The Influence of Work Environment, Organizational Culture and Work Motivation on Employee Job Satisfaction at CV Nadhia Karya, Kendal Regency

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Abstract

The purpose of this study is to explain the effect of work environment, organizational culture, and work motivation on employee job satisfaction of CV Nadhian Karya Kendal Regency. To determine the indirect effect of work environment, organizational culture, and work motivation on employee job satisfaction through the work environment. This research is a type of explanatory research, and this research approach is based on a quantitative research approach. CV Nadhia Karya Kendal Regency has a population of 120 employees, a sample of 100 and uses probability sampling techniques with random sampling techniques. Data collection was carried out using a questionnaire. The results of this study indicate that: (1) Work Environment variables have a significant influence on Job Satisfaction. This is evident in the t test results showing the t count value is greater than the t table, namely 2.025 > 1.985 and the significance value (Sig.) 0.046 < 0.05. (2) Organizational Culture variables have a significant influence on Job Satisfaction. This is evident in the t test results showing the tcount is greater than the ttable, namely 4.673> 1.985 and the significance value (Sig.) 0.000 <0.05. (3) Work Motivation variable has a significant influence on Job Satisfaction. This is evident in the t test results showing the tcount is greater than the ttable, namely 4.193> 1.985 and the significance value (Sig.) 0.000 <0.05. (4) Work Environment, Organizational Culture and Work Motivation variables on Job Satisfaction have a joint effect because they have a significant value (Sig) 0.000 <0.05.

Keywords: Job Satisfaction, Organizational Culture, Work Environment, Work Motivation.

1. INTRODUCTION

Human resources are an important asset for a company, especially in the current era of globalization. Effective human resource management can improve organizational performance. According to Ajabar (2020). Human resource management includes activities to motivate, maintain, and improve individual performance in an organization. Job satisfaction is influenced by various factors such as stress, role conflict, and the balance between ability, effort, and job opportunities. CV Nadhia Karya Kendal Regency, a company engaged in the production of demineralized drinking water, pays attention to employee job satisfaction by creating a quality policy that meets BPOM, Halal MUI, and SNI standards.

The work environment has an important role in increasing employee job satisfaction. According to The Kinanti (2024), a conducive work environment can motivate employees, create a comfortable, safe atmosphere, and support productivity. CV Nadhia Karya Kendal Regency provides adequate facilities, infrastructure, technology, and work facilities so that

employees can work more effectively. Easy access to these facilities has a positive impact on job satisfaction and individual performance in the company.

Apart from the work environment, organizational culture also influences employee job satisfaction. The Pranitasari (2020) states that organizational culture includes values, principles, and traditions that are shared by members of the organization. CV Nadhia Karya Kendal builds a transparent organizational culture through recruitment, compensation, and career development practices. A culture that supports and values employee needs plays a role in creating higher job satisfaction in the corporate environment.

Work motivation is the last factor that influences employee satisfaction. According to Sutrisno (2010) and Hamali Arif (2018), motivation is a drive that makes someone try to achieve a certain goal. CV Nadhia Karya Kendal motivates employees by providing competitive salaries, fair compensation, and incentives for employees who excel. By creating a conducive work environment, a positive organizational culture, and a good motivation system, the company can increase employee job satisfaction which ultimately has a positive impact on the company's productivity. Based on the background description above, the author is interested in conducting a study on the Influence of Work Environment, Organizational Culture and Work Motivation on Employee Job Satisfaction at CV Nadhia Karya Kendal.

2. THEORETICAL BASIS

1) Work Environment

The work environment is one of the important aspects that influences employee performance and satisfaction in a company, although it is often overlooked. The Mangkunegaran (2022) defines the work environment as the totality of tools, methods, and work arrangements that affect employees. The Afandi (2018) emphasizes two types of work environment, namely physical environment such as layout, lighting, and noise, and psychological environment such as supervision system, workload, and social relations. A good environment will create a comfortable, healthy, and productive work atmosphere.

