

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEES JOB SATISFACTION AT PT. XYZ

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Abstract: *This study aims to determine the influence of organizational culture, work environment, and organizational commitment on employees job satisfaction at PT. XYZ. This research was conducted at PT. XYZ with a population of 76 employees. The saturated sample technique was used to sample 76 employees. Primary data collection techniques were collected by disseminating research questionnaires with Likert scale. The analysis technique in this study uses multiple linear regression analysis. Based on the results of data analysis, the hypothesis test in this study shows that organizational culture affects job satisfaction, work environment affects job satisfaction, and organizational commitment does not affect job satisfaction.*

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

INTRODUCTION

Companies in the service industry cannot be separated from the service aspect, where the company will try to achieve client expectations for the services provided. When entering into a cooperation agreement with a client, the company must be able to produce the best service in accordance with client expectations so that the effort that can be made to realize this is the need for competent human resources in helping the company achieve targets effectively and efficiently.

In order to achieve the company's goals in achieving client expectations and winning fierce competition, of course, the company must pay attention to the company's internal part, namely the role of human resources. So that one

way to achieve the key to the smooth running of a company can be done by paying attention to employee job satisfaction. Paying attention to employee job satisfaction can be a long-term solution to improve performance and productivity of the company ([Hee et al. 2018](#)).

One of the indicators of job satisfaction is fair and proper remuneration. The remuneration provided by the company to employees can be in the form of compensation. Compensation has an important role in an organization to improve employee satisfaction and performance ([Nurlina 2022](#)) So the company must be able to provide proper compensation in order to meet the needs in the daily lives of employees.

Based on table 1 which shows that in 2022, everyone in the company with an employee position will receive an allowance in the form of transport money of Rp. 330,000 and everyone in the company with a manager position will receive an allowance in the form of transport money of Rp. 550,000. Based on the results of the interview, all compensation in the form of direct financial and indirect finance given has been adjusted to the existing position. However, there are problems in the transport money due to various employee opinions. Some employees feel fulfilled by these benefits, but there are still some other employees who still feel that their needs are not fulfilled by these benefits. In addition to transport money, the company also provides bonuses to employees, but not all employees have the opportunity to get bonuses. Bonus will only be given to employees in the project division with satisfactory performance results according to company standards after completing a company project so that the bonus amount is kept secret by the company to avoid gaps between employees.

This research has differences in research objects from previous research, so this research conducts research on different objects

to see whether there are differences or similarities in results. There is a gap from previous research with the aim of showing that there are differences between studies. The following is research from several studies that have different results between the influence of organizational culture, work environment, and organizational commitment on job satisfaction. Based on the results of research conducted by [Almeyda and Gulo \(2022\)](#) states that organizational culture has a positive and significant effect on job satisfaction. This statement does not match the research of [Paais and Pattiruhu \(2020\)](#) that states that organizational culture has no effect on job satisfaction. The research conducted by [Sutansi and Widayati \(2022\)](#) states that the work environment has a positive effect on job satisfaction. While the results of the study according to [Wanti Apriyani and Iriyanto \(2020\)](#) state that the work environment has a negative and insignificant effect on job satisfaction. Research by [Pratama and Alfiandy \(2021\)](#) states that organizational commitment positively affects job satisfaction. However, research by [Andi \(2019\)](#) states organizational commitment has no effect on job satisfaction.

Table 1. Allowance Data of PT. XYZ Year 2022 (monthly)

Money Transport Of Staff	IDR 330,000
Money Transport Of Manager	IDR 550,000

Source: HRD PT. XYZ (2023)

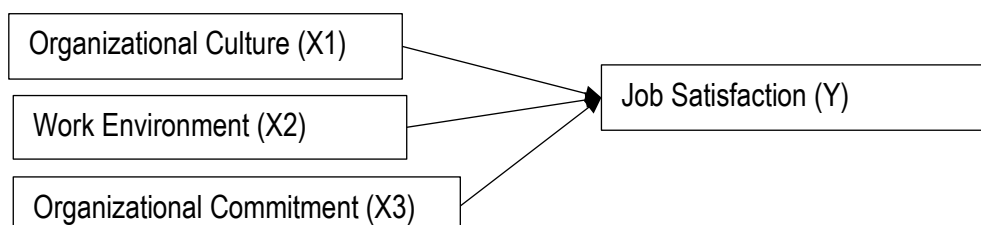


Figure 1. Research Model of Organizational Culture, Work Environment, and Organizational Commitment on Job Satisfaction

