

Effect of Organizational Culture, Organizational Communication, Quality Work of Life and Work Environment on Employee Performance for Regional Secretariat Employees in Bandung City Government Environment

Shinta Oktafien¹, Wahyu Wibisono², Deni Darmawan³, Stefanus M S Sadana⁴,
Andreas Wahyu Gunawan P⁵

^{1,2,3}Faculty of Economics and Business, Universitas Trisakti, Indonesia

⁴Senior Lecturer at STIE Perbanas Jakarta, Indonesia

⁵Faculty of Economics and Business, Universitas Trisakti, Indonesia

shinta.oktafien@widyatama.ac.id, wieby_fire@yahoo.co.id, denidarmawan6696@gmail.com,
sadana@perbanas.id, andreaswg@trisakti.ac.id

Abstract

This study aims to describe how organizational culture, organizational communication, quality of work of life, work environment, and employee performance of the Regional Secretariat in Bandung City Government are, along with their influence among the variables studied. The population in this study were all employees who worked at the Regional Secretariat in the Bandung City Government, totaling 261 people. The number of samples taken in this study, namely 261 employees as much as the total population with saturated sampling technique or census. Determination of the sample in this study was carried out with the type of Non-Probability Sampling. Non-Probability Sampling This type of sample is not chosen at random. The selected non-probability sampling technique is saturated sampling (census), which is a sampling method when all members of the population are used as samples. Meanwhile, the research method used in this study is in the form of an explanatory survey research method which aims to find out the relationship between the variables studied. The data analysis and processing technique used is in the form of path analysis. Based on the research results, it is known that organizational culture, organizational communication, and work environment, either directly or indirectly, have a significant influence on employee performance of the Regional Secretariat in the Bandung City Government. However, in this study, the quality of work of life did not have a significant effect on employee performance.

Keywords

*organizational culture;
organizational communication;
quality work of life; work
environment; employee
performance*



I. Introduction

In the current era of globalization, every organization is required to be able to adapt its life to the existing conditions. Changes and technological advances from time to time in various fields have resulted in every organization being required to deal with problems that arise. Organizations in the era of competition must have the ability in various aspects and formulate strategies in dealing with changes that occur within the organization so that organizational goals can be achieved. The achievement of organizational goals will depend on how employees can develop their abilities, both in managerial, human relations and technical operations.

However, not always employees at work, especially for Regional Secretariat employees who work within the Bandung city government, are able to show their best

work results in accordance with the organizational goals that have been set. This is as previously stated by Mr. Drs. Atet Dedi Handiman, as the official who holds the position of the Secretariat of the Bandung City Government Regional Personnel Agency, who stated that until now there are still Regional Secretariat employees in the Bandung city government who show a lack of professionalism in their work which has an impact on the increasingly sub-optimal performance owned by the organization as a whole.

The following is a table containing data showing the growth rate of PNSD in the Bandung City Government

Table 1. The Growth of PNSD in the Bandung City Government

Year	2017	2018	2019	2020	2021
Amount	16.567	15.584	15.381	14.276	14.213

Source: Data from the Bandung City Personnel & Human Resources Development Agency in 2021

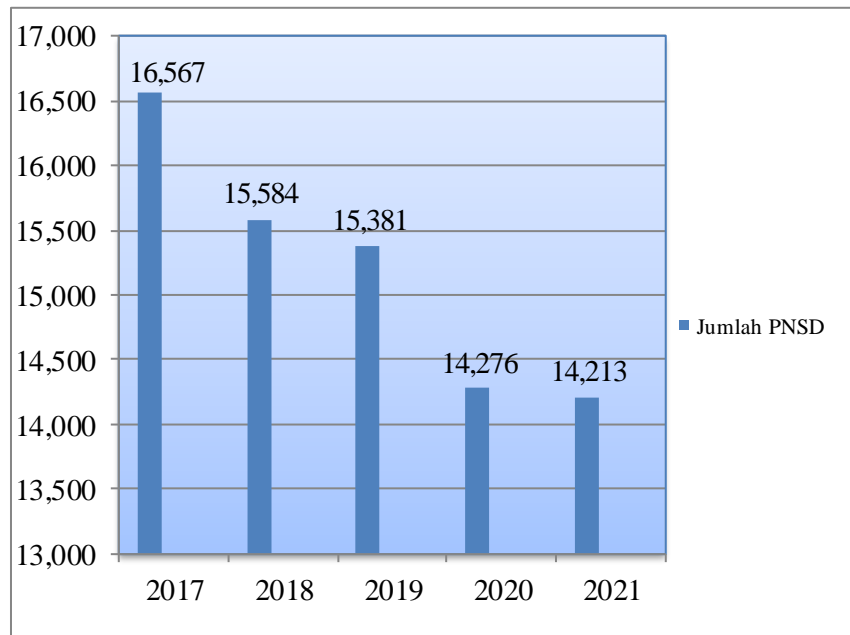


Figure 1. Graph of PNSD Growth in Bandung City Government Environment

Source: Data from the Bandung City Personnel & Human Resources Development Agency in 2021

By referring to the data shown by the tables and figures, it is known that the number of Regional Civil Servants (PNSD) working within the Bandung City Government in 2021 is 14,213 people. It is also known that during the last 5 (five) years, namely from 2017 to 2021, the number of PNSD working within the Bandung City Government shows a decreasing number caused by various things, including the presence of employees who have been transferred to move out, employees who have entered retirement and died. Meanwhile, during the 5 (five) period, the Bandung City Government did not appoint CPNSD.