2) Work Environment Factors

Factors that affect the work environment are divided into two: physical and psychological. The physical environment includes aspects such as equipment layout, room temperature, lighting, and cleanliness that affect work comfort. Meanwhile, the psychological environment involves factors such as poor supervision, stress due to excessive work, organizational changes, and disputes between individuals or groups. An

imbalance in the psychological environment can cause employee tension and frustration that negatively impacts work productivity.

3) Benefits of the Work Environment

The benefits of a good working environment, according to The Afandi (2018), including increased employee productivity and morale. Employees who work in a supportive environment tend to be able to complete tasks on time and are more independent, so they do not require excessive supervision. This has a positive impact on individual and organizational performance as a whole. A conducive work environment also creates a sense of responsibility and motivation for employees.

4) Aspects and Indicators of the Work Environment

The work environment can be measured through several indicators, including lighting, color, air, and sound. Adequate lighting increases work efficiency and reduces fatigue, while the use of appropriate colors can affect the psychological atmosphere of employees. Good air and circulation will create comfort, while noise regulation is important to maintain focus and work efficiency. Thus, an optimally managed work environment can increase employee satisfaction and productivity in an organization.

5) Understanding Work Motivation

Motivation comes from the Latin word movere, which means encouragement or driver. In general, motivation can be interpreted as the drive, desire, and effort that arises from within an individual to act in doing something. Every human being basically does an activity because of motivational drive. Motivation aims to provide a driving force that creates work enthusiasm so that individuals are willing to work together, work effectively, and be integrated in order to achieve satisfaction. According to Safari Teti (2023), motivation is a skill in directing employees and organizations to work well so that employee desires and organizational goals can be achieved. Furthermore, The Bawanda (2018) explains that motivation is an important factor that drives individuals to put in high effort in achieving organizational goals. Hafidzi (2019) states that motivation is the provision of driving force that creates work enthusiasm so that individuals can work together, work effectively, and integrate in an effort to achieve satisfaction. Meanwhile, Aulia (2019) defines work motivation as the spirit that arises within a person that directs and drives behavior.

6) Factors Influencing Work Motivation

According to Syamsiah (2017), there are two factors that influence an employee's work motivation, namely internal factors and external factors:

a. Internal factors

Internal factors are factors that come from within an employee. These factors include self-perception, self-esteem, achievement, expectations, needs, individual disposition, education level, and work experience.

b. External factors

External factors are factors that come from outside the employee. These factors include the work environment, leaders and leadership styles, demands for organizational development, and encouragement from superiors.

7) Definition and Function of Organizational Culture

Organizational culture is the values and beliefs that shape the behavior of individuals in an organization. According to Fahmi (2018), organizational culture is created through the process of merging individual cultures into new norms that lead to common goals. The Sopiah (2018) states that this culture needs to be formed and developed to be in line with organizational values. The function of organizational culture according to The Sulaksono (2015) including creating organizational identity, uniting members, and regulating employee behavior through established values and standards.

8) Organizational Culture Indicators

According to Sulaksono (2015) Organizational culture indicators include several important aspects, such as innovation and risk taking by creating new ideas, results orientation through target setting, and concern for employees by supporting their needs and achievements. In addition, being oriented to task details such as thoroughness and accuracy of work results are also characteristics of a good organizational culture.

9) Understanding Employee Job Satisfaction

Job satisfaction can be defined as an individual's attitude towards his/her job, whether positive or negative. A positive attitude generally arises when an individual feels satisfied with his/her duties and responsibilities Badeni (2017).The Afandi (2018) added that job satisfaction reflects the appreciation that individuals give to their work through assessments that indicate the important values of the work. Meanwhile, according to Handoko (2017), Job satisfaction reflects a person's emotional state that can affect their view of work. If employees feel satisfied, they tend to be more motivated, productive, and enthusiastic in working. Conversely, dissatisfaction can cause negative attitudes to the emergence of feelings of frustration.

