

## **THE INFLUENCE OF A WORK CULTURE OF BERAKHLAK, MOTIVATION, ORGANIZATIONAL SUPPORT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE (Study at the Bondowoso Regency Environmental Service)**

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### **Abstract**

This research aims to examine the influence of a work culture of BerAKHLAK, motivation, organizational support, and job satisfaction on employee performance at Bondowoso Regency. The population in this study was 181 employees and the sample was 125 employees selected using the purposive sampling method. The research method used is a survey method using a questionnaire as a data collection instrument. The collected data was analyzed using multiple linear regression techniques. The research results show that work culture of BerAKHLAK, motivation, organizational support, and job satisfaction have a significant influence on employee performance. work culture of BerAKHLAK and organizational support have a significant positive impact on employee performance, while motivation has a significant positive influence on employee performance. Job satisfaction also has a significant positive influence on employee performance. These findings show the importance of implementing a fair work system with BerAKHLAK to improve employee performance. It is also necessary to pay attention to strong organizational support to encourage better performance. This research contributes to the development of theory and practice of human resource management in the agricultural and food security sectors. The practical implication of this research is the importance of the Bondowoso Regency government through the Bondowoso Regency Environmental Service to encourage the implementation of a BerAKHLAK work culture, strengthen organizational support, and increase employee job satisfaction to improve their performance.

**Keywords:** work culture of BerAKHLAK, motivation, organizational support, satisfaction and performance

### **INTRODUCTION**

Human resources are a very important factor in an organization because human resources are a collection of a group of people who work together to achieve the goal organization. Any goal

of an organization is made based on various visions for the benefit of humans in implementing its mission, managed and taken care well will have a very important contribution for the value of the company or institution in the long term. A better management of human resources can be expected for human resources will grow and develop into human capital investment (HCI) (Sudaryo et al 2018:03). So, it means, human resource management is a strategic and coherent approach to manage the most valuable assets in an organization, those are the people who work in the company, individually and collectively contributing to the achievement of the goal (Riniwati, 2016).

Improving the quality of employee work cannot be separated from culture. Work culture according to Mangkunegara (2016) defines work culture as a set of assumptions or belief systems, values and norms developed within an organization which serve as behavioral guidelines for the members to overcome problems of external adaptation and internal integration. In a strong culture there is an agreement from the members to maintain what is believed to be right from various aspects so as to foster integrity, loyalty and commitment to the company. One of the current ASN work cultures is ASN's Core Values and Employer Branding with the slogan BerAKHLAK. ASN's core values and Employer Branding were launched on July 27 2021. These ASN basic values are based on the Letter of the Minister of PANRB Number 20 of 2021 concerning the Implementation of Core Values and Employer Branding. ASN is Proud to Serve the Nation. Core Values and Employer Branding ASN has morals "Proud to Serve the Nation" is an abbreviation (acronym) for Berorientasi Pelayanan, Akuntabel, Kompeten, Harmonis, Loyal Adaptif, Dan Kolaboratif.

A person works to fulfill his life needs. The desires in one person and another person are different so that human behavior tends to be different in carrying out their work. According to Purwanto (2016), motivation refers to a process that influences individual choices regarding various forms of activities they desire. Robbins & Judge (2016) define motivation is a process that determines an individual's intensity, direction and persistence in efforts to achieve goals.

Organizational support is the level to which workers believe that the organization values their contributions and cares about their welfare (Robbins & Judge, 2015). Employees in an organization need support from the organization outside of the mandatory reciprocity provided by the organization. This support will influence the psychology of employees at work. Having

a positive psychological condition in employees will provide the best abilities of employees to the organization so that it can be profitable for the organization.

Job satisfaction is considered as one of the main factors of organizational effectivity and efficiency. Even the new managerial paradigm insists that employees must be treated fairly as people who have their own needs and personal desires. According to Sudaryo, Agus & Nunung (2018) job satisfaction is a feeling of pleasant or unpleasant feelings about work based on expectations and rewards provided by the agency. Meanwhile, another opinion about job satisfaction was also expressed by Hasibuan (2017), job satisfaction is an emotional attitude that is pleasant and love their job.