Several factors that are suspected to be the cause of the inability of employees to show optimal work results include a weak organizational culture, in the sense that the culture that develops in an organization is not widely supported by its members, ineffective communication, poor quality of work life as well as an unfavorable work environment.

With reference to the problems he has explained, the author will conduct a study entitled as follows: "The Influence of Organizational Culture, Organizational Communication, Quality Work of Life and Work Environment on Employee Performance".

II. Review of Literature

The definition of employee performance is work performance or work (output), both quality and quantity, achieved by HR per unit of time in doing their work in accordance with the responsibilities given to them (Mangkunegara, 2016). Several indicators and dimensions that can be useful in measuring employee performance at work include (Mangkunegara, 2016): a) Quality work; b) Employees who work honestly; c) Initiative in work; d) Attendance; e) Attitude; f) Cooperation; g) Reliability at work; h) Knowledge of work; i) Responsibilities; and j) Utilization of time

The following is an overview of the conceptual framework of this research:

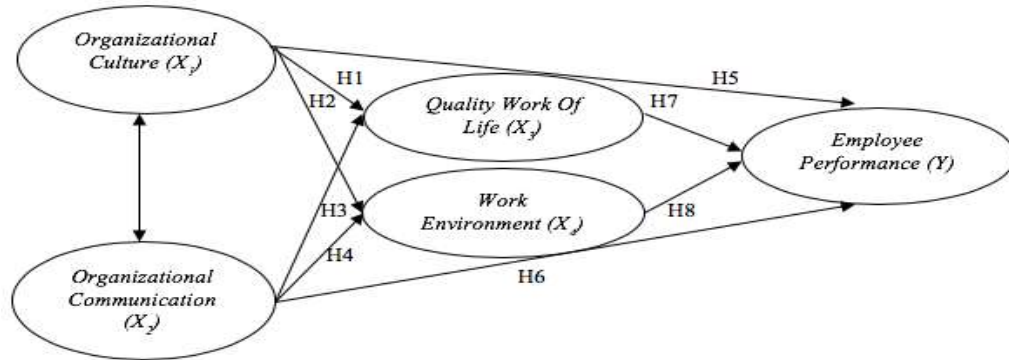


Figure 2. Conceptual Framework

III. Research Method

In this study, the population is all regional civil servants (PNSD) at the Regional Secretariat within the Bandung City Government, totaling 261 people. Meanwhile, the sample taken in this study was 261 employees whose number was the same as the population, so the sampling technique used was a saturated sampling technique or census. The data analysis method used is in the form of path analysis which is calculated using the SPSS version 25.0 program.

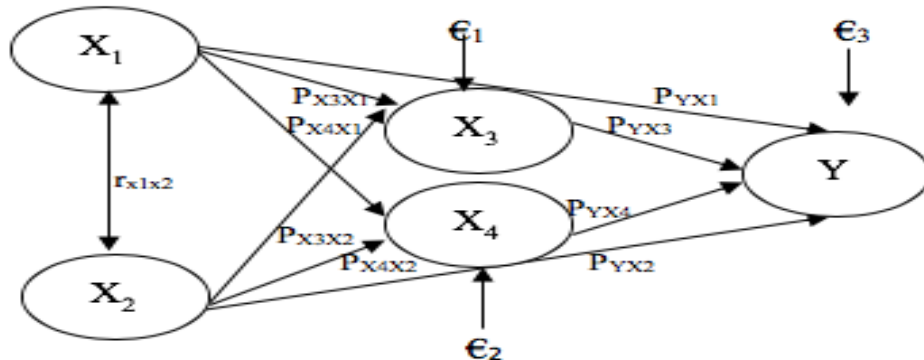


Figure 3. Causal Structure Path Diagram between Organizational Culture, Organizational Communication, Quality Work of Life and Work Environment on Employee Performance

IV. Result and Discussion

4.1. Sub-Structural

Test 1: *Organizational culture and organizational communication have a positive effect on the quality of work of life*

Table 2. Results of Multiple Correlation Analysis of X1 and X2 to X3
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,551 ^a	,304	,298	6,126

a. Predictors: (Constant), *organizational culture*, *organizational communication*

b. Dependent Variable: *quality work of life*

Source: SPSS Output Results

Based on the model summary table, the R (correlation) value is 0.551, this value indicates that the degree of strength of the relationship between organizational culture and organizational communication with the quality of work of life is in the high range, because the value is in the range of 0.500-0.810. While the contribution of organizational culture and organizational communication as independent variables that affect the quality of work of life is 0.304 or 30.4%, with the remaining 69.6% influenced by other factors not included in this study.

