

Employee Performance Based on Organizational Culture and Work Environment with Job Satisfaction as Intervening Variable at PT Natura City Development Tbk

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ABSTRACT

This research seeks to explore the direct, indirect, and overall impacts of organizational culture and the work environment on employee performance, with job satisfaction serving as a mediating factor. The study involved a population of 171 permanent staff at PT Natura City Development Tbk, from which 120 participants were chosen using a proportionate random sampling technique. The data analysis encompassed descriptive and verification methods, as well as tests for validity, reliability, classical assumptions, path analysis, and the Sobel test to assess the mediation effect. The results reveal that both organizational culture and work environment positively and directly influence job satisfaction. Furthermore, organizational culture, work environment, and job satisfaction each have a direct and favorable impact on employee performance. Additionally, the study finds that job satisfaction mediates the relationship between organizational culture and work environment on employee performance at PT Natura City Development Tbk.

INTRODUCTION

Every organization depends on human resources not only to serve as the workforce but also to manage economic assets, both of which are essential to a company's success and sustainability. Employee performance, which can be observed through their daily tasks, plays a critical role in achieving organizational goals. As stated by Kasmir (2019), performance is shaped by numerous elements such as skills and abilities, knowledge, job design, personality traits, work motivation, organizational culture, leadership styles, job satisfaction, work environment, loyalty, commitment, and discipline. Among these, job satisfaction significantly influences performance and reflects an employee's positive attitude toward their role. According to Afandi (2018), job satisfaction is driven by the fulfillment of needs, workplace conditions, and fairness, and can be measured through indicators like tasks, salary, promotion opportunities, supervision, and coworkers. Apart from job satisfaction, organizational culture is another key factor that enhances performance. Edison (2016) describes organizational culture as a set of shared values, beliefs, and norms that guide employees' work behavior. Key indicators include self-awareness, assertiveness, and team orientation. The work environment also has a profound impact on employee performance. Sedarmayanti (2017) divides the work environment into physical and non-physical components. Physical aspects consist of infrastructure and facilities that support employees, while non-physical aspects relate to interpersonal relationships and the general atmosphere of the workplace. A supportive and pleasant work environment can motivate employees to perform at their best.

PT Natura City Development Tbk is a property development company with two subsidiaries: PT Serpong Natura Hijau Sentosa and PT Natura Niaga Berjaya. The housing sector, a vital part of the real estate industry, is expected to witness substantial growth in 2023. Toward the end of the year, housing prices are projected to rise, offering a favorable outlook and strong investment potential. This price increase is reflected in the company's growing revenue. To maintain consistent income, the company must ensure its sales targets are regularly met. Sales activities serve as the backbone of the company's operations, driving product output and supporting long-term business growth. The following data presents the achievement of production targets at PT Natura City Development Tbk.

Tabel 1. Data Penjualan PT Natura City Development Tbk Tahun 2023

No	Bulan	Penjualan		Penjualan	Ket
		Target	Realisasi		
1	Januari	16.724.056.469	10.422.150.750	62%	Tidak Tercapai
2	Febuari	16.791.182.471	10.312.646.831	61%	Tidak Tercapai
3	Maret	9.109.648.828	5.348.916.897	58%	Tidak Tercapai
4	April	8.961.861.580	6.479.818.825	72%	Tidak Tercapai
5	Mei	17.762.087.673	16.361.656.729	92%	Tidak Tercapai
6	Juni	7.487.202.177	6.411.295.664	85%	Tidak Tercapai
7	Juli	13.739.249.637	8.618.115.609	62%	Tidak Tercapai
8	Agustus	11.072.340.429	8.369.507.711	75%	Tidak Tercapai
9	September	5.946.464.049	5.050.380.967	84%	Tidak Tercapai
10	Oktober	9.745.856.092	9.745.856.092	100%	Tercapai

No	Bulan	Penjualan		Penjualan	Ket
		Target	Realisasi		
11	November	13.784.161.146	10.055.051.074	88%	Tidak Tercapai
12	Desmber	12.285.819.836	12.285.819.836	100%	Tercapai
Jumlah		143.409.929.386	101.091.709.202	939	Tidak Tercapai
Rata rata		11.950.827.448	8.424.309.100	78%	Tidak Tercapai

