

The Effect of Work Environment and Organizational Culture through Job Satisfaction on Work Effectiveness of Lecturers of Universitas Abdurachman Saleh Situbondo

Surji Mendi¹, Diana Sulianti K Tobing², Dewi Prihatini³

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

surjimendi1997@gmail.com, diana.tobing@unej.ac.id, dewi.prihatini@unej.ac.id

Abstract

This study aims to examine and analyze the direct and indirect effects of the work environment and organizational culture through job satisfaction on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. This research was conducted on permanent lecturers who are still active at Abdurachman Saleh University, Situbondo. The number of respondents in this study were 89 people. The sampling technique used is a saturated sample in which the entire population in the study is sampled. Data analysis was performed using Structural Equation Modeling-Partial Least Square (SEM-PLS). The results showed that (1) the work environment and organizational culture had a significant positive effect on job satisfaction.

Keywords

work environment;
organizational culture; job
satisfaction; work effectiveness



I. Introduction

Universities are institutions that provide educational services that have a role as a forum for preparing reliable human resources. Reliable human resources can be created with the teaching and learning process which of course involves various elements including: lecturers, students, parents, government, facilities and infrastructure. Higher education is present as the most important part in order to obtain and form reliable, qualified and qualified human resources. Higher education institutions must be able to implement policies for all lecturers to implement the Tri Dharma of Higher Education which requires a lecturer to carry out educational and teaching activities, research, and community service. According to the Decree of the Coordinating Minister for Development Supervision and Utilization of State Apparatus Number:

The definition of lecturers in the Law of the Republic of Indonesia Number 14 of 2005 concerning Teachers and Lecturers Article 1 paragraph (2) that lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service. Based on this, the lecturer has a very important role as the spearhead of implementing the entire educational process. Lecturers are responsible for the teaching and learning process, therefore in an effort to improve the quality of higher education, lecturers play a key role and position in the entire educational process, especially in higher education.

The company's increasing demand for reliable human resources is due to intense competition between companies, both in terms of technology and human resources. It is a tough task for universities to form quality and reliable human resources. According to the Higher Education Database (PDDikti) the number of new students in Indonesia in 2017-2018 rose 2.4% from the previous year of 1.47 million, the figure then rose by 20.1% to

1.77 million in 2018-2019 and until 2019-2020 it continued to experience a significant increase, namely 22.2% to 2.16 million. This proves that the growth of higher education has good prospects, and will continue to increase significantly.

As the number of students in Indonesia increases every year, the need for lecturers at universities throughout Indonesia is also increasing. Based on the Higher Education Technology Research in 2018, universities in Indonesia had 160,118 lecturers, the number rose in 2019 to 171,838 lecturers and continued to increase until 2020 to reach 180,982 lecturers. With the current quantity of lecturers owned by universities throughout Indonesia, it is hoped that they will be able to provide the best education for all students, although each year the number of students is also increasing. The success of the university is determined by the effectiveness of the lecturers' work, the higher the percentage of the effectiveness of the lecturers' work, the university's goals will be easily achieved by the formation of qualified and reliable human resources. Hussein (2014: 116) states that increasing the work effectiveness of a worker in the organization does not depend on his status but many factors that can influence it. Factors that can affect one's job satisfaction and work effectiveness such as work environment and organizational culture, both of these factors can affect one's job satisfaction and work effectiveness either directly or indirectly, so these two factors need to be studied in order to clarify the relationship and their influence on the dependent variable which will be researched.

The work environment according to Al-omari and Okasheh (2017) The work environment can be anything that exists around the employee and can affect how he performs his duties, while according to Ronal and Horlin (2019) states that the work environment is everything or elements which can affect directly or indirectly the organization that will have a good or bad impact on job satisfaction, especially in increasing or decreasing work effectiveness. According to Kurniawati and Tobing (2019), the physical work environment includes classroom lighting conditions in the learning process, classroom cleanliness, air circulation and ventilation, the availability of teaching equipment (Projectors, Laptops, whiteboards, markers, sound amplifiers) that can affect lecturer performance. Learning media is a supporting tool that is very influential on the teaching and learning environment. The atmosphere that is formed will have a psychological effect on students and lecturers in terms of satisfaction and effectiveness in the learning process.