THEORETICAL FRAMEWORK

Job Satisfaction

According to [Saputra \(2022\)](#), job satisfaction is the process of increasing employee motivation to be more productive in their work and encouraging them to carry out their work to meet their needs. According to Prayogo in [\(Clarisa and Gulo 2023\)](#), job satisfaction is an emotional attitude that is pleasant and loves his job so that in order for employee morale, dedication, and discipline to increase, job satisfaction must be formed as well as possible. Furthermore, according to [Rinny et al. \(2020\)](#), job satisfaction can also be defined as employees' feelings of satisfaction with the compensation they receive exceeding the labour and costs they incur.

Organizational Culture

Companies need to socialize the organizational culture that is implemented clearly so that there is the same understanding and perception regarding organizational culture between employees and the company which can increase employee satisfaction [\(Irfan 2022\)](#). Previous research conducted by [Sulistyawati et al. \(2022\)](#), and [Damayanti and Ismiyati \(2020\)](#) stated that organizational culture has a positive and significant effect on job satisfaction. The statement by [Putra et al. \(2019\)](#) also supports this by stating that organizational culture influences job satisfaction.

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

Work Environment

Research by [Taheri et al. \(2020\)](#) which states that good understanding between colleagues and superiors plays an important role in job satisfaction. The better the work environment, the higher employee job satisfaction will be. This statement is proven by [S. Saputra and Andani \(2021\)](#) states that the work environment has a significant effect on job satisfaction. The above statement is supported by the results of previous research conducted by

[Sutansi and Widayati \(2022\)](#) and [Anintiyas and Tjahyanti \(2023\)](#) which stated that the work environment has a positive effect on job satisfaction.

H₂: There is an influence of the work environment on job satisfaction

Organizational Commitment

If employee work expectations can be met well by the organization, then organizational commitment can increase and employees will feel satisfied with their work [\(Gunawan and Sriathi 2019\)](#). The results of previous research conducted by [Pratama and Alfiandy \(2021\)](#) and [S. Saputra and Andani \(2021\)](#) stated that organizational commitment has a significant effect on job satisfaction. Research conducted by [Sugiarto \(2018\)](#) also states that organizational commitment has a positive effect on job satisfaction.

H₃: There is an influence of organizational commitment on job satisfaction

RESEARCH METHODS

The form of research carried out in this study is by descriptive research and causality. Descriptive research is research that collects data that describes the characteristics of the object under study [\(Bougie and Sekaran 2016, 44\)](#). Casual research is aimed at testing a variable that can cause other variables to change or not [\(Bougie and Sekaran 2016, 43\)](#).

The object in this study is PT. XYZ with a population of 76. This study took a sample of 76 and used the non-probability sampling method, namely the saturated sampling technique. According to [Sugiyono \(2019, 133\)](#), saturated sampling is a type of sample that when the number is added, its representativeness does not increase so as not to affect the value of the information. This study used a measurement scale, namely the Likert scale. Likert scales are used with the aim of measuring the attitudes, opinions, and perceptions of a person or group

of people regarding social phenomena ([Sugiyono 2019, 146](#))

VARIABLE OPERATIONAL DEFINITION

Job Satisfaction (Y) is the feeling and attitude of pleasure possessed by individuals when facing and carrying out their work so that it can produce good performance for the organization.

Organizational Culture (X1) is a culture in an organization that includes values in the

form of daily practices that must be followed by everyone to direct the organization well to achieve its goals.

Work Environment (X2) is the place and condition of employees doing their work and socializing to create a comfortable environment.

Organizational Commitment (X3) is employee behavior that can demonstrate the level of loyalty and willingness in carrying out their duties to achieve organizational goals.