Sumber, PT Natura City Development Tbk,2023

According to Table 1, the sales target achievement for PT Natura City Development Tbk in 2023 averaged 78%, equivalent to approximately IDR 8,424,309,100. The highest achievement occurred in December, reaching 100% (IDR 12,285,819,836), which was attributed to employees' exceptional performance. Conversely, the lowest achievement was in March, at only 58% (IDR 5,348,916,897), mainly due to employees' limited ability to meet expectations and the high targets set. Over the past two years, employee performance has declined by 3%, particularly in the areas of discipline, responsibility, and output quantity. This trend suggests a lack of self-awareness among employees regarding their professional development and contributions. As a result, it is recommended that the company prioritize improving employee performance by enhancing their self-awareness and work attitudes to drive better outcomes in the future.

Job satisfaction is a crucial factor that impacts employee performance, as it reflects an emotional response or attitude toward one's job. Afandi (2018) defines job satisfaction as a positive disposition encompassing feelings and behaviors toward work, which can be evaluated through indicators such as tasks, compensation, promotions, supervision, and coworker relationships. A preliminary survey revealed that 53% of employees expressed dissatisfaction with their job, while 46% reported being satisfied. Interpersonal relations among colleagues were considered relatively positive, with 73% of respondents stating that coworker relationships were good. However, 56% indicated that team collaboration was ineffective, and many felt that the tasks assigned did not align with their capabilities. These findings point to dissatisfaction in the workplace, underlining the importance for the company to improve job satisfaction standards to enhance employee performance.

Organizational culture is another determinant that influences employee performance at PT Natura City Development Tbk. Data shows a 7% decline in organizational culture scores from 2022 to 2023, particularly in the areas of integrity and discipline, with 55% of employees frequently arriving late. This behavior has negatively impacted customer service and hindered the achievement of sales targets. A preliminary survey involving 30 employees found that 56% believed the implementation of organizational culture was insufficient and ineffective, while 44% viewed it as fairly strong and effective. Among the measured aspects, self-awareness scored the highest, with 86.7% of employees acknowledging the importance of self-improvement and work quality. However, personality-related aspects received the lowest score, as 56.7% admitted to lacking clear plans and strategies for their work.

The third contributing factor to employee performance is the work environment. The company has provided adequate physical facilities, including

modern infrastructure, up-to-date IT systems, collaborative workspaces, and amenities such as parking areas and rest zones to support a comfortable and productive environment. However, based on a preliminary survey of 30 employees, 87.5% expressed dissatisfaction with the non-physical aspects of their work environment. Specifically, interpersonal relationships among coworkers were reported to be poor, with 93.3% stating they lacked positive interactions. Additionally, 90% of respondents indicated weak relationships between subordinates and supervisors. Such an unfavorable non-physical work environment may significantly reduce employee productivity.

In addition to the background presented, this study is supported by a body of prior research highlighting existing gaps. Several studies have found that organizational culture has a direct and significant effect on job satisfaction, as demonstrated by Hendra et al. (2024) and Tanama (2023). Likewise, the work environment has been shown to influence job satisfaction directly, according to research by Arianti et al. (2024) and Susdawana (2023). Organizational culture also directly impacts employee performance, as found in studies by Hendra et al. (2024), Arianti et al. (2024), and further supported by Dimbarokke et al. (2023). Similarly, the work environment has a direct effect on employee performance, evidenced by studies from Dimbarokke et al. (2024), Tanama (2023), and Siki (2021). Job satisfaction itself has been shown to significantly influence performance, as confirmed by Hendra et al. (2024), Tanama (2023), and Siki (2021).

On the other hand, some research has identified no mediating effect of job satisfaction in the relationship between organizational culture and employee performance. Studies by Nelly & Ardiansyah (2021) and Tanama (2023) concluded that organizational culture does not indirectly influence performance through job satisfaction. Likewise, other findings from Nelly & Ardiansyah (2021) and supported by Tanama et al. (2023) suggest that the work environment does not indirectly affect performance via job satisfaction.