Performance is about what is done and how to do it. According to Rismawati and Mattalata (2018) performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of an agency's results in relation to the vision carried out by a company or enterprise as well as knowing the positive and negative impacts of an operational policy. Bintoro and Daryanto (2017) said that performance is the willingness of a person or a group of people to carry out activities or perfect them in accordance with their responsibilities with the expected results.

Based on the theory above, the results of previous research contained insignificant results/research gaps, as for the results of research conducted by Hendry, R. S. M. (2018). Partially, organizational support does not have a positive and significant effect on job satisfaction, the t value is  $1.091 < t \text{ table } 1.678$  and the t probability value is  $0.281 > 0.05$ . Research Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019). With the research results, work motivation has no effect on employee performance. Furthermore, Hasan, A., Rosa, R., & Almasdi, A. (2023). The results of the research show that organizational culture variables do not have a significant effect on employee performance. Research Setiawan, S., Kurniawan, P. C., & Pujiati, P. (2022). Job satisfaction as an intervening variable weakens the influence of the work environment and direct financial compensation on employee performance.

Based on performance theory and supported by the results of previous research, the research object chosen was the Bondowoso Regency Environmental Service. The development planning for the Bondowoso Regency Environmental Service for 2018-2023 is a continuation of the development of previous years, so that in formulating policy directions and future development strategies it cannot be separated from the real conditions of development that have been

achieved. The first five years of the Bondowoso Regency Environmental Service Strategic Plan have produced various significant advances, but there are still various regional development problems which are the gap between the development performance currently achieved and what was planned and which leads to achieving an increase in community welfare. Potential regional development problems generally arise from strengths that have not been utilized optimally, weaknesses that have not been overcome, opportunities that have not been exploited, and threats that have not been anticipated. To get an initial picture of how OPD problems are solved, each problem is also identified as determining factors for its success in the future. The determining factors for success are critical factors, performance results and other factors that have high leverage in solving development problems or in realizing the successful implementation of government affairs.

In this section, the most crucial issues regarding basic services in each business are described in accordance with their respective duties and functions through an assessment of performance achievements that have not reached the targets set in the 2018-2023 RPJMD. The problem will be described to find out the factors, both internal and external, which are the drivers for the emergence of the problem. Identification of problems in each matter is carried out by taking into account the achievements of development performance indicators and the results of the last year's development evaluation: In this section, the most crucial issues regarding basic services in each business are described in accordance with their respective duties and functions through an assessment of performance achievements that have not reached the targets set in the 2018-2023 RPJMD. The problem will be described to find out the factors, both internal and external, which are the drivers for the emergence of the problem. Identification of problems in each matter is carried out by taking into account the achievements of development performance indicators and the results of the last year's development evaluation:

**Table 1 Identification of Problems Based on Service Duties and Functions.**

No.	Problem Identification	Target (%)	Reality (%)	Information
1.	Water pollution. The most dominant pollutant load in the sampling area is domestic waste.	100	89.3	Not Optimal
2.	Air pollution. The main sources of pollution are transportation, industry and households.	100	95.57	Not Optimal
3.	Maintaining Land	100	94.35	Not Optimal
4.	Maintaining the Preservation of Water Resources and Biodiversity.	100	90.07	Not Optimal
5.	The lack of community groups that care about the environment.	100	88.75	Not Optimal
6.	Environmental Law Enforcement	100	81.14	Not Optimal

Source: Bondowoso Regency Environmental Service. (2023).

