

IKAMAS: Journal of Islamic Education Management

Vol. 03 No. 02 (2023) pp. 344-358

ISSN: 2964-2388

Available online at <https://ikamas.org/jurnal/index.php/ikamas/index>

<https://doi.org/10.62361/ikamas.v3i2>

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

Intan Maulida Rizaldy¹, Tuty Sariwulan², Nadya Fadillah³

¹²³ State University of Jakarta, Indonesia

** rizaldyintan@gmail.com

ARTICLE INFO

Keywords:

keywords 1;
Organizational Culture
keywords 2; *Work Environment*
keywords 3; *Job Satisfaction*
keywords 4; *Work Ethic*

tickle history:

Received 2023-11-21

Revised 2023-11-25

Accepted 2023-12-29

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

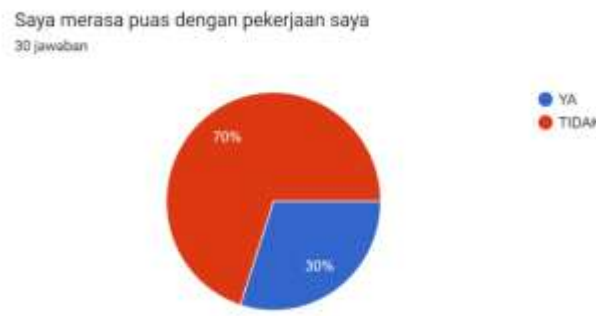
variabel budaya organisasi dan lingkungan kerja terhadap etos kerja mempunyai pengaruh yang besar. pengaruh kuat sebesar 89%. Dapat disimpulkan bahwa etos kerja mampu memediasi pengaruh antara budaya organisasi dan lingkungan kerja terhadap kepuasan kerja.

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.



Pict 1. Work dissatisfiend percentage
Source: Authors (2024)

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:

Tabel 1. Total employees at PT. TSI

No.	Departement	Total Employees
1.	Head Office	23
2.	Store Leader	26
3.	Crew	52

Total Population	101
<i>Source: Authors (2024)</i>	

In the structure in this study are organizational culture (X1) and work environment (X2) as a independent variabels, work ethic (Z) as mediation variabels and job satisfaction (Y) as dependent variabels. 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.

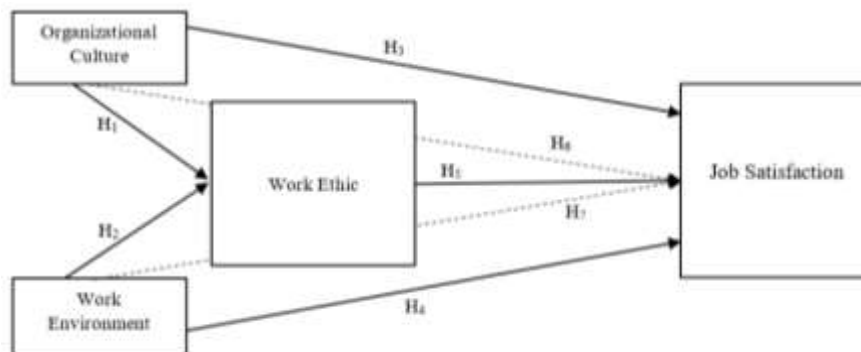


Figure 1. Conceptual Model of the Study
Source: Authors (2024)

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:

Tabel 2. Respondent based on gender

Gender	Total	Percentage
Man	50	49,5%
Woman	51	50,5%
Total	101	100%

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

Work area	Total	Percentage
Jakarta	28	27,7%
East Java	8	7,9%
Central Java	11	10,9%
DIY	19	18,8%

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

	Organizational Culture (X1)	Work Environment (X2)	Job Satisfaction (Y)	Work Ethic (Z)
X1.1	0,836			
X1.3	0,831			
X1.4	0,851			
X1.5	0,813			
X1.6	0,857			
X1.7	0,823			
X1.8	0,897			
X1.9	0,874			
X1.10	0,848			
X2.1		0,830		
X2.2		0,894		
X2.3		0,863		
X2.4		0,860		
X2.6		0,859		
X2.7		0,869		
X2.8		0,812		
X2.9		0,823		
X2.10		0,813		
Y1			0,701	
Y2			0,881	
Y3			0,848	
Y4			0,789	
Y5			0,801	
Y6			0,816	
Y7			0,793	

