

MOTIVATION, ENVIRONMENT AND CULTURAL IMPACT OF WORKING IN THE INDUSTRIES CABAPATENT WITH WORKS RESPONSIBILITY AS A VARIABLE INTERVENING

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***Abstract** – The study aims to understand and analyze the influence of motivation, work environment and work culture on the performance of industrial servants of the district with job satisfaction as an intervening variable. The population of this study is the entire industrial service of the district of Bekasi. The research methods used are quantitative and descriptive. The sample method used was a saturated sample with the number of respondents as many as 30 employees of the industrial service of the district of Bekasi. The source of data obtained from the results of the questionnaire and the analytical techniques used are hypothetical testing with SmartPLS version 4.0.9.9. The results of this study show that: the working environment has a positive and significant influence on employment satisfaction in the industrial service of the district of Bekasi, the satisfaction of the employment has a negative and significant impact on the performance of the employees of industrial service in the districts of bekasi.*

Keywords : Motivation, Environment, Culture, Performance, Job Satisfaction

I. INTRODUCTION

Human Resources (HRM) is a very important element and inseparable from the agency. Human resources are also one of the factors that influence the development of an agency. An agency that has a lot of human resources (officials) talented in its fields then it can be said that the agency will grow rapidly, but otherwise if the staff in the agencies are unqualified, it also hinders the advancement of agencies.

As part of the growing Jabodetabek region, especially in the public service sector, the Department of Industry of Bekasi district has a strategic role in the development of the business sector. Therefore, it is vital to improve the quality of services to the community while supporting industrial growth. In carrying out its duties and responsibilities, the officers of the Department of Industry of Bekasi district are engaged in various activities that require dedication, commitment, and high performance. Therefore, the agency needs to know how many of its staff are performing. Below you can see the performance data of the officers of the Department of Industry district of Bekasi

Tabel 1.1 Results of Performance Assessment of Industrial Service Officers in Bekasi District (2021-2022)

Kriteria Pegawai	Year 2021	Persentase	Year 2022	Persentase
Sangat Baik	7	26%	10	33%
Baik	13	50%	18	60%
Cukup Baik	6	24%	2	7%
Jumlah Pegawai	26	100%	30	100%

Source : Processed data

From the data listed in Table 1.1 above, it can be seen that the Department of Industrial Affairs of Bekasi district has fluctuated from 2021-2022. The percentage of well-performing staff has increased from 2021 to 2022, indicating an overall improvement in staff performance. There are factors that influence staff performance fluctuations including motivation, environment and work culture.

Work motivation becomes one of the factors that can affect the performance of the staff. Motivation plays a very important role in an institution because with the motivation then the staff will be more enthusiastic in carrying out the assigned tasks. If an employee has a high motivation, then he will try as hard as possible to improve his performance, but if the employee is less or not motivated, then it will have a negative impact on his performance. In the circumstances of the industrial department of Bekasi district, there are employees who lack motivation that can be seen from performance with a fairly good percentage. Officers who are motivated, they will feel happier and more satisfied with their work. It can help the agency its goal and increase its success. Therefore, the Department of Industry of Bekasi district needs to make a way for the officers to continue to be motivated.

Giving motivation is done by the agency by giving recognition and recognition for the good performance of the staff. In addition to awards or rewards, the agency also performs activities outside the office to motivate its employees. In a study conducted by Feri et al (2020) stated that work motivation had a positive and significant influence on staff performance, but unlike Cahya et al's study (2021) that job motivation did not affect staff performance.

Besides, the work environment in which employees work is not less important in improving staff performance. A favourable and supportive working environment can help employees to work more efficiently and effectively, while an unfavourable work environment can hinder staff performance. Currently the working environment at the Department of Industry district of Bekasi is seen from the facility is quite good, but there are some areas that need to be repaired. Through direct observation, it was found that some workplaces did not meet the standards; for example, the air conditioner has not been fully used, besides, people who have no interest in quietness often influence the working atmosphere. This view is supported by Nurudin (2017) stating that the working environment has a positive and significant influence on staff performance, but unlike Nurjannah's study (2020), it shows that the work environment does not influence staff performance because the intention is to focus only on staff's abilities without noting that work environment is also important for improving staff performance.