LITERATURE REVIEW

Organizational Culture and Job Satisfaction

A positive organizational culture has a considerable impact on employees' job satisfaction. A workplace environment that fosters unity, shared values, openness, collaboration, employee well-being, and personal growth contributes significantly to higher job satisfaction. Kartono (2020) emphasized that a strong organizational culture directly influences employee satisfaction. Cultures that promote transparency, participation, and effective communication tend to create a constructive work environment, which in turn enhances employees' satisfaction with their roles.

This is supported by findings from Hendra et al. (2024), which showed a significant positive relationship between organizational culture and job satisfaction. Similarly, Tanama (2023) reported that organizational culture has a direct and meaningful influence on employee satisfaction. Based on this background, the following hypothesis is proposed:

H1 : Organizational culture has a direct and significant effect on job satisfaction.

Work Environment and Job Satisfaction

A safe and supportive work environment plays a vital role in enhancing employees' job satisfaction, particularly through meaningful social interaction. According to Sutrisno (2020), both the physical and social dimensions of the workplace are crucial in shaping job satisfaction. A comfortable work setting includes sufficient lighting, proper ventilation, and a clean, organized space. Additionally, strong interpersonal relationships between employees and supervisors are essential for fostering a satisfying work atmosphere. Research conducted by Arianti et al. (2024) found a significant relationship between the work environment and job satisfaction. This conclusion is further reinforced by Susdawarna (2022). Consequently, the following hypothesis is proposed:

H2 : The work environment has a direct effect on employees' job satisfaction.

Organizational Culture and Employee Performance

An organizational culture that encourages unity, innovation, and continuous improvement can lead to enhanced employee performance. When employees feel aligned with the organization's culture, they are more motivated to meet performance goals and contribute to organizational success. Furthermore, a culture that acknowledges individual accomplishments may inspire employees to strive harder and perform better. Hendra et al. (2024) found a positive and significant relationship between organizational culture and employee performance. This finding is also supported by studies from Arianti et al. (2024) and Dimbarokke et al. (2023). Therefore, the following hypothesis is proposed:

H3 : Organizational culture has a direct effect on employee performance.

Work Environment and Employee Performance

A well-designed work environment, encompassing both physical and psychological support, can positively influence employee performance. A clean, safe workspace with proper lighting and a comfortable temperature, along with healthy relationships between supervisors and subordinates, tends to promote better performance outcomes.

Studies by Dimbarokke et al. (2023) and Tanama (2023) confirmed that the work environment has a significant impact on employee performance. This result is also backed by Siki (2021). Thus, the proposed hypothesis is:

H4 : The work environment has a direct and significant effect on employee performance.

Job Satisfaction and Employee Performance

Elements such as salary, peer relationships, and opportunities for personal growth significantly affect employee performance. Effective communication between managerial staff and employees is also essential in fostering satisfaction, which ultimately drives better performance outcomes. Hendra et al. (2024) and Tanama (2023) found that job satisfaction directly and significantly impacts performance. This result is further supported by Siki (2021). From these findings, the following hypothesis is suggested:

H5 : Job satisfaction has a direct and significant effect on employee performance.

Organizational Culture and Employee Performance through Job Satisfaction

A strong organizational culture can indirectly impact employee performance by improving job satisfaction. Job satisfaction serves as a key link between favorable organizational culture and enhanced performance. However, Nelly & Ardiansyah (2021) concluded that organizational culture does not significantly affect performance through job satisfaction. This result is supported by Tanama (2023). Based on these findings, the following hypothesis is presented:

H6 : Organizational culture does not have an indirect effect on employee performance through job satisfaction.

Work Environment and Employee Performance through Job Satisfaction

An optimal work environment can indirectly enhance employee performance by fostering greater job satisfaction. Employees who are content with their working conditions are more motivated and productive, ultimately benefiting both individual and organizational outcomes. Thus, companies must strive to create a supportive environment that nurtures satisfaction, which then translates into improved performance.

According to Nelly & Ardiansyah (2021), the work environment does not significantly affect performance through job satisfaction. This conclusion is also supported by Tanama et al. (2023). Therefore, the proposed hypothesis is:

H7 : The work environment does not have an indirect effect on employee performance through job satisfaction.

