

**THE INFLUENCE OF WORK ENVIRONMENT AND
ORGANIZATIONAL CULTURE TOWARDS JOB SATISFACTION:
STUDY OF LITERATURE**

Gian Prayoga^{1*}, Hadi Sasana²

^{1,2}Universitas Tidar

E-mail: ¹⁾ gian23prayoga@gmail.com, ²⁾ hadisasana@live.undip.ac.id

Abstract

Job satisfaction is a measure of the satisfaction level of workers with their type of work related to their job duties, the work achieved, the form of supervision obtained, as well as a sense of relief and feelings of liking for the work they are doing. This study aims to determine the relationship and role of work environment and organizational culture as factors that affect employee job satisfaction. The method used in this research is literature study using secondary data. The secondary data sources obtained are the results of previous research with related topics and published in accredited national journals in the period 2014 to 2022. The scientific articles analyzed were 30 articles. Based on the analysis of the literature review, the results obtained that work environment and organizational culture each have a positive and significant influence on employee job satisfaction.

Keywords: *Job Satisfaction, Organizational Culture, Work Environment*

1. INTRODUCTION

Organizations are spots where individuals assemble and cooperate on a continuous premise to accomplish shared objectives. Inside the association, individuals cooperate and consistently to accomplish what they hope for. The company is where the creation of labor and products happens. In a company, all elements of creation meet up. Beginning from work, capital, normal assets, and business. In another definition, the organization is an establishment or association that gives labor and products to deal to people in general fully intent on creating a gain. Subsequently, one might say that the company is an association that works fully intent on creating a gain. Companies that run well can satisfy their objectives and can likewise assume a significant part in the financial improvement of a country.

In the ongoing period of globalization, the opposition between organizations is getting harder, in light of the fact that organizations are confronted with homegrown rivalry, yet in addition abroad. With the current circumstances, these organizations are progressively showing each other their upper hands so as not to lose to rival comparable organizations (Fonna, 2019). With bountiful HR like today, associations should have the option to ponder how to ideally utilize them. Confronting these circumstances and conditions, organizations should decide their administration procedures and strategies, particularly in the field of HR (HR). HR the board is presently an unquestionable necessity and at this point not a choice if the organization has any desire to create. HR are

vital in an association, on the grounds that the adequacy and outcome of an association is profoundly reliant upon the quality and execution of the current HR in the association.

Human Resource Management is a bunch of key and reliable ways to deal with the administration of an association's most important resources, where people are considered as the foundation of an association that on the whole adds to the accomplishment of hierarchical execution (Sunarsi, 2018). As per Dessler in Zulkarnaen, W., and Sofyan, Y. (2018: 183): "Human Resource Management is the strategies and practices engaged with completing "individuals" or HR parts of an administration position, including enlistment, screening, preparing, granting, and examination". Human Resource Management is expected to work on the adequacy of HR in the association fully intent on giving a viable work unit to the association.

To have the option to work securely and easily, representatives need to work in a steady workplace. Workplace is the climate where representatives play out their day to day work (Mardiana, 2011). Favorable workplace give a conviction that all is good and empower representatives to ideally work. The workplace impacts representatives in finishing liability to the association. On the off chance that the representative likes the workplace where he/she work, the worker will feel at ease at work to do exercises and complete their assignments. In this way, the organization should have the option to establish a legitimate workplace to have the option to keep representatives functioning admirably to accomplish organization objectives.

There is an essential example that impacts the activities of each and every worker in each organization. This example is normally alluded to as hierarchical culture. Glaser in Kreitner and Kinicki (2005:323) states that hierarchical culture is in many cases portrayed from a common perspective. Examples of convictions, images, customs, and legends that foster over the long run and act as the paste that keeps the whole association intact. In the event that the organization can deal with this well, then, at that point, the organization has a small bunch of enchanted factors that can guide representatives in a similar heading to propel the organization, persuade workers regarding a specific work, or even become a pleased personality. The hierarchical culture can likewise encourages the craving of workers to remain and make due in the association so they can contribute emphatically to the association in a maintainable way.