A similar study was conducted by Endra et al (2018) with the results of research that the work environment has a significant effect on the work effectiveness of employees of PT. Kencana Inti Perkasa Medan. Research on the work environment can also be seen in international journals conducted by Taheri et al (2020) with the results that the work environment has a significant effect on job satisfaction. However, the results of this study are different from the results of research conducted by Kurniasari et al (2022), which shows that the work environment partially has no significant effect on work effectiveness. This is due to the issuance of a circular letter from the Minister of Education and Culture on March 17, 2020 Number: 36962/MPK.A/HK/2020 which states that learning is done online and working from home in order to prevent the spread of Corona Virus Disease (COVID-19). The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020).

Another factor that influences job satisfaction and work effectiveness is organizational culture. Tawel et al (2017: 19) organizational culture relates to the values and beliefs that are grown and developed in organizations to guide the behavior and actions of members of the organization. The importance of organizational culture is also stated by Tawel et al (2017:21) Every organization develops a value system that governs the way

people behave and act. This value system is known as organizational culture. Every organization has its own distinctive culture that sets it apart from other organizations. Strong or weak organizational culture in an organization depends on the extent to which the core values developed are shared deeply and widely by its members. Research on organizational culture was conducted by Firmansyah and Ramadhani (2018) with the results that organizational culture has a significant effect on employee work effectiveness.

One of the factors related to work effectiveness is job satisfaction. In general, satisfaction includes the difference between the level of importance and performance or results that are felt at that time. Job satisfaction is an individual thing and depends on the individual's perception of how he feels about the job (Aliet *al*, 2018:2). Selvia's research (2021) also proves that there is a strong influence between job satisfaction on increasing work effectiveness. Satisfaction is a function of the inequality that exists between the results obtained and the expected ones (Bukman, 2017:107).

Based on the explanation of some of these theories, the effectiveness of lecturers' work is influenced by the work environment, organizational culture and job satisfaction. Similar research was conducted by Kultsum (2017) with the aim of knowing the effect of the work environment and organizational culture on work effectiveness through work motivation as an intervening variable at PT. Trasti Global Konverta. The results of the work environment and organizational culture have a significant effect on work effectiveness. Based on the phenomena that have been described previously, it is very necessary to find solutions to the problem and provide relevant solutions. The main objective of the study is to prove the influence of work environment and organizational culture variables through job satisfaction on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.

II. Review of Literature

2.1 Work Environment

The work environment is anything that is around workers or employees that can affect employee job satisfaction in carrying out their duties, so that with a good work environment will get optimal work results, which in the work environment are equipped with work facilities that support employees in completing tasks charged to him in order to improve the work of employees in an organization (Enny, 2019:56-57). According to Astuti and Iverizkinawati (2018), the work environment can be measured using the following indicators:

a. Work atmosphere

Work atmosphere is all the conditions that surround employees who are doing work, which can affect the implementation of the work itself.

b. Relationship with coworkers

What is meant by the relationship here is the reciprocal relationship between individuals or groups of people, who have the same position in the organization and work together to complete the work given.

c. Availability of work facilities

This can be interpreted that with the availability of work facilities, both new and old facilities will be able to support the smooth process of working.

2.2 Organizational Culture

The definition of organizational culture according to Yumuk and Kurgun (2021), Organizational culture is defined as values, norms and understanding manners shared among organizational members in the management literature. According to Rai (2011) Organizational culture is considered an important factor in establishing and strengthening knowledge creation and knowledge management in organizations because it impacts how members learn, acquire, and share knowledge.