Table 2. Variables and Indicators

Variable	Variable Indicators
Job Satisfaction (Y)	<ol style="list-style-type: none"> 1. Fair and proper remuneration 2. The right placement according to expertise 3. The light weight of the work 4. Working atmosphere and environment 5. Equipment that supports the implementation of workers 6. Siakp leadership in his leadership 7. The monotonous nature of work or not
Organizational Culture (X1)	<ol style="list-style-type: none"> 1. Innovation and risk-taking 2. Attention to detail 3. Results orientation 4. Individual orientation 5. Team orientation 6. Aggressiveness 7. Stability
Work Environment (X2)	<ol style="list-style-type: none"> 1. Communication relationship between superiors and subordinates 2. Communication relationship between employees 3. Communication relationship between subordinates to superiors
Organizational Commitment (X3)	<ol style="list-style-type: none"> 1. Affective commitment 2. Ongoing commitment 3. Normative commitment

Source: Ariani and Mugiastuti (2022)

RESEARCH RESULTS

The characteristics of respondents in this study were obtained from 76 respondents including gender, age, education, and length of work who had been tested with statistical test tools and obtained the following results.

Based on table 3, it is known in this study that the male sex is 34 employees or 44.7% and the female sex is 42 employees or 55.3%. Then the age of respondents known in this study aged 20-25 years is 14 employees or 18.4%, aged 26-30 years is 19 employees or 25%, aged 31-35 years is 23 employees or 30.3%, and aged >35 years is 20 employees or 26.3%.

Furthermore, the education respondents known in the study who have completed high school /SMK education are 4 employees or 5.3%, who have completed D3 Education are 12 employees or 15.8%, who have completed S1 Education are 45 employees or 59.2%, and those who have completed S2 Education are 15 employees or 19.7%. It is also known that the length of work of respondents who are 1-5 years is 39 employees or 51.3%, the length of work of respondents who are 6-10 years is 27 employees or 35.5%, and the length of work of respondents >10 years is 10 employees or 13.2%.

Table 3. Characteristics of Respondents

Characteristic	Frequency	Percent
Gender		
Male	34	44.7
Woman	42	55.3
Age		
20-25 years	14	18.4
26-30 years	19	25.0
31-35 years	23	30.3
>35 years	20	26.3
Education		
SMA/K	4	5.3
D3	12	15.8
S1	45	59.2
S2	15	19.7
Length of Work		
1-5 years	39	51.3
6-10 years	27	35.5
>10 years	10	13.2

Source: Statistical processing results

The results of the validity test in all studies obtained the smallest calculated r value of 0.441 and the largest calculated r value of 0.821 so that it is known that all calculated r values are greater

than the table r value of 0.2257. This indicates that all item statements of each variable can be said to be valid and can be used as a tool for collecting research data.

Table 4. Job Satisfaction Validity Test Results

Variable	r calculate	r table	Information
Job Satisfaction_01	0.554	0.2257	Valid
Job Satisfaction_02	0.441	0.2257	Valid
Job Satisfaction_03	0.702	0.2257	Valid
Job satisfaction_04	0.566	0.2257	Valid
Job Satisfaction_05	0.546	0.2257	Valid
Job Satisfaction_06	0.644	0.2257	Valid
Job Satisfaction_07	0.511	0.2257	Valid

Table 5. Organizational Culture Validity Test Results

Variable	r calculate	r table	Information
Organizational Culture_01	0.554	0.2257	Valid
Organizational Culture_02	0.441	0.2257	Valid
Organizational Culture_03	0.702	0.2257	Valid
Organizational Culture_04	0.566	0.2257	Valid
Organizational Culture_05	0.546	0.2257	Valid
Organizational Culture_06	0.644	0.2257	Valid
Organizational Culture_07	0.511	0.2257	Valid

Table 6. Work Environment Validity Test Results

Variable	r calculate	r table	Information
Work Environment_01	0.820	0.2257	Valid
Work Environment_02	0.729	0.2257	Valid
Work Environment_03	0.821	0.2257	Valid