HR are a truly important variable. In this manner, the organization should have the option to cause representatives to feel fulfilled and pleased with the work they do. Work fulfillment is something essential that people have in their work. A representative who lands position fulfillment from his work, will keep up with high work execution, and on the other hand a representative who doesn't land fulfillment in his position, eventually will be temperamental, show truancy, and perform ineffectively. As per Priansa (2014), work fulfillment is a bunch of representative sentiments towards their work, whether they are cheerful/like or not blissful/disdained because of worker cooperation with their workplace or because of representative assessment of their work. The effect of representative work fulfillment on the organization are: 1) Fulfilled workers will generally work all the more gainfully, 2) Fulfilled workers will more often than not stay longer in the organization, 3) Fulfilled representatives will more often than not make a charming state of mind, 4) Fulfilled representatives will quite often have great work results.

Organizations must cause representatives to feel alright with their work so they can accomplish their best presentation. In view of the things that have been depicted above, it tends to be presumed that if an association has any desire to accomplish the objectives that have been set, then the association should focus on the necessities of representatives during the work and deal with the work life of workers well to add to an association through ideal execution accomplishment, in order to create advantage for the maintainability of an association. Human Asset The executives assumes a vital part in such manner, in light of the fact that with Human Asset The board the organization will actually want to oversee HR inside the organization so they can work really and effectively to assist the organization with accomplishing its objectives. The examination of workplace, hierarchical culture, and occupation fulfillment can be a worry for HR to accomplish the best administration in accordance with the elements of work inside the organization. In this manner, the scientist means to direct an exploration fully intent on knowing the impact of the workplace and hierarchical culture hands on fulfillment of representatives. The consequences of this study are likewise expected to add to the collection of the board information, particularly in the field of human asset the board and become a reference for leaders or chiefs to focus closer on the workplace, hierarchical culture, and occupation fulfillment so representatives can give an ideal exhibition in attempting to understand the authoritative objectives

2. THEORETICAL BASIS

2.1. Work Environment

The workplace is the general devices and materials experienced, the general climate in which an individual works, his work strategies, and work game plans both as people and as gatherings (Sedarmayanti, 2017). The workplace incorporates the work place, work offices, neatness, lighting, and serenity, remembering the functioning connection between individuals for the spot (Sutrisno, 2009 p.116). Besides, as indicated by Unaradjan (2019: 58), the workplace is everything around the work environment, which impacts them to do the undertakings given, for instance, tidiness, music, lighting, etc. In evaluating the workplace there are a few sentiments with respect to the working environment, as per Saiful (2018: 40), the workplace has an understanding that all that around the delegate can impact him in overseeing work. Sedarmayanti (2001) in Bahri, Saiful (2018:40), the work environment is every one of the gadgets and materials seen by the individual, the environment, the approach to working, and the work requests of individuals and gatherings. Sumamur in Wahyudi and Suryono (2016, p. 5) expresses that the workplace connected with human capacities and work efficiency is impacted by physical, substance, natural, physiological, mental, and financial elements. So NitiseMITO (756:109) uncovers that the workplace is all that is around the laborers and can influence them in completing the undertakings appointed.

Alex S. NitiseMITO (in Prihantoro 2015:21) reveals that the work environment is divided into two types, namely:

a) Internal Work Environment

Internal work environment is basically a factor that affects the tasks assigned to workers directly or anything in the current state of representation that adds to the achievement of tasks.

b) External Work Environment

The external work environment is everything around employees, which indirectly affects the presentation of their obligations. Therefore, the outdoor workplace is a climate that can indirectly affect the guarantee and completion of a job.

According to Sedarmayati (2001:31), the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The dimensions used are the physical work environment by looking at the indicators, namely room, air circulation, and cleanliness.

