

THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK ENVIRONMENT AND COMMUNICATION ON EMPLOYEE JOB SATISFACTION AT PT LINGKAR ORGANIK INDONESIA

Dewi Lufiyanti¹, Didik Subiyanto², Tri Ratna Purnamarini³

Management Study Program , Faculty Of Economics, University Sarjanawiyata Tamansiswa, Jl. Kusumanegara No.157, Muja Muju, Umbulharjo District, Yogyakarta City, Special Region of Yogyakarta, Indonesia, dewilufiyanti@gmail.com

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Abstract

The purpose of this study is to analyze: 1) The influence of organizational culture on employee job satisfaction at PT Lingkar Organik Indonesia, 2) The influence of the work environment on employee job satisfaction at PT Lingkar Organik Indonesia, 3) The influence of communication on employee job satisfaction at PT Lingkar Organik Indonesia. This type of research is quantitative research with a population of 54 employees, the sampling technique used is the saturated sample method. To ensure data quality, validity and reliability tests were carried out. Furthermore, the data obtained were analyzed through classical assumption tests, including normality tests, multicollinearity tests, and heterogeneity tests, as well as multiple linear regression analysis. Hypothesis testing was carried out using the t-test, f-test, and coefficient of determination (R^2) test. The results of the study produced: 1) Organizational culture has a positive and significant effect on employee job satisfaction. 2) The work environment has a significant effect on employee job satisfaction. 3) Communication has a positive and significant effect on employee job satisfaction. Overall, organizational culture, work environment and communication simultaneously have a positive and significant effect on job satisfaction

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

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INTRODUCTION

Effective human resource management is one of the key factors in achieving organizational success, where employees play an important role in achieving the success of the company. Therefore, effective human resource management is important to support the achievement of the vision and mission of an organization. Job satisfaction is one of the important aspects that directly affects the productivity and achievement of the

company, according to ¹ job satisfaction has a major influence on a person's quality of life, because most of their time is spent at work. When employees feel satisfied and comfortable with their work environment, they tend to make a more optimal contribution which can ultimately support the success of the company.

Organizational culture is one of the factors that can affect the level of employee job satisfaction, because this culture can affect the behavior of individuals and groups in an organization. According to ² organizational culture includes beliefs, norms, and values that reflect the main principles in an organization. Culture is formed through the roles of individuals in the organization, applicable norms, employee rights, and organizational structure. In addition to organizational culture, the work environment can also affect the level of employee job satisfaction, ³ explains that a good work environment will motivate employees to work more optimally. Therefore, the company strives to create a work atmosphere that supports the achievement of goals. Good relationships between coworkers and between leaders and subordinates based on mutual respect and interdependence can create a comfortable work environment, in addition, good workspace arrangement, with adequate lighting and good air circulation, can increase comfort and support employee productivity. In addition to organizational culture and the work environment, communication is also an important aspect in influencing the level of job satisfaction. Communication with superiors, subordinates or fellow employees is very important in the work environment. According to ⁴ communication functions as a channel for conveying messages from the sender to the recipient, so that interactions can be established that allow information to be conveyed clearly and effectively.

Previous research has shown differences in the influence of organizational culture, work environment, and communication on job satisfaction. According to research by ⁵ organizational culture has a significant influence on the level of job satisfaction. However, the results of research from ⁶ actually state the opposite, namely that organizational culture does not have a significant influence on job satisfaction. On the other hand, research by ⁷

¹ William1 dan Sanny Ekawati2, “Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pt. Harmoni Makmur Sejahtera,” *Jurnal Manajerial dan Kewirausahaan*, 4.3 (2022), hal. 749–58.

² Wahyu Prabawati Putri Handayani Dwi Nur Cahyani, “Pengaruh Komunikasi, Budaya Organisasi, Dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Pada Pegawai Inspektorat Kabupaten Madiun,” 20.2 (2022), hal. 77–86.

