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Job Satisfaction: The Role Of Organizational Culture As A Regression Variable On Employees At PPPPTK Boe Malang

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Abstrak

Secara umum, salah satu faktor terpenting dalam keberhasilan organisasi perusahaan adalah manajemen staf. Loyalitas dan ketekunan karyawan dalam suatu perusahaan dipengaruhi oleh kepuasan kerja. Kepuasan kerja sangat berkorelasi dengan sikap keseluruhan individu terhadap pekerjaannya, yang dibentuk oleh budaya perusahaan dan lingkungan kerja. Tujuan dari penelitian ini adalah untuk mengetahui bagaimana budaya organisasi dan lingkungan kerja PPPPTK BOE Malang mempengaruhi kepuasan kerja pekerja. Dengan menggunakan Teknik Analisis Regresi Linier Berganda, metodologi penelitian ini adalah deskriptif kuantitatif. Pengambilan sampel jenuh adalah metode yang digunakan untuk pengambilan sampel dalam penelitian ini. Sebanyak 35 karyawan dipilih sebagai responden dari keseluruhan populasi. Hipotesis menggunakan uji F simultan dan uji t parsial. Hasil uji F (simultan) menunjukkan bahwa budaya organisasi dan lingkungan kerja secara bersama-sama mempengaruhi kepuasan kerja karyawan PPPPTK BOE Malang, sedangkan hasil uji t menunjukkan bahwa budaya organisasi dan lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Berdasarkan hasil penelitian, peneliti memberikan rekomendasi kepada instansi agar lebih meningkatkan budaya organisasi untuk kemajuan PPPPTK BOE Malang, lebih memperhatikan kenyamanan, dan lebih meningkatkan peraturan dan kedisiplinan di lingkungan kerja PPPPTK BOE Malang.

Kata Kunci: Budaya Organisasi, Lingkungan Kerja, Kepuasan Kerja

Abstract

Generally speaking, one of the most important factors in a company organization's success is staff management. Employee loyalty and persistence in a company are influenced by job satisfaction. Work satisfaction is strongly correlated with an individual's overall attitude toward his or her work, which is shaped by the company culture and work environment. The goal of this study is to determine how PPPPTK BOE Malang's organizational culture and work environment affect workers' job satisfaction. Using the Multiple Linear Regression Analysis Technique, the study methodology is descriptive quantitative. Saturated sampling is the method used for sampling in this study. 35 employees in all were selected as respondents out of the overall population. hypothesis utilizing the simultaneous test of F and the partial test of t. The results of the F test (simultaneous) indicate that organizational culture and work environment jointly influence employee PPPPTK BOE Malang's job satisfaction, while the results of the t test demonstrate that organizational culture and work environment have positive and significant effects on job satisfaction. Based on the findings, researchers recommended that the agency enhance organizational culture for PPPPTK BOE Malang's advancement, pay greater attention to comfort, and strengthen the regulations and discipline of the workplace for PPPPTK BOE Malang.

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

INTRODUCTION

All living beings always strive to meet all their life needs, including humans. Humans are a very important element for organizations because they function as the driving force that determines the direction of the organization (Dameria and Ekawati, 2022). In their efforts to meet their life needs, they always depend on or require cooperation with others. This is why humans are said to be social beings. It is only natural for humans to establish cooperative relationships with one another. We also know that besides being social beings, humans are also individuals whose characters differ from one another. With this, we can manage how each individual, with their different character, physical attributes, mental state, desires, and needs, can work together to achieve the organization's desired goals. As we understand that among those involved in an organization, personnel or employees become an extremely important element, where personnel have a significant function, and that is an undeniable fact. PPPPTK, or commonly referred to as P4TK, is the Center for Development and Empowerment of Educators and Educational Personnel, specifically established by the government to develop the competencies and quality of educators and educational personnel in Indonesia. PPPPTK BOE in the field of personnel is the section responsible for preparing the necessary documents for employees and supervising the employees at PPPPTK BOE. Therefore, in line with my concentration in human resource management

(HRM), I chose the personnel field to study personnel science in greater depth. This institution is a government agency under the auspices of the Ministry of Education and Culture of the Republic of Indonesia. PPPPTK BOE/VEDC is a service and training institution for the community, led by Drs. Soewarno, MM. The goal of PPPPTK BOE is to produce trained educational personnel who can compete globally according to international competency standards. Enhancing cooperation to meet the needs of the government, industry, and society. Guiding international standard schools, producing ICT-based modules in the fields of Building, TPL, Machine & CNC, Electro, IT, Automotive, Mechatronics, Education, and Environmental Science for vocational schools throughout Indonesia.