Table 7. Organizational Commitment Validity Test Results

Variable	r calculate	r table	Information
Organizational Commitment_01	0.820	0.2257	Valid
Organizational Commitment_02	0.729	0.2257	Valid
Organizational Commitment_03	0.821	0.2257	Valid

Table 8. Reliability Test Results

Variable	Cronbach Alpha	Cronbach Alpha limits	Information
Job Satisfaction (Y)	0.632	0.60	Reliable
Organizational Culture (X1)	0.765	0.60	Reliable
Work Environment (X2)	0.692	0.60	Reliable
Organizational Commitment (X3)	0.811	0.60	Reliable

Source: Statistical processing results

Based on table 8 through the reliability test that has been carried out, it can be seen that the dependent variable, namely job satisfaction and all independent variables, namely organizational culture, work environment, and organizational commitment, have a Cronbach Alpha value of > 0.60 so that it can be concluded that all instruments in this research can produce consistent answers over time. The results of the classical assumption test in this study will include three tests, namely the multicollinearity test, heteroscedasticity test, and autocorrelation test. The results of the multicollinearity test show the tolerance value of organizational culture variables, work environment, and organizational commitment > 0.1 and the VIF value of organizational culture variables, work environment, and organizational commitment < 10 which means that there is no multicollinearity between variables so that the data is good for use in this study.

The results of the heteroscedasticity test are tested in two ways, namely the graphic method (scatterplot) and the non-graphic method (Glejser). Based on the graphic method shows that the points spread randomly and do not form a pattern and are spread above or below the number 0 on the Y axis, it can be concluded that heteroscedasticity does not occur. Based on the non-graphic method, it

shows that all GIS variables > 0.05 so that it can be concluded that the variables of organizational culture, work environment, and organizational commitment do not occur heteroscedasticity.

The autocorrelation test in this study uses values *Durbin-Watson*. Based on test results *Durbin-Watson* indicates that the value *Durbin-Watson* is 2.274, through the D-W table with the number of samples (n) which is 76 and the independent variable (k) which is 3 then obtained the value of $dL = 1.5467$ and the value of $dU = 1.7104$. By following the rules $dU < d < 4 - dU$. So the results of $1.7104 < 2.274 < 2.2896$ so that it can be concluded that the data does not have autocorrelation.

Based on table 9, there are test results coefficient (R) getting a value of 0.641 which shows that independent variables, namely organizational culture, work environment, and organizational commitment have a strong correlation with the dependent variable, namely job satisfaction. While the results *Adjusted r Square* Getting a value of 0.387 which means that 38.7% of job satisfaction variables can be explained by variables of organizational culture, work environment, and organizational commitment. The remaining 0.613 or 61.3% was explained by other factors not included in the study model.

Based on table 10, the multiple linear regression equation in this study is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 10.906 + 0.291X_1 + 0.727X_2 + 0.088X_3 + e$$

Through the results of multiple linear regression analysis shows the value of the independent variable, namely organizational culture (X1), work environment (X2), and organizational commitment (X3) equal to 0, then the dependent variable, namely job satisfaction (Y) equal to 10.906. The value of the regression coefficient of the organizational culture variable (X1) is 0.291 which means that every increase in one unit of organizational culture variable (X1) will increase the job satisfaction variable (Y) by 0.291 assuming the environmental variables (X2) work and organizational commitment (X3) are fixed. The value of the regression coefficient of the work environment variable (X2) is 0.727 which means that every increase in one unit of the work environment variable (X2) will increase

the job satisfaction variable (Y) by 0.727 assuming the variables organizational culture (X1) and organizational commitment (X3) are fixed. The value of the regression coefficient of the organizational commitment variable (X3) is 0.088 which means that every increase in one unit of organizational commitment variable will increase the job satisfaction variable (Y) by 0.088 assuming the organizational culture variable (X1) and organizational commitment (X3) are fixed.