Based on the problem data above, it can be seen that the performance achievement indicators at the Environmental Service have not yet reached the targets that have been set, several work program achievements are so far from the targets that have been determined. So it can be concluded that the performance of Bondowoso Regency Environmental Service employees is not optimal, so the performance phenomenon in this research is: lack of effectiveness of employee performance in carrying out basic tasks and functions. Apart from problems related to employee performance, several obstacles that also hinder performance achievements are that not all ASN at the Bondowoso Environmental Service implement a service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative work culture. Some ASN ignore the obligation to provide optimal services to the community because their motivation in working is to focus only on meeting needs. So he does not show a loyal and competent attitude according to his demands as an ASN.

other problems is about dissatisfaction with the condition of supervisor or the organization as a whole in providing support for the proposed innovation. The classic reason that arises regarding organizational support is a limited budget or not being in accordance with initial planning. So employees feel they do not get support for the proposed innovation. Based on these problems, researchers tried to highlight several factors which are assumed to be important in improving employee performance, namely by providing solutions related to the influence of work culture variables, work motivation, organizational support and job satisfaction.

## RESEARCH METHODS

This research begins from the start and then examines the five variables, the independent variables, called work culture, work motivation, organizational support and job satisfaction, then the dependent variable, namely employee performance. After that, collecting data through

distributing questionnaires and interviews with Bondowoso Regency Environmental Service employees. After processing the data, conclusions and suggestions are made to clarify the research made. This research was held for 3 months, from November 2023 to April 2024. The location of this research was at the Bondowoso Regency Environmental Service. The population in this study was 181 Bondowoso Regency Environmental Service employees. Determination of the sample for employees used the Slovin formula, with an error level of 5% which will be explained below:

$$n = \frac{181}{1 + (181 \cdot 0,05^2)} n = \frac{181}{1,4525} n = 124,6127 \text{ rounded up to 125 respondents}$$

The sample determination method uses non-probability sampling with purposive sampling technique. According to Sugiyono (2013), purposive sampling is a technique for determining samples with certain considerations. The criteria for respondents used as samples in this research are below:

1. Have a minimum education level of high school
2. Have a working period of at least 5 years

## **RESULT AND DISCUSSION**

### **Validity Test**

The sample for this research was 125 Bondowoso Regency Environmental Service employees. After testing the validity and reliability of the research instrument (questionnaire) and improvements were made to the questionnaire. The results of the validity and reliability tests can be stated in the following table:

**z Table 2 Validity Test Results**

	Indicator	$r_{hitung}$	Informasi
Variabel Working culture BerAKHLAK ( $X_1$ )	$X_{1.1}$	0,727	Valid
	$X_{1.2}$	0,691	Valid
	$X_{1.3}$	0,785	Valid
	$X_{1.4}$	0,665	Valid
	$X_{1.5}$	0,785	Valid
	$X_{1.6}$	0,666	Valid
	$X_{1.7}$	0,715	Valid
Working Motivation ( $X_2$ )	$X_{2.1}$	0,743	Valid
	$X_{2.2}$	0,758	Valid
	$X_{2.3}$	0,824	Valid
	$X_{2.4}$	0,763	Valid
	$X_{2.5}$	0,623	Valid
Organization Support ( $X_3$ )	$X_{3.1}$	0,721	Valid
	$X_{3.2}$	0,794	Valid
	$X_{3.3}$	0,798	Valid
	$X_{3.4}$	0,667	Valid
Working Satisfaction ( $X_4$ )	$X_{4.1}$	0,686	Valid
	$X_{4.2}$	0,712	Valid
	$X_{4.3}$	0,625	Valid
	$X_{4.4}$	0,746	Valid
	$X_{4.5}$	0,700	Valid
	$X_{4.6}$	0,702	Valid
	$X_{4.7}$	0,753	Valid
	$X_{4.8}$	0,735	Valid
employee performance ( $Y$ )	$Y_1$	0,738	Valid
	$Y_2$	0,732	Valid
	$Y_3$	0,641	Valid
	$Y_4$	0,685	Valid
	$Y_5$	0,762	Valid
	$Y_6$	0,827	Valid
	$Y_7$	0,655	Valid

Based on the validity test results table, it can be seen that each indicator used has a calculated  $r_{hitung}$  greater than 0.30, this means that the indicators used in this research variable are suitable or valid for use as data collectors.

