

## The Influence of Organizational Culture and Work Environment on Employee Job Satisfaction (Study on UD Employees. Son of Ts Majalengka)

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### ABSTRACT

Job satisfaction is employee happiness at work and employee satisfaction in meeting their needs while working. The level of employee satisfaction can be influenced by organizational culture and work environment. The purpose of this research was to find out how the influence of organizational culture and work environment on job satisfaction (Study on Employees of UD Putra TS Majalengka).

The research method used the descriptive verification method. The population in this study were all employees of UD Putra TS Majalengka with a total of 167 people. The saturated sampling technique was chosen as the sampling technique so that the total population as a whole was used as the research sample. The analytical method used in this study is multiple linear regression analysis, which is first tested by the instrument (validity and reliability), the classical assumption test, and the model feasibility test, which is then tested by the hypothesis.

The results showed that partially organizational culture and work environment have a significant effect on job satisfaction. In this study, the work environment has a high influence on job satisfaction compared to organizational culture.

**Keywords:** job satisfaction; organizational culture; work environment.

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## INTRODUCTION

The rapid development and growth of the business world have created new activities and opened up new opportunities for business enterprises. Globalization has also made it difficult for companies to maintain their competitive advantage in the market. Companies are competing to get maximum profit with minimum use possible use of resources. Companies demand that the human resources involved in them be able to compete, survive and win the competition. There are various company resources, but the main thing is the human resources. Human resources in the company are said to be the mainstay because human resources themselves determine the direction and goals of the company., it must have superior human resources (Ni Luh Gede Putu Purnawati., et al, 2021: 34), Given the very important role, it is appropriate for a company to maintain human resources by paying attention to the job satisfaction of its employee job satisfaction (Diah Pranitasari and Cci Bela Saputri, 2020:47).

According to Robbins (2017: 170), job satisfaction is a general attitude towards one's job as measured by the difference between the number of rewards expected by employees. This attitude is reflected in the work morale of employees who have a good level of satisfaction. They will also make a good contribution to improving the performance and quality of human resources in the company. Therefore, it is important for companies to pay attention to the job satisfaction of their employees paying attention to the job satisfaction of their employees and to aspects that can affect job satisfaction.

Widnyono (2013) quoted by I Made Yudi Permadi and I Wayan Suana (2017), stated that there are two factors that affect employee job satisfaction, namely organizational culture and work environment. Organizational culture is the basic philosophy of the organization that contains beliefs, norms and shared values that become a character that can reflect how things are done in the organization (Mada Adi Wibowo and Yanuar Surya Putra, 2016). Organizational culture is formed by individuals in the organization, organizational ethics are applied, employee rights are given to each person and it is also the type of organizational goals. Organizational support has a significant influence on employee job satisfaction. That is, the better the organizational culture, the better the employee performance (Ni Luh Gede Putu Purnawati., et al, 2021).

Another factor that can affect employee job satisfaction is the work environment. According to Sedarmayanti (2017: 25), the work environment is the entire tool and material faced. the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. If employees like the work environment where they work, then they will feel at home carrying out activities, so that working time is used effectively. According to research by Yudha Febri Al Paksi (2020), the work environment has a positive effect on employee job satisfaction, meaning that the better the work environment, the higher the employee job satisfaction.

UD Putra TS Majalengka is a wholesale store located in the Majalengka area that is engaged in the fashion business and provides baby equipment, among other things. Until now, the number of employees of UD Putra TS Majalengka has been 167. To determine the phenomenon of job satisfaction, this study conducted pre-research observations, namely by conducting interviews with 30 UD Putra TS Majalengka employees. This phenomenon can be interpreted as there are as many 26 employees (86.7%) who think that they are happy with their current job, while as many as 4 people (13.3%) do not feel happy with their work. Then, 28 people (93.3%) stated that the salary received was in line with employee expectations, while 2 (6.7%) thought that the salary received was not in line with expectations. In addition, there are 24 employees (80%) who can to work together with their colleagues, while 6 employees (20%) are less able to work together in completing their work. Based on the results of the survey, it can be concluded that the job satisfaction of UD Putra TS Majalengka employees who have not felt satisfied at work, so this must be considered by the company.