³ Agi Dicko Permadi dan Santi Wiranti, “Pengaruh Lingkungan Kerja dan Komunikasi terhadap Kepuasan Kerja Karyawan di Bank BJB Kantor Cabang Majalaya,” *Jurnal Dimamu*, 1.2 (2022), hal. 208–14, doi:10.32627/dimamu.v1i2.479.

⁴ Mohammad Rizal Maulana dan Tri Sudarwanto, “Pengaruh Komunikasi dan Penilaian Kinerja Terhadap Kepuasan Kerja Karyawan Pada CV. Rahmad Rizkilah,” *BIMA : Journal of Business and Innovation Management*, 4.3 (2022), hal. 561–71, doi:10.33752/bima.v4i3.5584.

⁵ Sanny Ekawati Lusiana Dameria1, “Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pt. Mmu Jakarta,” *Jurnal Manajemen dan Bisnis (JMB)*, 3.02 (2022), hal. 417–26, doi:10.57084/jmb.v3i02.886.

⁶ Moh Musfiq Arifqi, “Pengaruh Kepemimpinan Islami, Motivasi Kerja Islami Dan Budaya Organisasi Terhadap Kepuasan Kerja Islami Dan Kinerja Karyawan Baitul Maal Wa Tamwil (Bmt),” *Jurnal Perbankan Syariah*, 61.01 (2020), hal. 61–80.

⁷ Valeria Tiomantara dan I Gede Adiputra, “Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Pada PT. Sarana Agro Nusantara,” *Paper Knowledge* .

shows that the work environment has a significant influence on job satisfaction, while the latest research by ⁸ actually confirms that the work environment does not have a significant influence in this regard. Regarding communication, research by ⁹ shows a significant influence on job satisfaction, this is different from the results of research ¹⁰ which found that communication does not have a significant influence on job satisfaction.

This study aims to see how organizational culture, work environment, and communication affect employee job satisfaction at PT Lingkar Organik Indonesia. It is hoped that this study will produce useful theories and practical suggestions to improve job satisfaction in the company.

RESEARCH METHODS

This study was conducted using a quantitative research approach, as described by ¹¹ which focuses on testing theories relevant to social problems. This study measures and analyzes various variables. The goal is to determine whether the theory being tested has the ability to produce accurate predictive generalizations. The independent variables, or independent variables (X), in this study are organizational culture, work environment, and communication. The attachment variable, or dependent variable (Y), is job satisfaction. In this study, all populations were taken as samples, using the saturated sampling method. This study involved 54 workers of PT Lingkar Organik Indonesia; questionnaires were distributed to each worker. The influence of independent variables on variables was determined through data analysis and hypothesis testing. Validity and reliability tests and descriptive analysis are the stages of analysis carried out to provide an overview of the data collected. In addition, to ensure that the data meets the requirements of multiple regression analysis, classical assumptions such as normality, heteroscedasticity, and multicollinearity were tested. The data were processed using the SPSS version 26 computer program. This method provides a clear and detailed description of the research process from the time the data was collected to statistical analysis.

RESULT AND DISCUSSION

Validity Test And Reliability Test

Validity Test

Table 1. Validity Test

No	Variable	Validity
1	Organizational Culture	>0.268(valid)

Toward a Media History of Documents, III.3 (2021), hal. 12–26
<<https://journal.untar.ac.id/index.php/JMDK/article/view/13217>>.

⁸ Fenianti Fenianti dan M. Tony Nawawi, “Pengaruh Lingkungan Kerja, Motivasi dan Disiplin Kerja terhadap Kepuasan Kerja Karyawan pada PT. Tunas Toyota Di Jakarta Barat,” *Jurnal Manajerial Dan Kewirausahaan*, 5.3 (2023), hal. 611–18, doi:10.24912/jmk.v5i3.25345.

⁹ Maulana dan Sudarwanto.