A good company can operate if it has supporting facilities. Quality facilities and infrastructure will further support the progress of the company. Similarly, PPPPTK BOE Malang has several types of facilities, including health check-ups, a library, and facilities that meet national and international standards, which are very useful for supporting development and training, as well as improvement from local governments, industries, teachers, and the general public. The reason for choosing the human resources division is that employee job satisfaction in the human resources division is lacking due to inadequate management of employees according to the organization's needs. With that issue, I am interested in conducting research in the field of human resources. Managing employees is one of the keys to the success of a business organization. The task of human resource managers in managing employees includes efforts that can be made to improve employee job satisfaction. Job satisfaction is an important consideration for employees to remain loyal and stay with a company. Employee job satisfaction is an interesting topic to be studied in a research. Job satisfaction reflects a complex attitude because it arises from employees' evaluations of various dimensions of the work performed daily (Vebrianis, 2021). According to Prasetyo (2022), job satisfaction is a comfortable and pleasant work environment that creates job satisfaction for employees, which is certainly influenced by many factors, namely organizational culture and leadership from their superiors within the company. Job satisfaction is enjoyed in the job, outside the job, and a combination of both. Job satisfaction is considered a key variable in organizational performance (Irfan, 2022). Job satisfaction is regarded as a key to committing to tasks, making employee satisfaction an important element of human resources (Shavira and Febrian, 2023). When one gets praised for their work, placement, treatment, equipment, and a positive work atmosphere, they are said to be satisfied with their job. Even if pay is vital, employees who would rather be happy in their jobs will put their jobs before their pay.

One way organizations face the challenge of improving their human resources is by enhancing employee job satisfaction (Wahyuddin et al., 2021). Employee job satisfaction is dynamic, meaning it can change at any time. At one point, employees may experience dissatisfaction, but after improvements by the company's management, employees will be able to become satisfied (Yusda et al., 2022). Job satisfaction is generally based on aspects of their own work, supervisors, colleagues, promotions, and salary/wages. Employees will feel satisfied at work if the aspects of their job and their personal attributes support each other; conversely, if these aspects do not support each other, employees will not feel satisfied. Job satisfaction is defined as an individual's attitude towards their work, where the amount of rewards received by the worker is proportional to the amount of work done (Saputra, 2021). From the pre-survey observations conducted by the researcher, the feelings of employees towards appreciation and recognition for adequately completed tasks from coworkers, superiors, management, and even the general public, the feelings of employees towards jobs that prioritize career advancement over monetary incentives from the company, and the feelings of employees who believe that through work, they can learn new skills for career advancement. From the pre-survey observations conducted by the researcher, employees' feelings towards recognition and acknowledgment for adequately completing tasks in the workplace from colleagues, superiors, management, and even the general public, employees' feelings towards jobs that prioritize career advancement over monetary incentives from the company, as well as employees' feelings that through working, they can learn new skills for career advancement. Job satisfaction in the field of human resources is characterized by the lack of managing employees according to the organization's needs, as implementing an attractive recruitment process is one of the most important factors in achieving optimal work results. When someone feels job satisfaction, they will certainly strive as much as possible with all their abilities to complete their work tasks. Thus, employee productivity and work results will increase optimally. To achieve the maximum level of job satisfaction in every task execution, job satisfaction also influences organizational culture. Job satisfaction, or people's overall attitude about their work, is strongly tied to the attitudes created by company culture. A favorable attitude toward one's work is indicated by a high level of job satisfaction. On the other hand, a negative attitude is indicated by job discontent.

