

ANALYZING THE IMPACT OF WORK ENVIRONMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE JOB EFFECTIVENESS IN THE MAMUJU DISTRICT REGIONAL LIBRARY AND ARCHIVES OFFICE

¹Rosmawati S, ²Rohsita Amalyah Rasyid
^{1,2}Universitas Muhammadiyah Mamuju

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ABSTRACT

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This research, conducted at the Office of the Regional Library and Archives Agency of Mamuju District, West Sulawesi, examines the factors influencing employee work effectiveness. Two primary independent variables, work environment and organizational culture, were investigated in relation to their impact on employee work effectiveness. The study found that both the work environment and organizational culture have a significant and positive influence on employee work effectiveness. Moreover, when considered simultaneously, these factors exert a substantial impact. The combined effect of the work environment and organizational culture accounts for 72.9% of the variation in employee work effectiveness. These findings emphasize the importance of addressing these factors to enhance employee performance and productivity. They provide valuable insights for organizations seeking to improve work effectiveness among their employees.

E-mail:
rhs.rasyid@gmail.com

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1. INTRODUCTION

Basically, an organization consists of a group of people and operational equipment as tools used when working to achieve the vision and mission of the organization. The times always demand perfection in the management of an organization. To overcome this problem, a competent daily human workforce is needed. In the management of organizations, whether government or private agencies, it cannot be separated from the role of human resources. According to Surajiyo (2020: 1) "human resources are the only resources that have reason, feelings, desires, skills, knowledge, drive, power, and work (ratio, taste and karsa)". the potential of everyday human intelligence in relation to achieving organizational goals, so that this potential needs to be directed by means of good human resource management. Good human resources are able to carry out all organizational goals optimally.

Human resource development is a very important point to pay attention to in the organization because to face the demands of technological advances and knowledge which are always experiencing developments, where every human being needs to be well prepared and reliable because humans have a more active and prominent role in an organization, human tasks have a more active role and prominent in an organization, human tasks make planning, control and the realization of predetermined goals. Human resources are the basic capital of an organization in carrying out activities and as a determinant of the successful implementation of the activity process, because the ability of an organization is determined by the employee factor in achieving goals.

Employees or employees are one of the most important elements in a government agency. Without an employee in a government or private agency, it will not be able to carry out its activities. An organization needs to have employees who meet its requirements or expectations and are able to carry out previously agreed tasks to achieve its goals. Every organization will continue to strive to develop the work done by its employees while still focusing on organizational goals. In achieving these goals, employees are required to be able to work effectively and efficiently. The role of employees will reveal a good work effectiveness if all aspects in the office can be fulfilled. According to Rahman (2017: 40) "work

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effectiveness is a condition that directs the extent to which plans can be fulfilled, the more expectations that can be achieved the more effective the series of activities are". work effectiveness is closely related to work is considered successful or not depending on the completion at the end of the work and the implementation process, meaning that the completion of the work is on time according to the previously stated target.

Work effectiveness can also be used as a measure of an employee's ability to complete his duties in the organization appropriately and in accordance with previously set standards. Effectiveness in the workplace is very important to achieve organizational goals because it is a sign of the success of government organizations. In realizing work effectiveness, various aspects related to this achievement need to be considered in the organization, employees will work optimally if the organization is able to identify needs in the work process. In essence, if someone is in a healthy and productive work environment, then they will be more confident at work. The single most important factor currently required is that the work environment is able to affect productivity, according to Nitisemito (2015: 109) "the work environment is everything that is around the employee and can affect him in carrying out his assigned duties". For example, cleanliness, sound, lighting or a narrow workspace. The work environment is the only thing that is needed. understood because the place where employees carry out all their activities. the work environment can affect the effectiveness of employee work because if employees are happy with their work environment so employees will feel more excited about doing their job so that they can increase their work effectiveness in achieving predetermined targets.

