The Effect of Organizational Culture and Work Environment on Job Satisfaction Through Work Ethic

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Work Environment
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Work Ethic

ABSTRACT

This research aims to obtain valid knowledge regarding the influence of organizational culture and work environment on job satisfaction through work ethic at PT. X. The research method used is quantitative. The data analysis technique was carried out using the SEM (Structural Equation Modeling) approach using Smart PLS (Partial Least Square) software. The population is employees of PT. X. Based on the outside measurement of the model used as a measure of validity and reliability of indicators, which includes measurement of convergent validity, discriminant validity, extracted variance (AVE), composite reliability, and cronbach's alpha, it can be concluded that all indicators in this case research are valid. Based on the inner model measurements used in this research to measure the relationship between variables, organizational culture and work environment variables on job satisfaction have a strong influence of 91% and the influence of organizational culture and work environment variables on work ethic has a large influence. strong influence of 89%. It can be concluded that work ethic is able to mediate the influence between organizational culture and work environment on job satisfaction.

ABSTRAK

Penelitian ini bertujuan untuk memperoleh pengetahuan yang valid mengenai pengaruh budaya organisasi dan lingkungan kerja terhadap kepuasan kerja melalui etos kerja di PT. X. Metode penelitian yang digunakan adalah kuantitatif. Teknik analisis data yang dilakukan menggunakan pendekatan SEM (Structural Equation Modeling) dengan menggunakan software Smart PLS (Partial Least Square). Populasinya adalah karyawan PT. X. Berdasarkan pengukuran luar model yang digunakan sebagai alat ukur validitas dan reliabilitas indikator, yang meliputi pengukuran validitas konvergen, validitas diskriminan, average variance diekstraksi (AVE), reliabilitas komposit, dan Cronbach's alpha, maka dapat disimpulkan bahwa seluruh indikator dalam hal ini penelitiannya valid. Berdasarkan pengukuran inner model yang digunakan dalam penelitian ini untuk mengukur hubungan antar variabel, variabel budaya organisasi dan lingkungan kerja terhadap kepuasan kerja mempunyai pengaruh yang kuat sebesar 91% dan pengaruh...
Variabel budaya organisasi dan lingkungan kerja terhadap etos kerja mempunyai pengaruh yang besar. Pengaruh kuat sebesar 89%. Dapat disimpulkan bahwa etos kerja mampu memediasi pengaruh antara budaya organisasi dan lingkungan kerja terhadap kepuasan kerja.

**INTRODUCTION**

According to CNBC Indonesia, the publication of Government Regulation of Law (in Indonesia called Perppu) No 2/2022 concerning Job Creation on December 30, 2022 it caused protests from many workers, the main of problem contained in the Omnibus Law on Job Creation. Many workers feel dissatisfied with the Perppu, this problem makes researcher interested in doing research about job satisfaction.

A person who works in an organization has many hopes for their place of work to be able to fulfill their life needs. This need creates encouragement for employees to do their best work so that satisfaction within them will be created. Well-formed job satisfaction will have an influence on work behavior. Employees who are satisfied with their work will encourage them to further improve the quality of their work, which will then have an influence on improving the quality of their work (Sinambela, 2020). Job satisfaction in an organization will reflect the level to which an employee likes his job. An employee’s behavior towards a job can be seen from their emotional responses and reactions to their work. Job satisfaction is the main thing that individuals must have at work. Each individual worker has different characteristics, so the level of job satisfaction is also different and the level of job satisfaction can have different impacts (Saputra, 2021).

PT. Tirta Sukses Indomakmur is a company operating in the food and beverage franchise industry focusing on boba drinks called Bobbatime. The company strives to continue to work effectively to establish a good corporate environment so that consumers have awareness of the Bobbatime brand. One form of target given is related to employee discipline through attendance and standard operational procedures that must be carried out by employees with discipline. When employees cannot meet targets, they will receive a verbal warning, written warning or warning letter. The punishment given can be a trigger to become better, but it can also place a burden on employees, causing quite high employee turnover for the company. Employees who cannot enjoy their work because the work is not in accordance with what they want or have create a feeling of dissatisfaction with what they do at work (Zulfa, 2021). Based on observations made by researchers and data obtained from the company, there are problems that indicate low employee job satisfaction. This can be seen from the high level of absenteeism among employees who arrive late and the number of employees leaving.
Based on diagram above, we know that the percentage of employee dissatisfaction at PT. Tirta Sukses Indomakmur, it can be seen that the percentage of job dissatisfaction is still high at 70%, while the level of job satisfaction is still low at 30%.