According to Unaradjan (2019:59-62), there are several factors in the company's work environment, namely:

- 1) Employee relations
- 2) Work environment noise level
- 3) Work Guide
- 4) Lighting
- 5) Air circulation
- 6) Workplace safety

Meanwhile, according to (Sedarmayanti, 2017) the indicators of the work environment in terms of the physical work environment are:

- 1) Lighting
- 2) Air circulation
- 3) Noise
- 4) Movement space
- 5) Facilities
- 6) Cleanliness
- 7) Color
- 8) Music
- 9) Privacy

Gibson and Ivanevich (1997) in Ricky (2011:34): "Perception of the work environment is a series of things from the environment that are perceived by people who work in an organizational environment and have a major role in influencing employee behavior". There are five aspects of perception of the psychological environment, which affect employee behavior, namely:

- 1) Work structure
- 2) Work responsibilities
- 3) Leadership attention and support
- 4) Working group teamwork
- 5) Smooth communication

Amirullah and Budiyo (754:4): "The authoritative climate can be characterized as the powers that impact, either straightforwardly or in a roundabout way, on hierarchical execution". As per Sunyoto (2015, p.38) the workplace is a vital part when representatives play out the work exercises. By focusing on a decent workplace or making working circumstances that can give inspiration to work, it will impact representative execution at work. The workplace impacts further developing representative execution on the grounds that the workplace is all that is around workers that can influence representatives in doing their obligations and obligations. A decent workplace can uphold successful work execution with the goal that it can make energy in work and further develop representative

execution. Shindaye et al, (2011) expressed that the workplace impacts an individual, will enormously affect what is finished. The workplace can make a limiting working connection between individuals in their current circumstance. A few endeavors ought to be made so the workplace can be great and favorable on the grounds that a decent and helpful workplace can cause the representatives to feel comfortable in the room and feel blissful and furthermore anxious to complete every one of their obligations (Moekijat, 2003). From the portrayals depicted above, it tends to be presumed that the workplace is a condition that can be ready by the administration of the organization concerned when the working environment is shaped. In accordance with the organization's foundation, organization the executives ought to think about the work space for organization representatives.

2.2. Organizational Culture

Culture is an engaging term. Hierarchical culture is a common insight that common by all individuals from the association. Luthans in Asri Laksmi (2011: 6) states: "Authoritative culture is the standards and values that immediate the way of behaving of hierarchical individuals. Every part will act as per the predominant culture to be acknowledged by their current circumstance". Moreover, Feter F. Druicker in Pabundu Tika (2008: 4) uncovers that hierarchical culture is the subject of tackling outside and inner issues whose execution is completed reliably by a gathering which then, at that point, gives it to new individuals as the correct method for understanding, contemplate, and feel about related issues.

As per Sutrisno (2010: 72), hierarchical culture is an arrangement of values (values), or standards (convictions), suppositions (assumptions), or standards that make long been in difference, settled upon and followed by partners. individuals from an association as a manual for conduct and taking care of hierarchical issues. In the interim, as per Robbins (2002: 247), that hierarchical culture is a common discernment held by individuals from the association or is known as an arrangement of harmony meaning. Hierarchical culture is the systematized values, presumptions, perspectives, and conduct standards which are then appeared for all intents and purposes, mentalities, and activities so they become the personality of a specific association (Nahdluddin and Maftukhah, 2015).

Kreitner and Kinicki (2013: 83) stated that organizational culture has four (4) functions, namely:

- 1) Giving identity to its employees.
- 2) Facilitating collective commitment.
- 3) Promoting social system stability.
- 4) Shaping behavior by helping managers feel their existence.

Soedjono (2005:24-25) defines indicators of organizational culture, namely:

- 1) Innovation and risk taking.
- 2) Attention to detail.
- 3) Outcome orientation.
- 4) People orientation.
- 5) Team orientation.

According to Wijaya (2007:11), suggests that the factors that participate in aligning organizational culture, namely:

- 1) Directions for the use of information technology.
- 2) Successful application of information technology.

- 3) Human resource development.
- 4) Procedures and rules.
- 5) Leadership model.