Table 3. F Test and Significance of Organizational Culture and Organizational Communication on Quality Work of Life
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4227,300	2	2113,650	56,314	,000 ^a
Residual	9683,528	258	37,533		
Total	13910,828	260			

a. Predictors: (Constant), *organizational communication*, *organizational culture*

b. Dependent Variable: *quality work of life*

Source: SPSS Output Results

From the results of the F test and the significance shown in the table, it is known that the amount of Fcount through the ANOVA test or F test is 56.314 with a significance level of 0.000. In connection with the probability value (P = 0.000) which is much smaller than the number 0.05, it is concluded that Ho is rejected and Ha is accepted, meaning that organizational culture and organizational communication have a positive and significant effect on the quality of work of life.

Table 4. Organizational Culture and Organizational Communication Regression Coefficients on Quality Work of Life
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	48,416	4,771		10,147	,001
<i>organizational culture</i>	,605	,098	,355	6,186	,000
<i>organizational communication</i>	,410	,080	,296	5,157	,000

a. Dependent Variable: *quality work of life*
Source: SPSS Output Results

By referring to the data shown in the table, it is known that the constant of 48.416 states that if there is no organizational culture and organizational communication, the level of quality work of life of employees is 48.416. Meanwhile, the regression coefficient of 0.605 states that for every one-time addition to organizational culture, the quality of work of life will increase by 0.605. Conversely, if the organizational culture decreases by 0.605, then the quality of work of life is also predicted to decrease by 0.605. While the regression coefficient of 0.410 states that for every one-time addition to organizational communication, the quality of work of life will increase by 0.410. On the other hand, if organizational communication decreases by 0.410, then the quality of work of life is also predicted to decrease by 0.410.

The multiple linear regression equation is as follows:

$$Quality\ work\ of\ life = 48,416 + 0,605\ organizational\ culture + 0,410\ organizational\ communication + 0,834\ \epsilon_1$$

$$X_3 = 48,416 + 0,605\ X_1 + 0,410\ X_2 + 0,834\ \epsilon_1$$

The relationship between variables in this study can be seen in the path diagram as follows.

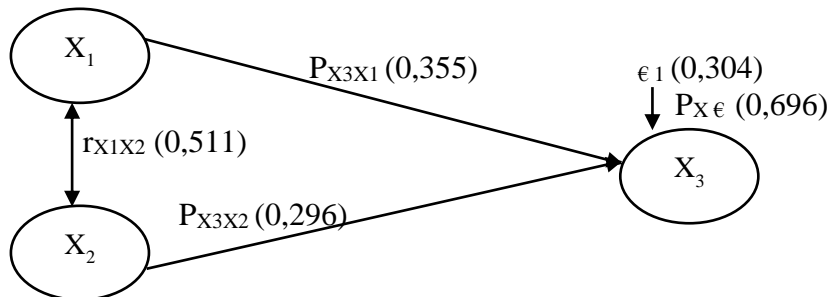


Figure 4. Sub-Structure Path Diagram 1 The Influence of Organizational Culture and Organizational Communication on Quality Work Of Life

Source: SPSS Calculation Results

2. Sub-Structural Test 2: Organizational culture and organizational communication have a positive effect on the work environment

Table 5. Results of Multiple Correlation Analysis of X1 and X2 to X4
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,478 ^a	,229	,223	3,946

a. Predictors: (Constant), *organizational communication*, *organizational culture*

b. Dependent Variable: *work environment*

Source: SPSS Output Results

From the model summary table, the R value (correlation) is 0.478, this value indicates that the degree of strength of the relationship between organizational culture and organizational communication with the work environment is in a fairly high range, because the value is in the range of 0.170-0.490. While the contribution of organizational culture and organizational communication which are independent variables that affect the work environment is 0.229 or 22.9% and the remaining 77.1% is influenced by other factors not included in this study.

Table 6. F Test and Significance of Organizational Culture and Organizational Communication on the Work Environment

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1189,842	2	594,921	38,209	,000 ^a
Residual	4017,154	258	15,570		
Total	5206,996	260			

a. Predictors: (Constant), *organizational communication*, *organizational culture*

b. Dependent Variable: *work environment*

Source: SPSS Output Results

From the table of F test results and significance, it is known that the amount of F calculated through the ANOVA test or F test, is 38.209, with a significance level of 0.000. Because the probability (P=0.000) is much smaller than 0.05, it can be concluded that Ho is rejected and Ha is accepted, meaning that organizational culture and organizational communication have a positive and significant influence on the work environment.

Table 7. Organizational Culture and Organizational Communication Regression Coefficient Towards Work Environment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24,401	3,073		7,940	,000
<i>organizational culture</i>	,238	,063	,229	3,785	,000
<i>organizational communication</i>	,282	,051	,333	5,510	,000

a. Dependent Variable: *work environment*

Source: SPSS Output Results

Based on the table, it can be explained that the constant of 24,401 states that if there is no organizational culture and organizational communication, the work environment is 24,401. While the regression coefficient of 0.238 states that for every one-time addition to organizational culture, the work environment will increase by 0.238. On the other hand, if the organizational culture decreases by 0.238, the work environment is also predicted to decrease by 0.238. While the regression coefficient of 0.282 states that for every one-time addition to organizational communication, the work environment will increase by 0.282. On the other hand, if organizational communication decreases by 0.282, then the work environment is also predicted to decrease by 0.282.