Besides the work environment aspect, there are also things that affect employee work effectiveness, namely organizational culture. According to Tewal (2017: 18) states that "organizational culture is a guideline felt by members and the creation of a belief that the values / values of the rules and policies contained in organizational culture will have an impact on the habitual behavior and mindset of its members". This definition explains that organizational culture is the rules or things that become habits that occur in the organization, each organization has its own set of beliefs and rules. An organization that has a good organizational culture, if all related members apply all the rules and good habits within the scope of their work. organizational culture in the form of discipline and accuracy of task completion can increase the effectiveness of employee work in determining the vision and mission of the organization. The Mamuju Regency Library and Regional Archives Office is an executor who works in government affairs in the field of libraries and archives which are assigned to his work area. Every office has employees, the more work demands there are in the office, the more employees are involved in it, so there is a high possibility of problems arising in it.

During observations at the Mamuju Regency Library and Preparatory Service Office, the author found employees who were less effective at work, such as some employees were still seen relaxing in the office area during work time. Factors that influence the decrease in work effectiveness can be seen from the aspect of work environment problems that are less comfortable and conducive because there is still noise from activities around the office, there are old buildings damaged by the earthquake which have not been renovated so far, this can endanger employees who move around the building, the size of the building or room is narrow which can hinder the movement of employees in carrying out their duties and the yard is not clean. In addition to work environment problems, the problems observed by the author are related to organizational culture that has not been fully developed as it should be seen from the rules set by superiors or leaders related to morning apple activities which appear to have employees who do not obey them and there are still some employees who arrive and leave not in accordance with the available time so that it becomes a habit among employees. This will have an impact on reducing the effectiveness of employee work because the working hours used are not effective.

Literature Review

Human resources are the most expensive item that any organization buys. For this reason, human resource management determines the organization to achieve its goals. According to Andriani (2022: 5) "human resource management is an effort to manage and foster relationships between humans that aim

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to achieve the goals of the organization effectively and efficiently". According to Sutrisno (2017: 6) "human resource management is an activity of planning, developing, procuring, maintaining and using human resources to achieve both individual and organizational goals". According to Ichsan et al. (2021: 4) "human resource management is a reflection of significant improvements regarding the management of people in organizations and a broader perspective on the study of this field, which is needed in an organization". Based on the explanation above, the author summarizes this is human resource management. planning activities, development, and procurement of human resources in organizations that have the role and function of fostering human relations to achieve organizational sustainability both individually and in groups.

The human resource management functions presented by Hasibuan (2016) can be grouped into two main categories: managerial functions and operational functions. In the managerial function, there are four main aspects. First, the planning function, which is concerned with directing employee behavior in accordance with organizational policies. Second, the organizing function, which involves setting up work processes, emphasizing goals and commitments, and cooperation within the organizational structure. Third, the directing function, aimed at ensuring the effectiveness and efficiency of employee work to achieve organizational goals, with encouragement to employee persistence. Fourth, the control function, which organizes personnel to carry out their roles and obligations according to their duties and applicable regulations. Meanwhile, in the operational function, there are seven main aspects. First, the procurement function, which focuses on recruitment, placement, and orientation to meet workforce needs. Second, the development function, which carries out training to improve employee capabilities. Third, the compensation function, which offsets performance by providing compensation in the form of both products and money. Fourth, the integration function, which promotes mutual cooperation and positive relationships. Fifth, the maintenance function, which aims to maintain the physical and mental well-being of employees in order to remain loyal. Sixth, the discipline function, which is important in achieving organizational goals and maintaining employee discipline. Seventh, the dismissal function, which deals with ending the employment relationship for personal reasons, organizational needs, or expiration of the employment contract. All these functions play an important role in human resource management and contribute to the success of the organization.