In light of a portion of the portrayals above, it tends to be reasoned that hierarchical culture is an authoritative worth framework and will influence how work is finished and the manner in which representatives act. As such, the authoritative worth framework that embraced by individuals from the association will influence the manner in which individuals work and act. Hierarchical culture plays an exceptionally essential part to support and work on the viability of authoritative execution, particularly representative execution both in the short and long haul. In this manner, organizations ought to focus on hierarchical culture, on the grounds that hierarchical culture can assume a vital part. Hierarchical culture goes about as an instrument to decide the heading of the association, coordinating what can and ought not be finished, how to dispense hierarchical assets and furthermore as a device to manage issues and potential open doors from the hierarchical climate.

2.3. Job Satisfaction

As per Trisnaningsih (2003: 201), work fulfillment is an individual's demeanor towards function as the contrast between how much rewards got by laborers and the sum that is accepted to be gotten. Moreover, Mangkunegara (2013, p. 117) states that work fulfillment is an inclination that backings or doesn't uphold representatives who are connected with their work or to their condition. Representatives will feel fulfilled working on the off chance that parts of the work and parts of themselves backing as well as the other way around on the off chance that these perspectives don't uphold, workers will feel disappointed. In the mean time, as per Usman (2010, p. 501) work fulfillment is the satisfaction of the relative multitude of necessities of laborers in doing their obligations for a specific time frame.

Gilmer in Sutrisno (2009, p. 77) states the factors that affect job satisfaction are:

- 1) Opportunity
- 2) Job security
- 3) Salary
- 4) Company and Management
- 5) Supervision
- 6) The intrinsic factor of work
- 7) Working conditions
- 8) Social aspects of work
- 9) Communication
- 10) Facilities

According to Smith, Kendal, Hulin in Mangkunegara (2013, p. 126), job satisfaction indicators are measured by several things, namely:

- 1) Work

The source of job satisfaction and some of the most important and satisfying elements expressed by many researchers is status-giving jobs. Furthermore, employees tend to prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing.

2) Supervision

Supervisory ability by superiors in providing technical assistance and behavioral support to employees can increase job satisfaction for them. Likewise, the participatory climate created by superiors can have a substantive effect on job satisfaction.

3) Wages

With the wages received, people can fulfill their daily needs and by looking at the level of wages they receive, people can find out how far management values a person's contribution in the organization where they work. Employees want a fair wage system and promotion policies that are in line with their expectations. If the wage system is implemented fairly and is based on job demands, individual skill levels and wage standards, job satisfaction is likely to be obtained. This is evidenced by the fact that many people are willing to accept lower wages to work in a suitable location, for example close to where they live.

4) Promotion

Opportunities for promotion have an influence on job satisfaction. This is because promotions use various methods and have various awards, for example promotions based on seniority level, dedication, performance considerations and others. A fair and transparent promotion policy for all employees can have an impact on those who get the opportunity to be promoted such as feeling happy, happy and getting satisfaction with their work.

5) Co-Workers

The support of colleagues or work groups can lead to job satisfaction for employees because employees feel accepted and assisted in expediting the completion of their duties. The nature of the work group will have an influence on job satisfaction. Working with friendly and supportive co-workers can be a source of satisfaction for individual employees.

From a portion of the depictions above, it tends to be presumed that work fulfillment is an inclination that shows the degree of fervor or feeling felt by representatives or how they view and take care of business in their exercises connected with work circumstances, participation between representatives, rewards got working, and matters connecting with physical and mental elements. This brings about the overall mentality of the person towards the work he faces in the organization. Work fulfillment is a significant issue that has been examined in numerous associations (James et al., 2007; Ipek, 2009; Miguel et al., 2014). As per numerous specialists, work fulfillment has gotten more consideration in associations today since work fulfillment will assist associations with holding experienced, prepared and skilled representatives (Ahmad et al., 2012; Damiano and Nunzia, 2014; Elizeberth and Zakkariya, 2015; Nanjundeswaraswamy, 2013; Debris, 2013; Sarlaksha and Mangadu, 2014; Chih-Cheng et al., 2015). Research by different specialists like Loreta and Aukse (2009), Patrick et al. (2009); Elizabeth and Zakkariya, (2015), Dimitrios et al., (2015), Linda and Michael (2014), uncovered that representatives who are happy with their work are bound to demonstrate a good disposition and offer more work to impart their abilities and information to the association.

