

## THE EFFECT OF LEADERSHIP, WORK ENVIRONMENT, JOB SATISFACTION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE OF THE WEST LOMBOK GENERAL ELECTION SUPERVISORY AGENCY (BAWASLU)

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### Abstract

*This study aimed to determine the influence of leadership, work environment, job satisfaction, and organizational culture on employee performance at Bawaslu West Lombok. It was associative research using a quantitative approach. The independent variables were leadership, work environment, job satisfaction, and organizational culture. The dependent variable was employee performance. The population was 55 employees and supervisory officers of Bawaslu West Lombok. Data was collected through distributing 55 questionnaires and analyzed using multiple linear regression in SPSS 23. The results showed that leadership and organizational culture had a significant positive effect on employee performance. Meanwhile, the work environment and job satisfaction had little effect. The study found that the four independent variables could influence employee performance by 39.4%, while the remaining 60.6% was influenced by other external variables not included in the regression model. In conclusion, leadership and organizational culture most impacted employee performance at Bawaslu West Lombok.*

**Keywords:** *Leadership; environment; culture; employee performance*

### INTRODUCTION

Human resources (HR) are the most important part of an organization or agency, except for the fact that human resources are needed as a driving factor for other parts of the organization without affecting the role of human resources in the operation of the organization or agency in an integrated and harmonious manner. In working life, each organization or authority has different rules and practices for managing existing human resources. It creates new challenges and opportunities for the public and business organizations to understand and anticipate effective and efficient organizational management through HR Management.

According to (Hadi&Hidayah, 2019), Human resource management involves acquiring, training, assessing, and compensating employees. Please consider their working relationships, health, safety, and justice issues. To achieve optimal performance results, human resources must be managed as well as possible so that employees feel comfortable carrying out their duties and getting maximum results. Performance is what a person does or does not do that can affect how much they contribute to the organization. In addition, performance is the level of success in carrying out tasks and the ability to achieve predetermined goals. Sometimes, performance is a sign of a person or organization's success or failure in carrying out the real work set.

Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they perform well and produce good work. Performance or work performance is the result (output) in quality and quantity achieved by an employee in carrying out his functions according to his

responsibilities. The achievement of employee performance is influenced by compensation, work environment, organizational culture, leadership, work motivation, work discipline, job satisfaction, communication, and other factors (Siagian, 2015). However, this study selected four factors that affected employee performance: leadership, work environment, job satisfaction, and organizational culture.

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits; in an organization, leadership is a very important factor in determining the achievement of goals set by the organization (Rivai&Sagala, 2014). The type of leadership used is more democratic. The democratic leadership style brings the leader closer to his employees or subordinates, making achieving the vision and mission easier. Good employee performance will produce good work, too. Research by Hardianti (2022) and Rahmayani (2022) shows that leadership positively and significantly affects employee performance. It is inversely proportional to Andayani's research (2019) results, which show that leadership does not affect employee performance.

In addition to leadership, the work environment is important in improving employee performance. A healthy and positive work environment has been shown to improve performance (Girdwichai&Sriviboon, 2020). Also, the work environment can increase employee creativity to strengthen the organization's ability to innovate product processes. It increases institutional competitiveness (Dul&Ceylan, 2017, p. 31). research conducted by Almustofa (2014), Gumelar (2020), Hadi&Hidayah (2019), and Siberian M et al. (2021) shows that the work environment has a positive and significant effect on employee performance. It contrasts the results of Mutiara's research (2021), which shows that the work environment does not affect employee performance.