In theory, the thing to consider when increasing job satisfaction is organizational culture and work environment. From the results of initial observations, it was found that there are problems regarding organizational culture, namely many employees complain in terms of the division of work; often



employees have to do work outside their fields or concurrently so that difficulties and work gaps arise within the company. In addition, problems related to the work environment, namely the arrangement of desks that are too close to interfere with the smooth movement of employees, resulting in work accidents and lighting that is rather dim, make employees less comfortable doing their work. This is important for companies to pay attention to because it can be a trigger for job satisfaction.

Based on the description above, the author to examine more deeply related to the factors that affect job satisfaction in term organizational culture and work environment. The title of this study is "The Influence of Organizational Culture and Work Environment on Employee Job Satisfaction (Study on UD Putra TS Majalengka Employees)".

## LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

### Organizational Behavior

According to Robbin in Tiur Rajagukguk (2017: 125-126), an organization is a consciously coordinated social *entity* with a relatively identifiable boundary that works on a relatively continuous basis to achieve a common goal or group of goals. Organization is seen as a unit of social system to achieve common goals through effort or groupwork.

In order to manage human resources effectively, it is necessary to carry out work management activities (*managing work*) and people management activities (*managing people*). Functions related to work or task management are the functions of planning, organizing, and controlling. While those related to people management relate to the implementation of communication, leadership, and motivation functions. By performing such functions, people or groups working together can work effectively and efficiently to achieve organizational goals. Objectives of Organizational Behavior:

1. Describing Human Behavior
2. Explaining and Predicting Human Behavior
3. Controlling Human Behavior

### Organizational Culture

Organizational Culture is one of the opportunities to build human resources through aspects of attitude and behavior change that are expected to be able to adapt to ongoing and future challenges. Organizational Culture is an invisible social force tha can move people in an organization to carry out work activities (Edison in Nugraha, 2017: 30).

Wibowo (2010) in Ni Luh Gede Putu Purnawati, et al (2021) explained organizational culture as the basic philosophy of the organization that contains beliefs, norms, and shared values that become a character that can reflect how to carry out things in the organization. Robbins and Timoty (2008: 256), quoted by Yudha Febri Al Paksi (2020), define organizational culture as a system of shared meanings (perceptions) held by members of the organization, which distinguishes the organization from other organizations. Organizational culture is formed by individuals, in the organization, organizational ethics applied, employee rights are given to each person and is also a type of organizational structure of the organization concerned. Thus, organizational culture provides a guideline that is able to sustain achieving organizational goals.



### Work Environment

The work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the excitement or enthusiasm of employees at work. A conducive work environment provides a sense of security and allows employees to work optimally. The following is the definition of the work environment according to experts:

According to Mangkunegara (2018: 241), the work environment is everything that is around the workers and that can affect them in carrying out the tasks charged.

According to Sedarmayanti (2017: 25), the work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods and work arrangements both as individuals and as a group. In the explanation above, it can be concluded that the work environment is the conditions around employees that can affect him in carrying out the duties he carries out or which is his responsibility.

According to Enny (2019: 56), the work environment is everything around workers or employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks that are imposed on employees to improve employee work in a company.

### Job Satisfaction

According to Edy Sutrisno (2019: 74), Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, benefits received at work and matters concerning physical and psychological factors. According to Wibowo (2016: 415), Everyone who works expects to get satisfaction from where they work. Job Satisfaction will affect the productivity that managers expect. For that, managers need to understand what must be done to create Job Satisfaction of their employees.

According to Robbins (2017: 170), Job Satisfaction is a general attitude towards a person's job that shows the difference between the number of awards received by work and the amount they believe they should receive.

Greenbeg and Baron (wibowo, 2016: 415) describe Job Satisfaction as a positive or negative attitude made by individuals towards their work. Meanwhile, according to Handoko (Edy Sutrisno, 2019: 75) Job Satisfaction is an emotional state that is pleasant or unpleasant for employees looking at their work. Job satisfaction reflects a person's feelings towards his job and everything faced in his work environment.