### Reliability Test

Reliability is the level of advertising the results of a measurement. Measurements that have high reliability, those are measurements that are able to provide reliable measuring results. In this study, reliability measurements were carried out with the help of the SPSS 25 for *Windows 13* program using the *Cronbach Alpha* method, where the questionnaire is said to be reliable if the

*Cronbach Alpha* value is greater than 0.60. Recapitulation of questionnaire items from the reliability test results can be seen in the following table.

Table 3 Reliability Test Results

Reliability Statistics		
Variabel	<i>Cronbach's Alpha</i>	Information
Working culture BerAKHLAK	0,845	Reliabel
Working Motivation	0,745	Reliabel
Organization Support	0,730	Reliabel
Working Satisfaction	0,828	Reliabel
Employee Performance	0,820	Reliabel

Source: Data processed by researchers (2024)

Based on the test results, the *Cronbach Alpha* value is greater than 0.60, so all the variables used in this research are reliable.

### Classic Assumption Test

#### Normality Test

The requirement for the normality test is that if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption. If the data spreads far from the diagonal line and/or does not follow the diagonal line, then the regression model does not meet the assumption of normality.

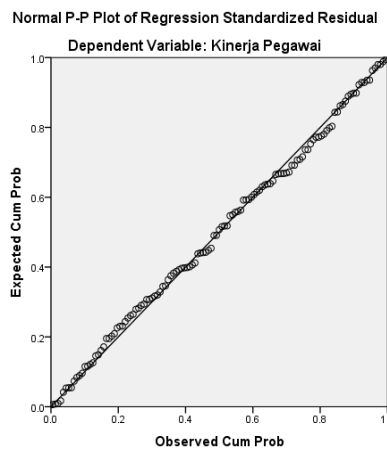


Image 1 Normality Test Results

Source: Data processed by researchers (2024)



From this image, the results show that all data is normally distributed, the data distribution is around the diagonal line.

**Multicollinearity Test**

If the correlation coefficient is located within the acceptance limits, the correlation coefficient has no meaning and multicollinearity does not occur.

**Table 4 Collinearity Statistic**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Working Culture	.384	2.606
Working Motivation	.357	2.800
Organization Support	.436	2.295
Employee Performance	.282	3.541

Source: Data processed by researchers (2024)

Based on the results of the Collinearity Statistical analysis, it shows that there is no multicollinearity in the model. It can be seen in the attachment. The VIF value of each variable is less than 10.

**Heteroscedasticity Test**

This test aims to test whether in a regression model there is an inequality in the variance of the residuals, from one observation to another. If the picture shows that the points are spread randomly and spread both above and below the number 0 on the Y axis, then it can be concluded that there is no heteroscedasticity in the regression model (Ghozali, 2018).

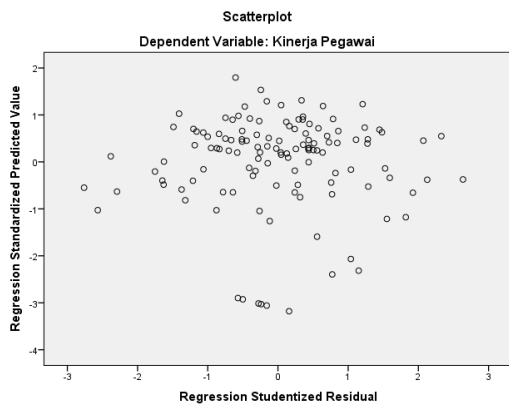


Image 2 Heteroscedasticity Test Results of the Effect of X1 X2 X3 on Y  
Source: Data processed by researchers (2024)

From the graph, it can be seen that the points are spread randomly, do not form a clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there is no deviation from the classic assumption of heteroscedasticity in the regression model. In other words means accepting the homoscedasticity hypothesis.