Employees who work with a high level of satisfaction will view their jobs as something enjoyable. When employees feel satisfied, they will become more loyal to the company, thereby increasing their discipline, enthusiasm, and work morale in carrying out their tasks and responsibilities (Aritonang and Febrian, 2023). According to Nur and Dinsar (2022),

organizational culture is the norms and values that guide the behavior of organizational members. A strong culture within an organization can provide coercion or encouragement to its members to act or behave in accordance with the organization's expectations. With adherence to the rules and policies of the company, it is expected to optimize the performance and productivity of the employees to achieve the organization's goals. Based on the pre-survey observations by the researcher from the human resources department interview, there is an organizational culture implemented once a week, specifically on Tuesdays, where men wear batik shirts and traditional Javanese hats (blankon), while women only wear batik shirts. It has become a regulation in the human resources division that employees are required to wear batik to unify customs and culture among human resources employees and to strengthen the bonds of friendship among staff, which can be derived from the values of wearing batik and traditional Javanese hats, which is a principle to live in harmony with fellow humans and God Almighty, and aims to instill a love for batik in the workplace. Context: which can be derived from the values of wearing batik and traditional Javanese hats, is a principle to live in harmony with fellow humans and God Almighty, and aims to instill a love for batik in the workplace. From the results of the pre-survey observation by the researcher from the security department interview, many employees leave the office outside of break hours. From the results of the pre-survey observations by the researcher from the security interview, many employees leave the office outside of break hours. Therefore, there is a need for an organizational culture implemented by superiors in the human resources division and values derived from studying human development by teaching people to behave better. The improvement of the organizational culture that is implemented will make the employees in the company more value their time in their work. At the PPPPTK BOE company, which is a center for the development and empowerment of educators and educational staff, it is essential to have employees who work professionally in order for the company to achieve optimal results. To achieve this, the company must have employees who are not only competent and skilled in their work but also possess a high work ethic.

A high work ethic among employees can be beneficial for the company. The organizational culture implemented at PPPPTK BOE Malang, with aspects of education and training aimed at improving employee quality to possess managerial and functional technical skills, enhances personality and dedication to the organization. In addition to training programs as a psychological aspect, employees must be competent and skilled in carrying out their tasks and leadership. An organization or company must address the topic

of culture since it is inextricably linked to the operations of the business. What makes corporate culture significant? because the habits that exist within the organizational hierarchy serve as a representation of the behavioral norms that the people of the organization adhere to. A strong organization that supports the company's objectives is said to have a productive culture. When the organizational culture runs well, it will greatly influence the performance of employees in a positive direction, so with improved performance, this will also be followed by increased achievements in the organization (Nurhasanah et al., 2022).

The rapid development of the work environment and increasingly fierce competition require every organization to be able to face global challenges, especially in terms of competition and competent human resources (HR) in their fields. If a company wishes to thrive in the face of escalating competition, HR proficiency is essential. The success of an organization is demonstrated by its ability to achieve its organizational goals. The implementation of human resource strategies in accordance with the vision and mission.

Based on pre-survey observations by researchers from the human resources division, the relocation of workstations in a room was due to the addition of employees and the cramped space, which disrupted the work atmosphere. The condition of the physical work environment greatly influences employee satisfaction and performance, as employees who are comfortable with their workspace directly feel different and more productive in their work (Andika and Ali Zaenal Abidin, 2024). A pleasant and comfortable physical and non-physical work environment can be created, which is important for improving employee job satisfaction. Employees will be able to feel content, at ease, and a part of the organization under such circumstances. A work environment that does not support employee job satisfaction will cause employees to have declining work performance and the completion of assigned tasks to fall short of the target (Adinata and Turangan, 2023). A good physical work environment can reduce employee boredom and stress levels. So that employee performance will improve. Good work facilities without being supported by a good work environment will be meaningless in the company. Both physical and non-physical work environments play an important role in creating and enhancing employee job satisfaction. Satisfied employees will be more loyal to the company, thus enabling them to perform their tasks and responsibilities well. The work environment provides a sense of safety and comfort, allowing employees to work optimally (Suswardana, 2022). There were also pre-survey observations by the researcher from the human resources division, noting conflicts between management and employees in communicating about document

submissions that were not approved by management, leading to conflicts within the company. One element that has an indirect impact on employee satisfaction is the workplace. A comfortable workplace gives workers a sense of security and maximizes their productivity. Employees' ability to carry out their duties to the company is directly impacted by their work environment. Employees will feel comfortable doing duties and engaging in activities at work if they are happy with their workplace.

A conducive work environment, such as good working relationships among colleagues and superiors, will enable an employee to work harmoniously (Lawren and Ekawati, 2023). The physical setting in which workers work, as well as the working relationships that develop between subordinates and superiors, are all part of the work environment. The work environment is the situation and conditions faced by employees while within the scope of their work (Indra and Rialmi, 2022).