Another element that can influence work performance is the role of work culture as an effort to improve performance. Because a work culture is a system of values, beliefs and habits in a work that interact with the structure of the formal system for the norms of work behavior. The Department of Industry of Bekasi district embodies cultural values such as hard work, innovation, teamwork, and integrity. By upholding these cultural values, the Department of Industry of the district of Bekasi is committed to providing the best service to the community and improving the competitiveness of the industry of the District of Bekasi. The phenomenon that is happening in the Department of Industrial Affairs of Bekasi district is that officials feel that their work is not appreciated by the agency. It should be corrected to strengthen a supportive work culture. Muslim et al (2021) showed that cultural variables positively influenced performance, unlike Soelton's (2018) work culture study had no influence on staff performance.

Job satisfaction can determine the lowest level of work performance. High job satisfaction will improve staff performance in the organization where they work. Employment satisfaction at the Bekasi district industrial department has gone well but there has been a phenomenon in which some employees feel dissatisfied with the results of their work. Officers feel that their work does not match their values and interests. Job satisfaction is a reflection of the extent to which an employee is happy and satisfied with his job. Labor satisfaction variables according to Raka et al. (2018) show that job satisfaction has a positive and significant influence on employee performance, but unlike Adiyasa & Windayanti (2019) study states that employment satisfaction does not affect performance.

Literature Review

Performance

Performance in an agency or organization is crucial to be assessed, it is done to see if the performance of the staff has increased or decreased. According to Nurjaya (2021) stated that performance is the rate of achievement of results on the execution of a particular task. Increasing individual performance is also likely to improve corporate performance because the two are closely linked. According to Kasmir (2019), performance is also defined as the result of work and actions achieved within a certain period of time by fulfilling assigned tasks and responsibilities. According to Afandi (2021) performance is the willingness of a person or a group of people to perform or improve activities according to their responsibilities with the expected results. Furthermore, Ricardianto (2018) performance is an overview of the level of achievement of a programme of activities or policy to a target target that includes the objectives of the organization's vision and mission and is set in the strategic plan of an organization.

According to Mangkunegara (2019) stated that there are 4 indicators of staff performance among them:

1. The quality of work can be measured by measuring how efficient and efficient an employee performs their duties according to the standards given by the agency, with the help of other resources to the goals of the institution as a whole.
2. The quantity
The quantity of work is any form of unit of number associated with the amount of work produced and expressed in the form of numbers. Thus, the quantity is the number of work done by an employee in a given period, which can be seen from the

work of the employee at the workplace and how quickly they complete their tasks and responsibilities.

3. Execution is how accurately an officer performs an instructional task. In other words, the execution of a task is how well a officer can rely on instruction and be able to take the initiative and be careful to complete the task properly.
4. Responsibility is the awareness of one's behavior and actions, whether intentional or not. Labour responsibility is an expression of an employee's awareness of his duty in carrying out the work given by the agency.

From the definition of these experts it can be concluded that performance is the result of a process that refers and is measured over a certain period of time on the basis of a pre-established provision or agreement.

Motivation

Work motivation is something that gives rise to work drive. The strong weakness of a person's work motivation determines the low elevation of the level of performance of the officer. According to Hasibuan (2019), work motivation is the impulse that drives a person to work, work well and integrate all his efforts to happiness. Koldakar (in Hamali, 2018) defines motivation as an inner talented desire produced by a need, desire, and will that drives a person to use his physical and mental energy to a certain goal. According to Edison et al (2018), Abraham Maslow created a hierarchy of five needs that serve as motivational dimensions, namely: Physiological needs, Safety needs, Affection needs, Esteem needs, and Self-actualization needs. (Kebutuhan pengembangan diri)

Indicators of work motivation according to Hasibuan (in Febrianti et al., 2019) there are 5 indicators namely:

1. Physical needs, for example, giving employees a decent salary, achievement bonuses, food, transportation money, etc.
2. Safety and security needs For example, providing workers with social security labour, pension funds, and other security supplies so that they do not worry when they work.
3. Social needs For instance, forming small ti in each subdivision to create a harmonious employment relationship
4. Need for reward Examples are agencies that provide performance bonuses and organize education and training, such employees will direct their abilities, skills and potential. In this way, the officers will feel appreciated for their abilities.