The multiple linear regression equation is as follows:

$$\text{Work environment} = 24,401 + 0,238 \text{ organizational culture} + 0,282 \text{ organizational communication} + 0,878 \epsilon_2$$

$$X_4 = 24,401 + 0,238 X_1 + 0,282 X_2 + 0,878 \epsilon_2$$

The relationship between the variables studied in this study can be seen in the path diagram as follows:

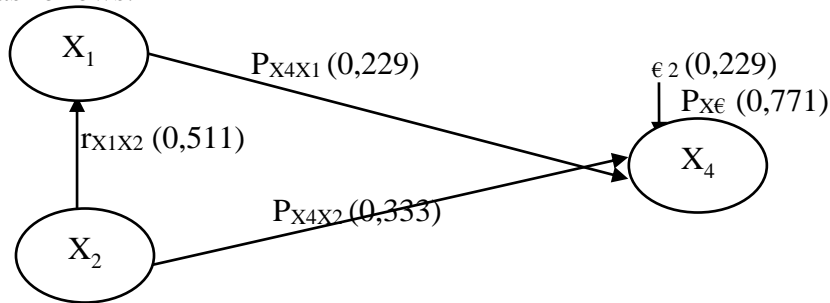


Figure 5. Sub-Structural Path Diagram 2 The Influence of Organizational Culture and Organizational Communication on the Work Environment
Source: SPSS Calculation Results

3. Sub-Structural Testing 3: Organizational culture, organizational communication, quality of work of life and work environment have a positive effect on employee performance

Table 8. Multiple Correlation Analysis Results X1, X2, X3 and X4 to Y
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,636 ^a	,405	,395	4,863

- a. Predictors: (Constant), work environment, quality work of life, organizational communication, organizational culture
 - b. Dependent Variable: employee performance
- Source: SPSS Output Results

From the model summary table, it is known that the R value (correlation) of 0.636 indicates that if the degree of strength of the relationship between organizational culture, organizational communication, quality of work of life, work environment and employee performance is in the high range, because the value is in the range of 0.500. -0.810. While the contribution of organizational culture, organizational communication, quality of work of life, and work environment which are independent variables or variables that affect employee performance is 0.405 or 40.5%, with the remaining 59.5% influenced by other factors that are not included in this study.

Table 9. F Test and Significance of Organizational Culture, Organizational Communication, Quality Work Of Life and Work Environment on Employee Performance
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4112,745	4	1028,186	43,481	,000 ^a
	Residual	6053,538	256	23,647		

Total	10166,284	260		
-------	-----------	-----	--	--

a. Predictors: (Constant), *work environment*, *quality work of life*, *organizational communication*, *organizational culture*

b. Dependent Variable: *employee performance*

Source: SPSS Output Results

From the table of F test results and significance, it is known that the amount of F calculated through the ANOVA test or F test, is 43,481, with a significance level of 0.000. In connection with the probability value ($P = 0.000$) which is much smaller than the number 0.05, it is concluded that H_0 is rejected and H_a is accepted, meaning that organizational culture, organizational communication, quality work of life, and work environment have a positive and significant effect on employee performance.

Table 10. Organizational Culture, Organizational Communication, Quality Work of Life and Work Environment Regression Coefficients on Employee Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	27,000	4,640		5,819	,000
<i>Organizational Culture</i>	,165	,084	,114	1,975	,049
<i>Organizational Communication</i>	,372	,068	,314	5,447	,000
<i>Quality Work Of Life</i>	,084	,052	,099	1,626	,105
<i>Work Environment</i>	,405	,080	,290	5,032	,000

a. Dependent Variable: *employee performance*

Source: SPSS Output Results

By referring to the data shown in the table, it is explained that the constant of 27,000 states that if there is no organizational culture, organizational communication, quality work of life, work environment then the level of employee performance is 27,000. The regression coefficient of 0.165 states that for every one-time addition to organizational culture, employee performance will increase by 0.165. On the other hand, if the organizational culture decreases by 0.165, then employee performance is also predicted to decrease by 0.165. The regression coefficient of 0.372 states that for every one-time addition to organizational communication, employee performance will increase by 0.372. On the other hand, if organizational communication decreases by 0.372, then employee performance is also predicted to decrease by 0.372. The regression coefficient of 0.084 states that for every one-time addition to quality work of life, employee performance will increase by 0.084. On the other hand, if the quality of work of life decreases by 0.084, then employee performance is also predicted to decrease by 0.084. While the regression coefficient of 0.405 states that for every one time addition to the work environment, employee performance will increase by 0.405. On the other hand, if the work environment decreases by 0.405, then employee performance is also predicted to decrease by 0.405.