Based on table 9 shows the results of the F test. It is known that the variables of organizational culture, work environment, and organizational commitment have sig values. i.e. 0.000 so $0.000 < 0.005$. Then it can be concluded that the model fit in the study. In table F shows $F_{\text{calculate}}$ of 16.759 while the value of F_{table} is 2.73 obtained through the calculation of the value of $df_1 = 3$ and $df_2 = 76 - 3 - 1 = 72$. Thus, $F_{\text{calculate}} (16.759) > F_{\text{table}} (2.73)$ so that it can be concluded that the model includes fit criteria.

Table 9. Test Results of Coefficient (R) and Coefficient of Determination (Adj r Square)

Type	R	Adjusted r Square	F
1	0,641	0,387	16.759

Table 10. Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficient b	Sig.
1 (Constant)	10,906	0,000
Organizational Culture (X1)	0,291	0,006
Work Environment (X2)	0,727	0,002
Organizational Commitment (X3)	0,088	0,552

Source: Statistical processing results

Table 12. Hypothesis Test Results

Type	t	Sig.
1 (Constant)	3,845	0,000
Organizational Culture (X1)	2,845	0,006
Work Environment (X2)	3,223	0,002
Organizational Commitment (X3)	0,598	0,552

Source: Statistical processing results

Based on table 12 that the results of the hypothesis test between organizational culture and job satisfaction are known that the value of organizational culture significance is 0.006 and the value is $0.006 < 0.05$. While the value of calculating organizational culture is greater than the value of t-table, which is $2.845 > 1.993$. So it can be concluded that there is an influence of organizational culture on job satisfaction at PT. XYZ so H1 is accepted. The statement by [Putra et al. \(2019\)](#) also supports these results by stating that organizational culture influences job satisfaction. Developing an organizational culture that contains clear directions and regulations in employees' daily practices can increase employee job satisfaction.

The results of the hypothesis test between the work environment and job satisfaction are known that the value of the significance of the work environment is 0.002 and the value is $0.002 < 0.05$. Meanwhile, the calculated value of the work environment is greater than the value of the ttable, which is $3.223 > 1.993$. So it can be concluded that there is an influence of the work environment on the job satisfaction at PT. XYZ so H2 is accepted. These results are supported by a statement by [S. Saputra and Andani \(2021\)](#) which shows that the work environment has a significant effect on job satisfaction. Pay attention to work environmental factors because there is an influence of the work environment on employee job satisfaction so that by creating good

communication you can increase employee job satisfaction.

The results of the hypothesis test between organizational commitment to job satisfaction are known that the value of organizational commitment significance is 0.552 and the value is $0.552 > 0.05$. While the calculated value of organizational commitment is smaller than the value of t-table, which is $0.598 < 1.993$. So it can be concluded that there is no effect of organizational commitment on job satisfaction at PT. XYZ so H3 is rejected. The results are not the same as previous research conducted by [Pratama and Alfiandy \(2021\)](#) and [S. Saputra and Andani \(2021\)](#) which stated that organizational commitment has a significant effect on job satisfaction. However, there are similarities with research conducted by [Putra et al. \(2019\)](#) which states that organizational commitment has no effect on job satisfaction.

CONCLUSION AND SUGGESTIONS

The aim of the research is to determine the influence of Organizational Culture on employees job satisfaction at PT. XYZ, to determine the influence of the Work Environment on employees job satisfaction at PT. XYZ, and to determine the effect of Organizational Commitment on employees job satisfaction at PT. XYZ. The results of the hypothesis test in this study can be concluded that H1 is accepted which means that there is an influence of organizational culture on

employees' job satisfaction at PT. XYZ and H2 are accepted, which means that there is an influence on the work environment on the employees job satisfaction at PT. XYZ. Meanwhile, H3 is rejected, which means that there is no effect of organizational commitment on employees' job satisfaction at PT. XYZ.

There are several limitations during the process of implementing this study, namely this study only focuses on three independent variables, namely organizational culture, work environment, and organizational commitment and one dependent variable, namely job

satisfaction. The limitations of the variables studied, there is a possibility that there are other variables that could be a problem in PT. XYZ.

Based on the limitations in this study, there are recommendations for further research so that it can be used as input. For future research is expected to add other independent variables that are considered to have an influence on job satisfaction, increase the number of research samples in order to represent the population well, and use different research objects to examine the consistency in this study.

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