In the research carried out, shows that percentage of employee job satisfaction at PT. Tirta Sukses Indomakmur. From 70% of employees feel that they do not feel job satisfaction, while only 30% of employees feel job satisfaction. This statement is supported by the average percentage of employee turnover at PT. Tirta Sukses Indomakmur in the last 17 months was 10.36%. The factors with the highest percentage are Organizational Culture, Work Environment, then Work Ethic. Based on the explanation of the background of the problem and the results of pre-research conducted by the researcher, it can be seen that the factors that have the highest percentage of job satisfaction are the work environment, work ethic and organizational culture of. So with this data, researchers are interested in researching "The Influence of Organizational Culture and Work Environment on Job Satisfaction Through Work Ethic".

RESEARCH METHODS

This research is a population study where the entire population is sampled and the population is the entire group of people, events, or interesting things that will be investigated by the researcher (Putri et al, 2022). The analysis unit in this study is 101 employees in PT. Tirta Sukses Indomakmur, the population at PT. The current Tirta Sukses Indomakmur are including:

<table>
<thead>
<tr>
<th>No.</th>
<th>Departement</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Head Office</td>
<td>23</td>
</tr>
<tr>
<td>2.</td>
<td>Store Leader</td>
<td>26</td>
</tr>
<tr>
<td>3.</td>
<td>Crew</td>
<td>52</td>
</tr>
</tbody>
</table>
Total Population 101

Source: Authors (2024)

In the structure in this study are organizational culture (X1) and work environment (X2) as independent variables, work ethic (Z) as mediation variables, and job satisfaction (Y) as dependent variables. Research data obtained through the dissemination of questionnaires and measurement of research variable instruments using a likert scale (1-5), to measure data quality using research methods quantitative methodology with path analysis model.

Figure 1. Conceptual Model of the Study
Source: Authors (2024)

This research includes 2 (two) independent variables, namely Organizational Culture (X1) and Work Environment (X2), the mediating variable is Work Ethic (Z), and the dependent variable is Job Satisfaction (Y). The data that researchers obtained is presented so that they can describe in detail and be able to test these variables in this research. The following is descriptive data based on respondent gender:

<table>
<thead>
<tr>
<th>Gender</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Man</td>
<td>50</td>
<td>49.5%</td>
</tr>
<tr>
<td>Woman</td>
<td>51</td>
<td>50.5%</td>
</tr>
<tr>
<td>Total</td>
<td>101</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Authors (2024)

The table above shows that the characteristics of respondents based on male gender are 50, while respondents based on female gender are 51.

Tabel 3. Respondent based on work area

<table>
<thead>
<tr>
<th>Work area</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jakarta</td>
<td>28</td>
<td>27.7%</td>
</tr>
<tr>
<td>East Java</td>
<td>8</td>
<td>7.9%</td>
</tr>
<tr>
<td>Central Java</td>
<td>11</td>
<td>10.9%</td>
</tr>
<tr>
<td>DIY</td>
<td>19</td>
<td>18.8%</td>
</tr>
</tbody>
</table>

Source: Authors (2024)
West Kalimantan 35 34.7%
Total 101 100%

Source: Authors (2024)

In the table above, it can be seen that the characteristics of respondents based on work areas in Jakarta are 28, East Java is 8, Central Java is 11, DIY is 19 and West Kalimantan is 35.

RESULTS AND DISCUSSION

Result
There are 3 stages of results when using SEM-PLS, which are outer model, inner models and hypothesis testing that would be explained below:

Outer model
Convergent Validity
Convergent validity shows the extent to which an indicator is positively correlated with alternative indicators of the same construct. The general rule or rule of thumb for assessing convergent validity is that the loading factor value must be more than 0.7. The following are the results of convergent validity:

Tabel 4. Outer loading value

<table>
<thead>
<tr>
<th>Organizational Culture (X1)</th>
<th>Work Environment (X2)</th>
<th>Job Satisfaction (Y)</th>
<th>Work Ethic (Z)</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1 0.836</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.3 0.831</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.4 0.851</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.5 0.813</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.6 0.857</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.7 0.823</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.8 0.897</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.9 0.874</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1.10 0.848</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.1 0.830</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.2 0.894</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.3 0.863</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.4 0.860</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.6 0.859</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.7 0.869</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.8 0.812</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.9 0.823</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2.10 0.813</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y1 0.701</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y2 0.881</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y3 0.848</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y4 0.789</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y5 0.801</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y6 0.816</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y7 0.793</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Based on the results of the outer loadings in the table above, it can be concluded that all indicators in all variable constructs have a value of > 0.7 which can be said that all of them meet the validity requirements.