According to Robbins (2011:279) there are 7 important parts of cultural indicators of the intermediary organization:

a. *Innovation and risk taking*

Innovation and risk taking, namely, related to the extent to which new organizational members or employees are encouraged to be innovative and dare to take risks.

b. *Attention to details*

Attention to details, which relates to the extent to which organizational members or employees are expected to show accuracy, analysis and attention to details (details).

c. *Outcome orientation*

Results orientation, i.e. the extent to which management focuses on results rather than on the techniques and processes used to obtain those results.

d. *People orientation*

Individual orientation, i.e. the degree to which management decisions take into account the effects of outcomes on people within the organization.

e. *Team orientation*

Team orientation, which is related to the extent to which organizational work activities are carried out in work teams rather than individuals.

f. *Aggressiveness*

Aggressiveness that is, the extent to which people in the organization show a pro-active and competitive attitude, rather than relaxing.

g. *Stability*

Stability is the degree to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.

2.3 Job Satisfaction

According to Indrasari (2017:39), satisfaction is feeling that grows in a person, both supportive and un-supportive and related to work or the perceived atmosphere, while according to Huda (2020: 71), Job satisfaction is defined as a feeling of relative pleasure or displeasure, which is different from objective thinking and behavioral intentions because feelings are related to individual attitudes.

Indrasari (2017:48) suggests measuring job satisfaction can use the following indicators:

a. Good relationship in academic environment, namely there is a harmonious supervision relationship, social relations between lecturers and faculty management, and the ability to adapt to work facilities.

b. Utility ability, namely abilities related to lecturers' attitudes towards higher education leadership policies, policies on working hours regulations, opportunities for creativity, and career promotion opportunities.

c. Welfare policy, namely policies that have an effect on lecturer satisfaction, namely the system of wages, allowances/compensation, and incentives.

2.4 Work Effectiveness

According to Manurung (2016) effectiveness leads to a deliberate potential in doing things better and achieving targets. Effectiveness is a parameter of success in terms of achieving the predetermined targets. If the results of activities are closer to the target, the higher the work effectiveness in organizations, both private and government, then the target is focused on the implementation process and the level of success carried out by the employees themselves. (Firmansyah and Ramadhani, 2018).

According to Cahyani et al (2019), effectiveness work can be measured using the following indicators:

- a. Efficient
Efficient emphasizes more on how individuals get better results by making comparisons between their inputs and outputs, the more efficient a job, the easier it is to achieve effectiveness.
- b. Satisfaction
Satisfaction is a feeling of pleasure or joy that affects a person's emotions.
- c. Adaptation
Adaptation is an adjustment to the surrounding environment, the more adaptive a person is to his environment, the easier it is to achieve effectiveness in an organization.
- d. Development
The career development experienced by someone in the organization will trigger the fighting spirit in him to work more optimally.

III. Research Method

This research process is analyzed using the data analysis method SEM-PLS (Structural Equation Modeling-Partial Least Square). The software used is Warp PLS 8 which is supported by SmartPLS and SPSS 22 software. According to Jogiyanto (2011:55) Partial Least Squares (PLS) analysis is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific data problems occur, such as small research sample sizes and missing data.

This research uses population of all permanent lecturers who are still active at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. According to Agung (2016:67) the sample is part of the population, quantitative analysis of sample data produces sample statistics that are used to estimate population parameters. The total population in this study were 89 people. Based on the relatively small population, which is less than 100 people, the sampling technique that can be used in this study is saturated sampling. According to Hardani *et al* (2020:369) Saturated sampling is good if the population is relatively small. So sample that can be used in research. This is the entire population of 89 people.

Usage type data on research this is quantitative data. Quantitative data is data that shows the number or number of lecturers who teach at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO, while the source of data in this study comes from primary data and secondary data. The primary data in this study were obtained from the results of interviews and dissemination questionnaires while secondary data were obtained from books, ebooks, national journals, international journals, WEB and several other sources in accordance with research that can be acknowledged as true.