3. RESEARCH METHOD

This examination is a kind of library research. Library examination or writing study can be deciphered as a progression of exercises that in regards to the strategies for

gathering library information, perusing, recording, and handling materials research (Zed, 2003:3). In writing concentrate on research, there are no less than four fundamental attributes that the writers need to focus on: First, that the writer or specialist is managing the text or mathematical information, not with direct information from the field. Second, the library information is "prepared to utilize" implying that the specialist doesn't go straightforwardly to the field in light of the fact that the scientist is eye to eye with information sources in the library. Third, that library information is by and large a wellspring of optional, as in the scientist gets material or information from second hands and not unique information in the field. Fourth, that the state of the library information isn't restricted by existence (Zed, 2003:4-5). The exploration was led through a writing concentrate on utilizing optional information from related articles. The auxiliary information sources acquired are the aftereffects of past examination with related subjects and distributed in certify public diaries in the period 2014 to 2022. There were 30 logical articles broke down. From the optional information acquired, it doesn't need further handling.

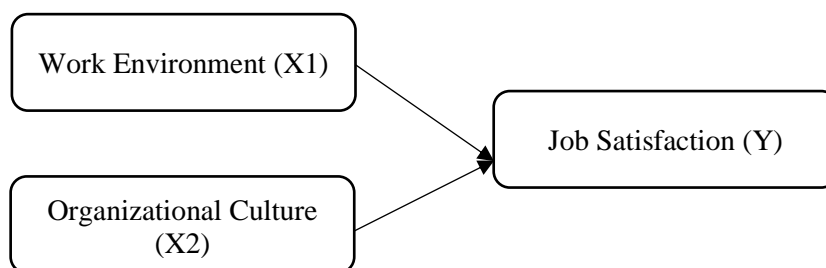


Figure 1. Research Conceptual Framework

4. RESULT AND DISCUSSION

4.1. The Influence of Work Environment on Job Satisfaction

The workplace is all that concerns the physical and mental viewpoints that will straightforwardly or by implication influence representatives (Wursanto, 2009). The workplace affects representatives. The conditions of the climate affect the representative's work satisfaction. Representatives give high consideration to the workplace regarding solace, security, and focus at work. This is in accordance with research directed by (Eko Susetyo et al., 2014), (Wibowo et al., 2014), (Aruan and Fakhri, 2015), (OLDEMAR and Ibrahim, 2015), (Wuwungan et al., 2017), (Yudi Permadi and Suana, 2017), (Agustini et al., 2018), (Wahyuniardi et al., 2018), (Lumintang et al., 2019), (Junianto and Sabtohadhi, 2019), (Krisnaldy et al., 2019), (Roy Sarlita Putra and Ayu Dewi Adnyani, 2019), (Virginita Orizanti et al., 2020), (Herdiana and Yuniasih, 2020), (Arifin, 2020), (Purnomo and Tri Putranto, 2020), (Pranitasari and Bela Saputri, 2020), (Damayanti and Ismiyati, 2020), (Saripuddin, n.d.), (Nofitasari and Prasetyo, 2021), (Hariani and Rahman Al Hakim, 2021), (Kurniyanto, 2022), (Derina Yusda et al., 2022), (Sudrajat et al., 2022), and (Sulistiyawati et al., 2022) which expresses that the workplace impacts work fulfillment.