**Discriminant Validity**

Evaluating the cross-loading value is how discriminant validity may be determined using a reflecting indicator as the instrument. The value for each variable must be greater than 0.70. The criterion in cross loading is that each indicator that measures the construct must have a higher value than the other constructs. The following are the results of discriminant validity:

**Table 5. Cross loading value**

<table>
<thead>
<tr>
<th>Organizational Culture (X1)</th>
<th>Work Environment (X2)</th>
<th>Job Satisfaction (Y)</th>
<th>Work Ethic (Z)</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1.1 0.836</td>
<td>0.774</td>
<td>0.774</td>
<td>0.783</td>
</tr>
<tr>
<td>X1.3 0.831</td>
<td>0.763</td>
<td>0.794</td>
<td>0.786</td>
</tr>
<tr>
<td>X1.4 0.851</td>
<td>0.733</td>
<td>0.757</td>
<td>0.741</td>
</tr>
<tr>
<td>X1.5 0.813</td>
<td>0.677</td>
<td>0.734</td>
<td>0.686</td>
</tr>
<tr>
<td>X1.6 0.857</td>
<td>0.714</td>
<td>0.730</td>
<td>0.743</td>
</tr>
<tr>
<td>X1.7 0.823</td>
<td>0.654</td>
<td>0.707</td>
<td>0.707</td>
</tr>
<tr>
<td>X1.8 0.897</td>
<td>0.762</td>
<td>0.773</td>
<td>0.795</td>
</tr>
<tr>
<td>X1.9 0.874</td>
<td>0.806</td>
<td>0.816</td>
<td>0.821</td>
</tr>
<tr>
<td>X1.10 0.848</td>
<td>0.793</td>
<td>0.795</td>
<td>0.827</td>
</tr>
<tr>
<td>X2.1 0.792</td>
<td>0.830</td>
<td>0.784</td>
<td>0.785</td>
</tr>
<tr>
<td>X2.2 0.754</td>
<td>0.894</td>
<td>0.805</td>
<td>0.816</td>
</tr>
<tr>
<td>X2.3 0.699</td>
<td>0.863</td>
<td>0.765</td>
<td>0.765</td>
</tr>
<tr>
<td>X2.4 0.700</td>
<td>0.860</td>
<td>0.764</td>
<td>0.740</td>
</tr>
<tr>
<td>X2.6 0.789</td>
<td>0.859</td>
<td>0.829</td>
<td>0.820</td>
</tr>
<tr>
<td>X2.7 0.777</td>
<td>0.869</td>
<td>0.838</td>
<td>0.846</td>
</tr>
<tr>
<td>X2.8 0.693</td>
<td>0.812</td>
<td>0.740</td>
<td>0.715</td>
</tr>
<tr>
<td>X2.9 0.739</td>
<td>0.823</td>
<td>0.752</td>
<td>0.769</td>
</tr>
<tr>
<td>X2.10 0.738</td>
<td>0.813</td>
<td>0.731</td>
<td>0.792</td>
</tr>
<tr>
<td>Y1 0.653</td>
<td>0.624</td>
<td>0.701</td>
<td>0.672</td>
</tr>
<tr>
<td>Y2 0.745</td>
<td>0.783</td>
<td>0.881</td>
<td>0.793</td>
</tr>
</tbody>
</table>

Source: Data analyzed by researcher (2024)
Based on the results in the table above, it shows that the cross loading value on the construct of organizational culture (X1), Work Environment (X2), Job Satisfaction (Y) and Work Ethic (Z) has a greater construct value than the cross loading value on other constructs. So it can be concluded that these results show valid results.

**Composite Reliability**

A construct is declared valid if it has a cornbach's alpha value of > 0.7. Meanwhile, to find the reliability of each construct using composite reliability measurements, the cut-off value used to assess an acceptable level of reliability is > 0.7.

