriandi, A., Gani, M. U., & Hasbi, A. M. (2018). Pengaruh budaya organisasi dan lingkungan kerja terhadap loyalitas karyawan serta dampaknya terhadap kinerja karyawan PT. Industri Kapal Indonesia (Persero) Makassar. *JEMMA (Journal of Economic, Management and Accounting)*, 1(2), 1-13.

- Damayanti, E., & Ismiyati, I. (2020). Pengaruh Kompensasi, Lingkungan Kerja, dan Budaya Organisasi terhadap Kepuasan Kerja Guru. *Economic Education Analysis Journal*, 9(1), 33-49.
- Fathoni, M. I., Indrayani, I., Indrawan, M. G., & Yanti, S. (2021). Pengaruh Kepemimpinan, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening di Qur'an Centre Provinsi Kepulauan Riau. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 5(1), 163.
- Fred Luthans, Brett C. Luthans, Kyle W. Luthans, (2021). *Organizational Behavior an Evidence-Based Approach Fourteenth Edition*. Information Age Publishing, Inc. Charlotte, North Carolina.
- Gunawan, A., & Sutrisna, S. (2022). Pengaruh Kompensasi, Lingkungan Kerja dan Budaya Organisasi Terhadap Kinerja Karyawan. *Prosiding: Ekonomi Dan Bisnis*, 2(1), 117-122.
- Haryanti, D., Winarsih, E., & Ngaisah, N. (2024). Pengaruh Budaya Organisasi, Lingkungan Kerja, Disiplin Kerja dan Kompensasi Terhadap Kinerja Pegawai di RSUD Sukoharjo. *Jurnal Wiranomika*, 3(1).
- Imam Ghozali, (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25 Edisi 9*. Badan Penerbit Universitas Diponegoro.
- Jufrizen, J., & Rahmadhani, K. N. (2020). Pengaruh budaya organisasi terhadap kinerja pegawai dengan lingkungan kerja sebagai variabel moderasi. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 3(1), 66-79.
- Mangkunegara, A. P. (2011). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Penerbit Refika Aditama, Bandung.
- Maria, A., & Chandra, T. (2023). The Effect of Compensation and Organizational Commitment on Employee Performance at Akademi Kesehatan John Paul II Pekanbaru. *International Conference of Business and Social Sciences*, 3(1), 63-76. <https://doi.org/10.24034/icobuss.v3i1.344>
- Munandar, W. A., Samsudin, A., & Komariah, K. (2020). Penerapan Budaya Organisasi terhadap Peningkatan Kinerja Karyawan pada CV. Desain & Bangunan Sukabumi. *Ekuitas: Jurnal Pendidikan Ekonomi*, 8(1), 28-36.
- Musran, M., Makrus, M., & Wargianto, W. (2019). Pengaruh Kompensasi, Lingkungan Kerja, Budaya Organisasi dan Pemanfaatan Teknologi Informasi terhadap Motivasi Kerja Serta Dampaknya terhadap Kinerja. *JEM Jurnal Ekonomi Dan Manajemen*, 5(2), 1-19.
- Nata Wirawan, (2016). *Cara Mudah Memahami Statistika Ekonomi dan Bisnis (Statistika Deskriptif)*. Penerbit Keraras Emas, Denpasar.
- Nelly, R., & Erdiansyah, R. (2022). Pengaruh Budaya Organisasi, Lingkungan Kerja, dan Motivasi Kerja terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus pada Karyawan PT Pakar Anugerah Gemilang). *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 6(4), 427-432.
- Oktavia, R., & Fernos, J. (2023). Pengaruh Lingkungan Kerja dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Kependudukan Dan Pencatatan Sipil Kota Padang. *Jurnal Economina*, 2(4), 993-1005.
- Ouchi, W. G., & Wilkins, A. L. (1985). Organizational culture. *Annual review of sociology*, 11(1), 457-483.
- Putra, M. R., Yandi, A., & Maharani, A. (2020). Determination of Employee Motivation and Performance: Working Environment, Organizational Culture, and Compensation (A Study of Human Resource Management Literature). *Dinasti International Journal of Education Management and Social Science*, 1(3), 419-436.

- Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, (2016). *Fundamentals of Human Resource Management Sixth Edition*. Published by McGraw-Hill Education, 2 Penn Plaza, New York, NY 10121.
- Rianda, S., & Winarno, A. (2022). Pengaruh Kompensasi Dan Lingkungan Kerja Fisik Terhadap Kinerja Pegawai Pada Pt Rajasaland Bandung. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 9(2), 192-203.
- Safira, A. D. A., & Rozak, H. H. A. (2020). Pengaruh budaya organisasi, lingkungan kerja, dan kompetensi terhadap kinerja pegawai (Studi pada Perum Perhutani Divisi Regional Jawa Tengah). *Proceeding SENDIU*, 519-523.
- Siki, D. D. S. (2021). Pengaruh Budaya Organisasi, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Waroeng Spesial Sambal (SS) Cabang Yogyakarta). *Jurnal Indonesia Sosial Teknologi*, 2(11), 1902-1914.
- Sirait, T. J., & Apriatni, E. P. (2017). Pengaruh Budaya Organisasi, Lingkungan Kerja dan Kompensasi terhadap Kinerja Karyawan Hotel Patra Jasa Semarang. *Jurnal Ilmu Administrasi Bisnis*, 6(4), 95-104.
- Slamet Widodo, Festy Ladyani, La Ode Asrianto, Rusdi, Khairunnisa, Sri Maria Puji, Lestari, Ade Devrianya, Dian Rachma Wijayanti, Abas Hidayat, Dalfian, Sri Nurcahyati, Tessa Sjahriani, Armi, Nurul Widya, Rogayah, (2023). *Buku Ajar Metode Penelitian*. Penerbit CV Science Techno Direct Perum Korpri, Pangkalpinang.
- SP, Fauzi M. Nur, Siti Nurmawanti, and Sri Tatminingsih. "Pengaruh Budaya Organisasi, Lingkungan Kerja Dan Kompetensi Terhadap Kinerja Pegawai Dinas Pertanian Dan Perkebunan Kabupaten Bima." *Jurnal Ilmiah Mandala Education* 6.2 (2020).
- Stephen P. Robbins, Mary Coulter, (2012). *Management Eleventh Edition*. Pearson Education, Inc., publishing as Prentice Hall, One Lake Street, Upper Saddle River, New Jersey 07458.
- Sugiyono, (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Penerbit Alfabeta, Bandung.
- Tambunan, H. M. S. (2022). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Transpacific Finance. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), 25-33.
- Tirtayasa, S. (2019). Pengaruh kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45-54.
- Tukiran Taniredja, Hidayati Mustafidah, (2011). *Penelitian Kuantitatif (Sebuah Pengantar)*. Penerbit Alfabeta, Bandung.
- Warongan, B. U., Dotulong, L. O., & Lumintang, G. G. (2022). Pengaruh Lingkungan Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pada PT Jordan Bakery Tomohon. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 10(1), 963-972.