From the definition of these experts, it can be concluded that motivation is an inward impulse that affects human behavior to undertake certain activities in order to what is needed or desired.

Proper Working Environment

With a proper working environment, every employee will feel safe, comfortable, and happy at work. The working environment is very important to the agency as it is the place where employees perform their routine activities. According to Enny (2019), a work environment that covers all aspects of employee work life that can affect them as long as they work, is the best way to the best level of performance According to Darmadi (2020), the work environment includes things around employees that affect how they perform their duties. Examples include cold air, good lighting and so on. The working environment is beneficial

because it enhances the work spirit of the employee, demonstrates the productivity and efficiency of the staff member. However, employees who have the enthusiasm and motivation to work will do their job well. According to Effendy & Fitria (2019), a work environment is a direct work interaction with someone who has a higher position, the same position, or a lower position.

From the definition of these experts, it can be concluded that the working environment is everything that exists around an employee at the time of work, whether physical or non-physical, that can affect the employee while working.

Work Culture

A work culture is a discipline that is based on the perspective of life as values that become characteristics, habits, and drivers cultivated within a group. The work culture is reflected in attitudes, ideals, opinions, views, and actions related to the job. A work culture can be defined by Mangkunegara (2019) as a set of assumptions or systems of beliefs, values, and norms used by members to address problems of internal and external adaptation and integration. Kaesang et al (2021) stated that the culture of work is a must and binding employee because it is governed by the rules and regulations of the organization. Therefore, the attitude and behavior of the staff can be influenced by the work culture

According to Hasibuan (2019), some indicators of a work culture include:

1. Discipline is behavior that is based on principles and habits that apply in the workplace. The purpose of discipline is for officers to be held accountable for their actions.
2. Job satisfaction The job satisfaction is an individual attitude towards the job faced. This attitude toward work is the result of a number of individual particular attitudes to factors in the work, individual self-adjustment, and individual social relations outside the work so that it generates a general attitude of the individual toward the work faced.
3. Work ethics The work ethics is required by every employee in carrying out his work in order to create an atmosphere of harmony and mutual respect

From the definition of such experts then it can be concluded that the culture of work is a philosophy based on the view of life as values that are the nature, habits, and driving forces, culture in the life of a group of society that is realized "work or work".

Job Satisfaction

Each agency should take into account the level of employment satisfaction of each employee, as employee satisfaction is affected by the performance of the agency or agency's staff. Job satisfaction is a situation in which an employee experiences positive or negative emotions based on an evaluation of work and natural work experience. (Rismayanti et al., 2018). According to Afandi (2021) job satisfaction is defined as a positive attitude of an employee towards his or her job, which includes their feelings and behaviour towards their job and considers their work as something they value as meeting the important values held by the agency. Employment satisfaction is an employee's attitude toward the job related to the employment situation, employee cooperation, remuneration of problems received at the workplace and physical and psychological factors. (Sutrisno, 2019). Furthermore, according to Handoko (2020), employment satisfaction is meant as an employee's income satisfied with his or her job or not, the feeling is evident from the good behavior of his employees in the work and so on the work environment with experience. So it can be concluded that what is

meant by job satisfaction is the attitude of the positive aspect of the workforce is the persistence and behavior towards his work to evaluate one's work as a recognition of the achievement of one of the most important values of the job

According to Novita et.al (2018) states that there are five indicators of job satisfaction, namely:

1. The job or the work itself. Satisfaction with the job itself is the primary source of employee satisfaction.
2. Wages and salaries play important roles and have many factors that affect job satisfaction and financial support.
3. Promotion. Promotion opportunities can have a different impact on job satisfaction, because there are various forms of promotion and various rewards.
4. Working colleagues and teams that work together are the simplest source of satisfaction for individual employees. 5. Working conditions reflect conditions in performing tasks. If the officers don't face problems, then everything will go well and contribute to job satisfaction

II. METHODS

This research uses a quantitative research design to formulate a hypothesis as an initial approach to the problem. According to Sekaran & Bougie (2019), research design is the framework used to design, implement, and evaluate research, covering the types of data collected, data collection techniques, and data analysis. This method is known as a survey method that involves the use of questionnaires or other measurement instruments to collect quantitative data. (Creswell, 2020).

Research variables in this study are

- a) Independent variables (exogens): Work motivation (X1), work environment (X2) and work culture (X3). These variables are not affected by other variables and can affect dependent variable.
- b) Intervening variables: Job satisfaction (Z), which connects independent variables with dependent variables.
- c) Endogenous variables: Officer performance (Y), which is the primary objective of research and is influenced by other variables. The Analysis Unit in this research is an employee of the Department of Industry of Bekasi district, which is the focus in data collection and analysis.

Operational Variables Each variable in this study is operationalized to facilitate research, in accordance with the operational definitions that have been established:

- a) Officer performance (Y): the willingness of a person or group of people to carry out or enhance activities in accordance with their responsibilities with the expected results (Afandi, 2021).
- b) Work motivation (X1): The urge that drives a person to work well and happiness (Hasibuan, 2019).
- c) Working environment (X2): Working interaction with others in the workplace (Effendy & Fitria, 2019).

- d) Working culture (X3): system of beliefs, values, and norms used by members of the organization (Mangkunegara, 2019).
- e) Job satisfaction (Z): The employee's attitude to the job related to the employment situation, cooperation, remuneration, and physical and psychological factors (Sutrisno, 2019).

Populations and Samples

The population of this research is 30 employees of the Department of Industry district of Bekasi. The research sample uses a saturated sample technique, in which the entire population is sampled. The study lasted from December 11th to February 29th.

Data types and sources

The data used in this study are subjective data obtained from the views or opinions of respondents, which are primary data collected through a questionnaire.

Data Collection Methods

This research uses a questionnaire as a data collection tool. The questionnaire is structured using the Likert scale to measure respondent attitudes, opinions, and perceptions of social phenomena, in which the respondent determines the degree of relevance of the statement to reality. (Sujarweni, 2020; Sugiyono, 2021).

Data Analysis Methods

- a) Descriptive analysis According to Sugiyono (2021) is a method to describe or analyze the results of research without drawing a broader conclusion.
- b) Analysis of Structural Equation Modeling (SEM) This research was analyzed using Structure Equation Model (Sem) with PLS software. (Partial Least Square). According to Heir et al. (2018), SEM is a statistical model that explains the relationship between several variables through equations similar to double regression.
- c) Partial Least Square (PLS) The PLS method is an effective and flexible method of analysis without much statistical assumptions. PLS is used to predict and model interconstructive relationships. This method eliminates assumptions such as multivariate normal distribution and multicollinearity between exogenous variables.
- d) Evaluation of the measurement model (Outer Model) In PLS, the outer model shows the relationship between the indicator and the variable. (Ghozali, 2020). The observed aspects include:
 - Convergence validity: Indicators with a correlation value of more than 0.7 are considered reliable. AVE must be more than 0,5.
 - Discriminatory validity: Cross-loadings must show higher correlation in constructions than other constructions.
 - Composite Reliability: Values above 0.70 indicate good reliability. Cronbach's Alpha: A value above 0,70 indicates well reliability
- e) Goodness of Fit
Goodness of fit assesses the overall quality of the model using parameters such as R-Square (R2), F-Square (F2), Predictive Relevance (Q2), and SRMR.