The multiple linear regression equation is as follows:

$$Employee\ performance = 27,000 + 0,165\ organizational\ culture + 0,372\ organizational\ communication + 0,084\ quality\ work\ of\ life + 0,405\ work\ environment + 0,771\ \epsilon_3$$

$$Y = 27,000 + 0,165\ X_1 + 0,372\ X_2 + 0,084\ X_3 + 0,405\ X_4 + 0,771\ \epsilon_3$$

The relationship between variables in this study can be seen in the path diagram image as follows:

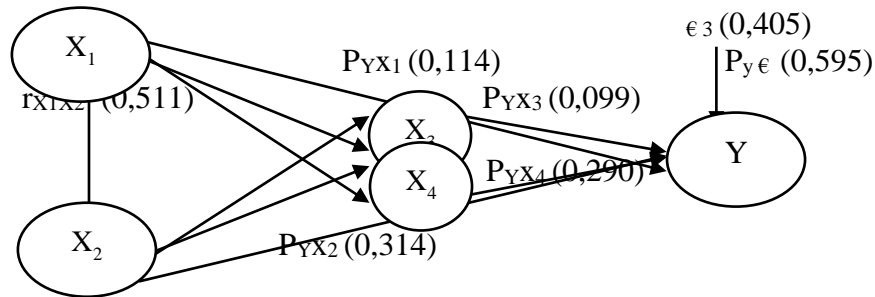


Figure 6. Sub-Structural Path Diagram 3 The Influence of Organizational Culture, Organizational Communication, Quality Work of Life and Work Environment on Employee Performance

Source: SPSS Calculation Results

The overall relationship between the variables studied can be seen in the picture of the causal structure as follows.

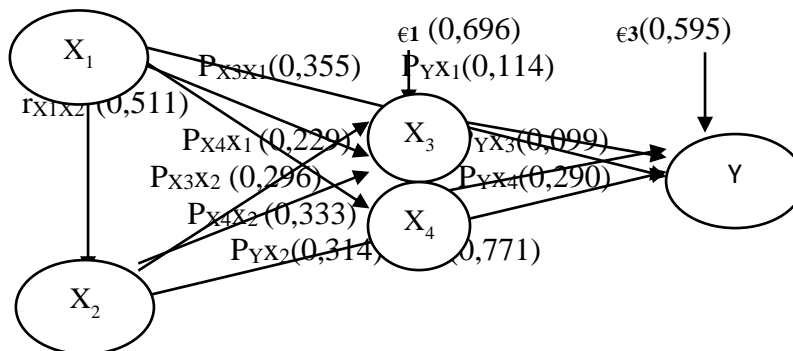


Figure 7. Path Chart Causal Structure between Organizational Culture, Organizational Communication, Quality Work Of Life and Work Environment on Employee Performance

4.2 Discussion

a. Effect of Organizational Culture on the Quality of Work of Life

By referring to the results of data processing, the value of $t_{count} = 6.186$ with a significance level of 0.000, where the probability ($P = 0.000$) is much smaller than 0.05, it can be concluded that H_0 is rejected and H_a is accepted which means that organizational culture has positive and significant influence on the quality of work of life. The magnitude of the influence of organizational culture on the quality of work of life, which is equal to $(\beta)^2 = 0.1260$ or 12.60%. The results of the path coefficient test show that the direct influence of organizational culture on the quality of work of life is 0.355.

By referring to the results of previous studies, it is known that organizational culture variables have a positive influence on the quality of work of life. This shows that to get good work results in an organization, the organization requires a set of rules and regulations set forth in a policy that aims to make every member of the organization able to carry out their duties in accordance with the goals they have set which has an impact on increasing the quality of work life employees (Mulyaningrum, A., & Norisanti, N. (2022). It is also stated that factors that can have a positive effect on the quality of work life, including (Fakhri, M., et al 2020) supportive organizational culture (work environment, organizational culture and climate, relations and cooperation, training and development, job satisfaction and job security) and organizational facilities (awards and compensation, facilities, work autonomy).

b. Effect of Organizational Communication on the Quality of Work of Life

By referring to the results of data processing, the value of $t_{count} = 5.157$ with a significance level of 0.000, where the probability ($P = 0.000$) is much smaller than 0.05, it can be concluded that H_0 is rejected and H_a is accepted which means that organizational communication is effective can have a positive and significant effect on the quality of work of life. The magnitude of the influence of organizational communication on the quality of work of life, which is equal to $(\beta)^2 = 0.086$ or 8.6%. The results of the path coefficient test show that the direct effect of organizational communication on the quality of work of life is 0.296.

It should be noted that leadership communication in an organization can have an important role in shaping a better quality of work life for employees. This means that there is a need for a leader's ability to build efficient interpersonal communication mechanisms in organizations that aim to create a comfortable work environment for employees (Sutiyatno, 2022). It is stated that there are 15 variables that can be identified as indicators in determining the level of quality of employee work life, including (Zahedi, M. R., Jafari, S. A., & Ramezan, M., 2021): team communication, safe and healthy working conditions, stress work, organizational trust, organizational commitment, organizational participation, job security, organizational conflict, job satisfaction, supervisor support, co-worker support, role clarity, decision-making authority, salary/benefit and individual and job adaptation. It was also stated that of the 15 identified variables, indicators of safe and healthy working conditions, as well as organizational conflict are important variables that can affect the improvement of the quality of work life of employees, while for indicators of salary and benefits are variables that are considered less important in an effort to improve the quality of work life of employees (Zahedi, M. R., et al, 2021).

c. Effect of Organizational Culture on the Work Environment

By referring to the results of data processing, the obtained value of $t_{count} = 3.785$ with a significance level of 0.000, where the probability ($P = 0.000$) is much smaller than 0.05, it can be concluded that H_0 is rejected and H_a is accepted which means that organizational culture has positive and significant influence on the work environment. The magnitude of the influence of organizational culture on the work environment is $(\beta)^2 = 0.052$ or 5.20%. The results of the path coefficient test show that the direct influence of organizational culture on the work environment is 0.229.