Job satisfaction results from employee perceptions of how well their job provides something considered important. Job satisfaction is a pleasant or unpleasant emotional state of how employees view their work (Siagian, 2015). Job satisfaction reflects employees' feelings towards their duties and jobs. Based on the results of the researcher's interview with one of the Bawaslu Lobar employees show that most Bawaslu employees are dissatisfied with their work; this is because of all Bawaslu employees, only two have been appointed as civil servants, and the rest are still honorary. Employees feel dissatisfied with their work and experience unfavorable working conditions, lack of promotion, poor relationships between coworkers, inadequate discipline, and poor work performance. Research conducted by Huda (2022) shows that job satisfaction positively affects employee performance. This research was conducted by Mutiara (2021) and Zulkarnaen&Hamdi (2023), which shows that job satisfaction affects employee performance. However, it is inversely proportional to the research of Kharishma et al. (2019), which shows that job satisfaction does not affect employee performance.

Another supporting factor that can affect employee performance is organizational culture. Organizational culture is a set of assumptions or belief systems, values, and norms developed in an organization that are used as guidelines for behavior for its members to overcome external and internal adaptation problems (Mangkunegara, 2017). Organizational culture needs to be done by the institution because culture will always be related to the

institution's life. Organizational culture will only run as expected with a sense of commitment from within an employee. Organizational culture is believed to have a positive influence on employee performance.

A strong cultural organization will influence certain characteristics so that it can provide an attraction for individuals to join. After that, the individual can think, act, and behave according to organizational values. The compatibility between organizational culture and the values of organizational members will lead to good performance, thus encouraging individuals to stay with one company and have long-term careers (Mustaan&Hamdi, 2022). Huda's research (2022) shows that organizational culture affects employee performance. This result aligns with Afriliansyah et al.'s (2020) and MustaanHamdi's (2022) research, which shows that organizational culture affects employee performance.

The research object of this thesis is the West Lombok Regency Bawaslu, so of course, we will discuss how the performance of employees from the West Lombok Bawaslu is related to institutional matters, human resources, and work relationships in the West Lombok district election supervisory agency. The Regulation of the General Election Supervisory Agency of the Republic of Indonesia Number 1 of 2021 regulates these matters.

The General Election Supervisory Board, or Bawaslu, is one of the organizing institutions overseeing the implementation of elections in all regions of the Unitary State of the Republic of Indonesia. The Election Supervisory Agency, or Bawaslu, was formed based on the order of Law Number 22 of 2007 concerning Election Organizers. Previously, the Election Supervisor was an ad-hoc institution, namely the Election Supervisory Committee or Panwaslu. In 1982, the law ordered the establishment of an Election Implementation Supervisory Committee or PanwaslakPemilu, which was attached to the General Election Institute or LPU. In 2003, Panwaslu was released from the structure of the General Election Commission (KPU).

Bawaslu West Lombok is an Election Organizing Agency at the district level; as we know, the organization of General Elections in our country consists of the KPU General Election Commission, which implements the Election Stages. Bawaslu called the Election Supervisory Agency, which oversees each stage of the election carried out by the KPU at each level. KPU RI at the Central level, the Provincial KPU at the Provincial level, the Regency KPU at the Regency level, and DKPP (Honorary Board of Election Organizers). The regulation in Law No.7 of 2017 is the electoral law passed by the government as the legal basis for our elections in Indonesia.

The leadership of Bawaslu West Lombok Regency consists of five people, four of whom are in charge of their respective divisions of the Supervision and Handling of Violations with five members and one Chairperson appointed by the Chairperson election plenary meeting by the five people. Of course, the plenary meeting is a mandate and the procedure for making every decision by the institution as stipulated in Law No. 7 of 2017 concerning elections and organizing elections (collegial collective), which in carrying out its duties is assisted by professionals in this case civil servants whose class and rank are at least Group 3B level 1 young administrator appointed by the Secretary General of Bawaslu RI at the central level to become the head of the Bawaslu secretariat and employee devices

responsible for the central office, and Bawaslu contract employees who are recruited based on professionalism by being divided into technical staff and support staff.