The work environment is the location where employees carry out all stages of their activities every day. A conducive and safe work environment will lead to optimal employee work results. According to Surajiyo et al (2020: 51) "the work environment is everything that is around the location of the workplace that can affect the work of employees in carrying out their work activities". Meanwhile, according to Rahman (2017: 47) states that "the work environment is everything that is around employees at work, whether in physical or non-physical form, directly or indirectly, which can affect him and his work while working". According to Firdaus (2023: 85) "the work environment is a place where employees and places use their time to do their work". Based on the explanation of the definition of the work environment above, the author summarizes the work environment of all conditions or conditions that exist around employees when they work, they can influence, support and facilitate employee work when carrying out all their activities in accordance with the time set by the organization. The work environment, both in the government and private sectors, has a significant impact on the effectiveness of employee performance. According to Mangkunegara (2005), types of work environment can be divided into two categories: physical and non-physical. The physical work environment includes aspects related to the physical workplace, such as desk facilities, computers, and so on. It also involves factors such as air humidity, cleanliness, lighting, noise levels, and odors around the workplace. On the other hand, the non-physical work environment is about the relationships and interactions between employees.

This involves social relations in the workplace, social status, professional relationships among coworkers, and relationships with superiors. Factors such as effective communication and stopping the spread of hate speech also play an important role in creating a positive work environment. Both types of work environment contribute to employee productivity and performance. If the work environment, both

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physical and non-physical, is not good, it can disrupt employee performance and reduce their effectiveness. Therefore, it is important for employers and organizations to pay attention and ensure work environment conditions that support productivity and harmony in the workplace. The work environment has several important indicators that need to be considered, such as lighting that affects employee concentration, coloring that can affect mood, cleanliness that creates a comfortable environment, air exchange to maintain physical freshness, noise control so that employees can work with focus, and security at the work location to maintain employee comfort and concentration. All these aspects play an important role in creating a good working environment and supporting employee productivity. According to Afandi (2018) in Ratnasari and Firmansyah (2021: 149) "the benefits of the work environment are conditions that cause work passion and work enthusiasm, so that this will have an impact on increasing employee productivity". Within the scope of an organization or company, a safe and healthy work environment will have a dampening effect on employee work results.

According to Ernawan (2018) "organizational culture is the style and way of life of an organization which is a reflection of the values or beliefs that have been adopted by the entire organization". Meanwhile, according to Pakpahan (2022: 36) states that "organizational culture is a system of shared meaning, in an organization related to values, norms, beliefs, traditions and ways of thinking that appear in the behavior of human resources so that it distinguishes between one organization and another". Meanwhile, according to Tewal et al (2017: 18) states that "organizational culture is a guideline that is felt by members and the creation of a belief that the values / rules and policies contained in organizational culture will have an impact on the behavior, habits and mindset of its members". As a system of cooperation between various institutions that serve as guidelines for how organizational employees carry out their duties, the organizational culture that has been implemented jointly. Based on the explanation of the definition of organizational culture, the author concludes that organizational culture is a guideline that shows general values and rules that have been agreed upon jointly and adhered to by all members involved in the organization in order to increase the effectiveness of employee work.

The function of organizational culture according to Robbins, as explained by Maysarah and Hayati (2022), includes several important aspects. First, organizational culture helps determine the unique identity of an organization and distinguishes it from others. Second, culture creates a sense of membership and identity for organizational members. Third, culture facilitates individual commitment to organizational goals, especially in sensitive issues. Fourth, organizational culture increases effectiveness in uniting organizational members by setting clear standards in communication and execution. Finally, organizational culture acts as a control and shapes the attitudes and behavior of organizational members, as well as providing meaning and control mechanisms in the organizational environment. All of these are important in shaping the overall character and performance of the organization. According to Wahyuddin (2021) in Alasyari, et al. (2023), there are six factors that can harm religious organizations. First, are observable patterns of behavior, where people tend to interact with certain languages or dialects that can cause discomfort or trauma. Second, are the norms that exist within the organization, including guidelines on how to carry out work that may not always fit the needs. Third, are the dominant values held by all members of the organization, which can be a burden if they do not match the individual's views. Fourth, is the organization's philosophy and policies regarding the treatment of employees. Fifth, are solid rules, often related to the organization's core values. Finally, there is the organizational climate, which reflects the general feeling regarding the organization's communications and actions. All of these factors can be potential risks for religious organizations if not managed properly.