### Relationships Between Variables

#### The Relationship Between Organizational Culture and Job Satisfaction

Robbins and Timoty (2008: 256), quoted by Yudha Febri Al Paksi (2020), define organizational culture as a system of shared meanings (perceptions) held by members of the organization, which distinguishes the organization from other organizations. A good organizational culture can have an impact on the satisfaction of what has been done by its employees. Giving gifts or bonuses to outstanding employees is one form of organizational culture.

Organizational culture is very closely related to job satisfaction, because, basically organizational culture is a guideline or rule that applies to a company or organization as a basis for good and correct actions by these employees. Of course, this is very influential with employee job satisfaction. If in the organizational culture there are things that are considered burdensome for employees, it will have an important effect on job satisfaction received by employees and vice versa. Research conducted by Imade Yudi Permadi and I Wayan Suana (2017) shows that organizational culture has a positive and significant effect on job satisfaction of PT Indonesia Power – Bali employees.

### The Relationship Between Environment and Job Satisfaction

According to Sedarmayanti (2017: 25), the work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as a group. Employees certainly expect an environment that is conducive, clean, comfortable and can provide a sense of security for them when carrying out their work. An environment that is not conducive can produce negative effects such as decreased discipline, high levels of absenteeism, carelessness, burnout, work stress, and even disobedience to the orders given.

Job satisfaction is highly valued by the work environment because the work environment will more or less affect the physical or psychological condition of employees. So, it is very important for management to create a work environment that allows its employees to work optimally. An Ergonomic work environment, as an applied science that studies things related to the level of comfort, efficiency and safety in designing the workplace, needs to be provided to satisfy the physical and psychological needs of employees in the company. Research conducted by Wahyu Anindra Utomo and Bowo Santoso (2021) stated the results that the work environment has a positive and significant effect on job satisfaction of PT. Swabina Gatra Tuban Representative Office.

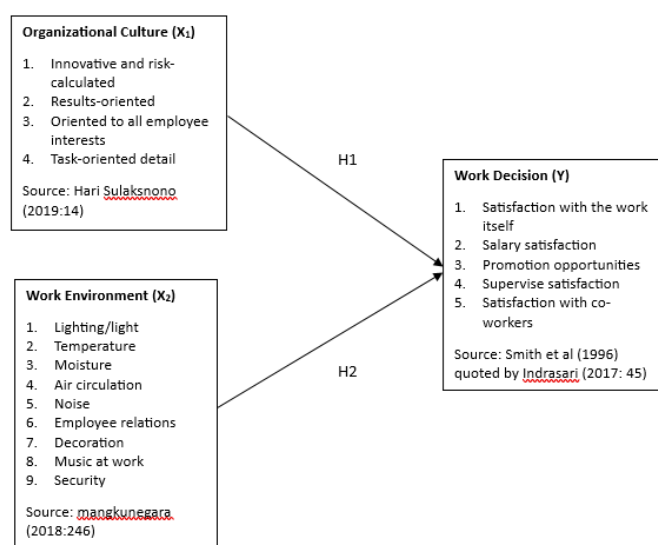


Figure 1. Research Models

### Hypothesis

H1 : There is an influence of organizational culture on employee job satisfaction.

H2 : There work environment has an influences on employee job satisfaction.

### Methods

The method used in this study is a survey method using a descriptive analysis approach and verifiabile analysis consisting of Validity and Reliability Tests, Classical Assumption Tests, Multiple Revisions, Determination Coefficients, and Hypothesis testing.

### Research Variables and Definition of Research Operationalization

#### Population and sample

According to Sugiyono (2019: 61), population is a generalized area consisting of objects or subjects that have certain quantities and characteristics set by researchers to be studied and then drawn conclusions. The population in this study was all 167 employees of UD Putra TS Majalengka. Samples are part of the number and characteristics possessed by the population (Sugiyono, 2019: 62). According to

Sugiyono (2019: 65), *Nonprobability Sampling* is a sampling technique that does not provide equal opportunities or opportunities for every element or member of the population to be selected as a sample. Saturated sampling (census) is a sampling technique where the entire population is used as a sample. In this study, the authors used a saturated sampling technique where all members of the population were sampled. So, the number of samples in this study was 167 employees of UD Putra TS Majalengka.