Although until now there is still no link between a strong work culture and a conducive work environment, some previous research results show that organizational culture and work environment can have a positive relationship with other work behaviors. One of them is the research shown by DP, N. M. I. I., & Riana, I. G. (2020) which

concludes that the physical work environment and work culture have a positive and significant impact on employee work outcomes. This shows that the stronger the organizational culture or the physical work environment of workers in an organization, the better employee performance will be.

d. Effect of Organizational Communication on the Work Environment

By referring to the results of the data processing, the obtained value of $t_{count} = 5.510$ with a significance level of 0.000, where the probability ($P = 0.000$) is much smaller than 0.05, it can be concluded that H_0 is rejected and H_a is accepted which means that organizational communication effective can have a positive and significant effect on the work environment. The magnitude of the influence of organizational communication on the work environment is $(\beta)^2 = 0.1109$ or 11.09%. The results of the path coefficient test indicate that the direct influence of organizational communication on the work environment is 0.333.

The relationship between organizational communication and the work environment has not been studied much in research until now. However, when examined further, the physical work environment can be a moderating variable between the effectiveness of organizational communication and other work behaviors, such as its relationship to job satisfaction or employee performance. This is as expressed by Kakakhel, Khan, Gul & Jehangir (2015) who suspect that the physical work environment can act as a variable that strengthens the relationship between organizational communication, job satisfaction, and organizational commitment. However, the results of his research show that the physical work environment actually weakens the relationship between organizational be concluded that H_0 is rejected and H_a is accepted which means that organizational culture has positive and significant influence on improving employee performance communication, job satisfaction, and organizational commitment.

e. Effect of Organizational Culture on Employee Performance

By referring to the results of data processing, the obtained value of $t_{count} = 1.975$ with a significance level of 0.049, where the probability ($P = 0.000$) is much smaller than 0.05, it can. The magnitude of the influence of organizational culture on employee performance is $(\beta)^2 = 0.0130$ or 1.30%. The results of the path coefficient test show that the direct influence of organizational culture on employee performance is 0.114.

In several research articles it is stated that work culture can have a positive influence on improving employee performance. This is as expressed by Pawirosumarto, S., Setyadi, A. & Khumaedi, E. (2017) which states that organizational culture has a very important role in improving the performance of non-lecturer employees at Mercu Buana University. A similar opinion was also expressed by Isa, M.F.M., Ugheoke, S.O. & Noor, W.S.W.M. (2016) which states that a supportive organizational culture can have a significant positive effect on employee performance. This means that a supportive work culture can encourage employees to want to work hard, generate high self-confidence, and mutual respect among fellow employees which has an impact on the fulfillment of employee goals set by the organization. In addition, it also means that a supportive organizational culture can improve employee performance, as well as create a more active work environment. It was also stated that organizational culture has a positive and significant influence on employee performance at the Majalengka Regency PDAM office (Kuswati, 2020).

f. Effect of Organizational Communication on Employee Performance

By referring to the results of data processing, the obtained value of $t_{count} = 5.447$ with a significance level of 0.000, where the probability ($P = 0.000$) is much smaller than 0.05, it can be concluded that H_0 is rejected and H_a is accepted which means that the effectiveness of organizational communication can have a positive and significant effect on improving employee performance. The magnitude of the influence of organizational communication on employee performance, which is equal to $(\beta)^2 = 0.0986$ or 9.86%. The results of the path coefficient test indicate that the direct influence of organizational communication on employee performance is 0.314.

However, not always employees who are able to communicate with other employees in an organization while working can have better work results than before. This is evidenced by the results of research proposed by Syukur, A. (2019) which shows that organizational communication has an insignificant effect on employee performance, which means that the less often employees talk to other employees, the more focused employees are in completing tasks the work assigned to him.

g. Effect of Quality Work of Life on Employee Performance

By referring to the results of data processing, the obtained value of $t_{count} = 1.626$ with a significance level of 0.105, where the probability ($P = 0.000$) is much greater than 0.05, it can be concluded that H_0 is accepted and H_a is rejected which means that the quality of work life does not have a positive and significant effect on improving employee performance. The magnitude of the influence of the quality of work life on employee performance is $(\beta)^2 = 0.0098$ or 0.10%. The results of the path coefficient test show that the direct influence of the quality of work life on employee performance is 0.099.