Based on a literature review on the influence of the work environment and organizational culture through job satisfaction on the work effectiveness of lecturers, the researchers designed the conceptual framework as follows:

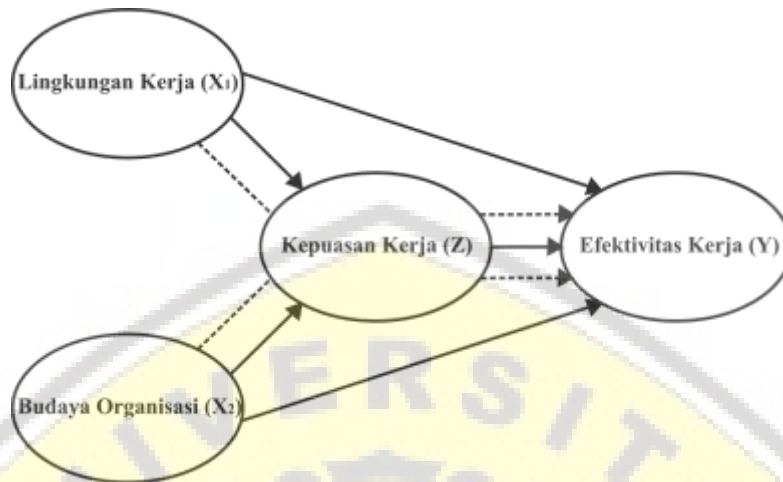


Figure 1. Conceptual Framework

Information:

- >: Direct influence
- - ->: Indirect influence

The conceptual framework explains theoretically the conceptual model of research variables, about how the theories relate to the research variables to be studied, namely exogenous and endogenous variables as well as mediating variables. The conceptual framework of research is essentially a liaison framework between several concepts to be observed or measured through research that will do. Conceptual framework in This research is very important for researchers, because in it there are several variables that will be interpreted and associated with existing concepts.

IV. Results and Discussion

4.1 Results

This study conducted statistical tests to see how much influence exogenous variables had on endogenous variables and mediating variables. The results of data processing can be shown in the following path diagram:

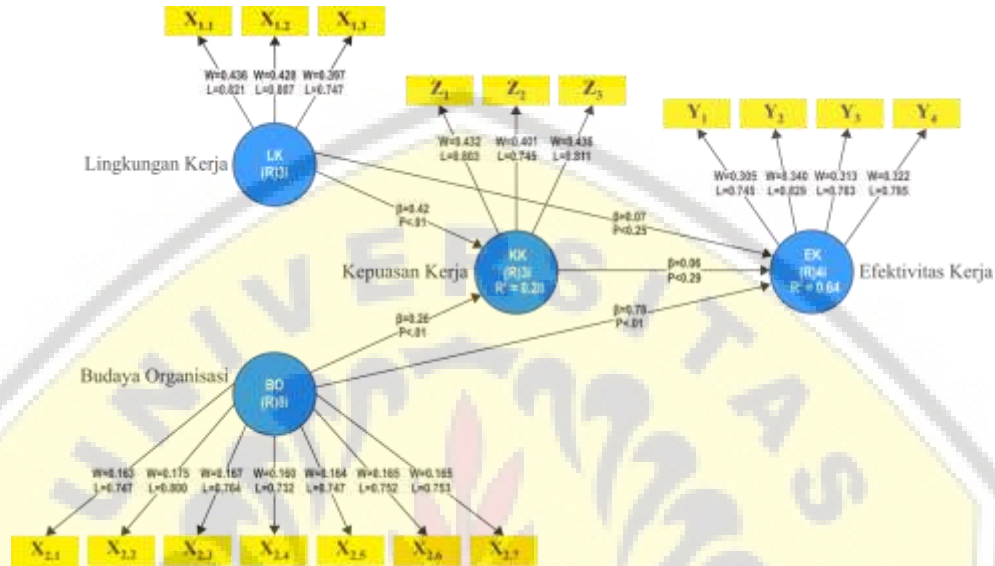


Figure 2. Path Diagram

Hypothesis Test

a. Direct Effect Testing

Direct effect testing aims to test how much direct influence between variablesexogenous to endogenous variables, the results can be shown in table 1 below:

Table 1. Results of Direct Effect Test

Connection	Path Coefficient	t-stats	P-values	Note.
Work Environment has a positive and significant effect on Job Satisfaction	0.417	4.440	<0.001	Received
Organizational Culture has a positive and significant effect on Job Satisfaction	0.260	2,645	<0.001	Received
Work Environment has a positive and significant effect on Work Effectiveness	0.071	0.683	0.248	Rejected
Organizational Culture has a positive and significant effect on Work Effectiveness	0.782	9,239	<0.001	Received
Job Satisfaction has a positive and significant effect on Work Effectiveness	0.059	0.564	0.287	Rejected

Source: WarpPLS 8.0 processing data

Based on table 1 shows that there are 3 research hypotheses that have the value of t-statistic is greater than the value of t-table and there are 2 other research hypotheses that have a t-statistic value smaller than the t-table. Therefore it can be explained as follows:

1. Work Environment has a positive and significant effect on Job Satisfaction
The results of the direct influence test show the t-statistic value of $4.440 > 1,98698$ and the P-Value value is $0.001 < 0.05$. Based on the results of the direct influence test, it can be concluded that the hypothesis is accepted and it is stated that the work environment affects the job satisfaction of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.
2. Organizational Culture has a positive and significant effect on Job Satisfaction
The results of the direct influence test show the t-statistic value of $2.645 > 1,98698$ and the P-Value value is $0.001 < 0.05$. Based on the results of the direct influence test, it can be concluded that the hypothesis is accepted and it is stated that organizational culture affects the job satisfaction of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.
3. Work Environment has a positive and significant effect on Work Effectiveness
The results of the direct effect test show the t-statistic value of $0.683 < 1,98698$ and the P-Value value is $0.248 > 0.05$. Based on the results of the direct influence test, it can be concluded that the hypothesis is rejected and it is stated that the work environment has no effect on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.
4. Organizational Culture has a positive and significant effect on Work Effectiveness
The results of the direct influence test show the t-statistic value of $9.239 > 1,98698$ and the P-Value value is $0.001 < 0.05$. Based on the results of the direct influence test, it can be concluded that the hypothesis is accepted and it is stated that organizational culture affects the work effectiveness of lecturers at the UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.
5. Job Satisfaction has a positive and significant effect on Work Effectiveness
The results of the direct effect test show the t-statistic value of $0.564 < 1,98698$ and the P-Value value is $0.287 > 0.05$. Based on the results of the direct influence test, it can be concluded that the hypothesis is rejected and it is stated that job satisfaction has no effect on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.

b. Indirect Effect Testing

The indirect effect test was conducted to see whether the job satisfaction variable was able to mediate the model in the study. The results of testing the indirect effect can be done by looking at the value of indirect and total effects on the results of data processing carried out using WarpPLS 8.0 software. The results of the indirect effect test are shown in table 2 below:

Table 2. Indirect Effect Test Results

Connection	Path Coefficient	t-stats	P-values	Note.
Work Environment has a positive and significant effect through Job Satisfaction on Work Effectiveness	0.025	0.428	0.371	Rejected
Organizational Culture has a positive and significant effect through Job Satisfaction on Work Effectiveness	0.280	2.845	<0.001	Received

Source: WarpPLS 8.0 processing data

Based on table 2 shows that there is 1 research hypothesis which has the value of t-statistic is greater than the value of t-table and there is 1 other research hypothesis which has a t-statistic value smaller than the t-table. Therefore it can be explained as follows:

1. Work Environment has a positive and significant effect through Job Satisfaction on Work Effectiveness
The results of the indirect effect test show the t-statistic value of 0.428 < 1,98698 and the P-Value is 0.371 > 0.05. Based on the results of the indirect effect test, it can be concluded that the hypothesis is rejected and it is stated that the work environment has no effect through job satisfaction on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO.
2. Organizational Culture has a positive and significant effect through Job Satisfaction on Work Effectiveness
The results of the indirect effect test show the t-statistic value of 2.845 > 1,98698 and the P-Value value is 0.001 < 0.05. Based on the results of the indirect influence test, it can be concluded that the hypothesis is accepted and it is stated that organizational culture has an effect on job satisfaction on the work effectiveness of lecturers at Abdurachman Saleh University, Situbondo.