Y8	0,821
Y9	0,780
Y10	0,820
Z1	0,733
Z2	0,802
Z3	0,871
Z4	0,841
Z5	0,830
Z6	0,806
Z7	0,800
Z8	0,842
Z9	0,871
Z10	0,772

Source: Data analyzed by researcher (2024)

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:

Tabel 5. Cross loading value

	Organizational Culture (X1)	Work Environment (X2)	Job Satisfaction (Y)	Work Ethic (Z)
X1.1	0,836	0.774	0.774	0.783
X1.3	0,831	0.763	0.794	0.786
X1.4	0,851	0.733	0.757	0.741
X1.5	0,813	0.677	0.734	0.686
X1.6	0,857	0.714	0.730	0.743
X1.7	0,823	0.654	0.707	0.707
X1.8	0,897	0.762	0.773	0.795
X1.9	0,874	0.806	0.816	0.821
X1.10	0,848	0.793	0.795	0.827
X2.1	0.792	0,830	0.784	0.785
X2.2	0.754	0,894	0.805	0.816
X2.3	0.699	0,863	0.765	0.765
X2.4	0.700	0,860	0.764	0.740
X2.6	0.789	0,859	0.829	0.820
X2.7	0.777	0,869	0.838	0.846
X2.8	0.693	0,812	0.740	0.715
X2.9	0.739	0,823	0.752	0.769
X2.10	0.738	0,813	0.731	0.792
Y1	0.653	0.624	0,701	0.672
Y2	0.745	0.783	0,881	0.793

Y3	0.756	0.822	0,848	0.805
Y4	0.760	0.715	0,789	0.771
Y5	0.759	0.715	0,801	0.760
Y6	0.775	0.735	0,816	0.783
Y7	0.696	0.764	0,793	0.767
Y8	0.736	0.713	0,821	0.771
Y9	0.683	0.723	0,780	0.743
Y10	0.710	0.810	0,820	0.741
Z1	0.693	0.663	0.671	0,733
Z2	0.679	0.727	0.747	0,802
Z3	0.788	0.766	0.845	0,871
Z4	0.783	0.793	0.784	0,841
Z5	0.762	0.810	0.774	0,830
Z6	0.733	0.786	0.767	0,806
Z7	0.687	0.747	0.763	0,800
Z8	0.769	0.795	0.837	0,842
Z9	0.795	0.799	0.809	0,871
Z10	0.702	0.671	0.713	0,772

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

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.951	0.958	0.719
Work Environment (X2)	0.951	0.958	0.718
Job Satisfaction (Y)	0.940	0.949	0.650
Work Ethic (Z)	0.945	0.953	0.669

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.

Tabel 7. R Square Result

	R Square	R Square Adjusted
Work Ethics	0.894	0.892
Job Satisfaction	0.914	0.912

Source: Data analyzed by researcher (2024)

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.

Tabel 8. F Square Result

	Work Ethic (Z)	Job Satisfaction (Y)
Organizational Culture (X1)	0.354	0.087
Work Ethic (Z)		0.322
Job Satisfaction (Y)		
Work Environment (X2)	0.718	0.109

Source: Data analyzed by researcher (2024)

Hypothesis test

Direct Influence Analysis

In testing the hypothesis, it can be seen through the statistical value $> T_{table}$ or $P \text{ Value} < 0.05$ 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.

Tabel 9. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture -> Work ethics	0,402	0,400	0,071	5,683	0,000
Work environment -> Work ethics	0,573	0,576	0,069	8,247	0,000
Organizational culture -> Job satisfaction	0,209	0,220	0,081	2,578	0,010
Work environment -> Job satisfaction	0,263	0,252	0,101	2,601	0,010
Etos Kerja -> Job satisfaction	0,511	0,512	0,100	5,102	0,000

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 9. Results of Indirect Influence Analysis (Mediation)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture -> Work ethics -> Job satisfaction	0,206	0,203	0,050	4,145	0,000
Work environment -> Work ethics -> Job satisfaction	0,293	0,296	0,073	3,992	0,000