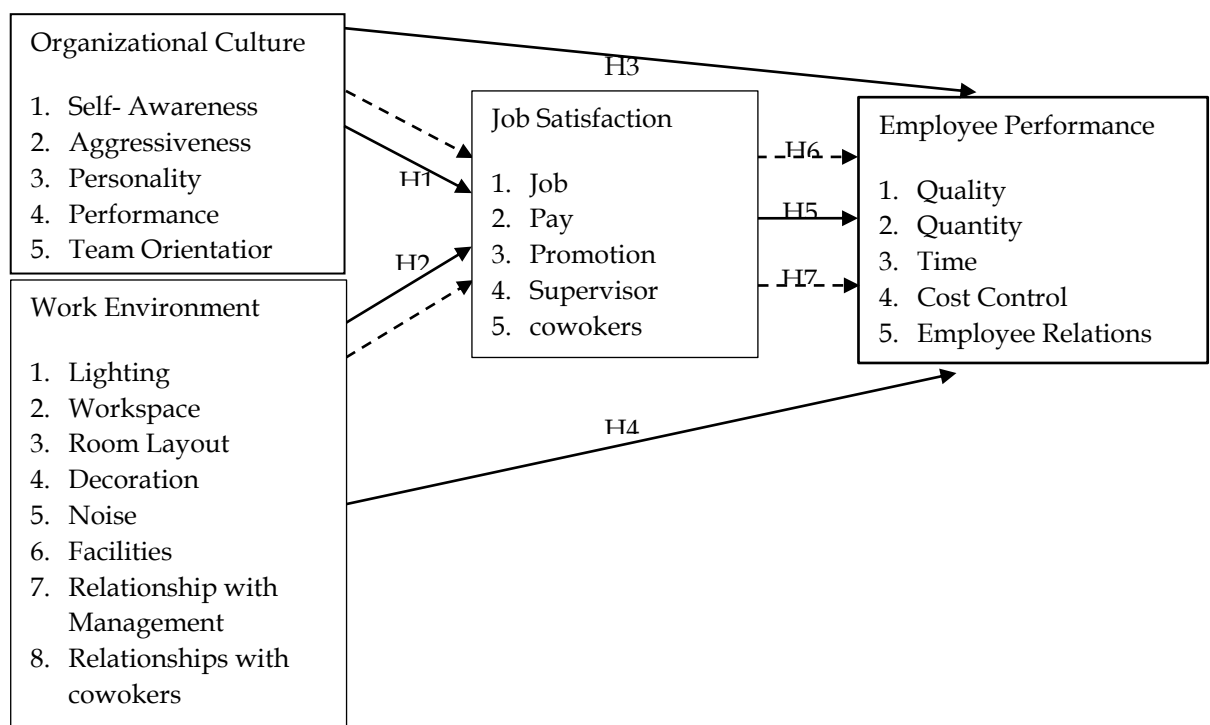


Figure 1. Conceptual Framework

METHODOLOGY

The research design employed in this study is both descriptive and verification-based, utilizing a quantitative approach through path analysis and the Sobel test to examine the impact of the intervening variable. The sampling method applied was probability sampling with a proportionate random sampling technique, selecting 120 respondents from a total population of 171 employees. The data sources for this research include both primary and secondary data. Data collection methods comprised: (1) Field studies such as interviews, questionnaires, and observations; and (2) Literature reviews. The analytical procedures used in this study involve validity testing, reliability testing, classical assumption testing, correlation coefficient calculation, and hypothesis testing (t-test and Sobel test), all conducted using IBM SPSS software version 25.00.

RESEARCH RESULT

Employee Characteristics

The characteristics of the employees at PT Natura City Development Tbk are represented by 120 respondents who were selected as the research sample. A summary of the employee characteristics is presented in the following table:

Table 2. Summary of Employee Characteristics

No.	Characteristic	Criterion	Persentase (%)
1	Gender	Male	68
2	Age	27-36 years	48
3	Education Level	Bachelor's	54
4	Years of Service	1 - 3 Years	54

Source: Processed Data, 2025

Based on Table 4.5, it can be concluded that the majority of employees at PT Natura City Development Tbk are male, predominantly within the age range of 27 to 36 years. Most hold a bachelor's degree as their highest level of education and have between 1 to 3 years of work experience.