f) **Structural Model Evaluation (Inner Model)**

The Path Coefficient Inner model describes the relationship between latent variables based on theory. Evaluation is done using R-square values and path coefficients, as well as bootstrapping for hypothetical testing. Significance is determined by t-values and p-values, with the criteria set by Hair et al. (2019): T-value ≥ 1.96 : Significant (Ho rejected, Ha accepted) p-valued ≤ 0.05 : Signifying (Ho ditolak, Ha diterima)

III. RESULTS AND DISCUSSION

The Department of Industry of Bekasi district is the government agency responsible for the development and supervision of the industrial sector in Bekasi district. Through its policies and programmes, the department seeks to improve the competitiveness of industry, facilitate investment, and promote sustainable economic growth. Since the publication of the Normor Law 14 of 1950 on the Establishment of Districts in the Province of West Java, and Government Regulation No. 32 of 1950 concerning the enforcement of the Law No. 14 from 1950, the Bekasi District was officially formed and established on 15 August 1950 and has the right to regulate its own houses, as regulated by the Regional Government Act at the time, namely, the Act No. 22 of 1948. The territory of Bekasi district, consists of 4 villages, 13 villages (including Cibarusah district) and 95 villages. In 1981, the district of Bekasi suffered decay with the establishment of the administrative city of Bekasi with the territory covering four new decay districts according to Government Regulation No. 48 Year 1981. With the existence of the Act No. 22 of 1999 on Regional Autonomy, the IT-level municipality of Bekasi became Bekasi City to this day. As for the Second Level District of Bekasi at the end of 1998, with the Regional Regulations No. 82 of 1998. The capital is the district of Cikarang Central and in 1999 it became Bekasi district. In 2004, there was a breakdown from 15 cases to 23 new cases under Regional Regulations No. 8 from 2004 to the present. In this study, the data collection method was carried out by distributing questionnaires to 30 respondents. The questionnaire was distributed through a google form containing 38 questions representing 1 dependent variable and 3 independent variables as well as 1 mediation variable namely Officer Performance (Y), Work Motivation (X1), Work Environment (X2), Work Culture (X3) and Job Satisfaction. (Z).

Analysis of variable data of staff performance (Y)

The analysis of data variable performance of staff is done using 8 statements given to 30 respondents in the Industrial Department of Bekasi district. These statements are classified into four indicators that cover different aspects of official performance. Each respondent gave their answers using a scale of five choices, ranging from "very disagreeable" to "very agreeable". The results of the analysis for each indicator showed that a majority of respondents (43.3%) agreed that the quality of their work meets the standards set by the agency. The total score of this statement is 119, which belongs to the "Good" category. This statement gives an overview that employees at the Bekasi District Industrial Services generally work well and have met the quality standards of work.

Next, a recapitulation of the evaluation results on staff performance variables gives an overall picture of staff performance. The average value of the entire indicator is 120, which goes back into the "Good" category. This shows that overall, the performance of officers in the Industrial Services of Bekasi district is well assessed.

Thus, the analysis of the data provides a comprehensive understanding of the performance of employees at the Bekasi District Industrial Services, highlighting areas where their performance is good and areas where there is still potential for improvement.

Work Motivation Variable Data Analysis (X1)

The analysis of work motivation variable data (x1) was carried out by submitting 7 statements to 30 respondents at the Department of Industrial Affairs of Bekasi district. The details of this statement divide the work motivation variable into four different indicators. Respondents gave their answers using a scale of "very disagree" to "very agree". The example of Table 4.14 referring to work facilities shows that the majority of respondents (50%) agreed that work facility at the workplace meets their physical needs. This percentage was followed by a rate of strong agreement (36.7%), neutral (3.3%), and disagreement (10%). The total value of this statement is 124, belonging to the "Good" category. Thus, officials at the Industrial Services of Bekasi district feel that the available work facilities are sufficient to meet their physical needs.

The result of the recapitulation of the evaluation on the job motivation variable (X1), shows that the overall average score is 119, which is back in the category "Good". This shows that overall, the motivation of the employees in the Department of Industry district of Bekasi is evaluated well. Thus, the data analysis provides a comprehensive understanding of employee motivation, highlighting aspects where their motivation is good and areas where there is still room for improvement.

