

# The Influence of Work Environment and Work-Life Balance on Employee Job Satisfaction through Organizational Culture at the Post Office of Bali

*Influence of Work  
Environment*

Ni Komang Yunita Diah Lestari

*Faculty of Economics and Business, Univeristas Mahendradatta, Bali, Indonesia*

E-Mail: yunitadlestari26@gmail.com@gmail.com

**2017**

I Ketut Merta

*Faculty of Economics and Business, Univeristas Mahendradatta, Bali, Indonesia*

E-Mail: iketutmerta2270@gmail.com

**Submitted:  
17 MAY 2024**

I Kadek Widhiantara

*Faculty of Economics and Business, Univeristas Mahendradatta, Bali, Indonesia*

E-Mail: kadekwihiantara58@gmail.com

**Accepted:  
28 AUGUST 2024**

## **ABSTRACT**

*This research aims to examine the influence of the work environment and work-life balance on employee job satisfaction through organizational culture at the Bali Regional Post Office, using the grand theory of Human Resource Management (HR). The study employs a quantitative associative method, utilizing a questionnaire with a population of 114 and a sample of 50 respondents, calculated using the Slovin formula. Five hypotheses were tested, and data were processed with SPSS Version 24. The research findings indicate that: 1. The work environment has a negative and insignificant effect on employee job satisfaction; 2. Organizational culture has a positive and significant effect on employee job satisfaction; 3. Work-life balance has a positive and significant effect on employee job satisfaction; 4. Work-life balance has a positive but insignificant effect on organizational culture; 5. Organizational culture can mediate the relationship between the work environment, work-life balance, and employee job satisfaction. The implications of this research suggest that the effects of the work environment, work-life balance, and organizational culture on employee job satisfaction at the Bali Regional Post Office are moderate. Additionally, it shows that organizational culture can mediate the relationship between the work environment and work-life balance in terms of employee satisfaction.*

**Keywords:** *Work environment, Work-life balance, Organizational Culture, Satisfaction, Employee Work.*

## **ABSTRAK**

*Penelitian ini bertujuan untuk mengkaji pengaruh lingkungan kerja dan keseimbangan kerja-hidup terhadap kepuasan kerja karyawan melalui budaya organisasi di Kantor Pos Regional Bali, dengan menggunakan teori besar Manajemen Sumber Daya Manusia (SDM). Penelitian ini menggunakan metode kuantitatif asosiatif, dengan menggunakan kuesioner yang melibatkan populasi sebanyak 114 dan sampel sebanyak 50 responden, dihitung menggunakan rumus Slovin. Lima hipotesis diuji, dan data diproses dengan SPSS Versi 24. Temuan penelitian menunjukkan bahwa: 1. Lingkungan kerja memiliki pengaruh negatif dan tidak signifikan terhadap kepuasan kerja karyawan; 2. Budaya organisasi memiliki pengaruh positif dan signifikan terhadap kepuasan kerja karyawan; 3. Keseimbangan kerja-hidup memiliki pengaruh positif dan signifikan terhadap kepuasan kerja karyawan; 4. Keseimbangan kerja-hidup memiliki pengaruh positif tetapi tidak signifikan terhadap budaya organisasi; 5. Budaya organisasi dapat memediasi hubungan antara lingkungan kerja, keseimbangan kerja-hidup, dan kepuasan kerja karyawan.*

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 12 No. 5, 2024  
pp. 2017-2024  
IBI Kesatuan  
ISSN 2337 – 7860  
E-ISSN 2721 – 169X  
DOI: 10.37641/jimkes.v12i5.2532

*Implikasi dari penelitian ini menunjukkan bahwa pengaruh lingkungan kerja, keseimbangan kerja-hidup, dan budaya organisasi terhadap kepuasan kerja karyawan di Kantor Pos Regional Bali adalah sedang. Selain itu, penelitian ini menunjukkan bahwa budaya organisasi dapat memediasi hubungan antara lingkungan kerja dan keseimbangan kerja-hidup dalam konteks kepuasan karyawan.*

***Kata kunci:** Lingkungan Kerja, Work-life Balance, Budaya Organisasi, Kepuasan Kerja Karyawan.*

**2018**

---

## **INTRODUCTION**

The increasingly sophisticated growth of the business world forces companies to maximize the performance of their employees, each company competes to gain high profits by minimizing the use of resources even though the pressure is getting stronger than before. Human resources (HR) are the most dominant resource in contributing to the company. Bairizki (2020), Human resources have a fairly strategic place in the organization, which means that humans have a fairly important role in carrying out activities in achieving company goals. The work environment is a place to produce binding working relationships between people in the company environment. According to Sihaloho & Siregar (2020), the work environment is everything that is around employees while working, either directly or indirectly, which can affect the employee's self and work while working. The work environment must be healthy and made as comfortable as possible in order to increase the productivity and performance of its employees so that it can have an impact on employee job satisfaction. Work-life balance is a condition where a person can organize and divide between work responsibilities, family life and other responsibilities. This condition helps to avoid conflict between personal life and work. According to Muliawati & Frianto (2020), work life balance is a condition of an individual who can manage time well or can balance work in the workplace, family life, and personal interests.