In achieving the desired goals, religious organizations need to meet several indicators that have been described by Edison (2017) in Anggri, et al. (2022). First, organizational members need to have high self-awareness, namely the ability to develop themselves, comply with regulations, and provide high-quality services. Second, aggressiveness in planning and achieving realistic goals is required. Third, a positive personality in interactions with coworkers, including being respectful, friendly, and open, is essential. Fourth, organizational members need to demonstrate creative and productive performance.

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Finally, team orientation and the ability to communicate and coordinate well with other members are important factors in achieving quality results and common organizational goals. All these indicators help support absolute performance in religious organizations.

According to Bormasa (2022: 131) states that "the effectiveness of employee work is the state or ability of the success of a job carried out by humans to produce the expected results and in accordance with the time set". Admosoeprapto revealed (2016: 34) "work effectiveness is the extent of how well an employee realizes a goal or standard set by the organization". According to Rahman (2017: 40) "work effectiveness is a condition that describes the extent to which a stage or plan can be fulfilled, the faster the plan is realized the more effective the series of work is". Based on the exposure issued by the author of these experts, it can be concluded that work effectiveness is a condition that describes the ability and expertise possessed by employees in showing a certain task carried out according to agreed time and objectives. Employee work effectiveness is influenced by several factors, such as organizational characteristics that include the structure of the organization and the interactions within it. Environmental characteristics also play a role, including equipment, working relationships, and the dynamic surrounding conditions of the organization. In addition, job characteristics are significant in influencing effectiveness, as the quality of the human resources participating in the job is critical. Finally, management policies and practices, which include work methods and attention to individual differences, also impact employee effectiveness. All these factors interact and play a role in shaping employee performance in an organization.

Factors that influence work effectiveness, according to Gibson (2007), include ability, skill, knowledge, attitude, motivation and stress. Capabilities include technical and general abilities possessed by employees. Expertise refers to specific skills in handling technical issues. Knowledge is a person's ability to apply the knowledge they have. Attitude reflects a person's personality that is reflected in their actions. Motivation is the internal drive that drives a person to achieve certain goals. Finally, stress is the pressure that arises from the work environment and can affect employee performance. All these factors together affect the extent to which a person can be effective in their job. Admosoeprapto (2016) identifies five main indicators to measure work effectiveness. First, goal achievement, which reflects the organization's ability to achieve the goals that have been set. Second, work quality, which refers to quality and thorough work results in accordance with established criteria. Third, work quantity, which indicates the extent to which work can be completed in a given time by taking into account the number of positions available and the qualifications required. Fourth, time execution, which describes the ability to complete tasks according to a predetermined schedule. Finally, job satisfaction, which reflects an individual's feelings of satisfaction with the work they are currently doing. All of these indicators contribute to work effectiveness in an organizational context.

2. METHOD

This research was conducted at the Regional Library and Archives Office of Mamuju Regency, West Sulawesi, with the exact location on Jalan AP. Pettarani, Binanga Village, Mamuju District. There are two types of data used in this research, namely quantitative data and qualitative data, but the research focuses more on quantitative data. Quantitative data is data in the form of numbers used to test the hypothesis in this study. This data is obtained through research instruments such as questionnaires. Data sources are divided into two, namely primary data and secondary data. Primary data was obtained directly from employees of the Mamuju Regency Regional Library and Archives Office through interviews and distributing questionnaires. Secondary data was obtained from documents and documentation sources owned by the office, such as organizational history, organizational structure, and related information. The population of this study consisted of all civil servants who worked at the Mamuju Regency Regional Library and Archives Office, with a total of 33 civil servants and 13 contract employees, so that the total population was 46 people. Data collection techniques in this study include observation, interviews, documentation, and questionnaires. Observation was used to observe the conditions in the office.