METHOD

The type of research used in this study is descriptive quantitative. This research discusses the influence of organizational culture and work environment on job satisfaction at PPPPTK BOE Malang. The population in this study consists of all employees in the Personnel Division of PPPPTK BOE Malang City, totaling 75 people. The research sample being studied consists of all employees in the Human Resources division of PPPPTK BOE Kota Malang, totaling 35 people. The conceptual framework in the preparation of this management seminar can be illustrated in Figure 1.1.

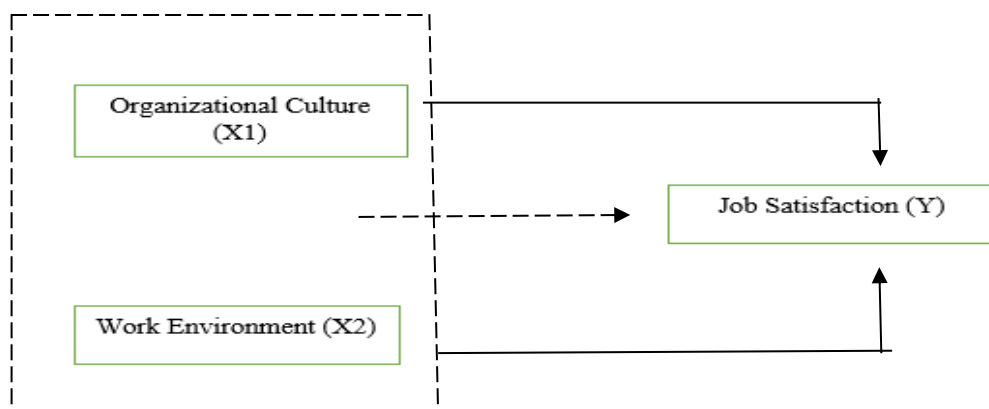


Figure 1.1. Conceptual Framework

Source: Processed by Author 2025

- Information :
- X_1 : Independent Variables of Organizational Culture
 - X_2 : Independent Variables of Work Environment
 - Y : Dependent Variable of Job Satisfaction
 - ▶ : Partially
 - ▶ : Simultaneously

RESULT AND DISCUSSION

Research Instrument Test

Context: Research Instrument Testing Validity testing is used to determine whether a questionnaire is valid or not. Validity testing is used to examine whether a questionnaire is valid or not. The validity measurement on this instrument is conducted by correlating item scores with the correlation r table. The significance test is performed by comparing the calculated r value with the r table value for the degree of freedom (df) = $n-2$, which is (df) = $35-2 = 33$. Compare the value of the correlated item – total correlation table at a significance level of 0.05 with a 2-tailed sig value of 0.0000, resulting in a table r value of 0.2826. If the calculated r value > table r value and is positive, then the statement item is valid.

Table 1.1. Questionnaire Validity Test Results

Variable	Indicator	Correlation Value	Table r Value	Sig.	Sig. Level	Information
Organizational Culture	X1.1	0,803	0,2826	0,0000	0,05	Valid
	X1.2	0,792		0,0000	0,05	Valid
	X1.3	0,699		0,0000	0,05	Valid
	X1.4	0,756		0,0000	0,05	Valid
	X1.5	0,789		0,0000	0,05	Valid
	X1.6	0,337		0,0000	0,05	Valid
	X1.7	0,646		0,0000	0,05	Valid
Work Environment	X2.1	0,450	0,2826	0,0000	0,05	Valid
	X2.2	0,275		0,0000	0,05	Valid
	X2.3	0,391		0,0000	0,05	Valid
	X2.4	0,404		0,0000	0,05	Valid
	X2.5	0,497		0,0000	0,05	Valid
	X2.6	0,545		0,0000	0,05	Valid
	X2.7	0,585		0,0000	0,05	Valid
	X2.8	0,516		0,0000	0,05	Valid
	X2.9	0,521		0,0000	0,05	Valid
	X2.10	0,460		0,0000	0,05	Valid
	X2.11	0,426		0,0000	0,05	Valid
	X2.12	0,560		0,0000	0,05	Valid
Job Satisfaction	Y1.1	0,620	0,2826	0,0000	0,05	Valid
	Y1.2	0,569		0,0000	0,05	Valid
	Y1.3	0,779		0,0000	0,05	Valid
	Y1.4	0,807		0,0000	0,05	Valid
	Y1.5	0,638		0,0000	0,05	Valid
	Y1.6	0,806		0,0000	0,05	Valid
	Y1.7	0,781		0,0000	0,05	Valid