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

REFERENCES

- Adiawaty, S. (2020). *Dimensi dan Indikator Kepemimpinan dan Budaya Organisasi yang Mempengaruhi Pemberdayaan*. 23(3), 397–403.
- Ahmad, Y. ., Tewal, B. ., & Taroreh, R. N. (2019). Pengaruh Stres Kerja, Beban Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Fif Group Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(3), 2303–1174. Retrieved from

- <https://ejournal.unsrat.ac.id/index.php/emba/article/view/23747>
- Al-Muallem, N., & Al-Surimi, K. M. (2019). Job satisfaction, work commitment and intention to leave among pharmacists: A cross-sectional study. *BMJ Open*, 9(9), 1–12. <https://doi.org/10.1136/bmjopen-2018-024448>
- Ambarwati, A. (2019). Hubungan Karakteristik Individu, Budaya Organisasi, Dan Organization Citizenship Behavior Dengan Kinerja Organisasi. *Journal of Applied Business Administration*, 3(1), 111–118. <https://doi.org/10.30871/jaba.v3i1.1289>
- Balakrishnan, K., & Mohd Saifuddin, N. B. (2022). Impact of Work Ethics on Job Satisfaction in Malaysian Organisations. *International Journal of Academic Research in Business and Social Sciences*, 12(12), 911–925. <https://doi.org/10.6007/ijarbss/v12-i12/15721>
- Basalamah, M. S. A., & As'ad, A. (2021). The Role of Work Motivation and Work Environment in Improving Job Satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94–103. <https://doi.org/10.52970/grhrm.v1i2.54>
- Bella Purba, A. P. T. (2023). PENGARUH ETOS KERJA, DISIPLIN DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN CU TALENTA PEMATANG RAYA. *KUKIMA : Kumpulan Karya Ilmiah Manajemen*, 2(April).
- Cabarcos, M. Á. L., Rodríguez, P. V., & Piñeiro, L. M. Q. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Damayanti, E., & Ismiyati. (2020). Pengaruh Kompensasi, Lingkungan Kerja, dan Budaya Organisasi terhadap Kepuasan Kerja Guru. *Economic Education Analysis Journal*, 9(1), 33–49. <https://doi.org/10.15294/eeaj.v9i1.37165>
- Dameria, L., & Ekawati, S. (2022). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan PT. MMU Jakarta. *Jurnal Manajerial Dan Kewirausahaan*, 4(2), 417. <https://doi.org/10.24912/jmk.v4i2.18241>
- Darmawan, D. (2020). Analisis Variabel Komitmen Organisasi, Iklim Kerja, Kepuasan Kerja dan Etos Kerja yang Memengaruhi Kinerja Pegawai. *Jurnal Bisnis Dan Kajian Strategi Manajemen*, 4(1), 58–70. <https://doi.org/10.35308/jbkan.v4i1.1510>
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' Job Satisfaction and their Work Performance as Elements Influencing Work Safety. *System Safety: Human - Technical Facility - Environment*, 2(1), 18–25. <https://doi.org/10.2478/czoto-2020-0003>
- Gerry Edvieda Athanaufal Putra Purnomo. (2023). PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, ETOS KERJA, DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA PT SARANA SURYA SAKTI. *Jurnal Ilmu Dan Riset Manajemen*, 12(8).
- Halim, J. B., & Yusianto, Y. (2023). Pengaruh Kepemimpinan, Kompensasi dan Lingkungan Kerja terhadap Kepuasan Kerja. *Jurnal Manajerial Dan*