Based on the above background, the authors now research the Effect of Leadership, Work Environment, Job Satisfaction, and Organizational Culture on the Performance of Employees of the General Election Supervisory Agency (BAWASLU) of West Lombok Regency. The conceptual framework in this study is as follows:

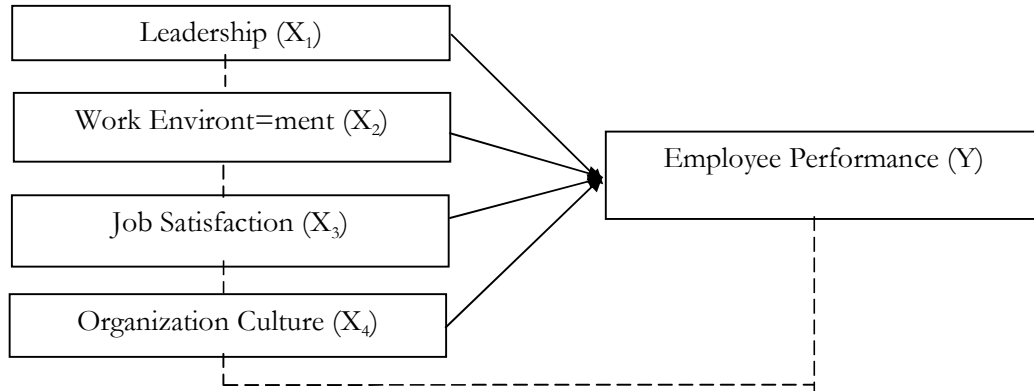


Figure 1 Conceptual Framework

Caption :

→ Partially  
 ----- Simultaneously

According to the previous conceptual framework, a hypothesis can be formulated, i.e.:

- H1 :Leadership has a significant effect on employee performance.
- H2 :Work environment has a significant effect on employee performance.
- H3 :Job satisfaction has a significant effect on employee performance.
- H4 :Organizational culture has a significant effect on employee performance.
- H5 :Leadership, work environment, job satisfaction and organizational culture have a significant effect on employee performance.

**METHOD**

The research used is quantitative research with an associative approach, which aims to determine the relationship between two or more variables (Sugiyono, 2017). In this study, researchers wanted to determine the relationship between leadership, work environment, job satisfaction, organizational culture (Independent), and employee performance (Dependent) at the West Lombok General Election Supervisory Agency (BAWASLU LOBAR).

The population in this study consisted of all employees of the West Lombok General Election Supervisory Agency and Panwaslu Sub-districts, which were spread across 10 sub-districts in Lobar, with a total population of 55 people. The sampling method uses saturated sampling so that the number of samples is 55 people, which can be seen in Table 2 below:

This research comes from primary data using a questionnaire data collection method distributed via Google form with a 5 (five) 5-point Likert scale measurement technique used, namely (5) strongly agree, (4) agree, (3) quite agree, (2) disagree, and (1) strongly disagree.

Data were analyzed using SPSS 23 with several tests, including a data quality test (validity and reliability), a classical assumption test (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, hypothesis testing (partial), and the coefficient of determination.

**RESULT AND DISCUSSION**

**RESULT**

The questionnaires were distributed from June 19 to July 19, 2023, in the form of printouts and Google forms to each employee and Panwascam of Bawaslu West Lombok. The questionnaires distributed were 55 questionnaires, with 55 questionnaires returned. The following are the results of the distribution of questionnaires, which can be seen in Table 2 below:

**Table 2. Research Sample Data**

No	Description	Total
1	Number of questionnaires distributed	55
2	Number of returned questionnaires	55
3	Number of questionnaires not returned	(0)
4	Number of questionnaires processed	55

Source: Primary data processed, 2024

After the questionnaire is collected, the frequency distribution of the respondents' answers to each variable is then explained. The frequency distribution of respondents' answers in this study can be seen in the following table:

**Table 3. Frequency Distribution of Employee Performance Answers**

No	Statement	Answer Frequency					Tot
		1	2	3	4	5	
1	I feel that the quality of work I produce is high.	1	3	0	29	22	55
2	In carrying out my duties, I rarely make mistakes.	1	4	0	27	23	55
3	The work produced is in accordance with the specified target.	1	3	0	32	19	55
4	I can complete my work carefully as expected.	1	2	0	33	19	55
5	I am able to be accountable for the tasks I am given.	1	2	0	35	17	55
6	I will seriously try to complete the work until it is done.	1	4	0	30	20	55
7	I am able to cooperate with others.	1	2	0	27	25	55
8	I always prioritize group interests over personal interests in completing work..	0	2	0	23	30	55
9	I always try to finish my work ahead of time, so that I can work on the next task..	1	2	0	32	20	55
10	I complete my work on time.	1	6	0	34	14	55

Source: Primary data processed, 2024

Based on table 3, from the responses of 55 respondents on the employee performance variable, it can be categorized that the level of employee performance of the respondents is very high. This shows that respondents have very high employee performance.

**Table 4. Frequency Distribution of Leadership Answers**

No	Statement	Answer Frequency					Tot
		1	2	3	4	5	
1	I feel that leader gives me confidence in carrying out my work.	0	0	0	34	21	55
2	I am always involved in getting the job done	0	0	0	24	31	55
3	My leaders give me the freedom to express my opinion	0	0	0	26	29	55
4	My opinion is always valued by the leadership.	0	0	0	29	26	55
5	I feel that my leaders pay attention to me	0	0	0	29	26	55
6	I feel that leaders always accept my input/suggestions.	0	0	0	25	30	55
7	I feel that my leaders always rewards me if I manage to complete my work on time.	0	3	0	36	16	55
8	My leaders motivate me to always work at a high level..	0	5	0	27	23	55
9	The tasks given by the leadership are in accordance with my field of expertise.	0	0	0	13	42	55
10	Leaders always pay attention to the welfare of subordinates.	0	1	0	18	36	55
11	My leaders always give me direction to complete my tasks.	0	1	0	19	35	55
12	Leaders always encourage me to be enthusiastic in carrying out my duties..	0	0	0	25	30	55
13	The task load given is in accordance with my abilities.	0	2	0	25	28	55
14	With praise from my superiors, I am motivated to work even harder..	0	8	0	28	19	55

Source: Primary data processed, 2024

Based on table 4, the responses of 55 respondents to the leadership variable can be categorized as a very high level of leadership. This shows that Bawaslu employees have good leadership.

**Table 5. Distribution of Working Environment Answers**

No	Statement	Answer Frequency					Tot
		1	2	3	4	5	
1	Illumination produced by lamplight in the workplace.	0	6	0	31	18	55
2	Air circulation conditions in the workplace.	0	3	0	34	18	55
3	Frequency of fresh air entering the workspace.	1	2	0	23	29	55
4	The atmosphere of the neighborhood where you work.	0	0	0	18	37	55
5	Various kinds of facilities provided by the office for employees.	0	1	0	22	32	55
6	Boundary between staff room and service room	1	0	0	33	21	55
7	How superiors communicate with employees.	1	1	0	38	15	55
8	High communication skills among fellow employees who work.	1	4	0	33	17	55

Source: Primary data processed, 2024

Based on table 5, from the responses of 55 respondents on the work environment variable, it can be categorized that the level of the respondents' work environment is quite good. This shows that according to Bawaslu employees, the work environment in Bawaslu Lobar is good.