**Tabel 6. Validity and reliability**

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Cronbach's Alpha</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture (X1)</td>
<td>0.951</td>
<td>0.958</td>
<td>0.719</td>
</tr>
<tr>
<td>Work Environment (X2)</td>
<td>0.951</td>
<td>0.958</td>
<td>0.718</td>
</tr>
<tr>
<td>Job Satisfaction (Y)</td>
<td>0.940</td>
<td>0.949</td>
<td>0.650</td>
</tr>
<tr>
<td>Work Ethic (Z)</td>
<td>0.945</td>
<td>0.953</td>
<td>0.669</td>
</tr>
</tbody>
</table>

Source: Data analyzed by researcher (2024)

According to the findings in the table that was just shown, the cronbach’s alpha value for each of the constructs is more than 0.7. In addition to this, the overall dependability value across all constructions is more than 0.70. It can be concluded that these four variables have fulfilled the research requirements and
reliability because their values are more than > 0.7.

**Inner model**

**R Square**

R square is an analytical tool that measures the extent to which fluctuations in the value of endogenous (uninfluenced) variables can be explained by exogenous (influenced) variables. This may be done by comparing the two sets of variables. R-Square values that are greater than 0.67, less than 0.33, or less than 0.19 indicate that the model is strong, moderate, or weak, respectively.

<table>
<thead>
<tr>
<th>Tabel 7. R Square Result</th>
<th>R Square</th>
<th>R Square Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethics</td>
<td>0.894</td>
<td>0.892</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.914</td>
<td>0.912</td>
</tr>
</tbody>
</table>

From the results of the table above, it can be seen that the R square value for work ethic is 0.894 which indicated that the model is strong. For the job satisfaction R square value is 0.914 which indicated that the model is strong.

**F Square**

The F square statistic can be utilized to determine the extent to which an endogenous (influenced) variable has an influence on an exogenous (influenced) variable. The value of the F square is either less than 0.02, greater than 0.15, or greater than 0.35, and each means that it gives a weak effect, moderate effect, strong effect.

<table>
<thead>
<tr>
<th>Tabel 8. F Square Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic (Z)</td>
</tr>
<tr>
<td>Organizational Culture (X1)</td>
</tr>
<tr>
<td>Work Ethic (Z)</td>
</tr>
<tr>
<td>Job Satisfaction (Y)</td>
</tr>
</tbody>
</table>

Hypothesis test

**Direct Influence Analysis**

In testing the hypothesis, it can be seen through the statistical value > Ttable or P Value < 0.05 with a 5% T-table error rate of 1.66. Researchers tested the hypothesis by looking at the results of the path coefficient to measure the direct effect.
<table>
<thead>
<tr>
<th>Tabel 9. Path Coefficient Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Organizational culture -&gt; Work ethics</td>
</tr>
<tr>
<td>Work environment -&gt; Work ethics</td>
</tr>
<tr>
<td>Organizational culture -&gt; Job satisfaction</td>
</tr>
<tr>
<td>Work environment -&gt; Job satisfaction</td>
</tr>
<tr>
<td>Etos Kerja -&gt; Job satisfaction</td>
</tr>
</tbody>
</table>

Source: Data analyzed by researcher (2024)

Based on the Path Coefficient results between the variables above, the researchers found that:

**H1**: There is a positive and significant influence of organizational culture variables on work ethic.

Based on the path coefficient test results in the table above, the original sample value is 0.402 and the T-statistic value is 5.683 > T-table 1.66. Then based on the P-value, namely 0.000 < 0.05, it can be concluded that the organizational culture variable has a significant effect on work ethic, so that H1 in this research is accepted.

**H2**: There is a positive and significant influence of work environment variables on work ethic.

Based on the path coefficient test results in the table above, the original sample value is 0.573 and the T-statistic value is 8.247 > T-table 1.66. Then based on the P-value, namely 0.000 < 0.05, it can be concluded that work environment variables have a significant effect on work ethic, so that H2 in this study is accepted.

**H3**: There is a positive and significant influence of organizational culture variables on job satisfaction.

Based on the path coefficient test results in the table above, the original sample value is 0.209 and the T-statistic value is 2.578 > T-table 1.66. Then based on the P-value, namely 0.01 < 0.05, it can be concluded that organizational culture variables have a significant effect on job satisfaction, so that H3 in this research is accepted.