According to Damayanti & Ismiyati (2020), organizational culture can be established if all components of the organization understand its vision and mission. This understanding fosters job satisfaction, as all members are aware of their respective duties and responsibilities. Indra & Rialmi (2022) describe job satisfaction as an employee's perception of their work, manifesting as either pleasant or unpleasant feelings. Job satisfaction is crucial for employees in a company. An employee who feels satisfied with their job tends to maintain their performance. However, employees can feel satisfied with one aspect of their job while being dissatisfied with others. Job satisfaction arises from an evaluation of the work situation being experienced. Employees who feel satisfied tend to enjoy their jobs more than dislike them, which leads to better job performance. PT Pos Indonesia (PERSERO) is a company engaged in the service sector, functioning as a unit for implementing communication activities, including correspondence.

The company is a state-owned enterprise that strives to maintain trust and provide excellent service to the government and the community as users of postal services. In accordance with its vision and mission, the company aims to be a world-class communication provider that is environmentally conscious, managed by professional human resources capable of delivering the best service to the community while growing and developing in line with healthy business practices. The purpose of this study is to examine the influence of the work environment, work-life balance, and organizational culture on employee job satisfaction at the Bali Regional Post Office. Additionally, it aims to explore the influence of work-life balance on organizational culture at the Bali Regional Post Office and to test the impact of organizational culture on the work environment and work-life balance in relation to employee job satisfaction at the Bali Regional Post Office.

## **LITERATURE REVIEW**

Human Resource Management (HRM) plays a very important role in the success of an organization or company. This is because human resources (HR) are a vital element that drives all organizational activities (Andriani et al., 2022). Without competent and motivated HR, the organization will not be able to achieve its goals, let alone develop and compete in an increasingly complex and dynamic market. HR functions as the main manager of the most valuable resource in the organization, namely humans. The main functions of HR include recruitment, selection, training, development, performance evaluation, to managing employee compensation and welfare (Utamy, 2020). Through the recruitment and selection process, HR ensures that the organization gets individuals who have the skills and competencies needed to support the achievement of organizational goals. In addition, HR is also responsible for developing employee potential through training and development. This process is important to ensure that employees continue to update their skills and can adapt to changes in technology and market dynamics. Continuous HR development not only improves individual competence but also increases the effectiveness and efficiency of the organization as a whole. Humans are the drivers and managers of other production factors such as capital, raw materials, equipment and others to achieve organizational goals (Apriliana, 2019; Sirait, 2022). As an organization grows, it becomes increasingly difficult to plan and control its employees. Therefore, Human Resource Management is needed to regulate and resolve problems related to personnel, both in terms of administration, division of tasks and other Human Resource Management activities.

Parashakti & Noviyanti (2021) stated that the work environment is one of the most important components in supporting employee work activities. The work environment not only functions as a physical place where employees carry out their tasks, but also as a major factor that influences their overall performance. A healthy, clean, and comfortable work environment can create a positive atmosphere that encourages employee enthusiasm and work motivation. This is in line with research by Winata (2022), which states that a pleasant work atmosphere allows employees to feel more comfortable and, as a result, become more productive and effective in carrying out their tasks. Conversely, a less supportive work environment, such as cramped space, poor lighting, or uncomfortable temperatures, can reduce employee motivation and potentially damage the overall performance of the organization. According to Saripuddin (2015), there are several indicators that can be used to assess the physical work environment, namely: 1) adequate lighting; 2) comfortable air temperature; 3) sufficient space to move; and 4) guaranteed security. These indicators are very important for organizations to consider in creating a conducive work environment, which ultimately contributes to the long-term success of the organization. By paying attention to these aspects, organizations can improve employee satisfaction and performance, and achieve their strategic goals more effectively.