¹⁰ Edi Siregar dan Vidya Nourma Linda, “Pengaruh Kompensasi, Komunikasi, Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan Pt. Pusaka,” *Jurnal Manajemen*, 6.2 (2022), hal. 25–36, doi:10.54964/manajemen.v6i2.201.

¹¹ M.Makhrus Ali et al., “Metodologi Penelitian Kuantitatif dan Penerapannya dalam Penelitian,” *Education Journal.2022*, 2.2 (2022), hal. 1–6.

2	Work Environment	>0.268(valid)
3	Communication	>0.268(valid)
4	Job Satisfaction	>0.268(valid)

Source: Output Spss

The results of the validity test shown in Table 1 indicate that all statement items show a calculated r that is greater than the table r (df = 54-2, which is 52) of 0.268. Thus, these statement items are considered valid and can be used as an appropriate tool to measure research data.

Reliability Test

Tabel 2 : Reliability Test

No	Variable	Reliability
1	organizational culture	0.922 (Reliabel)
2	work environment	0.786 (Reliabel)
3	Communication	0.864 (Reliabel)
4	job satisfaction	0.910 (Reliabel)

Source: Output Spss

The results of the reliability test presented in Table 2, show that the organizational culture variable has a Cronbach's alpha coefficient value of 0.922. Meanwhile, the work environment variable is 0.786, the communication variable is 0.864, and the job satisfaction variable is 0.910. All of these values exceed 0.60. Indicating that each variable in this study has a very good level of reliability. In conclusion, the instrument used in this study has good internal analysis consistency and can be used for further.

Classical Assumption Test

Normality Test

Table 3 : Normality Test

		Unstandardized Residual
N		54
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.90395154
Most Extreme Differences	Absolute	.095

	Positive	.095
	Negative	-.074
Test Statistic		.095
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source : Output Spss

The Kolmogorov-Smirnov normality test produces an Asymp. Sig value of 0.200 which is greater than 0.05, as shown in the results of Table 3. Therefore, it can be concluded that the analyzed data meets the normal distribution based on the decision criteria of the test.

Multicollinearity Test

Table 4 : Multicollinearity Test

Model	Collinearity Statistics		Results
	Tolerance	VIF	
1 (Constant)			
Organizational culture	.364	2.745	non multicollinearity
Work environment	.539	1.857	
Communicatin	.398	2.510	

Source : Output Spss

Table 4 shows the VIF values for organizational culture 2.745, work environment 0.539, and communication 0.398. According to these values, this model does not experience multicollinearity problems.

Heteroscedasticity Test

Table 5 : Heteroscedasticity test

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constan)	1.802	2.074		.869	.389
Organizational culture	.019	.044	.099	.423	.674
Work environment	.022	.100	.041	.214	.831
Communicatin	-.047	.092	-.114	-.512	.611

a. Dependent Variable: ABS_RES1
 Source : Output Spss

The results of Park's heteroscedasticity test show significant values for the independent variables above 0.05, according to table 5. The conclusion is that this regression model does not show heteroscedasticity.

Multiple Regression Analysis

Table 6 : Multiple Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.751	3.242		-.849	.400
Organizational culture	.295	.070	.473	4.246	.000
Work Environment	.442	.157	.258	2.814	.007
Communication	.339	.143	.252	2.364	.022

Source : Output SPSS

The results of the multiple regression analysis test are shown in table 6 : Job satisfaction = (-2.751) + 0.295 Organizational Culture + 0.442 Work Environment + 0.339 Communication. The following is an explanation of the results :