**H4**: There is a positive and significant influence of work environment variables on job satisfaction.

Based on the path coefficient test results in the table above, the original sample value is 0.263 and the T-statistic value is 2.601 > T-table 1.66. Then based on the P-value, namely 0.01 < 0.05, it can be concluded that work environment variables have a significant effect on job satisfaction, so that H4 in this study is accepted.

**H5**: There is a positive and significant influence of the work ethic variable on job satisfaction.
Based on the path coefficient test results in the table above, the original sample value is 0.511 and the T-statistic value is 5.102 > T-table 1.66. Then based on the P-value, namely 0.000 < 0.05, it can be concluded that the work ethic variable has a significant effect on job satisfaction, so that H5 in this study is accepted.

**Indirect Influence Analysis**

This test is used to test the hypothesis of the indirect effect of the independent variable on the mediated or intervening dependent variable.

<table>
<thead>
<tr>
<th>Tabel 9. Results of Indirect Influence Analysis (Mediation)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Original Sample (O)</strong></td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>Organizational culture -&gt; Work ethics -&gt; Job satisfaction</td>
</tr>
<tr>
<td>Work environment -&gt; Work ethics -&gt; Job satisfaction</td>
</tr>
</tbody>
</table>

Source: Data analyzed by researcher (2024)

Based on the results of the analysis of indirect influence (mediation) between the variables above, researchers found that:

**H6:** There is a positive and significant influence of organizational culture variables on job satisfaction through work ethic.

Based on the path coefficient test results in the table above, the original sample value is 0.206 and the T-statistic value is 4.145 > T-table 1.66. Then based on the P-value, namely 0.000 < 0.05, it can be concluded that the organizational culture variable has a significant effect on job satisfaction through work ethic, so that H6 in this research is accepted.

**H7:** There is a positive and significant influence of work environment variables on job satisfaction through work ethic.

**CONCLUSION**

Based on the results of the discussion above and the research that the researcher has conducted, the researcher concludes the following: 1) The results of the first hypothesis test show that there is a positive direct influence between organizational culture variables on work ethic. So it can be concluded that the organizational culture of PT employees Tirta Sukses Indomakmur can influence work ethic. This means that the company must improve the existing organizational culture so that employees can mobilize their loyalty to the company and the company can achieve its goals or targets well, 2) The results of the second hypothesis test show that there is a positive direct influence between work environment variables on work ethic. So it can be concluded that the work
environment for employees of PT. Tirta Sukses Indomakmur can influence work ethic. This means that a conducive and supportive work environment is needed by employees so that they can carry out their work with full responsibility and totality in working on the job desk.

3) The results of the third hypothesis test show that there is a positive direct influence between organizational culture variables on job satisfaction. So it can be concluded that the organizational culture of PT employees. Tirta Sukses Indomakmur can influence job satisfaction. This means that a good organizational culture within the company will create a sense of comfort so that employees feel appreciated for their hard work, from this employee job satisfaction can increase, 4) The results of the fourth hypothesis test show that there is a positive direct influence between work environment variables on job satisfaction. So it can be concluded that the work environment for employees of PT. Tirta Sukses Indomakmur can influence job satisfaction. This means that it is getting better and a sense of mutual support among employees will create a sense of satisfaction for each employee who works at the company, 5) The results of the fifth hypothesis test show that there is a positive and significant direct influence between the work ethic variable on job satisfaction. So it can be concluded that the work ethic of PT employees. Tirta Sukses Indomakmur can influence job satisfaction. This means that the work ethic of each employee will create a greater sense of responsibility for employees towards their work so that they will feel satisfied when they complete their work.

6) The results of the sixth hypothesis test show that there is a positive and significant indirect influence between organizational culture variables on job satisfaction through work ethic. So it can be concluded that the organizational culture of PT employees. Tirta Sukses Indomakmur influences job satisfaction indirectly through work ethic. This means that every employee who has a good work ethic will create a positive organizational culture, this will also have a good influence on job satisfaction for all existing employees, 7) The results of the seventh hypothesis test show that there is a positive and significant indirect influence between work environment variables on job satisfaction through work ethic. So it can be concluded that the work environment for employees of PT. Tirta Sukses Indomakmur influences job satisfaction indirectly through work ethic. This means that the work environment must be maintained as well as possible so that all employees have a positive perspective regarding their respective jobs

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