Work-life balance basically has an important function for every employee, this aims for employees to have a balanced quality of life between work and personal life. Work-life balance is a concept that refers to efforts to achieve a balance between work responsibilities and personal life (Nurmayanti et al., 2022). This involves managing time and energy effectively so that a person can meet professional demands without sacrificing personal well-being, such as health, family, and social activities. Work-life balance is important for maintaining mental and physical health, increasing life satisfaction, and preventing burnout that can arise due to excessive workload (Ramadhan et al., 2024). Kelliher (2019), defines work life balance as the balance between an individual's personal life and work. For example, having more time to relax, having good relationships with coworkers, and helping to work optimally. Work - life balance focuses on a state of balance in the two demands of the individual's work and personal life aspects. To measure Work-life balance according to Yee et al. (2020), there are several indicators, namely: 1). Fulfillment of Work, Family, and Personal Affairs,

2). Have Other Activities Besides Working, 3). Get Enough Sleep, 4). Have Good Personal Relationships.

An understanding of organizational culture needs to be instilled in employees from an early age. Organizational culture is a set of values, norms, beliefs, and practices that are shared by members of an organization (Rizky et al., 2020). It shapes the identity and way of working of the organization, influences employee behavior, decision-making, and interactions between members. A strong organizational culture can increase team cohesion, productivity, and help the organization achieve its goals more effectively (Basuki, 2023; Ramadhani 2024). If at the time of starting work, they enter the organization with different characteristics and expectations, then through training, orientation and adjustment, employees will absorb the organizational culture which will then develop into a group culture, and finally be absorbed as a personal culture. Astuti (2022), states that organizational culture is a set of basic assumptions and beliefs held by members of the organization, then developed and inherited to overcome external adaptation problems and internal integration problems. According to Solehah (2021), there are several indicators that when mixed and matched will become organizational culture, namely: 1). Attention to more detailed matters or details to achieve the Vision and Mission, 2). Tolerance, 3). Results Orientation and 4). People Orientation.

Employee job satisfaction in a company is certainly important for management to pay attention to because employee job satisfaction will determine the level of work enthusiasm of the employees themselves. Employee job satisfaction is the level of happiness or satisfaction felt by employees towards their work (Elysa & Ariyanti, 2022). It covers various aspects such as working conditions, compensation, relationships with coworkers and superiors, career development opportunities, and work-life balance (Muktamar et al., 2024). When employees are satisfied with their jobs, they tend to be more motivated, productive, and loyal to the organization. Conversely, job dissatisfaction can lead to decreased performance, increased absenteeism, and high turnover. Therefore, understanding and improving employee job satisfaction is important for the long-term success and stability of the organization. Employees with high levels of satisfaction will certainly be more enthusiastic in carrying out their assigned tasks compared to employees with lower levels of satisfaction (Tiomantara & Adiputra, 2021; Wihana, 2024). According to Judge et al. (2020), job satisfaction is a positive feeling about a job that is manifested from a broad and clear individual evaluation. Doing work requires interaction between superiors and coworkers, being orderly with company rules and policies that have been implemented, meeting performance standards, and the like. According to Wicaksono & Gazali (2021), job satisfaction indicators are measured by several things, namely: 1). Work, 2). Wages and 3). Coworkers.

## **METHODS**

This associative research, as defined by Sugiyono (2009), aims to determine the effect of independent variables on dependent variables and assess the strength of their relationship. The population in this study consists of all employees at the Bali Regional Post Office. According to Sugiyono (2010), a population includes objects or subjects with certain qualities and characteristics selected by researchers. A sample, as part of the population, was determined using the Slovin formula, which was appropriate for the 114 employees in the population, resulting in a sample size of 50 respondents with a 10% error rate. Various data collection techniques were employed, including interviews, questionnaires, observations, and literature studies. Interviews gathered initial information through direct questions and answers with respondents (Edi, 2016). Questionnaires were used to collect data from employees, while observations allowed researchers to directly observe phenomena related to the study. Literature studies provided additional relevant information. The collected data was analyzed using quantitative analysis techniques, including validity and reliability tests to ensure the accuracy and consistency of the instruments used. Path analysis was conducted to

explore the relationships between the research variables. The data analysis was carried out using SPSS software version 24 for Windows to ensure a thorough and reliable understanding of the research findings.