4.2 Discussion

a. Work Environment has a positive and significant effect on Job Satisfaction

This study tested the work environment hypothesis on the job satisfaction of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. Based on the results of the direct influence test in table 1 shows that environment variable Job satisfaction on job satisfaction has a P-value smaller than 0.05, which is <0.001 so that the work environment on job satisfaction has a significant effect and the proposed hypothesis is accepted. The path coefficient value of the work environment latent variable on job satisfaction is 0.417, which means that there is a positive influence of 41.7% on the job satisfaction variable. The more conducive the work environment in the organization will increase the job satisfaction of the lecturers. The acceptance of this research hypothesis is due to the support from the existing work environment at Abdurachman Saleh University such as a fairly comfortable and conducive work atmosphere, the establishment of relationships good for co-workers and supported by the availability of facilities sufficient work so that it can affect satisfaction of the lecturers in carrying out their duties. The results of this study are in line with the research of Astuti and Iverizkinawati (2018), Taheri et al (2020) and Lisih (2021) with the results that work environment has a positive and significant effect on job satisfaction.

b. Organizational Culture has a Significant and Positive Effect on Job Satisfaction

This study tested the hypothesis of organizational culture on the job satisfaction of lecturers at Abdurachman Saleh University, Situbondo. Based on the results of the direct influence test on Table 1 shows that the cultural variable Organizational culture on job satisfaction has a P-value smaller than 0.05, which is <0.001 so that organizational culture on job satisfaction has a significant effect and the proposed hypothesis is accepted. The path coefficient value of the organizational culture latent variable on job satisfaction is 0.260, which means that there is a positive influence of 26.0% on the job satisfaction variable. The better the cultural order that is implemented in the organization, the more job satisfaction of the lecturers will be. The acceptance of this research hypothesis is due to the support from the organizational culture that exists at Abdurachman Saleh University such as routinely innovating and being brave in taking risks, always paying attention to things in detail, results-oriented, individual-oriented, team oriented and have a positive aggressive attitude and maintain stability in the organization. These things are quite relevant to the norms that exist in Abdurachman Saleh University so that they can trigger job satisfaction for lecturers. The results of this study are in line with the research of Al-Abdullat (2017), Bismala (2020), Tran (2020) and Lisih (2021) with the result that cultural influential organization positive and significant to satisfaction work.

c. Work Environment has a Positive and Significant Effect on Work Effectiveness

This study tested the work environment hypothesis on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. Based on the results of the direct influence test in table 1, it shows that the environmental variable work on effectiveness The work environment has a P-value greater than 0.05, which is 0.248 so that the work environment on work effectiveness does not have a significant effect and the proposed hypothesis is rejected. The path coefficient value of the work environment latent variable on work effectiveness is 0.071, which means that there is only an effect of 0.71% on the work effectiveness variable. The lecturers of Abdurachman Saleh University have not felt a significant relationship from the work environment to the effectiveness of the lecturers' work in the organization. The results of this study are contrary to research Kultsum (2017) and Firmansyah and Ramadhani (2018) with the results that the environment work has a positive and significant effect on Effectiveness work.

d. Organizational Culture has a Positive and Significant Effect on Work Effectiveness

This study tested the hypothesis of organizational culture on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. Based on the results of the direct influence test in table 1, it shows that the cultural variable organization on effectiveness Work has a P-value smaller than 0.05, which is <0.001 so that organizational culture on work effectiveness has a significant effect and the proposed hypothesis is accepted. The path coefficient value of the latent variable of organizational culture on work effectiveness is 0.782, which means that there is an influence of 78.2% on the work effectiveness variable. The better the culture that is implemented in the organization, the more it will be able to increase the effectiveness of the lecturers' work. The acceptance of this research hypothesis is because the culture applied at Abdurachman Saleh University is in accordance with the wishes and expectations of the lecturers so that it can affect the effectiveness of their work. The results of this study are in line with the research Kultsum (2017) and Firmansyah and Ramadhani (2018) that the environment influential work positive and significant to Work effectiveness.