Instrument Testing

The validity test indicates that questionnaire items are considered valid if they have a minimum score of 0.3, as stated by Sugiyono (2020). Items with a total item correlation above 0.3 are classified as valid, while those below 0.3 are deemed invalid and excluded from further analysis. The results show that all items related to organizational culture, work environment, job satisfaction, and employee performance have correlation coefficients (r-count) equal to or greater than 0.3, confirming the validity of all items used.

The reliability test assesses the consistency of the instrument when used multiple times to measure the same variable. According to Sugiyono (2020), a measurement tool is considered reliable if the Cronbach's alpha is 0.6 or higher. The results of the reliability analysis indicate that all variables have Cronbach's alpha values equal to or exceeding 0.6, which confirms that the instruments for each variable are dependable.

The classical assumption tests confirm that the regression model meets the basic statistical assumptions. These tests include:

1. Normality Test – The Kolmogorov-Smirnov test, based on Ghazali (2018), shows that the model is normally distributed if the significance value is greater than 0.05 or if the data forms a bell-shaped curve. The significance values for the first and second equations were 0.200 and 0.061, respectively, both of which exceed 0.05, indicating a normal distribution.
2. Multicollinearity Test – This test ensures there is no correlation between independent variables. According to Ghazali (2018), multicollinearity is assessed using tolerance values above 0.05 and variance inflation factor (VIF) values below 5. The test results for both equations show VIF values under 5 and tolerance values above 0.05, indicating no multicollinearity issues.
3. Heteroscedasticity Test – This test checks whether the variance of residuals remains constant across observations. Based on Ghazali (2018), heteroscedasticity is evaluated using a scatterplot of predicted values (zpred) against standardized residuals (sresid). The results reveal that the points on the scatterplot are randomly scattered around the zero line on the Y and Z axes without forming a clear pattern, suggesting the absence of heteroscedasticity in the regression model.

Path analysis

The results of the path analysis are summarized in the following table:

Table 3. Summary of Path Analysis Results

Influence of Variables	Causal Influence		
	Direct	Indirectly Through Y	Total
X ₁ To Y	0,545		
X ₁ To Z	0,224	0,348	0,572
X ₂ To Y	0,323		
X ₂ To Z	0,116	0,206	0,322
Y To Z	0,639		

Source: Processed Data, 2025

The interpretation of the table is as follows:

1. There is a direct effect of organizational culture on job satisfaction, as indicated by a path coefficient of 0.545 or 54.5%.
2. There is a direct effect of the work environment on job satisfaction, with a path coefficient of 0.323 or 32.3%.
3. Organizational culture influences employee performance both directly and indirectly through job satisfaction. The direct effect is 0.224 or 22.4%, while the indirect effect is 0.348 or 34.8%. The total effect of organizational culture on employee performance is therefore 0.572 or 57.2%.
4. The work environment also affects employee performance both directly and indirectly via job satisfaction. The direct effect is 0.116 or 11.6%, and the indirect effect is 0.206 or 20.6%, resulting in a total effect of 0.322 or 32.2%.
5. Job satisfaction has a direct impact on employee performance, with a path coefficient of 0.639 or 63.9%. Among all variables, job satisfaction shows the greatest direct effect on employee performance. In turn, organizational culture has the strongest direct influence on job satisfaction. Therefore, improving employee performance can be achieved by enhancing job

satisfaction, which can be fostered through the implementation of an appropriate organizational culture within the company.

Based on the results from both path equations, the two previous diagrams can be merged into a comprehensive path diagram, as illustrated in the following figure:

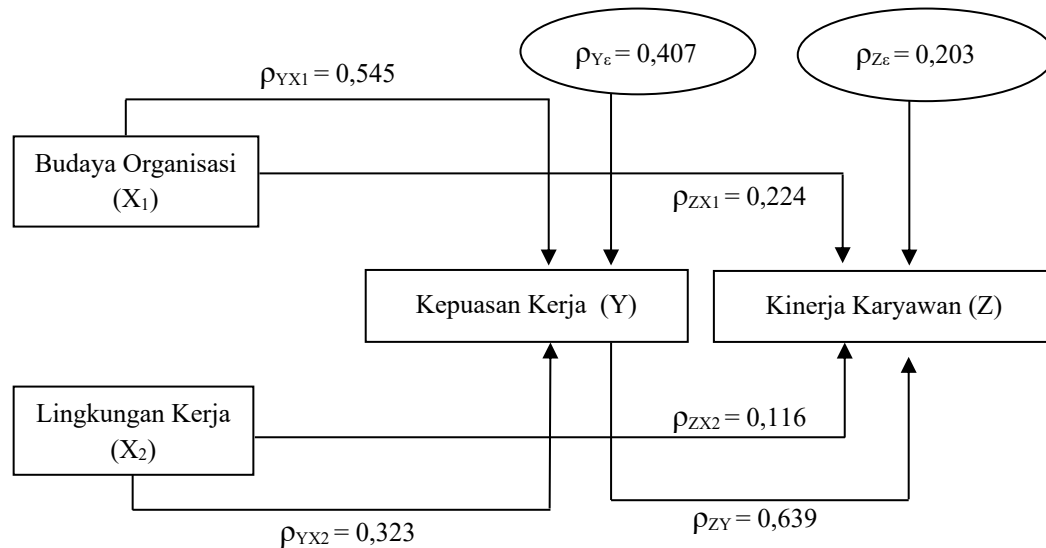


Figure 2. Path Model Diagram

Source: Processed Data, 2025

Hypothesis Testing Results

Hypothesis testing was conducted to determine the significance of each variable—organizational culture (X1), work environment (X2), and job satisfaction (Y)—on employee performance (Z) using the **t-test**. In the second stage, the **Sobel test** was employed to examine the mediating effect of job satisfaction (Y) on the relationship between organizational culture (X1) and work environment (X2) with employee performance (Z).

Table 4. Summary of Overall Hypothesis Testing Results

No	Hipotesis	Uji Statistik	decision	conclusion
1	Organizational culture has a direct and positive influence on job satisfaction	$7,758 > 1,658$	H_0 rejected H_a accepted	Direct and positive impact
2	The work environment has a direct and positive influence on job satisfaction.	$4,603 > 1,658$	H_0 rejected H_a accepted	Direct and positive impact
3	Organizational culture has a direct and positive influence on employee performance.	$3,653 > 1,658$	H_0 rejected H_a accepted	Direct and positive impact
4	The work environment has a direct and positive influence on employee performance.	$2,140 > 1,658$	H_0 rejected H_a accepted	Direct and positive impact
5	Job satisfaction has a direct and positive effect on employee performance.	$9,750 > 1,658$	H_0 rejected H_a accepted	Direct and positive impact

No	Hipotesis	Uji Statistik	decision	conclusion
6	Job satisfaction has a direct and positive effect on employee performance.	6,09 > 1,65	H ₀ rejected H _a accepted	Direct and positive impact
7	Job satisfaction has a direct and positive effect on employee performance.	4,16 > 1,65	H ₀ rejected H _a accepted	Direct and positive impact

Source: Processed Data, 2025

Based on Table 4, the results can be interpreted as follows:

1. The organizational culture variable has a t-value of 7.758, while the t-table value at $\alpha = 0.05$ with degrees of freedom ($df = n - k - 1 = 120 - 2 - 1 = 117$) is 1.658. Since $t\text{-value} > t\text{-table}$ ($7.758 > 1.658$), Ha1 is accepted and H01 is rejected, meaning that organizational culture has a direct and positive effect on job satisfaction at PT Natura City Development Tbk.
2. The work environment variable has a t-value of 4.603, which is also greater than t-table ($4.603 > 1.658$). Thus, Ha2 is accepted and H02 is rejected, indicating that work environment has a direct and positive effect on job satisfaction at PT Natura City Development Tbk.
3. The organizational culture variable also has a t-value of 3.653 with $df = 120 - 3 - 1 = 116$ and $t\text{-table} = 1.658$. Since $3.653 > 1.658$, Ha3 is accepted and H03 is rejected, meaning organizational culture has a direct and positive influence on employee performance at PT Natura City Development Tbk.
4. The work environment variable yields a t-value of 2.140, which is also greater than the t-table value ($2.140 > 1.658$). Therefore, Ha4 is accepted and H04 is rejected, indicating work environment has a direct and positive effect on employee performance.
5. The job satisfaction variable has a t-value of 9.750, which is significantly higher than the t-table value ($9.750 > 1.658$). As a result, Ha5 is accepted and H05 is rejected, signifying that job satisfaction directly and positively affects employee performance.
6. The Sobel test for the indirect effect of organizational culture on employee performance through job satisfaction produced a Z-value of 6.09, which is greater than the Z-table value of 1.65 at a 95% confidence level. Since $Z\text{-value} > Z\text{-table}$ ($6.09 > 1.65$), it can be concluded that organizational culture positively influences employee performance through job satisfaction.
7. The Sobel test for the indirect effect of work environment on employee performance through job satisfaction yielded a Z-value of 4.16, also higher than the Z-table value of 1.65. Thus, work environment positively affects employee performance through job satisfaction at PT Natura City Development Tbk.