## **RESULTS**

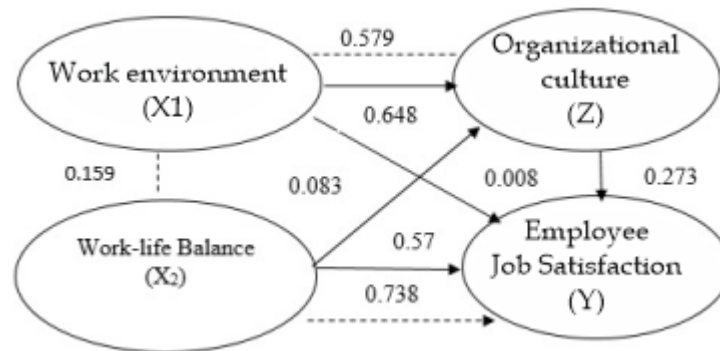
Based on the results of the analysis conducted, the variables Work Environment (X1), Work-life Balance (X2), and Organizational Culture (Z) each have a positive and significant influence on Employee Job Satisfaction (Y). Specifically, Work Environment (X1) shows a significant positive influence of 0.635 on Employee Job Satisfaction, indicating that a conducive work environment plays a major role in increasing employee satisfaction. The Work-life Balance (X2) variable has a stronger influence with a value of 0.772, indicating that the balance between work and personal life of employees is an important factor in achieving a high level of job satisfaction. In addition, Organizational Culture (Z) also has a significant positive influence of 0.677, indicating that a good organizational culture can support employee job satisfaction. If researchers want to further improve Employee Job Satisfaction, the relationship between Work Environment (X1) can be increased by 0.833 units, Work-life Balance (X2) by 0.772 units, and Organizational Culture (Z) by 0.677 units. Improvement in these three variables will contribute significantly to improving the overall level of Employee Job Satisfaction. Thus, strategies to improve these three factors should be a priority in human resource management in order to achieve optimal employee satisfaction and productivity.

The research analysis reveals that the F count value is 26.986 with a significance level of 0.000. Since this significance value is less than the threshold of 0.05, it indicates that the model is statistically valid. The results confirm that the variables examined in the study, which include the Work Environment (X1), Work-life Balance (X2), Organizational Culture (Z), and Employee Job Satisfaction (Y), are all significant and relevant according to the research model. This suggests that these factors are interrelated and influence employee job satisfaction, as tested by the researcher. Therefore, the proposed model and the variables used in the research are accepted as valid and reliable for explaining the dynamics of employee job satisfaction in relation to the work environment, work-life balance, and organizational culture. The findings underscore the importance of these factors in shaping employee satisfaction and provide a validated framework for understanding their impact in an organizational context.

The results of the analysis based on the results of data processing assisted by SPSS version 24 can be explained that the Work Environment Variable (X1) with a t-value of 0.050, a level of significance of 0.960 is above or greater than 0.05 with a t-value of 0.050. This means that the Work Environment (X1) has a positive and insignificant effect on employee Job Satisfaction at the Bali Post Office. So Hypothesis 1 cannot be accepted. The Work Environment Variable (X1) with a t-value of 6.014 with a significance level of 0.000 is below or less than 0.05, with a t-value of 6.014. This means that the Organizational Culture variable (Z) has a positive and significant effect on Employee Job Satisfaction at the Bali Post Office. So that hypothesis 2 can be accepted (H2). The Work-life Balance variable (X2) with a t-count of 4.545 with a significance level of 0.000 is below or less than 0.05, with a t-count value of 4.545. This means that the Work-life Balance variable (X2) has a positive and significant effect on Employee Job Satisfaction at the Bali Regional Post Office. So that hypothesis 3 can be accepted (H3). The Work-life Balance variable (X2) with a t-count of 0.634 with a significance level of 0.529 is above or greater than 0.05, with a t-count value of 0.634. This means that the Work-life Balance variable (X2) has a positive and insignificant effect on Organizational Culture at the Bali Regional Post Office. So that hypothesis 4 cannot be accepted (H4).

The results of the analysis using Path analysis can be produced contribution values of Work Environment (X1) 0.008, Work-life Balance (X2) 0.579 and Organizational Culture (Z) 0.273 to Employee Job Satisfaction at the Bali Regional Post Office is the

value of standardized coefficients beta Work Environment (X1) 0.080%, Work-life Balance (X2) 57.90% and Organizational Culture (Z) 27.30% so that as a mediating variable of 0.860 shows the large contribution of training to Employee Job Satisfaction at the Bali Regional Post Office of 0.860 or 86.00%. The results of the path analysis show that there is a direct influence between the variables of Work Environment (X1), Work Environment (X2), and Organizational Culture Variable (Z) on Employee Job Satisfaction at the Bali Regional Post Office of 0.273 or 27.30%. There is an indirect influence between the variables of Work Environment (X1), Work-life Balance (X2), and Organizational Culture Variable (Z) on Employee Job Satisfaction of 0.738 or 73.80% percent.