**Table 6. Distribution of Job Satisfaction Answers**

No	Statement	Answer Frequency					Tot
		1	2	3	4	5	
1	I am satisfied with my current job.	5	16	0	25	9	55
2	I feel satisfied with the workload given to me	3	20	0	20	12	55
3	The work I am currently doing is in accordance with my educational background, abilities, and expertise.	0	5	0	33	17	55
4	I am satisfied with the basic salary received at this time	1	1	0	35	18	55
5	The salary I currently receive is satisfactory, in accordance with the workload and responsibilities I carry.	0	2	0	28	25	55
6	As an employee in this office, I am satisfied with the income I receive compared to my work performance.	0	3	0	32	20	55
7	Superiors have always given direction to subordinates in every job.	0	7	0	30	18	55
8	High communication between superiors and subordinates in solving work problems	0	3	0	32	20	55
9	My boss is always willing to take the time to help me if I have difficulty in completing work tasks	0	7	0	37	11	55
10	Relationships with coworkers are high	0	0	0	39	16	55
11	When needed, coworkers provide direct assistance in an effort to complete work on time.	1	3	0	32	19	55
12	All coworkers are responsible for work results	1	4	0	32	18	55
13	All employees in this office are given equal opportunities for promotion.	1	2	0	30	22	55
14	The fairness of the employee promotion policy has been highly implemented in this office.	1	7	0	29	18	55
15	The existence of promotions made by superiors motivates employees to further develop and advance						

Source: Primary data processed, 2024

Based on table 6, the responses of 55 respondents on the job satisfaction variable can be categorized as a fairly high level of investment job satisfaction. This shows that Bawaslu Lobar employees have high job satisfaction with their work.

**Table 7. Frequency Distribution of Organizational Culture Answers**

No	Statement	Answer Frequency					Tot
		1	2	3	4	5	
1	Taking risks in doing the job is the employee's responsibility.	1	0	0	22	32	55
2	Employees must be able to create ideas in a job.	1	1	0	31	22	55

3	Employees are required to complete work precisely and meticulously.	1	3	0	27	24	55
4	Leaders require employees to pay more attention to details at work.	1	1	0	32	21	55
5	Employees always emphasize optimal results in their work.	0	3	0	33	19	55
6	The office rewards employees who are able to demonstrate work performance.	3	7	0	25	20	55
7	Employees are happy with their current job.	1	4	0	26	24	55
8	Employees always work with the targets set by the office.	1	3	0	29	22	55
9	Employees prefer to complete work with teamwork.	1	5	0	33	16	55
10	Employees help each other when problems occur with other employees.	1	2	0	29	23	55
11	Employees are required to work hard in carrying out the tasks that have become their responsibility.	2	2	0	26	25	55
12	Employees share information with coworkers in carrying out work.	3	9	0	25	18	55
13	Employees feel comfortable with the organization I am currently in.	2	8	0	28	17	55
14	Employees prioritize the vision and mission of the Office over personal interests.	1	5	0	30	19	55

Source: Primary data processed, 2024

Based on Table 7, the responses of 55 respondents to the organizational culture variable can be categorized as the organizational culture that is applied quite well. It shows that the organizational culture carried out in Bawaslu Lobar is good.

The data analysis model employed in this study is the multiple linear regression formula, a precise and reliable method, which yielded the following results:

**Table 8. Multiple Linear Regression Analysis Results**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,984	,762		2,603	,012
	Leadership	,002	,205	,002	4,233	,010
	WorkEnvironment	,272	,196	,240	1,386	,172
	JobSatisfaction	-,179	,166	-,176	-1,080	,285
	OrganizationCulture	,426	,123	,499	3,461	,001

a. Dependent Variable: EmployeePerformance

Source: Primary data processed, 2024

Based on table 8.multiple linear regression equation as follows:

$$Y = 1,984 + 0,002.X1 + 0,272.X2 - 0,179.X3 + 0,426.X4$$

Caption :

Y = Employee Performance

X1 = Leadership



- X2 = Work Environment
- X3 = Job Satisfaction
- X4 = Organization Culture

From the above equation it can be explained that:

1. The constant value obtained is 1.984 indicating that if the independent variables, namely leadership, work environment, job satisfaction and organizational culture are zero, the constant value of the effect on employee performance is 1.984.
2. The leadership variable has a regression coefficient value of 0.002. This illustrates that if the leadership variable increases by one unit with the assumption that other variables remain, it will increase the employee performance variable by 0.002.
3. The work environment variable has a regression coefficient value of 0.272. This illustrates that if the work environment variable increases by one unit assuming other variables remain, it will increase the employee performance variable by 0.272.
4. The job satisfaction variable has a regression coefficient value of -0.179. This illustrates that if the job satisfaction variable increases by one unit assuming other variables remain constant, it will reduce the employee performance variable by 0.179.
5. The organizational culture variable has a regression coefficient value of 0.426. This illustrates that if the organizational culture variable increases by one unit assuming other variables remain constant, it will increase the employee performance variable by 0.426.

The t-test is used to test the effect of the independent variable on the dependent variable partially. It is said to have an effect if the significant value is  $<0.05$  or the value of  $T_{hitung} > T_{tabel}$ . The T table value is obtained through the T distribution with the provisions of  $df = n - k - 1$ . The value of  $df = 55 - 4 - 1 = 50$  with a significance level of 0.05. so that the Ttable value is 1.67591. Partial test results can be seen in table 9. the following:

**Table 9. Hypothesis Test Results (Partial)**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,984	,762		2,603	,012
Leadership	,002	,205	,002	4,233	,010
WorkEnvironment	,272	,196	,240	1,386	,172
JobSatisfaction	-,179	,166	-,176	-1,080	,285
OrganizationCulture	,426	,123	,499	3,461	,001

a. Dependent Variable: EmployeePerformance

Source: Primary data processed, 2024

Based on table 9.regarding the partial test (t-test) the calculation results show that:

1. The Leadership variable has a significance value of 0.01  $<0.05$ , with a  $T_{hitung}$  value of 4.233  $> T_{tabel}$  value 1.67591. This shows that the first hypothesis is accepted.

2. The work environment variable has a significance value of  $0.172 > 0.05$ , with a *T*hitung value of  $1.386 < T_{table}$  value  $1.67591$ . This shows that the second hypothesis is rejected.
3. The job satisfaction variable has a significant value of  $0.285 > 0.05$ , with a *T*hitung value of  $-1.080 < T_{table}$  value of  $1.67591$ . This shows that the third hypothesis is rejected. Variabel Budaya organisasi memiliki nilai signifikan  $0.001 < 0.05$ , dengan nilai *T*hitung  $3,461 > nilai T_{tabel}$   $1.67591$ . Hal ini menunjukkan bahwa hipotesis keempat diterima.

Furthermore, the F test, this test aims to test the independent variables, namely leadership, work environment, job satisfaction and organizational culture on the dependent variable, namely employee performance. With a significant value  $< 0.05$  or  $F_{count} > F_{table}$ . To determine *F*table, the *F* table value can be seen from the *df*1 and *df*2 values. The *df*1 value is the number of independent variables used in the study. *Df*2 is obtained through the number of observations minus the number of independent variables used in the sample minus one ( $n - k - 1$ ). So that the *df*1 value is 4 and the *Df*2 value is  $55 - 4 - 1 = 50$ , so the *F*table value is 2.56. The simultaneous test results can be seen in table 10 below:

**Table 10. Simultaneous Test Results (F Test)**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,766	4	,691	4,253	.005 <sup>b</sup>
	Residual	8,128	50	,163		
	Total	10,894	54			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), OrganizationCulture, Leadership, JobSatisfaction, WorkEnvironment

Source: Primary data processed, 2024

The test results in table 10. show that the independent variables, namely the leadership variable (X1), work environment (X2), job satisfaction (X3) and organizational culture (X4) obtained an *F* value of 4.253 which is greater than 2.56 and a significant value of 0.005  $< 0.05$  so it can be concluded that the four leadership variables (X1), work environment (X2), job satisfaction (X3) and organizational culture (X4) have a significant effect on employee performance.