10) Employee Job Satisfaction Factors

According to Glimer (2017), there are several factors that influence the level of job satisfaction, including:

a. Opportunity for Development, which relates to opportunities to improve skills and experience during work.

b. Job Security, namely job stability that provides a sense of security for employees.

c. Salary, where dissatisfaction often arises if financial rewards are perceived as unequal.

d. Company Management, which plays a role in creating a conducive work environment.

e. Supervisory Supervision, namely effective and supportive supervision.

f. Job Characteristics, such as the level of difficulty and pride in carrying out tasks.

g. Working Conditions, including physical facilities such as ventilation, lighting, and parking space.

h. Social Aspects, which include interactions between employees and the work atmosphere.

i. Communication, both between employees and co-workers and management, plays a role in building a sense of mutual understanding.

j. Additional Facilities, such as leave, pension funds, and other benefits that can improve employee welfare.

11) Theoretical Framework of Thinking

Based on the background of the problem and the theoretical basis that has been stated previously, the framework for this research is the Influence of the Work Environment, Organizational Culture and Work Motivation on Employee Job Satisfaction:
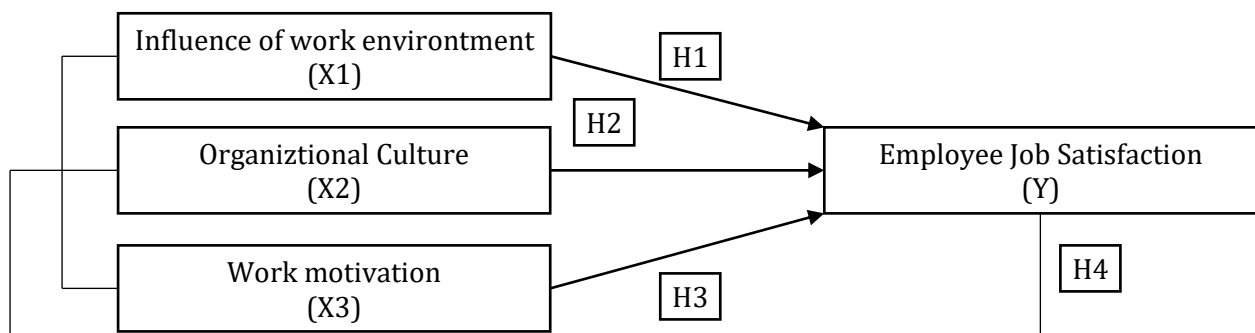

Figure 1: Theoretical Framework
Source: Processed Primary Data, 2024

The theoretical thinking framework presented in the theoretical thinking framework image above explains that the variables Influence of Work Environment (X1), Organizational

Culture (X2), and Work Motivation (X3), have an influence on Employee Job Satisfaction (Y).

A hypothesis is a temporary answer to a research problem that must be tested for truth. A hypothesis can also be said to be an answer to a research problem that is theoretically considered to have the highest level of truth. The hypothesis in this research is:

H1 : The work environment has a significant effect on employee job satisfaction at CV Nadhia Karya, Kendal Regency.

H2 : Organizational culture has a significant effect on employee job satisfaction at CV Nadhia Karya, Kendal Regency.

H3 : Work Motivation has a significant effect on Employee Job Satisfaction at CV Nadhia Karya, Kendal Regency.

H4 : Work environment, organizational culture and work motivation simultaneously have a significant effect on employee job satisfaction at CV Nadhia Karya, Kendal Regency.

3. METHODS

1) Types and Design of Research

This study uses a quantitative approach. The quantitative approach is an objective research method, involving the process of collecting and analyzing quantitative data, and using statistical testing techniques in its processing Hermawan (2017). Quantitative research also emphasizes systematic research strategies to help researchers solve research problems. Research design serves as a blueprint that guides researchers in the process of collecting, measuring, and analyzing data. The selection of research design is based on the formulation of the research problem and not the other way around.
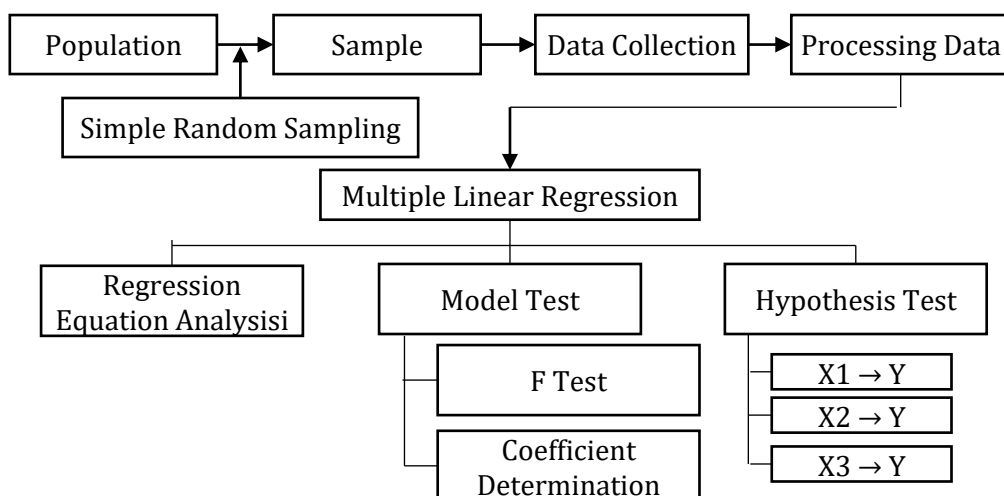