e. Work Environment has a Positive and Significant Effect through Job Satisfaction on Work Effectiveness

This study tested the work environment hypothesis on work effectiveness through the job satisfaction of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. Based on the results of the indirect effect test in table 2 shows that the environmental variable work through satisfaction work on effectiveness work has a P-value more greater than 0.05 which is 0.371 so that the environment work through satisfaction work on effectiveness work has no significant effect and the proposed hypothesis is rejected. Score variable path coefficient latent environment work through satisfaction work on effectiveness work of 0.025 means there is only the effect of 0.25% on the work effectiveness variable. Abdurachman Saleh University lecturers have not felt a significant relationship from the environment work through satisfaction work on the effectiveness of the work of lecturers in the organization. The rejection of this research hypothesis is because the work environment at Abdurachman Saleh University has not been able to fully provide what the lecturers want so that it can affect their sense of job satisfaction in supporting the creation of work effectiveness in the organization. The results of this study are contrary to Awaluddin's research (2018) with the results that the work environment has a positive and significant effect through job satisfaction with work effectiveness.

f. Organizational Culture has a Positive and Significant Effect through Job Satisfaction on Work Effectiveness

This study tested the organizational culture hypothesis on work effectiveness through satisfaction working as a lecturer at the UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. Based on the results of the indirect effect test in table 2 shows that the cultural variable organization through satisfaction work on work effectiveness has a P-value smaller than 0.05, which is <0.001 so that organizational culture through satisfaction work on effectiveness work has a significant effect and the proposed hypothesis is accepted. Coefficient value cultural latent variable path organization through satisfaction work on the work effectiveness of 0.280 which means that there is an influence of 28.0% on the work effectiveness variable. The better the culture in the organization will create satisfaction in the lecturers so that they can increase work effectiveness. The acceptance of this research hypothesis is because the organizational culture applied at Abdurachman Saleh University is in accordance with what is expected by the lecturers so that it is considered sufficient to provide a sense of job satisfaction to the lecturers in supporting the creation of work effectiveness in the organization. The results of this study are in line with Awaluddin's research (2018) with the results that organizational culture positive effect and significant through satisfaction work on work effectiveness.

g. Job Satisfaction has a positive and significant effect on Work Effectiveness

This study tested the hypothesis of job satisfaction on the work effectiveness of lecturers at UNIVERSITAS ABDURACHMAN SALEH SITUBONDO. Based on the results of the direct influence test in table 1 shows that the satisfaction variable Work effectiveness on work effectiveness has a P-value greater than 0.05, which is 0.287 so that job satisfaction on work effectiveness is not significant and the proposed hypothesis is rejected. The path coefficient value of the latent variable of job satisfaction on work effectiveness is 0.059, which means that there is only an effect of 0.59% on the work effectiveness variable. The lecturers of Abdurachman Saleh University have not felt a significant relationship from the sense of satisfaction to the effectiveness of the lecturers' work in the organization. The rejection of this research hypothesis is due to the fact that

there has not been a full sense of job satisfaction created in Abdurachman Saleh University lecturers in carrying out their duties, so they have not been able to support the creation of work effectiveness in organizations positive and significant effect on work effectiveness.

V. Conclusion

Based on the results and discussion, it can be concluded that (1)The work environment has a positive and significant effect on the job satisfaction of Abdurachman Saleh University lecturers, (2) Organizational culture has a positive and significant impact on the job satisfaction of Abdurachman Saleh University lecturers, (3) The work environment has no positive and significant effect on the work effectiveness of Abdurachman Saleh University lecturers, (4) Organizational culture has a positive and significant effect on the work effectiveness of Abdurachman Saleh University lecturers, (5) Job satisfaction has no positive and significant effect on the work effectiveness of Abdurachman Saleh University lecturers, (6) The work environment has no positive and significant effect through job satisfaction on work effectiveness lecturer at Abdurachman Saleh University,(7) Organizational culture has a positive and significant effect through job satisfaction on the work effectiveness of Abdurachman Saleh University lecturers.

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