The coefficient of determination ( $R^2$ ) essentially measures how far the model's ability to explain the dependent variable, namely the use of accounting information. The following results of the coefficient of determination test can be seen in table 11. following:

**Table 11. Results of the Determinant Coefficient (R2)**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.704a	,587	,394	,403	

a. Predictors: (Constant), OrganizationCulture, Leadership, JobSatisfaction, WorkEnvironment

b. Dependent Variable: EmployeePerformance

Source: Primary data processed, 2024

In table 11.it can be seen that the Adjust-R2 value is 0.394 or 39.4%. This means that leadership, work environment, job satisfaction and organizational culture can affect the dependent variable, namely employee performance by 39.4%. While 61.6% is explained by other similar factors not used in this study such as work motivation, work discipline, job characteristics and so on.

## **DISCUSSION**

### **The Effect of Leadership on the Performance of Bawaslu Lobar Employees**

The first hypothesis in this study is that leadership has a significant effect on employee performance. The statistical test results show that the Leadership Variable has a significance value of  $0.01 < 0.05$ , with a *T*hitung value of  $4.233 > T$ table value of 1.67591. It shows that the first hypothesis is accepted. Leadership has a partial effect on employee performance.

These results indicate that the higher the leader determines the objectives of the organizational program, the leader can achieve goals together with the staff under him; the leader can encourage his employees to cooperate on duty; the leader is open with his employees about the vision and mission of the office; the leader is trustworthy; the leader always encourages his employees to come up with or develop new ideas; the leader can provide direction for a high way of working; the leader provides opportunities to develop elevated office plans; and the leader always involves employees/subordinates in making program decisions (Srikaningsih, 2017).

This study's results align with research by Hardianti, (2022) and Rahmayani, (2022), showing that leadership partially affects employee performance.

### **The Effect of Work Environment on Employee Performance of Bawaslu Lobar**

The second hypothesis in this study is that the work environment significantly affects employee performance. The statistical test results show that the work environment variable has a significance value of  $0.172 > 0.05$ , with a *T*hitung value of 1.386  $< T$ table value of 1.67591. It shows that the second hypothesis is rejected. The work environment has no partial effect on employee performance.

The hypothesis of the effect of the work environment on employee performance at Bawaslu Lobar is not accepted; this can be seen from the need for more communication between employees in dealing with problems complained about by the community to Bawaslu. This view explains a person's condition and willingness to follow rules or directions from superiors or fellow employees. So, it can be concluded that the work environment cannot encourage employees to establish effective communication relationships in completing any work given by the leadership or superiors and tasks to achieve the targets set by the agency.

The results of this study indicate that the work environment has no partial effect on employee performance. Mutiara's research (2021) supports this.

### **The Effect of Job Satisfaction on Employee Performance of Bawaslu Lobar**

The third hypothesis in this study is that job satisfaction significantly affects employee performance. The statistical test results show that the job satisfaction variable has a significant value of  $0.285 > 0.05$ , with a *T*hitung value of  $-1.080 < T$ table value of 1.67591. It

shows that the third hypothesis is rejected. Job satisfaction has no partial effect on employee performance.

Job satisfaction in research is measured by several indicators, including satisfaction with work, rewards, colleagues, and superiors. From the study results, researchers obtained information that the work done was considered quite satisfying and the rewards received by employees were satisfactory. Regarding coworkers, there is high cooperation among fellow employees in office tasks. However, some people need help working together in a team because they feel more capable of working alone. Teamwork is necessary, especially when becoming a mediator or dealing with labor union demonstrations.

Moreover, satisfaction with superiors is felt to be lacking in this case. The reaction from superiors when submitting reports, whether late or on time, must be faster. In addition, some employees are absent from work but are not reprimanded, while some are reprimanded. The role of superiors in work management is very large in having a positive or negative impact on employees in an organization (Eliyana et al., 2019). The results of this study indicate that job satisfaction has no partial effect on the performance of Bawaslu Lobar employees. It is in line with research conducted by Kharishma et al., (2019), which shows that job satisfaction has no partial effect on employee performance.