**Multiple Linear Regression Analysis**

Based on research data collected for both the dependent variable (Y) and independent variables ( , , X4) which were processed using the SPSS 25 for Windows 13 program, it can be seen in the following table:

**Table 5 Recapitulation of Multiple Linear Regression Analysis Results**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.184E-17	.034		.000	1.000		
	Work culture	.342	.055	.342	6.265	.000	.384	2.606
	Working motivatisation	.288	.057	.288	5.091	.000	.357	2.800
	Organization Support	.143	.051	.143	2.789	.006	.436	2.295
	Working Satisfaction	.271	.064	.271	4.254	.000	.282	3.541

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

Based on the table above, the multiple linear regression equation can be obtained as follows:

$$\hat{Y} = 9,184EE-16 + 0,342X_1 + 0,288 X_2 + 0,143 X_3 + 0,271 X_4$$

Information:

$\hat{Y}$  = performance

$X_1$  = working culture BerAKHLAK

$X_2$  = working motivation

$X_3$  = organization support

$X_4$  = working satisfaction

Based on the multiple linear regression equation, it shows the meaning and can be explained that:

- a. The constant value of 9.184EE-16 shows the high value of the performance variable for Bondowoso Regency Environmental Service employees. And 9.184EE-16, meaning that if the work culture variables have morals, organizational support and job satisfaction are

assumed to be equal to zero or constant, then employee performance is quite good because it has a positive value.

- b. The coefficient of the AKHLAK work culture variable is 0.342, which means that if BerAKHLAK work culture is improved it will improve ASN performance assuming the work motivation, organizational support and job satisfaction variables do not change.
- c. The coefficient of the work motivation variable is 0.288, which means that if work motivation is increased it will improve ASN performance assuming that the work culture BerAKHLAK variable, organizational support and job satisfaction do not change.
- d. The coefficient of the organizational support variable is 0.143, which means that if the organizational support variable is increased it will improve ASN performance with the assumption that the work culture BerAKHLAK variable, work motivation and job satisfaction have not changed.
- e. The coefficient for the Job Satisfaction variable is 0.271, which means that if job satisfaction increases, ASN performance will improve, assuming the work culture variables have AKHLAK, work motivation and organizational support have not changed.

**Partial Statistical Test (t-test)**

This test is to see the extent of the partial (individual) influence of variable Based on the processing results using SPSS version 25 for Windows 13, the t test results were obtained, the results of which are summarized in the following table:

**Table 6 Statistical Test Results (t-Test)**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	9.184E-17	.034		.000	1.000		
	Working ulture	.342	.055	.342	6.265	.000	.384	2.606
	Working Motivation	.288	.057	.288	5.091	.000	.357	2.800
	Organization Support	.143	.051	.143	2.789	.006	.436	2.295
	Working Satisfaction	.271	.064	.271	4.254	.000	.282	3.541

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

a. Work culture with AKHLAK (X1 )

The T-hitung for the AKHLAK work culture variable is 6.265, with a significant value of  $0.000 < 0.05$ . Because the  $\rho$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ), this means that the work culture BerAKHLAK variable has a partial effect on the performance of Bondowoso Regency Environmental Service employees.

b. Working Motivation (X2)

The t-hitung for this work motivation variable is 5.091, with a significant value of  $0.000 < 0.05$ . Because the  $\rho$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ). This means that the work motivation variable partially influences the performance of Bondowoso Regency Environmental Service employees.

c. Organization Support (X3)

The t-hitung for this work motivation variable is 2.789, with a significant value of  $0.006 < 0.05$ . Because the  $\rho$ -value is smaller than  $\alpha$  ( $0.006 < 0.05$ ), it means that the organizational support variable has a partially significant effect on employees of the Bondowoso Regency Environmental Service

d. Working Satisfaction (X4)

The t-hitung for this work motivation variable is 4.254 with a significant value of  $0.000 < 0.05$ . Because the  $\rho$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ), it means that the job satisfaction variable has a partial effect on employees of the Bondowoso Regency Environmental Service

**Simultaneous Statistical Test (F-test)**

The simultaneous test or F test is a joint test to test the significant influence of the work culture BerAKHLAK variables, work motivation, organizational support and employee job satisfaction on the performance of Bondowoso Regency Environmental Service employees. So the F-test results can be seen in the table as follows:

Table 7 Statistical Test Results (F-test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87,069	4	21,767	128,561	0,000 <sup>b</sup>
	Residual	16,931	100	0,169		
	Total	104,000	104			

a. Dependent Variable: Performance

b. Predictors: (Constant), Satisfaction, Working Motivation, Working culture BerAKHLAK, Organization Support

Source: Data processed by researchers (2024)

Based on statistical testing using the F test method, where the significance level obtained is  $0.000 < 0.05$ . Because the  $p$ -value is smaller than  $\alpha$  ( $0.000 < 0.05$ ),  $H_0$  = there is no influence of work culture BerAKHLAK, work motivation, organizational support and working satisfaction simultaneously on the performance of Bondowoso Regency Environmental Service employees. It was rejected, it means that the work culture BerAKHLAK, work motivation, organizational support and working satisfaction simultaneously influence the performance of Bondowoso Regency Environmental Service employees.

### Coefficient of Determination ( $R^2$ )

The coefficient of determination is used to determine the ability of the independent variable to explain the dependent variable. The amount of determination can be seen in R Square and is expressed as a percentage. The following is a measure of the contribution of the working culture BerAKHLAK variables (X1), working motivation (X2), organization support (X3), and working satisfaction (X4), to employee performance (Y) which is presented in the following table:

Table 8 Determination Coefficient Test Results ( $R^2$ )

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.929 <sup>a</sup>	.863	.858		.37653076	1.614

a. Predictors: (Constant), Working Satisfaction, Organization Support, Working Culture, Working Motivation

b. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

The results of the analysis of the influence of working culture BerAKHLAK (X1), work motivation (X2), organizational support (X3), and working satisfaction (X4), on employee performance (Y) as in the table above, show the value of the coefficient of determination or *Adjusted R square* showing a value of 0.858, From these results, it means that all the independent variables (working culture BerAKHLAK, working motivation, organization support and working satisfaction) have a contribution of 85.8% to the dependent variable (performance) with a very strong level of determination, and the remaining 14.2% which is influenced by factors outside this research.

### **Interpretation**

#### **The Influence of a Work Culture BerAKHLAK to Employee Performance**

Based on the second hypothesis, BerAKHLAK work culture influences employee performance. After making hypothesis, the results were obtained which stated that the work culture BerAKHLAK had a significant effect on the performance of Bondowoso Regency Environmental Service employees, it is proven correctly or H2 is accepted. . It is happened because of aspects related to the BerAKHLAK work culture which have been able to create employee performance. These aspects are salary, allowances, bonuses/incentives, interpersonal awards and promotional awards.

According to Gering, Supriyadi and Triguno, (2013) work culture is a philosophy based on a view of life as values that become traits, habits and forced power, becoming a culture in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, , ideals, opinions and actions that manifest as job or work. According to Moeljono (2005) work culture is generally a philosophical statement, it can be as a binding demand on employees because it can be formally formulated in various company rules and regulations. Individually or as a group, an employee cannot be separated from the culture that exists in a company.

Apart from the expert opinions mentioned, the results of this research are also supported by the results of previous research conducted by: Supardi, et al (2020) Maesofhani, & Lutfi, (2019). Wulandari, & Luturlean, (2023), Adha, and friends. (2019) stated that work culture has a significant influence on performance.

### **The Influence of Work Motivation on Employee Performance**

Based on the second hypothesis, work motivation influences employee performance. After testing and analyzing the data, the results were obtained which stated that work motivation had no significant effect on the performance of Bondowoso Regency Environmental Service. It is happened because of the fact that aspects related to work motivation have been able to improve the performance of Bondowoso Regency Environmental Service employees. These aspects include minimizing mistakes, heavier punishments, punishments with explanations and immediate punishments.

Due to the opinion of Siagian (2018) Motivation is the forced power that causes a member of an organization to be willing and willing to mobilize their abilities in forming expertise and skills, energy and time to carry out various activities for which they are responsible and fulfill their obligations in order to achieve the organization's goals and various targets. which has been determined before.

Apart from the expert opinions mentioned, the results of this research are also supported by the results of previous research conducted by: Pane, et al. (2022), Supardi, et al (2020), Maesofhani, & Lutfi, (2019). Adha, et al. (2019) stated that work motivation has a significant influence on performance.