Source: data processed by researchers in the validity test appendix, 2025

Table 1.2. Multiple Linear Regression Equation

Model	Unstandardized Coefficients		Standardized Coefficients	T table	Sig.
	B	Std Error	Beta		
1. (constant)					
Organizational Culture	7,847	4,916		1,596	,120
Work Environment	,552	,186	,495	2,971	,006
	,107	,113	,158	,948	,350

Source: data processed by researchers, 2025

From the results of the regression equation analysis, a regression equation can be compiled, namely:

$$Y = (7,847) + 0,552X_1 + 0,107X_2 + 4,916$$

- The constant of 7.847 means that if the job satisfaction variable of PPPPTK BOE Malang is not influenced by the two independent variables (organizational culture and work environment), then employee job satisfaction remains constant at 7.847 or 78.47%.
- The organizational culture coefficient of 0.552 indicates that if the organizational culture increases by 1%, job satisfaction will increase by 0.552 or 55.2%. Conversely, if the organizational culture variable decreases by 1%, job satisfaction will decrease by 0.552 or 55.2%, assuming the work environment remains constant.
- The work environment coefficient of 0.107 indicates that if the work environment increases by 1%, job satisfaction will increase by 0.107 or 10.7%. Conversely, if the work environment variable decreases by 1%, job satisfaction will decrease by 0.107 or 10.7%, assuming the organizational culture variable remains constant.
- The error term (e) of 4.916 means that every increase (addition) in job satisfaction, aside from being influenced by the organizational culture and work environment variables, is also influenced by other variables amounting to 4.916. The other variable referred to is the variable that has not been discussed in this research.

R2 Test

The R2 test is used to measure the extent to which the regression model can explain the variation of the dependent variable. The value of the coefficient of determination is between 0 (zero) and 1 (one).

Table 1.3 Results of Determination Coefficient Test

a.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change
1	,735	,540	,511	2,31270	,540	18,765

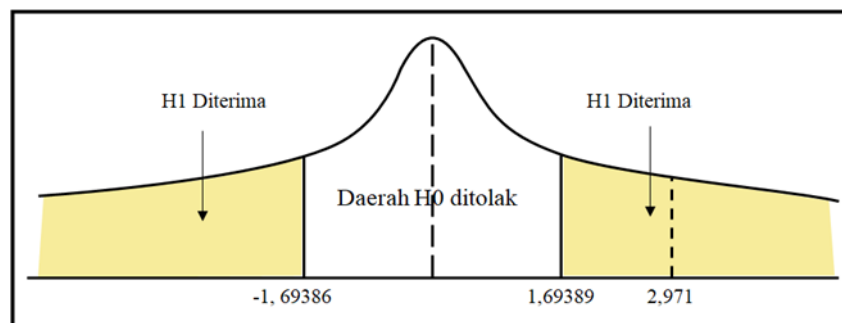
Source: data processed by researchers, 2025

From the table above, it can be concluded that the coefficient of determination R2 is 5.40%, meaning the contribution of the organizational culture and work environment variables to job satisfaction is 5.40%, while the remaining 94.6% (100% - 5.40%) the job satisfaction variable of PPPPTK BOE Malang employees is influenced by other variables not discussed in this study.

Hypothesis Test

The t-statistic test is conducted to determine the influence of organizational culture and work environment on individual employee job satisfaction in explaining the variation of the dependent variable. The t-test conducted used a significance level of $\alpha = 0.05$ with a sample size (n)=35 and the number of independent variables (k)=2, resulting in a degree of freedom (df) of $df = n - k - 1 = 35 - 2 - 1 = 32$. Thus, the obtained t-table result is 1.69389. The criterion used is that if the calculated t-value $>$ table t-value, then the variable has a significant effect and the hypothesis is accepted.

Figure 1.2 t-Test (Partial)



Source: data processed by researchers, 2025

Where the analysis results refer to the data processing results through multiple linear regression analysis, the coefficient of determination (R^2), and hypothesis testing using SPSS ver.24. The t-test results show that partially, the variables of organizational culture and work environment have an impact on the job satisfaction of employees at PPPPTK BOE Malang. The F-test results explain that the variables of organizational culture and work environment have an impact on employee job satisfaction at PPPPTK BOE Malang.