1. The constant value of -2.751 indicates that the predicted value of job satisfaction is -2.751 if all independent variables of organizational culture, work environment, and communication are zero. However, this constant is not statistically significant because the significance value (Sig.) 0.400 is greater than 0.05, so it is considered irrelevant.
2. The organizational culture variable has a regression coefficient of 0.295, which indicates that, assuming other variables remain unchanged, a one-unit increase in the variable will result in a 0.295 increase in job satisfaction. Since the Sig. value of 0.000 is much smaller than 0.05, this variable is considered significant.
3. The work environment variable has a regression coefficient of 0.442, which means that every one unit increase in this variable will cause an increase in job satisfaction of 0.442, assuming all other variables remain unchanged. The work environment variable is also considered statistically significant, with a Sig. value of 0.007, which is less than 0.05.
4. The communication variable has a regression coefficient of 0.339. This indicates that every one unit increase in the variable will contribute to an increase in job satisfaction of 0.339, assuming that other variables remain constant. In addition, the communication variable is also proven to be statistically significant, with a significance value (Sig.) of 0.022, which is below the threshold of 0.05.

Overall, the variables of organizational culture, work environment, and communication affect job satisfaction positively and significantly. In contrast, the constants found in this regression model do not show significance

Hypothesis Test

T Test

Table 7 : T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.751	3.242		-.849	.400
Organizational Culture	.295	.070	.473	4.246	.000
Work Environment	.442	.157	.258	2.814	.007
Communication	.339	.143	.252	2.364	.022

source: Output Spss

Table 7 shows that:

- The Influence of Organizational Culture on Job Satisfaction: Workplace culture is proven to influence job satisfaction. The results of the hypothesis test show that the t-table value of 2.006 is greater than the t-count value of 4.246, and the significance value of 0.000 is less than 0.05. This shows that corporate culture influences job satisfaction (H1 is accepted).
- The Influence of the Work Environment on Job Satisfaction: The workplace environment influences job satisfaction. The results of the hypothesis test show that the t-table of 2.006 is less than the t-count of 2.814, and the significance value of 0.007 is less than 0.05. This shows that the work environment influences job satisfaction (H2 is accepted).
- The Influence of Communication on Job Satisfaction The results of the hypothesis test show that the t-table value of 2.006 is greater than 2.364 and the significance value of 0.022 is less than 0.05. This shows that communication significantly influences job satisfaction (H3 is accepted).

F Test

Table 8 : F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1531.054	3	510.351	57.093	.000 ^b
Residual	446.946	50	8.939		
Total	1978.000	53			

source: Output Spss

The F value obtained in Table 8 is 57.093, which is greater than 3.183 with a significance level of 0.00 to 0.05, indicating that organizational culture, work environment, and communication simultaneously influence employee job satisfaction, so that hypothesis H4 is accepted.

Coefficient Of Determination Test (R^2)

Table 9 : Determination Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.760	2.990

source: Output Spss

Table 9 shows the Adjusted R Square value of 0.760, or 76%. Based on this data, it can be concluded that the independent variable has an influence on the dependent variable of 76%, with the remaining influence of 24%, or 100% to 76%, coming from other variables that are not the focus of this study.

DISCUSSION

The Influence of Organizational Culture on Job Satisfaction

The study shows that the organizational culture of PT Lingkar Organik Indonesia has a positive and significant effect on the level of employee satisfaction. Therefore, the first hypothesis (H1) which states that organizational culture has a positive effect on employee job satisfaction can be accepted. Because the organizational culture of PT Lingkar Organik Indonesia is better, employees are more satisfied with their jobs. A positive corporate culture can make the workplace fun, supportive, and in line with the principles adopted by employees. Previous research¹² found that organizational culture has a positive and significant effect on employee satisfaction. Another study¹³ also found that organizational culture has a positive and significant effect on employee satisfaction. Employees who feel more satisfied with their jobs will gain direction, identity, and a sense of belonging to a strong organizational culture. Employees who work in a workplace with a positive organizational culture feel more appreciated, have clear goals, and are more likely to work together with others. Strengthening a positive organizational culture can increase employee job satisfaction and improve company-employee relationships.

The Influence of the Work Environment on Job Satisfaction

¹² Lusiana Dameria1.

¹³ Dwiki Ananto Yudo1, "PENGARUH BUDAYA ORGANISASI PERUSAHAAN TERHADAP KEPUASAN KERJA KARYAWAN," 2021.