Figure 2: Research Design

2) Conceptual Definition and Operational Definition of Variables

Variables are research objects that are defined conceptually and operationally according to the scope of the research. This research uses four variables, namely:

- Independent variables:

  a. Work Environment (X1)

  b. Organizational Culture (X2)

  c. Work Motivation (X3)

- Dependent variable: Employee Job Satisfaction (Y).

The operational definition of variables aims to provide a clear understanding of each variable before carrying out data measurement and analysis.

3) Data Analysis Methods

According to The Sugiyono (2019), data analysis in quantitative research is an activity carried out after data from all respondents has been collected. The stages of analysis include grouping data based on variables, tabulating data, presenting data for each variable studied, and calculating statistics to answer the problem formulation and test the hypotheses that have been proposed. In this study, the data analysis techniques used are multiple linear regression analysis, F test, coefficient of determination (R^2) test, and t test.

According to The Sugiyono (2017), multiple linear regression analysis is used to determine the influence or linear relationship between several independent variables (X) on one dependent variable (Y). The F test, according to Ghazali (2006), aims to test the simultaneous influence of independent variables on dependent variables with a significance level of 5% (0.05). Meanwhile, the determination coefficient test (R^2) is used to see how much the independent variables contribute to the dependent variable. Ghozali (2016). R^2 values approaching zero indicate a weak influence, while values approaching one indicate a strong influence. Furthermore, the t-test is used to test the influence of each independent variable partially on the dependent variable. If the calculated t> t table or the significance value of the t-test <0.05, it is concluded that individually the independent variables have a significant influence on the dependent variable Ghozali & Latan (2015).

4. RESULTS

1) Descriptive Statistical Test

Descriptive statistics are used to analyze data by explaining the information collected without drawing general conclusions Sugiyono (2018). These statistics include a

summary of data in the form of minimum, maximum, mean, and standard deviation values. Based on descriptive testing on a sample of 100 respondents:

Table 1: Descriptive Statistics Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work environment	100	25	40	32.98	3.375
Organizational culture	100	25	40	32.01	3.083
Work motivation	100	26	40	33.48	3.735
Job satisfaction	100	23	35	28.38	2.888
Valid N (listwise)	100				

Source: Using SPSS version 26, 2024

a. Work Environment has a minimum value of 25, a maximum of 40, with an average (mean) of 32.98 and a standard deviation of 3.38. The data distribution is even because the standard deviation is smaller than the mean value.

b. Organizational Culture has a minimum value of 25, a maximum of 40, with an average of 32.01 and a standard deviation of 3.08. The distribution of data is considered even.

c. Work Motivation has a minimum value of 26, a maximum of 40, with an average of 33.48 and a standard deviation of 3.74. The distribution of data is also evenly distributed.

d. Job Satisfaction has a minimum value of 23, a maximum of 35, with an average of 28.38 and a standard deviation of 2.89, which shows that the data is evenly distributed.

2) Validity and Reliability Test

Validity test aims to measure the extent to which the research instrument can measure what should be measured. In this study, the validity test was conducted with a sample of 100 respondents using a significance level of 5% (0.05). The r table value at df = 98 is 0.197. The test results show that all statement items in the variables Work Environment (X1), Organizational Culture (X2), Work Motivation (X3), and Job Satisfaction (Y) have a calculated r value > r table, so all items are declared valid.