### **The Effect of Organization Support on Employee Performance**

Based on the third hypothesis, organization support influences employee performance. After testing and analyzing data, a results were obtained which stated that organization support had a significant effect on the performance of Bondowoso Regency Environmental Service employees. The hypothesis proposed is not proven or H3 is accepted. This is happened because of organization support related to the performance of Bondowoso Regency Environmental Service employees. These aspects include employee will, employee loyalty and a sense of belonging.

According to Robbins (2015), perceived organization support is where employees believe the organization values their contributions and cares about their welfare. Unless management is unsupportive for employees, employees may view these tasks as unpleasant and represent ineffective work results for the organization. Apart from the expert opinions mentioned, the results of this research are also supported by the results of previous research conducted by:

Marbun, & Jufrizen, (2022), Umihastanti, & Frianto (2022). Henry. (2018) stated that organizational support has a significant influence on performance.

### **The influence of job satisfaction on employee performance**

Based on the fourth hypothesis, job satisfaction influences employee performance. After testing and analyzing data, the results were obtained which stated that job satisfaction had a significant effect on the performance of employees of the Bondowoso Regency Environmental Service. proven correct or H2 is accepted. This is because of job satisfaction related to the performance of Bondowoso Regency Environmental Service employees. These aspects are physiological needs, security needs, social needs, self-esteem needs and self-actualization needs

Sutrisno (2017) the term satisfaction refers to an individual's general attitude towards their work. Someone with a high level of job satisfaction shows a positive attitude towards work. Satisfied employees will be able to work well, enthusiastically, actively, and can perform better than employees who do not have job satisfaction. Employees who do not obtain job satisfaction will never achieve psychological satisfaction and ultimately negative attitudes or behavior will arise which in turn will lead to frustration. Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received from work, and matters involving physical and psychological factors.

Besides the expert opinions mentioned, the development of this research is also supported by the results of previous research conducted by: Pane, eand friends (2022) Marbun, & Jufrizen, (2022), Hendry, (2018) Setiawan, and friends. (2022) stated that job satisfaction has a significant influence on performance

### **CONCLUSION**

Based on the result research described in Chapter IV, the conclusions in this research are :

1. The test results prove that partially the work culture BerAKHLAK has a significant effect on employee performance.
2. The test results prove that partially work motivation has a significant effect on employee performance
3. The test results prove that partially organizational support has a significant effect on employee performance.
4. The test results prove that partially job satisfaction has a significant effect on employee performance.



5. The test results prove that simultaneously a work culture BerAKHLAK, work motivation, organizational support and job satisfaction has a positive and significant effect on employee performance.

### **Research Implications**

Based on the research results, it shows that the work culture BerAKHLAK is the variable that has the highest influence on the performance of Bondowoso Environmental Service employees. Bondowoso Regency DLH employees should strive to improve work ethics which includes aspects of a work culture with morals. This can involve holding workshops, seminars or regular training to help employees understand and internalize the values of high work ethics. Apart from that, you can also integrate moral work culture values into every daily activity in the work environment. This can be done through developing a code of conduct, code of ethics, or internal policies that support the implementation of these values.

The organizational support variable has the lowest influence on employee performance. So it is a suggestion to the leadership of the Bondowoso Regency Environmental Service to conduct a survey or interview to understand the needs and expectations of employees regarding organizational support. By understanding more deeply, leaders can identify areas where improvements can be made. Improve organizational communication so that information related to policies, changes and organizational direction can be conveyed clearly to all employees. Good communication can help build trust and understanding regarding the organization's vision and goals. Give employees opportunities to participate in decisions that affect their work. Empowering employees can increase their sense of ownership and responsibility, which can have a positive impact on their performance.

### **Suggestion**

The suggestions that can be given based on the research results are:

1. For future research, it is recommended to consider other factors that influence employee performance, such as work discipline, competence and work environment.
2. Further research can also expand the research orientation to different organizational settings or a wider population.

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