The results of this study indicate that not always a safe and comfortable working atmosphere can improve employee performance at work. This condition is in line with the results of research proposed by Asrini, Hardyastuti, and Irham (2018) which states that quality of work life (QWL) does not significantly affect employee performance improvement, either directly or indirectly through other variables, such as organizational commitment. It is possible that this is due to a greater influence shown by other exogenous variables on employee performance. However, several previous studies have also shown that the quality of work life can have a significant influence on improving employee performance, either directly or indirectly through other intermediary variables. As research shown by Sari, Bendesa & Antara (2019) which states that the quality of work life (QWL) directly has a positive and significant influence on employee performance, or indirectly through intermediary job satisfaction and work motivation variables have a significant effect. and positive on employee performance which is getting better at five-star hotels in Ubud Bali. Likewise, the opinion expressed by Setyaningrum and Ekhsan (2021) concluded that job satisfaction can be a variable that mediates the relationship between quality of work life (QWL) and employee performance. It is also stated that the quality of work life is a management philosophy that aims to increase employee self-esteem, introduce changes in organizational culture, and improve the physical and emotional condition of employees, so that employees have the opportunity to grow and develop through increasing these changes and improvements (Setyaningrum and Ekhsan, 2021)

h. Effect of Work Environment on Employee Performance

By referring to the results of data processing, the obtained value of $t_{count} = 5.032$ with a significance level of 0.000, where the probability ($P = 0.000$) is much smaller than 0.05, it can be concluded that H_0 is rejected and H_a is accepted which means that the work

environment is conducive environment can have a positive and significant effect on improving employee performance. The magnitude of the influence of the work environment on employee performance is $(\beta)^2 = 0.0841$ or 8.41%. The results of the path coefficient test show that the direct influence of the work environment on employee performance is 0.290

This study has results that are in line with the results of previous studies which show that a conducive work environment has a significant influence on improving employee performance at work (Purnamasari, 2019). This shows that the work environment can be one of the important factors that need to be considered by a company in relation to its effect on employee performance which can get better or worse. If employees are in a comfortable environment while working, the work results generated by the employee will be even better. On the other hand, if the work environment is felt to be unfavorable by employees working in a company, the results of their work can also decrease.

V. Conclusion

With reference to the results of the research and discussion that have been described previously, it is concluded that:

1. Organizational culture has a positive and significant effect on the quality of work of life. This shows that improving the quality of employee work life can be determined by the strength or weakness of the application of organizational culture as outlined through a set of norms, regulations, or company policies aimed at enabling each member of the organization to demonstrate good work attitudes and behavior in order to realize organizational goals
2. Organizational communication has a positive and significant effect on the quality of work of life. This shows that the more effective the communication that occurs among members of the organization, the more conducive the working atmosphere will be.
3. Organizational culture memiliki pengaruh yang positif dan signifikan terhadap work environment. Hal ini menunjukkan bahwa lingkungan kerja yang kondusif dapat tercipta melalui semakin kuatnya budaya kerja yang dimiliki oleh suatu organisasi.
4. Organizational communication has a positive and significant effect on the work environment. This shows that communication that takes place effectively between fellow members of the organization, in the sense that there is never a misunderstanding due to the message conveyed by the communicator is not well understood, then the resulting work atmosphere can become more harmonious.
5. Organizational culture has a positive and significant effect on employee performance. That way, the stronger the work culture owned by an organization, in the sense that the values or all norms and regulations owned by an organization can be followed, obeyed, and implemented properly by its members while working, the better the work results shown employees at work.
6. Organizational communication can have a positive and significant effect on employee performance. This shows that effective communication is established among members in an organization, so that employees at work can show better work results.
7. Quality of work of life does not have a positive and significant effect on employee performance. That way, an increasingly harmonious working atmosphere is not always able to have a positive impact on employee performance, which should increase.
8. Work environment has a positive and significant effect on employee performance. That way, when an organization has been able to create a conducive work environment, employees can show increasingly more productive work results.