Meanwhile, the reliability test uses the Cronbach's Alpha method with the provision that the reliability value <0.6 is considered less good, 0.7 is acceptable, and above 0.8 is considered good. Based on the test results, the research instrument is declared reliable.

Table 2: Statistical Reliability Test

Variable	Reliability Statistics	
	Cronbach's Alpha	N of Items
Work environment	0.795	8
Organizational culture	0.703	8
Work motivation	0.840	8
Job satisfaction	0.778	7

Based on the explanation in Table 2 above, it shows that all variables are declared reliable because they have a Cronbach's alpha value of 0.6.

3) Multiple Linear Regression Analysis

Table 3: Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.463	2.060		1.196	.235		
	Work environment	.161	.080	.188	2.025	.046	.444	2.252
	Organizational culture	.346	.074	.369	4.673	.000	.616	1.624
	Work motivation	.284	.068	.368	4.193	.000	.500	2.001

a. Dependent Variable: Job Satisfaction

Source: SPSS Multiple Linear Regression Output in 2024

From the Multiple Linear Regression Equation above it can be interpreted as follows:

a) Having a value of 2.463 shows that if the values of X1, X2 and

b) b1 = 0.188 states that if X1 increases by 1 (one), then Y will increase by 0.188 assuming there is no increase in the constant values of X2 and X3. This shows that if the work environment improves, job satisfaction will increase.

c) b2 = 0.369 states that if X2 increases by 1 (one), then Y will increase by 0.369 assuming there is no increase in the constant values of X1 and X3. This shows that if organizational culture improves, job satisfaction will increase.

d) b3 = 0.368 states that if X3 increases by 1 (one), then Y will increase by 0.368 assuming there is no increase in the constant values of X1 and X2. This shows that if work motivation increases, then job satisfaction will increase.

4) Model Testing

1. Simultaneous F Test

Simultaneous F Test aims to examine the null hypothesis that the regression coefficients of all independent variables are zero together.

Table 4: F Test Results

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	520.622	3	173.541	54.634	.000[b]
	Residual	304.938	96	3.176		
	Total	825.560	99			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work Motivation, Organizational Culture, Work Environment						

Source: Simultaneous F Test SPSS Output

Based on table 4.4 of SPSS output, the F count value is 54.634. With a significance level of $\alpha = 0.05$ and degrees of freedom (df) N-k = 100-3 = 97, the F table is 2.70. Because F count > F table (54.634 > 2.70) and the significance value is 0.000 < 0.05, it can be concluded that the variables of Work Environment, Organizational Culture, and Work Motivation simultaneously have a significant effect on Job Satisfaction.

2. Test of Determination Coefficient (Adjusted R Square)

The coefficient of determination (Adjusted R Square) is used to measure the extent to which the regression model can explain the variation of the dependent variable.

Table 5: Coefficient of Determination Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794[a]	.631	.619	1.782
a. Predictors: (Constant), Work Motivation, Work Environment Organizational Culture				
b. Dependent Variable: Job Satisfaction				

Based on table 5 of the SPSS output, the Adjusted R Square value is 0.619 or 61.9%. This means that 61.9% of the variation in Job Satisfaction can be explained by

the variables of Work Environment, Organizational Culture, and Work Motivation. The remaining 38.1% is explained by other variables not examined in this study.

5) Hypothesis Testing

The partial t-test is used to evaluate the effect of each independent variable on the dependent variable individually, by controlling for other independent variables.