The results of the study indicate that the workplace environment has a positive and significant influence on the level of employee satisfaction at PT Lingkar Organik Indonesia. So, H2 states that the work environment has a positive effect on employee satisfaction. With the improvement of the work environment at PT Lingkar Organik Indonesia, employee satisfaction will increase. Employees can be more focused, comfortable, and productive in their workplace if they have a good work environment. Previous research by ¹⁴ found that the work environment has a positive and significant influence on employee satisfaction. The same research was also found ¹⁵ who found that the work environment has a positive and significant influence on employee satisfaction. In addition, a positive work environment leads to a more pleasant work atmosphere, smoother communication, adequate work space, and greater attention to employee needs. Employees tend to be happier and more enthusiastic to work as well as possible in this situation. Therefore, a strategic step to increase overall employee job satisfaction is to create an inclusive and supportive work environment.

The Influence of Communication on Job Satisfaction

The results of the study show that communication has a positive and significant effect on employee job satisfaction at PT Lingkar Organik Indonesia. Therefore, H3 which states that communication has a positive effect on employee job satisfaction can be accepted. The better the quality of communication between management and employees, the greater the effect on their job satisfaction. Open and clear communication makes employees feel more appreciated, understand the goals of the organization, and makes it easier to express opinions or problems faced. This is also supported by previous research conducted by ¹⁶ which shows that communication has a positive and significant effect on employee job satisfaction. Research ¹⁷ shows that communication has a positive effect on job satisfaction. Smooth communication creates a transparent and collaborative work atmosphere, reduces misunderstandings, and increases trust between employees and management. Thus, organizations that pay attention to the communication aspect can.

The Influence of Organizational Culture, Work Environment, and Communication on Job Satisfaction

The results of the study indicate that organizational culture, work environment, and communication methods affect job satisfaction. These results support hypothesis H4, which states that the three components simultaneously affect job satisfaction. Overall, employee job satisfaction at PT Lingkar Organik Indonesia is greatly

¹⁴ Ali Suhali dan Emi Amelia, "Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Pt Bpr Majalengka Jabar Kabupaten Majalengka," *Jurnal Impresi Indonesia*, 1.4 (2022), hal. 1–6, doi:10.36418/jii.v1i4.45.Ali.

¹⁵ (Ekawati, 2022)

¹⁶ Permadi dan Wiranti.

¹⁷ Rikco Ahmadi Umar et al., "Pengaruh Kepemimpinan, Lingkungan Kerja, Komunikasi dan Budaya Organisasi terhadap Kepuasan Kerja (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia)," *Jurnal Pengabdian Masyarakat dan Penelitian Terapan*, 1.1 (2023), hal. 84–92, doi:10.38035/jpmp.v1i1.175.

influenced by organizational culture, work environment, and communication. A previous study by ¹⁸ strengthened these findings by showing that organizational culture, work environment, and communication all have a positive and significant impact on employee performance.

CONCLUSION

The findings of this study indicate that organizational culture, work environment, and communication significantly affect employee job satisfaction at PT Lingkar Organik Indonesia, both individually and simultaneously. This finding highlights the importance of using a holistic approach to managing internal organizational factors to improve employee job satisfaction. A strong organizational culture, a pleasant work environment, and effective communication can function as a whole. This study also helps develop an integrative model that links organizational culture, work environment, and communication as key factors influencing job satisfaction. The results suggest that companies should use data-driven methods to maintain and activate communication conditions and work environment regularly. As a result, this study not only provides theoretical information but also provides practical direction on how to improve human resource management in comparable organizations.

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¹⁸ Pande Ketut ribek3 Ni Luh Gede Putu Purnawati, Ida Ayu Nyoman Yulastuti, "Pengaruh Komunikasi, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan," *Satyagraha*, 04.02 (2021), hal. 62–72.

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