DISCUSSION

The Direct Influence of Organizational Culture on Job Satisfaction

Based on the results of hypothesis testing as presented in Table 4, it is evident that organizational culture has a direct and positive influence on employee job satisfaction at PT Natura City Development Tbk. This finding indicates that the organizational culture implemented by the company plays a significant role in enhancing employee satisfaction. As a property development company, PT Natura City Development Tbk requires a supportive work environment in which employees feel comfortable and motivated in carrying out their responsibilities. An organizational culture grounded in self-awareness helps employees understand their roles and responsibilities, while a culture of aggressiveness drives them to be more proactive in facing challenges. Furthermore, a personality aligned with corporate values, strong team orientation, and an emphasis on high performance contribute to a harmonious and productive work atmosphere. Thus, a positive organizational culture not only improves job satisfaction but also supports the company's growth and sustainability in the highly competitive property industry.

Afandi (2018) states that job satisfaction is influenced, among other factors, by organizational culture. This finding is consistent with previous studies conducted by Hendra et al. (2024) and Tanama (2023), which also demonstrated that organizational culture has a direct and positive effect on job satisfaction.

The Direct Influence of Work Environment on Job Satisfaction

Based on the results of hypothesis testing shown in Table 4, it is evident that the work environment has a direct and positive influence on employee job satisfaction at PT Natura City Development Tbk. This suggests that the work environment within the company plays a crucial role in enhancing employee satisfaction. A solid team and a supportive workplace atmosphere are essential for employees to work optimally. Harmonious relationships with supervisors build trust and provide clear guidance, while positive peer interactions foster strong teamwork and a pleasant work atmosphere. When employees feel appreciated and supported in a healthy work environment, they become more motivated and satisfied with their jobs. In the long term, a positive work environment not only enhances individual well-being but also contributes to increased productivity and the company's sustainability in the ever-evolving property sector.

These findings reinforce previous studies conducted by Arianti et al. (2024) and Susdawarna (2022), which similarly concluded that the work environment has a direct and positive impact on job satisfaction.

The Direct Influence of Organizational Culture on Employee Performance

According to the results of hypothesis testing shown in Table 4, organizational culture directly and positively influences employee performance at PT Natura City Development Tbk. This result highlights that the company's organizational culture plays a significant role in improving employee performance. As a property development company, PT Natura City Development Tbk requires not only skilled employees but also individuals with self-awareness, proactive attitudes toward challenges, and personalities aligned

with corporate values. Moreover, a culture that emphasizes high performance and team orientation fosters effective collaboration, continuous innovation, and overall productivity improvements. Therefore, the implementation of a strong organizational culture is a key factor in ensuring sustainability and competitiveness in a dynamic property industry.

This finding is supported by the theory proposed by Kasmir (2018), who states that employee performance is partly influenced by organizational culture. It also aligns with the findings of Hendra et al. (2024), Arianti et al. (2024), and Dimbarokke et al. (2023), who similarly found that organizational culture has a direct and positive influence on employee performance.

The Direct Influence of Work Environment on Employee Performance

As presented in Table 4, the hypothesis testing results indicate that the work environment has a direct and positive influence on employee performance at PT Natura City Development Tbk. This implies that the existing work environment within the company plays a vital role in enhancing employee productivity. A supportive workplace allows employees to perform at their best. Positive interactions between employees and supervisors create effective communication and mutual respect, while harmonious coworker relationships enhance teamwork and streamline operational processes. When the work environment provides comfort and the necessary support, employees become more enthusiastic in performing their duties. As a result, the company's overall productivity increases, strengthening its competitive position in the property sector.