## RESULT AND DISCUSSION

### Test Instruments

#### Validity Test

**Table 1. Organizational Culture Variable Validity Test Results (X1)**

| No Item<br>Pernyataan | r hitung | r tabel<br>(dk) = n - 2 | Keterangan |
|-----------------------|----------|-------------------------|------------|
| 1                     | 0,505    | 0,1519                  | Valid      |
| 2                     | 0,578    | 0,1519                  | Valid      |
| 3                     | 0,293    | 0,1519                  | Valid      |
| 4                     | 0,353    | 0,1519                  | Valid      |
| 5                     | 0,473    | 0,1519                  | Valid      |
| 6                     | 0,376    | 0,1519                  | Valid      |
| 7                     | 0,473    | 0,1519                  | Valid      |
| 8                     | 0,378    | 0,1519                  | Valid      |

Based on the results of the validity test on organizational culture, it shows that all statement items are valid because the  $r_{count}$  of all statement items is greater than the  $r$  value of the table at a significance level of 0.05

**Table 2. Work Environment Variable Validity Test Results (X2)**

| No Item<br>Pernyataan | r hitung | r tabel<br>(dk) = n - 2 | Keterangan |
|-----------------------|----------|-------------------------|------------|
| 1                     | 0,610    | 0,1519                  | Valid      |
| 2                     | 0,590    | 0,1519                  | Valid      |
| 3                     | 0,503    | 0,1519                  | Valid      |
| 4                     | 0,507    | 0,1519                  | Valid      |
| 5                     | 0,510    | 0,1519                  | Valid      |
| 6                     | 0,415    | 0,1519                  | Valid      |
| 7                     | 0,722    | 0,1519                  | Valid      |
| 8                     | 0,657    | 0,1519                  | Valid      |
| 9                     | 0,594    | 0,1519                  | Valid      |

Based on the results of the validity test on the work environment, it shows that all statement items are valid because the  $r_{count}$  of all statement items is greater than the  $r$  value of the table at a significance level of 0.05.

**Table 3. Validity Test Results of Job Satisfaction Variable (Y)**

| No Item<br>Pernyataan | r hitung | r tabel<br>(dk) = n - 2 | Keterangan |
|-----------------------|----------|-------------------------|------------|
| 1                     | 0,541    | 0,1519                  | Valid      |
| 2                     | 0,432    | 0,1519                  | Valid      |
| 3                     | 0,394    | 0,1519                  | Valid      |
| 4                     | 0,689    | 0,1519                  | Valid      |
| 5                     | 0,738    | 0,1519                  | Valid      |
| 6                     | 0,436    | 0,1519                  | Valid      |
| 7                     | 0,502    | 0,1519                  | Valid      |
| 8                     | 0,483    | 0,1519                  | Valid      |
| 9                     | 0,284    | 0,1519                  | Valid      |
| 10                    | 0,357    | 0,1519                  | Valid      |

Based on the results of the validity test on job satisfaction, it shows that all statement items are valid because the  $r_{\text{count}}$  of all statement items is greater than the  $r$  value of the table at a significance level of 0.05.

#### Reliability Test

**Table 4. Reliability Test Results**

| Variabel                            | Jumlah Pernyataan | Nilai Cronbach's Alpha | Nilai Kritis | Keterangan |
|-------------------------------------|-------------------|------------------------|--------------|------------|
| Budaya Organisasi (X <sub>1</sub> ) | 8                 | 0,737                  | 0,60         | Reliabel   |
| Lingkungan Kerja (X <sub>2</sub> )  | 9                 | 0,847                  | 0,60         | Reliabel   |
| Kepuasan Kerja (Y)                  | 10                | 0,800                  | 0,60         | Reliabel   |

Based on the results of the reality test in Table 4 using the Cronbach Alpha ( $\alpha$ ) statistical test, it shows that all variables have Cronbach Alpha > 0.60. This shows that the questionnaire used to measure the variables of organizational culture, work environment, and job satisfaction is reliable or reliable used as a data collection instrument.