The reasonableness of the workplace should be visible accordingly in the long haul. A negative workplace can request more labor and time with the goal that it doesn't uphold getting an effective work framework plan. A favorable workplace can further develop

representative execution as well as the other way around, an insufficient workplace will lessen worker execution. Sedarmayanti (2014) states that great work space conditions, in the event that people can do their work exercises ideally, in a solid, safe, and agreeable way. In this manner, the association or organization ought to focus closer and consider the workplace as a significant perspective in improving representative execution to work and assist the organization with accomplishing its objectives.

4.2. The Influence of Organizational Culture on Job Satisfaction

Robbins and Coulter (2014: 80) express that hierarchical culture is something that goes about as values, standards, customs, and approaches to working that are shared by authoritative individuals and influence the manner in which they act. What's more, Kreitner and Kinicki (2014:62) additionally contend that hierarchical culture is the common qualities and convictions that underlie corporate character. Moreover, (Pranitasari and Bela Saputri, 2020) states that hierarchical culture is an example of shared presumptions advanced by a gathering in taking care of issues through outer variation and inward mix, which have done whatever was necessary be viewed as obvious. This is in accordance with research led by (Eko Susetyo et al., 2014), (Habib et al., 2014), (Abid Alvi et al., 2014), (Muhammad Arifin, 2015), (Herawan et al., 2015), (Set Xaverius Tumbelaka et al., 2016), (Yudi Permadi and Suana, 2017), (Agustini et al., 2018), (Wahyuniardi et al., 2018), (Junianto and Sabtohadhi, 2019), (Krisnaldy et al., 2019), (Roy Sarlita Putra and Ayu Dewi Adnyani, 2019), (Virginita Orizanti et al., 2020), (Herdiana and Yuniasih, 2020), (Arifin, 2020), (Purnomo and Tri Putranto, 2020), (Pranitasari and Bela Saputri, 2020), (Damayanti and Ismiyati, 2020), (Saripuddin, n.d.), (Nofitasari and Prasetyo, 2021), (Hariani and Rahman Al Hakim, 2021), (Kurniyanto, 2022), (Derina Yusda et al., 2022), (Sudrajat et al., 2022), and (Sulistiyawati et al., 2022) which expresses that hierarchical culture impacts work fulfillment.

The job of culture in impacting worker conduct is by all accounts progressively significant in the present working environment, the common importance given by serious areas of strength for a guarantees that all representatives are guided in a similar bearing to assist the organization with pushing ahead by feeling a feeling of fulfillment while completing the cycle. Robbins (2002:36) recommends a few significant elements that bring more work fulfillment, the first is a task that gives potential chances to utilize abilities, and criticism on how well they work, the following variable is the way the functioning states of representatives, both as far as private solace and simplicity of taking care of business, these things are firmly connected with the guidelines and principles that not set in stone by the organization, while the principles and norms are shaped from the hierarchical culture inside the actual organization. Thus, the organization should focus harder and guarantee that the hierarchical culture in the organization is something that can cause representatives to feel happy with their work so workers can make due and assist the organization with accomplishing its objectives in a practical way.

5. CONCLUSION

This study intends to decide the relationship and job of the workplace and authoritative culture as elements that enormously influence worker work fulfillment. In light of the examination of the writing survey from a few past examinations, it very well may be reasoned that the workplace and hierarchical culture each impact representative work fulfillment. As far as the workplace, associations need to truly focus on the courses

of action in the workplace since this will straightforwardly influence representatives in working both genuinely and mentally. On the off chance that the organization neglects to give a strong workplace to representatives' work, then, at that point, workers will generally diminish their work fulfillment and can possibly show horrible showing in chasing after organization objectives or even leave the organization. Like the workplace, authoritative culture additionally assumes a similarly significant part. This is an exceptionally critical viewpoint in deciding the course of work and everything in the work environment which implies hierarchical culture assumes an extremely fundamental part in deciding representative work fulfillment. On the off chance that the organization runs an extraordinary hierarchical culture, the organization will be extremely smooth in guaranteeing worker work fulfillment. Thusly, organizations should have the option to keep up with worker work fulfillment since representatives are HR and HR are a truly significant perspective in the event that the organization means to proceed to develop and accomplish its objectives.

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