The Work Environment Variable (X2)

Work Environments Variable, (X2), is performed using 8 statements given to 30 respondents. The results of the analysis showed that the majority of respondents felt that work facilities, such as the facilities available at the workplace, supported both their performance and productivity. This can be seen from a number of indicators presented in the tables, where the majority of respondents indicate a high level of satisfaction with the working environment in the Industrial Services of Bekasi District.

The work culture variable (X3)

The work culture variable was also evaluated using 5 statements given to 30 respondents. The analysis showed that the work culture at the Department of Industrial Affairs of Bekasi district was highly appreciated by respondents. The majority feel that the officer follows the rules and procedures, arrives on time, and feels appreciated by the agency.

The job satisfaction variable (Z)

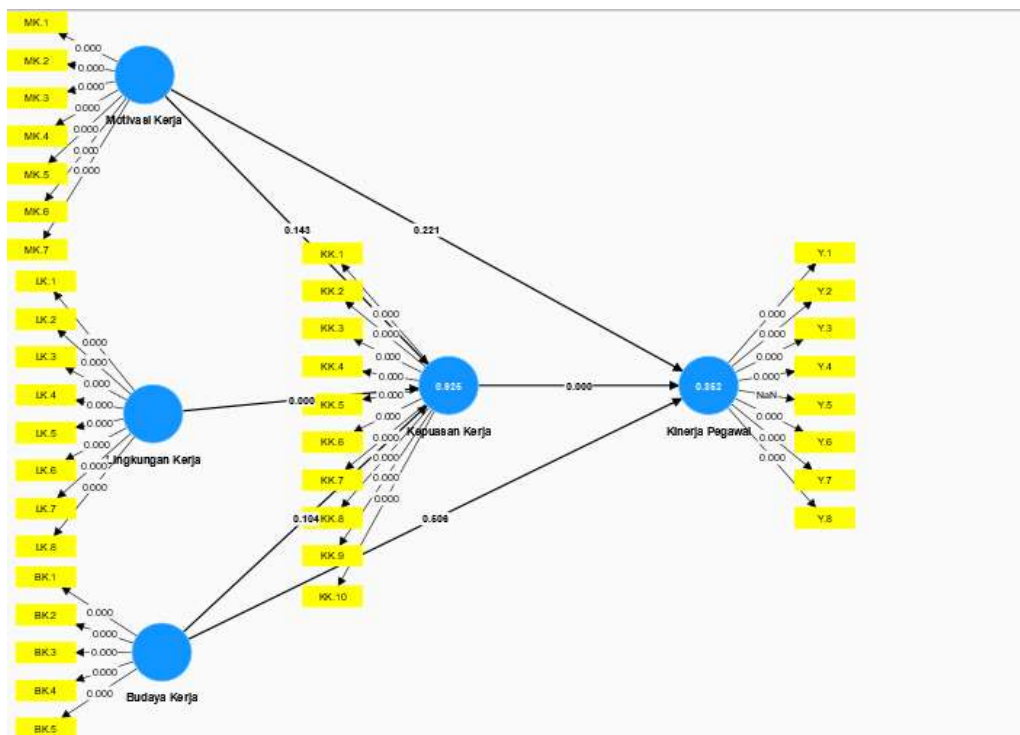
The job satisfaction is assessed using 10 statements given to 30 respondents. The results showed that the majority of respondents were satisfied with their work, felt that their salary was in line with their job responsibilities, and felt that the agency provided a fair opportunity

for promotion. Overall, from the recapitulation of the assessment results on the three variables, it can be concluded that the level of employment satisfaction of employees in the Department of Industrial Affairs of Bekasi district is high. It shows that a good working environment, a positive work culture, and high job satisfaction are interrelated and can contribute to employee productivity and well-being.