#### Classical Assumption Test

##### Data Normality Test

**Table 5. Normality Test**

| One-Sample Kolmogorov-Smirnov Test |                | Unstandardized Residual |
|------------------------------------|----------------|-------------------------|
| N                                  |                | 167                     |
| Normal Parameters <sup>a,b</sup>   | Mean           | .0000000                |
|                                    | Std. Deviation | 3.97978062              |
| Most Extreme Differences           | Absolute       | .048                    |
|                                    | Positive       | .048                    |
|                                    | Negative       | -.043                   |
| Kolmogorov-Smirnov Z               |                | .618                    |
| Asymp. Sig. (2-tailed)             |                | .840                    |

a. Test distribution is Normal.

b. Calculated from data.

It is known that *Asymp. Sig* in the *Kolmogorov-Smirnov* test was  $0.840 > 0.05$  (5%). Thus, it can be said that all variables have residual values that are normally distributed.

### Multiple Linear Regression Test

**Table 6. Regression Analysis**

| Coefficients <sup>a</sup> |                   |                             |            |                           |       |      |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                   | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)        | 5.927                       | 2.182      |                           | 2.716 | .007 |
|                           | Budaya Organisasi | .264                        | .078       | .203                      | 3.394 | .001 |
|                           | Lingkungan Kerja  | .586                        | .059       | .591                      | 9.860 | .000 |

a. Dependent Variable: Kepuasan Kerja

The regression results obtained are as follows:

$$Y = 5.927 + 0.264 X_1 + 0.586 X_2 + e$$

1. The constant ( $\alpha$ ) of 5.927 and a positive sign means that if the organizational culture and work environment at UD Puta TS Majalengka are not implemented properly, then employee job satisfaction will still exist at 5,927.
2. The organizational culture regression coefficient is 0.264 and has a positive sign, meaning that the better the organizational culture, the more job satisfaction UD Putra TS Majalengka employees will increase.
3. The work environment regression coefficient of 0.586 and a positive sign means that the better the work environment, it will increase the job satisfaction of UD Putra TS Majalengka employees.

### Coefficient of Determination Analysis

**Table 7. Coefficient of Determination Analysis**

| Coefficients <sup>a</sup> |                   |              |         |      |
|---------------------------|-------------------|--------------|---------|------|
| Model                     |                   | Correlations |         |      |
|                           |                   | Zero-order   | Partial | Part |
| 1                         | (Constant)        |              |         |      |
|                           | Budaya Organisasi | .271         | .256    | .202 |
|                           | Lingkungan Kerja  | .614         | .610    | .587 |

a. Dependent Variable: Kepuasan Kerja

(Zero-order value) for organizational culture variables = 0.271 and work environment variables = 0.614, then the influence of each independent variable on the dependent variable can be calculated as follows:

1. Coefficient of determination of organizational culture ( $X_1$ ):

$$\begin{aligned} KD &= r^2 \times 100\% \\ &= 0.271^2 \times 100\% \\ &= 7.34\% \end{aligned}$$

Badi, the magnitude of the influence of organizational culture on job satisfaction is 7.43%.

2. Coefficient of determination of the working environment ( $X_2$ ):

$$\begin{aligned} KD &= r^2 \times 100\% \\ &= 0.614^2 \times 100\% \end{aligned}$$





= 37.70%

So, the magnitude of the influence of the work environment on job satisfaction is 37.70%.

### Test the hypothesis

#### Test t

| Variabel Independen | t <sub>hitung</sub> | t <sub>tabel</sub> | Signifikansi |
|---------------------|---------------------|--------------------|--------------|
| Budaya Organisasi   | 3,394               | 1,975              | 0,001        |
| Lingkungan Kerja    | 9,860               | 1,975              | 0,000        |

#### The Influence of Organizational Culture on Job Satisfaction

The organizational culture variable has a calculated t value (3.394) > t<sub>table</sub> (1.975) and its significance value (0.001) < 0.05 then H<sub>0</sub> is rejected. This means that organizational culture has a significant effect on job satisfaction. Thus the first hypothesis can be proven.