- Kewirausahaan*, 5(3), 668–676. <https://doi.org/10.24912/jmk.v5i3.25405>
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120–135. <https://doi.org/10.30596/maneggio.v3i1.4866>
- Hariyanto, H., Indrawati, M., & Muninghar, M. (2021). Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Motivasi Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan Rs Aisyiah Bojonegoro. *Jurnal Mitra Manajemen*, 5(4), 277–289. <https://doi.org/10.52160/ejmm.v5i4.530>
- Hoppock, R., & Guo, Y. (1935). Job satisfaction. In *Job satisfaction*. Oxford, England: Harper.
- Irma, A., & Yusuf, M. (2020). Pengaruh Lingkungan Kerja terhadap Kepuasan Kerja Pegawai. *Jurnal Manajemen*, 12(2), 253–258.
- Jönsson, J. H., & Lian Flem, A. (2022). Global social work ethics and international field training: The experiences and practice dilemmas of Norwegian and Swedish social work students. *International Social Work*, 65(1), 35–48. <https://doi.org/10.1177/0020872819889398>
- Jung, Y., & Suh, Y. (2019). Mining the voice of employees: A text mining approach to identifying and analyzing job satisfaction factors from online employee reviews. *Decision Support Systems*, 123(January), 113074. <https://doi.org/10.1016/j.dss.2019.113074>
- Kore, J. R. R., Kore, F. R. R., & Habaora, F. (2023). Prediktor budaya organisasi di Kantor Badan Kesatuan Bangsa dan Politik Kota Kupang. *Jurnal Saintifik: Multi Science Journal*, 21(2), 57–66.
- Nofitasari, T., & Prasetyo, A. (2021). *Pengaruh budaya organisasi, lingkungan kerja dan etos kerja terhadap kepuasan kerja (studi kasus pada UPTD Unit Puskesmas Gombong I)*. (857), 1–12.
- Oktavia, R., & Fernos, J. (2023). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Kependudukan Dan Pencatatan Sipil Kota Padang. *Jurnal Economina*, 2(4), 993–1005. <https://doi.org/10.55681/economina.v2i4.492>
- Orizanti, S. V., Utari, W., & Mardi W., N. (2020). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Dan Kinerja Pegawai Dinas Kebudayaan Dan Pariwisata Kabupaten Bojonegoro. *Jurnal Mitra Manajemen*, 4(4), 621–634. <https://doi.org/10.52160/ejmm.v4i4.377>
- Paaais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Pretty Rachel, A., & Kusnawan, A. (2022). *Pengaruh Lingkungan Kerja dan Rekan Kerja Terhadap Etos Kerja Karyawan Pada Saat Pandemi di PT. Mega Mustika Gemilang*. 1, 1–11. Retrieved from <https://jurnal.ubd.ac.id/index.php/emabi>

- Putrayasa, I. K., & Astrama, I. M. (2021). Pengaruh Etos Kerja dan Job Insecurity terhadap Kepuasan Kerja Karyawan pada PT. Danamas Insan Kreasi Andalan (DIKA) Denpasar. *Widya Amrita*, 1(1), 25–37. <https://doi.org/10.32795/widyaamrita.v1i1.1144>
- Putri, T. R., Masriani, Rasmawan, R., Hairida, & Erlina. (2022). Analisis kemampuan literasi sains mahasiswa pendidikan kimia di Universitas Tanjungpura. *Jurnal IPA & Pembelajaran IPA*, 6(2), 164–179. <https://doi.org/10.24815/jipi.v6i2.25460>
- Rahmawati, D. R., & Sobri, A. Y. (2021). Pengaruh Budaya Organisasi Sekolah dan Efikasi Diri Guru terhadap Etos Kerja Guru. *Jurnal Pembelajaran, Bimbingan, Dan Pengelolaan Pendidikan*, 1(6), 476–484. <https://doi.org/10.17977/um065v1i62021p476-484>
- Rangkuti, A. E., Thasya, B., & Yanti, A. (2021). Pengaruh Fasilitas Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Wilayah DJBC Sumatera Utara. *Konferensi Nasional Sosial Dan Engineering Politeknik Negeri Medan 2021*, 553–564.
- Rohadatul Aisy, Aulia Arrohimi Rahmah, Hafidhoh, Mukhlisotul Jannah, W. H. (2023). Pengaruh Kepuasan Kerja Terhadap Intensi Turnover Karyawan Di Indonesia. *GEMILANG: Jurnal Manajemen Dan Akuntansi*, 3(3), 99–121. <https://doi.org/10.20527/ecopsy.v3i2.2649>
- Rokhayati, I., Setiawan, H., & Jordi Bagaskara, B. (2022). Pengaruh Komunikasi, Disiplin Kerja, Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Karyawan. *Majalah Ilmiah Manajemen Dan Bisnis*, 19(2), 25–34. <https://doi.org/10.55303/mimb.v19i2.149>
- Romadon, T., Nandang, N., & Apriani, Z. (2023). Analisis Kepuasan Kerja Karyawan Kontrak Perum Peruri Karawang. *J-MAS (Jurnal Manajemen Dan Sains)*, 8(1), 807. <https://doi.org/10.33087/jmas.v8i1.1015>
- Runtu, D. Y. N. (2019). Research in Business & Social Science Effect of work ethics on job performance with adversity quotient as a mediator. *International Journal of Research in Business and Social Science*, 8(5), 98–103.
- Santika, I. P., & Antari, N. L. S. (2019). Pengaruh Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening di LPD Desa Adat Kerobokan. *Jurnal Ilmiah Manajemen & Akuntansi*, 25(1), 72–83.
- Sekar, A., Yunita, T., & Wahyu, N. (2020). Peranan kepemimpinan dan budaya organisasi terhadap etos kerja karyawan. *Jurnal Kajian Ekonomi Dan Kebijakan Publik*, 5(2), 208–216.
- Setyawati, K., & Cori, C. (2023). Pengaruh Etos Kerja Terhadap Kinerja pada Dinas Pemuda dan Olahraga (Dispora) Kota Bekasi. *PANDITA: Interdisciplinary Journal of Public Affairs*, 5(2), 38–45. <https://doi.org/10.61332/ijpa.v5i2.54>
- Sulistiyawati, N., Setyadi, I. K., & Nawir, J. (2022). Pengaruh Lingkungan Kerja, Budaya Organisasi dan Kepemimpinan Transformasional terhadap Kepuasan