Table 6: Partial T Test Results

Coefficients^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.463	2.060		1.196	.235		
Work environment	.161	.080	.188	2.025	.046	.444	2.252
Organizational culture	.346	.074	.369	4.673	.000	.616	1.624
Work motivation	.284	.068	.368	4.193	.000	.500	2.001
a. Dependent Variable: Job Satisfaction							

Source: 2024 Partial T Test SPSS Output

Based on table 6 above, the way to find out the t test is by comparing tcount with ttable with degrees of freedom N-k-1, namely 100 – 3 – 1 = 96, then we get a ttable of 1.985 and an alpha of 0.05. The following is a partial test between work environment, organizational culture and work motivation on employee job satisfaction.

a. Work Environment (X1): Based on the results of the t-test, the t-value = 2.025 > t-table = 1.985 with a significance of 0.046 < 0.05. Thus, there is a positive and significant influence between the Work Environment and Job Satisfaction.

b. Organizational Culture (X2): The t-test results show tcount = 4.673 > ttable = 1.985 and a significance value of 0.000 < 0.05. This means that Organizational Culture has a positive and significant effect on Job Satisfaction.

c. Work Motivation (X3): The calculated t value = 4.193 > t table = 1.985 with a significance of 0.000 < 0.05 shows that Work Motivation has a positive and significant effect on Job Satisfaction.

5. DISCUSSION

1) The Influence of the Work Environment on Employee Job Satisfaction

The results of the validity test of the Work Environment variable (X1) show a calculated r value > r table (0.197), so that all question items are declared valid. In addition, the Cronbach's Alpha value of 0.795, which exceeds the limit value of 0.6, indicates that this variable is reliable. The linear regression test produces a b1 value = 0.188, which indicates that if the Work Environment variable (X1) increases by 1 unit, then Job Satisfaction (Y) will increase by 0.188, assuming other variables are constant.

The results of the t-test show tcount = 2.025 > ttable = 1.985 with a significance value of 0.046 < 0.05, so it can be concluded that there is a positive and significant influence between the Work Environment and Job Satisfaction. This finding is consistent with research The Jufrizen (2020), which states that the work environment has a positive and significant influence on employee job satisfaction.

2) The Influence of Organizational Culture on Employee Job Satisfaction

Based on the validity test, the calculated r value > r table (0.197), so that all items in the Organizational Culture variable (X2) are declared valid. The Cronbach's Alpha value of 0.703 indicates that this variable is reliable. The results of the linear regression test show a b2 value = 0.369, which means that an increase in Organizational Culture (X2) by 1 unit will increase Job Satisfaction (Y) by 0.369 assuming other variables are constant. The results of the t test show t count = 4.673 > t table = 1.985 with a significance value of 0.000 <0.05, so it is concluded that Organizational Culture has a positive and significant influence on Job Satisfaction. These results support the research Noerchoidah (2020), which states that Organizational Culture has a positive and significant influence on employee Job Satisfaction.

3) The Influence of Work Motivation on Employee Job Satisfaction

The results of the validity test on the Work Motivation variable (X3) show a calculated r value > r table (0.197), which states that all question items are valid. The Cronbach's Alpha value of 0.840 indicates that this variable is reliable. The linear regression test provides a b3 value = 0.368, which means that an increase in Work Motivation (X3) by 1 unit will increase Job Satisfaction (Y) by 0.368 assuming other variables are constant. Based on the results of the t test, t count = 4.193 > t table = 1.985 is obtained with a significance value of 0.000 <0.05, so it can be concluded that there is a positive and significant influence between Work Motivation and Job Satisfaction. The results of this study are in line with the research of Anisah A. Rosada and Artha (2021) as

well as Nunun Nurjaya (2021), which states that Work Motivation has a positive and significant influence on employee Job Satisfaction.

6. CONCLUSION

Based on the results of the analysis and discussion on the Influence of Work Environment, Organizational Culture, and Work Motivation on Employee Job Satisfaction at CV. Nadhia Karya, Kendal Regency, it can be concluded that the Work Environment variable has a positive and significant effect on Employee Job Satisfaction. The same thing also applies to the Organizational Culture variable, where the results of the analysis show a positive and significant effect on Employee Job Satisfaction. In addition, the Work Motivation variable is also proven to have a positive and significant effect on Employee Job Satisfaction. Simultaneously, the variables of Work Environment, Organizational Culture, and Work Motivation together have a positive and significant effect on Employee Job Satisfaction at CV. Nadhia Karya, Kendal Regency. Thus, increasing employee job satisfaction can be done through improvements and enhancements in the aspects of the Work Environment, Organizational Culture, and Work Motivation, both individually and simultaneously.

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