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Interviews were conducted to obtain preliminary information on the research topic. Documentation was used to collect data from various existing documents. The questionnaire contains statements and questions that are distributed to respondents to be answered. Data analysis in this study used multiple linear regression to test the effect of work environment variables and organizational culture on work effectiveness. The validity test and reliability test were also carried out on the research instrument. In addition, the t test is used for partial testing, and the F test is used for simultaneous testing. The coefficient of determination (Adjusted R²) is used to measure the contribution of the independent variable to the dependent variable. In this study, the work environment is measured by several indicators, such as lighting, coloring, cleanliness, air exchange, noise, and security. While organizational culture is measured by indicators of self-awareness, aggressiveness, personality, performance, and team orientation. Thus, this study aims to identify the effect of work environment and organizational culture on employee work effectiveness at the Mamuju Regency Regional Library and Archives Office.

3. RESULT AND DISCUSSION

The data analysis process in this study was carried out using IBM SPSS (Statistical Package for Social Science) software version 24. The following is an explanation of the results of data processing through multiple linear regression equations in this study:

Table 1 - Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	2.212	.794	.433
Compensation	.371	2.964	.006
Leadership	.631	4.519	.000
F Square		40.387	.000 ^b
R Square		.729	

The results of data analysis presented in SPSS output table 1 show very relevant information related to the relationship between the work environment (X₁) and employee work effectiveness at the Mamuju Regency Library and Archives Office. These results can be interpreted as follows: Based on the tcount value of 2.964 recorded in table 1, we can conclude that there is a positive relationship between work environment and work effectiveness. The value of tcount which is greater than ttable (2.964 > 2.042) indicates that the effect of work environment on work effectiveness is statistically significant. At the 95% confidence level or $\alpha = 5\%$, this is reinforced by the significance value of 0.006 which is smaller than the predetermined significance level (0.05). Thus, the conclusion that can be drawn from the test results is that a better or conducive work environment has a positive and significant influence on increasing employee work effectiveness at the Mamuju Regency Regional Library and Archives Office. This indicates that aspects of the work environment such as lighting, cleanliness, security and comfort of the workspace can affect employee performance. With the acceptance of the first hypothesis in this study, it is important for organizational management to consider efforts to improve and maintain work environment conditions that meet employee needs. Measures such as improving physical facilities, enhancing work environment policies, and planning efficient office layouts can be relevant measures. In addition, these results also provide an important foundation for further research in the area of work effectiveness and its influencing factors in organizational contexts.

The results of the data analysis listed in the SPSS output in table 1 provide very relevant information related to the relationship between organizational culture (X₂) and employee work effectiveness at the Mamuju Regency Regional Library and Archives Office. The interpretation of these results is as follows: Based on the tcount value of 4.519 recorded in table 1, it can be concluded that there is a positive relationship between organizational culture and employee work effectiveness. The significant tcount value indicates that the effect of organizational culture on work effectiveness is

statistically significant. At the 95% confidence level or $\alpha = 5\%$, this is reinforced by the significance value of 0.000, which is much smaller than the predetermined significance level (0.05). Thus, the conclusion that can be drawn from the test results is that a strong, good, and positive organizational culture has a significant influence on increasing employee work effectiveness at the Mamuju Regency Regional Library and Archives Office. This indicates that aspects of organizational culture, such as values, norms, and norms applied in the organization, have an important role in shaping employee behavior and performance. With the acceptance of the second hypothesis in this study, organizational management should consider strategies to strengthen and maintain a positive organizational culture. Measures such as effective internal communication, recognition and reward of achievements, and development of values in line with organizational goals can be relevant measures in improving organizational culture that supports employee work effectiveness. In addition, these results also provide an important foundation for further research in the area of organizational culture and its effect on overall organizational performance.