Based on data analysis, it was found that organizational culture has a positive and significant effect on UD employees' job satisfaction. Son of TS Majalengka. This means that the better the organizational culture, the higher the job satisfaction of UD employees. Son of TS Majalengka. Organizational culture is very closely related to job satisfaction, because organizational culture is a guideline or rule that applies to a company or organization as a basis for doing good and correct actions by these employees. Of course this is very influential with employee job satisfaction.

The results of this study follow the opinion of Robbins and Timothy (2008: 256) quoted by Yudha Febri Al Paksi (2020: 100) defining organizational culture as a system of shared meanings (perceptions) embraced by members of the organization, which distinguishes the organization from other organizations.

#### The influence of the work environment on job satisfaction

The work environment variable has a calculated value t (9.860) > t<sub>table</sub> (1.975) and its significance value (0.000) < 0.05 then H<sub>0</sub> is rejected. This means that the work environment has a significant effect on job satisfaction. Thus the second hypothesis can be proven true.

Based on data analysis, it was found that the work environment has a positive and significant effect on UD employees' job satisfaction. Son of TS Majalengka. This means that the better the work environment, the higher the job satisfaction of UD employees. Son of TS Majalengka. To create job satisfaction, management to create a work environment that can make employees work optimally. Ergonomic work environment, as an applied science that studies things related to the level of comfort, efficiency and safety in designing the workplace, needs to be provided to satisfy the physical and psychological needs of employees in the company.

The results of this study are in line with the opinion about the importance of the work environment in creating job satisfaction stated by Mangkunegara (2018: 241). The work environment is everything that is around the workers and that can affect them in carrying out the tasks charged. While Enny (2019: 56) defines that the work environment is everything around workers or employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks that are imposed on employees to improve employee work in a company.



## CONCLUSION

Based on the results of research that has been conducted on organizational culture and work environment on job satisfaction of UD Putra TS Majalengka Regency, the author concludes as follows: Organizational culture has a positive and significant effect on UD employees' job satisfaction. Son of TS Majalengka. This means that organizational culture contributes significantly to UD employees' high and low job satisfaction. Son of TS Majalengka. That is, if the organizational culture is getting better, the level of employee job satisfaction will also be high. That the work environment has a positive and significant effect on UD employees' job satisfaction. Son of TS Majalengka. This means that the work environment contributes significantly to UD employees' high and low job satisfaction. Son of TS Majalengka. That is, if the organizational culture is getting better, the level of employee job satisfaction will also be high.

## SUGGESTION

Based on the results of research and discussion at UD Putra TS Majalengka about the influence of organizational culture and work environment on job satisfaction described above, the author provides suggestions for companies and further researchers may be taken into consideration through this paper, including the following:

1. Organizational culture is already in the good category so it has contributed to increasing UD employee job satisfaction. Son of TS Majalengka. However, there is still an organizational culture statement that has the lowest score, namely "I can to create innovative ideas at work" so the author suggests that companies should still maintain and improve organizational culture by encouraging employees to have initiative and be innovative at work. In addition, employees must be encouraged to increase accuracy in work and increase cooperation with colleagues, especially in dealing with problems in the workplace.
2. The work environment is already in the good category, so it has a contribution to make in increasing UD employee job satisfaction. Son of TS Majalengka. However, there is still a statement of the work environment that has a score at the lowest, namely "Humidity in the workplace can provide comfort". So the author suggests that companies must continue to improve the work environment by paying attention to comfort improving humidity in the workplace, air circulation in the workspace, reducing vehicle noise, and increasing security through workplace security units.
3. UD employee job satisfaction. Putra TS Majalengka has a high category. However, there is a low concern, namely "The relationship between superiors and employees is very good". So the author suggests scheduling regular meetings between superiors and subordinates. So it is expected to create good relationships between superiors and subordinates.
4. This study provides empirical support to previous research examining the influence of organizational culture and work environment on job satisfaction. Future research can examine organizational culture, work environment, and job satisfaction using different indicators. In addition, further research may expand the subject of research not only on UD employees. Putra TS Majalengka only, but in employees of similar companies in order to get the results of research on the influence of organizational culture and work environment on job satisfaction.

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