- Kerja Karyawan Millenial. *Studi Ilmu Manajemen Dan Organisasi*, 3(1), 183–197. <https://doi.org/10.35912/simo.v3i1.680>
- Suryadi, S., & Karyono, K. (2022). Pengaruh kepuasan kerja, disiplin kerja dan etos kerja terhadap kinerja Karyawan PT. Keihin Indonesia. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 85–95. <https://doi.org/10.36778/jesya.v5i1.563>
- Suryani, F. D., & Aji, T. S. (2020). Pengaruh Human Relation, Lingkungan Kerja, Pelatihan Dan Pengembangan Sdi Terhadap Etos Kerja Pegawai Bank Syariah. *Jurnal Ekonomika Dan Bisnis Islam*, 3(3), 30–43. <https://doi.org/10.26740/jekobi.v3n3.p30-43>
- Syahputra Reonaldi, Podungge Robiyati, & Bokingo Agus Hakri. (2022). Pengaruh Lingkungan Kerja Terhadap Produktivitas Kerja Pegawai Di Dinas Perumahan Rakyat Dan Kawasan Permukiman Kota Gorontalo. *Jurnal Ilmiah Manajemen Dan Bisnis*, 4(3), 1–6.
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of Working Environment on Job Satisfaction of Employees. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 5(6), 403–406. <https://doi.org/10.36713/epra4849>
- Tiwi Nofitasari. (2021). *PENGARUH BUDAYA ORGANISASI, LINGKUNGAN KERJA, DAN ETOS KERJA TERHADAP KEPUASAN KERJA (Studi Kasus Pada UPTD Unit Puskesmas Gombong I)*. (857), 1–12.
- Vuong, B. N., Tung, D. D., Tushar, H., Quan, T. N., & Giao, H. N. K. (2021). Determinates of factors influencing job satisfaction and organizational loyalty. *Management Science Letters*, 11, 203–212. <https://doi.org/10.5267/j.msl.2020.8.014>
- Wen-Rou Huang. (2019). Job Training Satisfaction, Job Satisfaction, and Job Performance. *Intech*, 11(tourism), 13. Retrieved from <https://www.intechopen.com/books/advanced-biometric-technologies/liveness-detection-in-biometrics>
- Yusnandar, W., & Muslih, M. (2021). Peranan Kinerja Pegawai: Kepuasan Kerja Dan Etos Kerja. *SiNTESa : Seminar Nasional Teknologi Edukasi Dan Humaniora*, 1(1), 352–365.
- Zulfa, N. (2021). Pengaruh Leader Member Exchange (LMX) terhadap Kinerja Karyawan melalui Kepuasan Kerja pada PT. Berlian Jasa Terminal Indonesia. *Jurnal Ilmu Manajemen*, 9(1), 414. <https://doi.org/10.26740/jim.v9n1.p414-424>
- Zulher. (2020). Analisis Etos Kerja, Lingkungan Kerja dan Beban Kerja terhadap Kepuasan Kerja Pegawai (Survey Pada Pegawai UPTD Puskesmas Bangkinang Kota). *AHRG 2020: 31eme Congres De*, 6(2), 99–105.