Research Discourse

The hypothesis test is based on the results of the inner model test, which includes R-square, path coefficients and t-statistics. Assess the acceptance or rejection of a hypothesis based on the significance values between constraints, t-statistics, and P-values. This study uses SmartPLS 4.0 (Partial Least Square) software with bootstrapping results using t-statistics > 1.96 and a p-value significance rate of 0.05 (5%). The results of the research model can be seen as in Figure 4.1 below:

Figure 4.1 Inner Model Results



Source: Data processed (2023)

The illustration above shows that all variables in the model have path coefficients with varying values. This indicates that the larger the value of the path coefficient of one variable against another, the stronger the influence of the variable on the other variable.

The test value of this study hypothesis can be seen in table 4.51 below:

Table 4.51 Path Output Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values	Result
Work Culture → Job Satisfaction	0,209	0,204	0,128	1,625	0,104	Rejected
Work Culture → Kinerja pegawai	0,152	0,113	0,228	0,665	0,506	Rejected
Job Satisfaction → performance	1,022	1,042	0,205	4,979	0,000	Accepted
Work Environment → Job Satisfaction	0,580	0,588	0,143	4,054	0,000	Accepted
Work Environment → performance	0,350	0,358	0,143	3,140	0,450	Rejected
Motivation → Job Satisfaction	0,202	0,198	0,138	1,466	0,143	Rejected
Motivation → Performance	-0,265	-0,258	0,217	1,223	0,221	Rejected
Motivation → Job Satisfaction → performance	0,105	0,060	0,349	0,850	0,345	Rejected
Work Environment → Job Satisfaction → performance →	0,501	0,135	0,449	0,666	0,250	Rejected
Work Culture → Job Satisfaction → performance	0,096	0,088	0,055	1,276	0,079	Rejected

Source: Data processed (2023)

Testing the hypothesis is carried out by evaluating the statistical T value and the P-value value. The study hypotheses are considered valid when T-Statistic/Calculation \geq t-table (1,990) and P-Value 0,05. The following is the decision-making process based on the T-Statistics and P-Values tests of this study:

- 1) If T-Statistics/Calculation values \geq t-table (1,990) and P-values \leq 0,05, then the hypothesis can be declared acceptable.
- 2) If the T-Statistics/Calculation value $<$ t-table (1,990) or P-Values $>$ 0,05, then the hypothesis can be declared rejected.

Based on the data presented in table 4.41 above, it is determined that there are 2 hypotheses that are accepted as qualifying, and 8 that are not accepted because they are not qualified.

Impact of Work Motivation on Job Satisfaction

In this study, the work motivation variable has no influence on job satisfaction. This finding is in line with a study by Afiyah et al (2017) that establishes that work motivation has no influence on job satisfaction. However, unlike Dwimahendra's study (2023) that found a positive influence between job motivation and job satisfaction. This is supposed to be because the motivation carried out in the Department of Industry district of Bekasi, can not increase employee satisfaction nor the other way around, people who are less interested in their work or lack of high work motivation will be less satisfied with the results of their work and the result will not be maximum. Increased motivation can be achieved in a variety of ways, including giving rewards or rewards to employees who perform, improving career opportunities and self-development for employees. Thus, employee satisfaction will increase as employee motivation increases.

Impact of Work Motivation on Officer Performance

The results of this study found that the work motivation variable has no influence on Officer performance. This finding is in line with the study Cahya et al (2021) whose results show that the job motivation does not influence employee performance. However, unlike the study Feri and al (2020) pointed out that the variable motivation has a positive effect on staff performance. Further research is needed to explore why motivation does not affect performance and it is necessary to re-evaluate whether it actually affects changes in employee behavior and whether it is related to the emergence of work drive.

Impact of the Working Environment on Job Satisfaction

The results of this study found that the working environment variables have a positive and significant influence on job satisfaction. The result can be understood that when the working environment of an institution develops it can increase the satisfaction of each employee. The sum of recapitulations resulting from the Job Satisfaction respondent assessment has an average that is well categorized. This finding is in line with Achmad Fadhil & Yuniadi Mayowan (2018) research showing that the working environment has a positive influence on job satisfaction. However, unlike Work et al (2018) found the work environment results had no impact on job satisfaction.