References

- Asharini, N. A., Hardyastuti, S., & Irham. (2018). The Impact of Quality of Work Life and Job Satisfaction on Employee Performance of PT. Madubaru PG-PS Madukismo. *Agro Ekonomi*, Vol. 29 No. 1, pp: 146-159.
- Awadh, A.M & M. Saad, A. (2013). Impact of Organizational Culture on Employee Performance. *International Review of Management and Business Research Journal*, Vol. 02 (No. 01): 168-175.
- Bernardin, John H dan Joyce A. Russel. (1993). *Human Resource Management: An Experiential Approach*. Mc Graw-Hill, Singapore.
- Cascio, W. (2006). *Managing Human Resources: Productivity, Quality of Work Life, Profit* (6th ed.). New York: McGraw-Hill.
- Daniel, C.O. (2019). Analysis of Quality Work Life on Employee Performance. *International Journal of Business and Management Invention (IJBM)*, Vol. 8 Issue 02, pp: 60-65.
- DP, N. M. I. I., & Riana, I. G. (2020). The Influence of Physical Work Environment and Organizational Culture on Work Motivation and Employee Performance at Ibis Styles Bali Denpasar Hotel. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, Vol. 4 Issue 8, pp: 43-51.
- Fakhri, M., Nurnida, I., Winarno, A., Kurnia, B., & Suryana, D. (2020). Characteristics of Quality of Work Life on Employees at Consultant Company in Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(11), 1105–1111. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO11.1105>
- Haroon, H., & Malik, H. D. (2018). The impact of organizational communication on organizational performance. *Journal of research in social sciences*, 6(2), 140-151.
- Hee, O.C., Qin, D.A.H., Kowang, T.O., Husin, M.Md., & Ping, L.L. (2019). Exploring the Impact of Communication on Employee Performance. *International Journal of Recent Technology and Engineering (IJRTE)*, Vol. 8 Issue-3S2, pp: 654-658.
- Indrasari, M. (2017). The Effect of Organizational Culture, Environmental Work, Leadership Style on the Job Satisfaction and Its Impact on the Performance Teaching in State Community Academy Bojonegoro. *SINERGI*, Vol. 7, No. 2, pp: 58-73.
- Isa, M.F.M., Ugheoke, S.O. & Noor, W.S.W.M. (2016). The Influence of Organizational Culture on Employees' Performance: Evidence from Oman. *Journal of Entrepreneurship and Business*, Vol. 4 Issue 2, pp: 1-12.
- Kakakhel, S.J., Khan, A., Gul, S., & Jehangir, M. (2015). Impact of Organizational Communication on Organization Commitment and Job Satisfaction: Assessing the Moderating Role of Physical Work Environment. *Journal of Applied Environmental and Biological Science*, 5(12), 313-321.
- Kotter, John P. Dan James L. Heskett. (1997). *Corporate Culture and Performance*. Alih Bahasa Benyamin Molan. Jakarta: PT Prenhalindo.
- Kuswati, Y. (2020). The Influence of Organizational Culture on Employee Performance. *Budapest International Research and Critics Institute*, Vol. 3 No. 1, pp: 296-302.
- Malik, M.I., Ahmad, A., Gomez, S.F., & Ali, M. (2011). A Study of Work Environment and Employees' Performance in Pakistan. *African Journal of Business Management*, Vol. 5 (34), pp: 13227-13232.
- Mangkunegara, A. P. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.
- Manurung, Y.S. (2019). Quality of Work Life (QWL) in Terms of Organizational Culture on Employees at PT. Bank Mayapada International, Tbk Medan City. *Jurnal*

- Psikologi Universitas HKBP Nommensen, Vol. 6 No. 1, pp: 1-9.
- Mulyana, D. (2011). Ilmu Komunikasi: Suatu Pengantar. Bandung: PT Remaja Rosdakarya.
- Mulyaningrum, A., & Norisanti, N. (2022). The Effectiveness of Organizational Culture on Quality of Work. *Almana: Jurnal Manajemen dan Bisnis*, 6(1), 1-8.
- Pawirosumarto, S., Setyadi, A. & Khumaedi, E. (2017), "The influence of organizational culture on the performance of employees at University of Mercu Buana", *International Journal of Law and Management*, Vol. 59 No. 6, pp. 950-963. <https://doi.org/10.1108/IJLMA-03-2016-0030>
- Purnamasari, W. (2019). Effect of Work Environment, Motivation of A Work and Organizational Commitments to Performance of Employees in Puskesmas. *Paradigma Accountancy*, 2 (1), 1-7.
- Robbins & Judge. (2012). *Perilaku Organisasi*, alih Bahasa Benjamin Mohan, Edisi Kesepuluh. Jakarta: PT. Indeks Kelompok Gramedia.
- Sari, N.P.R., Bendesa, I.K.G., & Antara, M. (2019). The Influence of Quality of Work Life on Employees' Performance with Job Satisfaction and Work Motivation as Intervening Variables in Star-Rated Hotels in Ubud Tourism Area of Bali. *Journal of Tourism and Hospitality Management*, Vol. 7 No. 1, pp. 74-83.
- Sedarmayanti. (2009). *Pengembangan Kepribadian Pegawai*. Bandung: Mandar Maju.
- Sedarmayanti. (2013). *Manajemen Sumber Daya Manusia*. Bandung: PT. Refika Adiatama.
- Setyaningrum, R. P., & Ekhsan. M. (2021). The Role of Job Satisfaction in Mediating the Influence of Quality of Work Life on Employee Performance. *Management Research Studies Journal*, Vol. 11, No. 1, pp: 44-54.
- Sutiyatno, S. (2022). The Effect of Leadership's Communication Ability on Quality of Work-Life and Employees Job Satisfaction. *International Journal of Human Capital in Urban Management*, 7(1), pp: 55-68.
- Syukur, A. (2019). Pengaruh Kepemimpinan, Komunikasi Organisasi dan Budaya Organisasi Terhadap Kinerja Pegawai Sekretariat Dprd Kabupaten Tegal. *Magisma: Jurnal Ilmiah Ekonomi dan Bisnis*, 7(2), 90-99.
- Thakur, R., & Sharma, D. (2019). A Study of Impact of Quality of Work Life on Work Performance. *Management and Labour Studies*, 44(3), 326-344. Doi: 10.1177/0258042x19851912
- Valizadeh, A., & Ghahremani, J. (2012). The Relation between Organizational Culture and Quality of Working Life of Employees. *European Journal of Experimental Biology*, 2 (5), pp: 1722-1727.
- Zahedi, M. R., Jafari, S. A., & Ramezan, M. (2021). Examining quality of work life: empirical testing indicators in public organisation. *Annals of Human Resource Management Research*, 2(1), 99-111.