### **The Effect of Organizational Culture on the Performance of Bawaslu Lobar Employees**

The fourth hypothesis in this study is that organizational culture significantly affects employee performance. The statistical test results show that the organizational culture variable has a significant value of  $0.001 < 0.05$ , with a *T*-value of  $3.461 > T_{table}$  value of  $1.67591$ . It shows that the fourth hypothesis is accepted. Organizational culture partially affects employee performance.

According to Djokosantoso's opinion (2015: 21), there is a relationship between organizational culture and organizational performance. This can be explained by the higher the quality of the factors contained in the organizational culture, the higher the organization's performance. According to Yudha's research (2018), organizational culture positively influences performance. He stated that increasing organizational culture in a more conducive direction would significantly improve employee performance.

These results indicate that the higher the work / organizational mechanism, the cooperative relations between work units (functional structural) run at a high level; the activities of each employee are evenly distributed according to rank and position; the description of tasks is carried out at a high level; all provisions/regulations and work discipline are obeyed and carried out by employees with full responsibility; fairness in the distribution of compensation; leaders always solve problems through employee meetings/meetings; the amount of compensation given is by their work performance; there is no sentiment among employees in the office in terms of compensation; and leaders influence and determine employee behavior in achieving office goals (Srikaningsih, 2017).

The results of this study indicate that organizational culture partially affects the performance of Bawaslu Lobar employees. The results of this study are in line with research by Huda (2022), Afriliansyah et al., (2020) dan Mustaan & Hamdi, (2022), which show that organizational culture partially affects employee performance.

### **The Effect of Leadership, Work Environment, Job Satisfaction, and Organizational Culture on Employee Performance of Bawaslu Lobar**

Based on the test results in the simultaneous test, it shows that the independent variables, namely the leadership variable (X1), work environment (X2), job satisfaction (X3) and organizational culture (X4) obtain an F value of 4.253 which is greater than 2.56 and a significant value of  $0.005 < 0.05$  so it can be concluded that the four leadership variables (X1), work environment (X2), job satisfaction (X3) and organizational culture (X4) simultaneously affect employee performance.

This result is reinforced by the coefficient value 0.394 in the determinant coefficient test for the four independent variables. It shows that 39.4% of the employee performance variable is influenced by the leadership variable (X1), work environment (X2), job satisfaction (X3), and organizational culture (X4), and 60.6% is influenced by variables not used in this study.

These results are in line with research conducted by Andayani (2019) and Gumelar (2020), showing that leadership (X1), work environment (X2), job satisfaction (X3), and organizational culture (X4) simultaneously affect employee performance.

### **CONCLUSION**

Based on the results of statistical calculations and data analysis that has been carried out, it can be concluded that 1). The results of testing the first hypothesis concluded that leadership partially affects the performance of Bawaslu Lobar employees. Based on the results of distributing questionnaires to Bawaslu Lobar employees, the Head of the Bawaslu Secretariat in carrying out leadership duties is high, so that it can improve the performance of Bawaslu Lobar employees. 2). The results of testing the second hypothesis concluded that the work environment had no partial effect on the performance of Bawaslu Lobar employees. Communication between employees is needed to make the work environment more comfortable for employees. 3). The results of testing the third hypothesis concluded that job satisfaction had no partial effect on the performance of Bawaslu Lobar employees. Based on the results of distributing questionnaires to Bawaslu Lobar employees, there are still employees who are dissatisfied with their current work, so they do not improve employee performance. 4). The results of testing the fourth hypothesis concluded that organizational culture partially influenced the performance of Bawaslu Lobar employees. Bawaslu Lobar always awards employees who show achievements at work to foster their enthusiasm and improve their performance. 5). The results of testing the fifth hypothesis concluded that leadership, work environment, job satisfaction, and organizational culture jointly affect employee performance.

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