- a. The influence of organizational culture (X_1) on job satisfaction (Y)
Based on the analysis results, it can be concluded that the t-value of organizational culture (X_1) is $2.971 >$ t-table 1.69389 and $\text{sig } 0.006 >$ $\text{sig } 0.05$, thus it can be concluded that the variable of organizational culture has a positive and significant effect on job satisfaction, meaning that hypothesis 1 is accepted. Because the organizational culture implemented at PPPPTK BOE Malang greatly influences the work results produced by employees at PPPPTK BOE Malang.
- b. The influence of the work environment (X_2) on job satisfaction (Y)
The calculated t-value for the work environment (X_2) is $0.948 <$ 1.69389 and $\text{sig } 0.350 >$ $\text{sig } 0.05$, so it can be concluded that the work environment variable has a positive but not significant effect on job satisfaction, meaning that hypothesis 2 is rejected.

c. Result of the R2 Test

The coefficient of determination R2 is 35.2%, meaning the contribution of organizational culture and work environment variables to job satisfaction is 35.2%, while the remaining 64.8% (100% - 35.2%) is attributed to the job satisfaction variables of PPPPTK BOE Malang employees.

CONCLUSION

CONCLUSION Based on the research results above, the following conclusions and limitations of the researcher can be presented:Based on the research results above, the conclusions of the study and the researcher's limitations can be further elaborated as follows:

- a. Organizational culture has a positive and significant impact on employee job satisfaction at PPPPTK BOE Malang.
- b. The work environment has a positive and significant impact on employee job satisfaction at PPPPTK BOE Malang.
- c. Simultaneously, organizational culture and work environment have a positive and significant impact on employee job satisfaction at PPPPTK BOE Malang.

Implications

Context: Implications Based on the research results from the data analysis that has been conducted show that:Based on the research results from the data analysis that has been conducted, it shows that:

- a. Based on the results of the t-test calculations, it shows that organizational culture has a positive and significant effect on employee job satisfaction at PPPPTK BOE Malang.This can be seen from the questionnaire results, which show that the majority of respondents stated that the employees adhere to the norms that control organizational behavior.Employees understand the values that serve as guidelines for behavior within the company.Employees are guided by their superiors to understand any new regulations in the company, employees carry out the items outlined in the company's vision and mission, employees are required to tidy up their work attributes before starting work, the implementation of ceremonies or rituals before work is done regularly, and employees of PPPPTK BOE Malang feel proud to work in this company.Thus, it can be interpreted that the increase and decrease in job satisfaction among employees of PPPPTK BOE Malang are influenced by organizational culture.

b. From the results of the t-test calculation, it shows that the work environment has a positive and significant effect on the job satisfaction of PPPPTK BOE Malang employees. This can be seen from the questionnaire results which indicate that the room where I work is good, the work equipment meets the employees' needs, the workplace is not noisy, the lighting in the workroom is bright, and the air temperature in the room is cool. The management provides personal freedom to its employees. Employees are always stressed with the tasks assigned, and there is no feedback on their work performance. Employees are very anxious if their work does not meet the company's expectations. The change of leadership alters the way employees work. Changes in employee positions affect employee satisfaction. Many employees compete in the workplace at PPPPTK BOE Malang. Thus, it can be interpreted that the increase or decrease in job satisfaction is influenced by the work environment at PPPPTK BOE Malang.

Research Limitations

Research Limitations In this study, there are several limitations, including: the difficulty faced by the researcher in distributing the questionnaire to respondents due to many respondents being reluctant to fill out the questionnaire, and some respondents who filled out the questionnaire but did not do so sincerely because they believed that providing disagreeable answers would affect their position as employees of PPPPTK BOE Malang, making it possible that if the variables are the same, the results will be the same. In this study, there are several limitations, including: the researchers' difficulty in distributing the questionnaire to respondents due to many respondents being reluctant to fill out the questionnaire and some respondents filling out the questionnaire but not sincerely because they believe that answering the questionnaire with a disagreement will affect their position as employees of PPPPTK BOE Malang, so there is a possibility that it cannot be used as a reference if the variables are the same, then the results will be the same

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