This finding aligns with the theory by Kasmir (2018), which emphasizes that the work environment is one of the key factors affecting employee performance. It also supports previous studies by Dimbarokke et al. (2023), Tanama (2023), and Siki (2021), who found that the work environment has a direct and positive impact on employee performance.

The Direct Influence of Job Satisfaction on Employee Performance

Based on the hypothesis testing results as presented in Table 4, job satisfaction has a direct and positive effect on employee performance at PT Natura City Development Tbk. In other words, the higher the level of job satisfaction among employees, the better their performance in carrying out their tasks. Job satisfaction is a critical factor in driving employee productivity and dedication. Fair compensation aligned with employee contributions increases motivation, while clear promotion opportunities encourage career development. Moreover, supportive supervision and harmonious coworker relationships create a comfortable and conducive work environment. When these aspects are fulfilled, employees become more engaged in their work, leading to enhanced performance that supports the company's success and growth.

This result is in accordance with the theory by Kasmir (2018), which states that employee performance is influenced by job satisfaction. It also supports previous findings by Hendra et al. (2024), Tanama (2023), and Siki (2021), who found that job satisfaction directly and positively affects employee performance.

The Indirect Influence of Organizational Culture on Employee Performance through Job Satisfaction

Based on the results presented in Table 4, organizational culture has an indirect positive and significant influence on employee performance through job satisfaction as an intervening variable at PT Natura City Development Tbk. This indicates that organizational culture not only directly affects employee performance but also indirectly contributes through enhanced job satisfaction. A strong organizational culture enables employees to feel comfortable, motivated, and guided in their roles. Elements such as self-awareness, aggressiveness, personality alignment, high performance, and team orientation help improve job satisfaction, which in turn leads to better performance. When employees are satisfied with the work environment and the company's values, they are more productive, committed, and contribute more meaningfully to achieving organizational goals.

This finding supports previous research by Nelly & Ardiansyah (2021) and Tanama (2023), who similarly found that organizational culture positively and significantly influences employee performance through job satisfaction.

The Indirect Influence of Work Environment on Employee Performance through Job Satisfaction

The hypothesis testing results shown in Table 4 reveal that the work environment indirectly affects employee performance through job satisfaction as an intervening variable at PT Natura City Development Tbk. This means that the work environment has both direct and indirect effects on employee performance, with job satisfaction serving as a mediating factor. As a property development company, PT Natura City Development Tbk requires a conducive work environment to ensure employees feel comfortable and motivated. Positive relationships with supervisors and harmonious coworker interactions enhance job satisfaction, which subsequently boosts performance. When employees feel valued, supported, and work in a positive atmosphere, they are likely to be more productive and contribute more significantly to the achievement of corporate targets.

This research is consistent with previous findings by Nelly & Ardiansyah (2021) and Tanama (2023), who also found that job satisfaction mediates the effect of the work environment on employee performance.

CONCLUSIONS

Drawing from the research findings and hypothesis testing related to the impact of organizational culture and the work environment on employee performance—mediated by job satisfaction—at PT Natura City Development Tbk, several conclusions have been made:

1. A strong organizational culture significantly enhances job satisfaction among employees at PT Natura City Development Tbk.
2. A supportive work environment plays a vital role in increasing job satisfaction within the company.
3. Organizational culture directly contributes to improved employee performance at PT Natura City Development Tbk.

4. The condition of the work environment has a notable positive effect on how well employees perform in the organization.
5. Higher levels of job satisfaction are directly associated with better employee performance at PT Natura City Development Tbk.
6. Organizational culture indirectly influences employee performance through its effect on job satisfaction, serving as a mediating factor.
7. The work environment also indirectly improves employee performance by positively affecting job satisfaction, which acts as an intermediary variable.

ADVANCED RESEARCH

To broaden the scope and depth of future studies, researchers are encouraged to examine additional variables that might affect employee performance. These could include aspects such as employee competencies, expertise, knowledge levels, job structure, personality traits, motivation, leadership styles, loyalty, organizational commitment, and discipline. Including these factors may offer a more thorough and nuanced analysis of what drives employee effectiveness within an organization.

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