Impact of the Working Environment on Officer Performance

The results of this study found that the working environment variables have no influence on employee performance. This finding is in line with the Nurjannah study (2020) that establishes the work environment does not have an impact on staff performance. However, unlike the Nurudin study (2017) which shows that the job environment variable has a positive impact on employees performance.

The Impact of Work Culture on Job Satisfaction

This research results in the finding that the work culture variable has no influence on job satisfaction. This is supposed to be because the work culture does not match individual values or expectations, or other factors that affect job satisfaction. This finding is in line with Jefika Dwi Ariyani and Muhyadi (2016) stating that working culture partially has no influence on job satisfaction. However, unlike Kurniawan's research, F (2019) stated that work culture had a positive and significant influence on job satisfaction.

Impact of Working Culture on Officer Performance

In this study, it was found that the work culture does not have a significant influence on the variable of employee performance. Then it can be said that the culture of work is not able to partially give an influence in improving the performance of employees of the Department of Industry of Bekasi district. This is not in line with the study Muslim et al (2021) stated that work culture has a positive and significant impact on staff performance.

Impact of Job Satisfaction on Officer Performance

In this study it was found that job satisfaction variables have a positive and significant impact on employee performance. The results can be understood that employees of the Department of

Industry district of Bekasi are satisfied with their work tend to show better performance. The sum of recapitulations resulting from the respondent's assessment on the job satisfaction variable also has a well-classified average. This finding was supported by Raka et al. (2018) gaining a positive and significant influence between job satisfaction and statist performance. However, unlike Adiyasa & Windayanti (2019) research, job satisfaction has no impact on staff performance.

Impact of Work Motivation on Officer Performance Mediated by Job Satisfaction

In this study it was found that the work motivation variable has no influence on the performance of employees through job satisfaction in employees of the Department of Industry district of Bekasi. This finding was supported by Nasharudin, Ghani and Amran (2020), who established that work motivation does not influence employee performance through job satisfaction. However, backward research by Inaray et al (2016) showed that work motivation had a positive and significant impact on employee performance through job satisfaction.

The impact of the work environment on staff performance mediated by job satisfaction

The results of this study found that the working environment variables have no influence on the performance of employees through job satisfaction at the Industrial Services of Bekasi District. This finding is in line with a Durant, T.C. (2018) study that establishes that the working environment does not affect employee performance through job satisfaction. But backwards with the Yuliawan & Nurrohman study (2021) shows that the working environment has a positive and significant influence on employee performance through job satisfaction.

The Impact of Working Culture on Officer Performance Mediated by Job Satisfaction

This research has found that the work culture has no influence on the performance of employees through job satisfaction at the Department of Industry district of Bekasi. It is inconsistent with the Santoso study (2020) that the work culture has a positive and significant influence on the performance of employees through job satisfaction.

IV. CONCLUSION

The following is the conclusion of the study “The Impact of Motivation, Environment and Work Culture on the Performance of Industrial Service Officers in Bekasi District with Job Satisfaction as Intervening Variables”:

1. The motivation of the work does not affect the performance of the staff at the Department of Industry district of Bekasi.
2. ork motivation does not affect job satisfaction of employees of the Department of Industry district of Bekasi.
3. The working environment has no influence on the performance of officers at the Industrial Department of Bekasi District.
4. The working environment has a positive and significant influence on the job satisfaction of employees of the Department of Industry district of Bekasi.
5. The work culture has no influence on the performance of officials at the Department of Industrial Affairs of Bekasi District.

6. The culture of work does not affect job satisfaction at the Department of Industrial Affairs of Bekasi District.
7. Job satisfaction has a positive and significant impact on the performance of employees at the Department of Industry district of Bekasi.
8. Work motivation does not affect the performance of staff through job satisfaction at the Department of Industry district of Bekasi.
9. The working environment has no influence on the performance of employees through job satisfaction at the Department of Industry district of Bekasi.
10. The work culture does not affect the performance of employees through job satisfaction at the Department of Industry district of Bekasi

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