The results of the Anova test or F test in this study provide very important information related to the joint influence of the work environment and organizational culture on employee work effectiveness at the Mamuju Regency Library and Archives Office. The interpretation of these results is as follows: Based on the Fcount value of 40.387 which is clearly recorded in the test results, we can conclude that the work environment and organizational culture have a significant influence together on employee work effectiveness. The Fcount value which is greater than Ftable, with a significance value of 0.000 which is much lower than the predetermined significance level (0.005), indicates that the regression model used is strong enough to explain the variability in employee work effectiveness. Thus, the third hypothesis in this study is accepted. This means that work environment and organizational culture, when analyzed together, have a significant influence on employee performance at the Mamuju Regency Library and Archives Office. This underscores the importance of these factors in improving employees' work effectiveness. These results provide a more comprehensive view of how internal factors such as work environment and organizational culture can positively impact employee performance. In this context, organizational management should pay more attention to and strengthen these two factors to achieve optimal levels of work effectiveness. Steps that may be needed include improving the quality of the work environment, developing a positive organizational culture, and promoting collaboration between various elements in the organization. The results of this study also make a meaningful contribution to the management and human resources literature, and can be used as a basis for decision-making and strategic planning in improving work effectiveness in various organizations.

The result of the R Square value of 0.729 (72.9%) indicates that the regression model used in this study is able to explain about 72.9% of the variability in the work effectiveness variable (Y) at the Mamuju Regency Regional Library and Archives Office. This R Square value measures how well the independent variables, in this case the work environment (X1) and organizational culture (X2), are able to explain the variation that occurs in the dependent variable, namely work effectiveness. With a number close to 1 (100%), this indicates that the two independent variables (work environment and organizational culture) together have a strong influence on the work effectiveness variable at the Mamuju Regency Regional Library and Archives Office. However, keep in mind that there is still about 27.1% of the variation in work effectiveness that cannot be explained by these two independent variables. This could be caused by other factors not included in this analysis model or by natural variability that cannot be explained by the variables that have been analyzed. In a practical context, these results suggest that to improve the work effectiveness of employees at the Mamuju Regency Regional Library and Archives Office, focus should be given to improving the work environment and organizational culture. Management needs to pay attention to the aspects covered in these two variables, such as improving facilities and working conditions, developing supportive norms, and promoting positive values in organizational culture. In addition, further research can be conducted to identify other factors that may affect work effectiveness that are not explained by this model. This will help in refining more effective management strategies to achieve higher levels of work effectiveness.

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4. CONCLUSION

In conclusion, this study conducted at the Office of the Regional Library and Archives Agency of Mamuju District, West Sulawesi, aimed to examine the factors influencing the work effectiveness of employees. The research identified two main independent variables: work environment (X1) and organizational culture (X2), and their impact on employee work effectiveness (Y). The results of the statistical analysis revealed several key findings: Work Environment (X1): The study found that the work environment has a significant and positive impact on employee work effectiveness. This means that improvements in the workplace environment, such as lighting, workspace cleanliness, air quality, and safety, can enhance employee performance and productivity. Organizational Culture (X2): The research also indicated that organizational culture plays a significant and positive role in influencing employee work effectiveness. A positive organizational culture characterized by attributes like self-awareness, aggressiveness, teamwork, and performance orientation contributes to higher levels of employee effectiveness. Simultaneous Influence: When both work environment and organizational culture were considered together, the results showed a significant simultaneous influence on employee work effectiveness. This highlights the importance of addressing both factors concurrently to achieve optimal work effectiveness among employees. The overall model's strength, represented by the R Square value of 72.9%, suggests that the combined impact of work environment and organizational culture accounts for a substantial portion of the variation in employee work effectiveness. However, it's worth noting that there is still around 27.1% of unexplained variance, which may be attributed to other unexamined factors or inherent variability. In practical terms, these findings imply that management at the Office of the Regional Library and Archives Agency of Mamuju District should focus on improving the work environment and nurturing a positive organizational culture to enhance employee work effectiveness. This may involve initiatives such as optimizing workspace conditions, promoting teamwork, and fostering a culture that values performance and employee well-being. Future research could delve deeper into uncovering additional factors that contribute to work effectiveness, allowing for more comprehensive management strategies to further enhance employee performance. Overall, this study provides valuable insights for organizations seeking to optimize employee work effectiveness and achieve their goals.

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