Source: Primary data processed SPSS V26, 2024

Figure 1. Path Analysis

The implications of this study indicate that the simultaneous contribution of the variables studied to the Bali Regional Post Office reached 61.40%. With this significant percentage, additional research may not be needed, because the existing results are sufficient to support decision making and strategic improvements needed in the organization.

### CONCLUSION

The work environment needs to be maintained, namely sufficient lighting and adequate workplaces and a work environment that is free from unpleasant odors in the workplace because it will greatly affect employee comfort which refers to employee job satisfaction. Work-life Balance in accordance with the competencies possessed by employees and has a good work spirit and has a good life and energy to adjust to daily work. Employee Job Satisfaction needs to be maintained where employees get the opportunity to channel skills in their work and get the opportunity to use their abilities in their work according to the field they are engaged in to get positive work results. Organizational Culture can be implemented by Employees and tolerate work risks can be minimized properly and employees can be implemented by leaders and are able to provide direction to subordinates to obtain maximum and satisfying work results

The Work Environment is recommended to have adequate air circulation in the workplace so that employees feel comfortable working and have a very good security system in the workplace so that employees feel safe in all conditions experienced. Work-life Balance is recommended to keep the atmosphere that remains pleasant in carrying out activities even though many things happen in everyday life and still be able to do personal things after going home from the office and not ignoring employee needs even though there are work demands. Employee Job Satisfaction is recommended to provide wages received by employees according to the level of skills they have and according to demands and be able to communicate between employees so that it runs well and the company does not discriminate between employees. Organizational Culture is recommended to be known by employees and be able to run programs, and the

unification of vision and mission and be believed by employees to be able to run programs, and the unification of vision and mission.

## REFERENCES

- [1] Andriani, A. D., Mulyana, A., Widarnandana, I. G. D., Armunanto, A., Sumiati, I., Susanti, L., ... & Dewi, I. C. (2022). *Manajemen sumber daya manusia* (Vol. 1). Tohar Media.
- [2] Apriliana, P. T. (2019). *Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Hair Star Indonesia Sidoarjo* (Doctoral dissertation, Stie Mahardhika Surabaya).
- [3] Astuti, D. (2022). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), 55-68.
- [4] Bairizki, A. (2020). *Manajemen Sumber Daya Manusia (Tinjauan Strategis Berbasis Kompetensi)-Jilid 1* (Vol. 1). Pustaka Aksara.
- [5] Basuki, N. (2023). Mengoptimalkan modal manusia: Strategi manajemen sumber daya manusia yang efektif untuk pertumbuhan organisasi yang berkelanjutan. *Komitmen: Jurnal Ilmiah Manajemen*, 4(2), 182-192.
- [6] Damayanti, E., & Ismiyati, I. (2020). Pengaruh Kompensasi, Lingkungan Kerja, dan Budaya Organisasi terhadap Kepuasan Kerja Guru. *Economic Education Analysis Journal*, 9(1), 33-49.
- [7] Edi, F. R. S. (2016). *teori wawancara Psikodignostik*. Penerbit LeutikaPrio.
- [8] Elysa, M., & Ariyanti, F. (2022). Hubungan faktor demografi dan kebahagiaan di tempat kerja dengan kepuasan kerja staf rumah sakit di Provinsi Lampung (Analisis data Risnakes tahun 2017). *Jurnal Untuk Masyarakat Sehat (JUKMAS)*, 6(1), 29-40.
- [9] Indra, F. J., & Rialmi, Z. (2022). Pengaruh Work-Life Balance, Burnout, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Karyawan PT Meka Eduversity Komunikasi). *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 5(2), 90-99.
- [10] Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- [11] Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human resource management journal*, 29(2), 97-112.
- [12] Mukhtar, A., Saputra, A., Zali, M., & Ugi, N. B. (2024). Mengungkap Peran Vital Kepemimpinan dalam Manajemen SDM: Produktivitas, Kepuasan Kerja, dan Retensi Tenaga Kerja yang Berkualitas. *Journal of International Multidisciplinary Research*, 2(2), 9-19.
- [13] Muliawati, T., & Frianto, A. (2020). Peran work-life balance dan kepuasan kerja terhadap kinerja karyawan milenial: studi literatur. *Jurnal Ilmu Manajemen (JIM)*, 8(3), 606-619.
- [14] Nurmayanti, S., Sakti, D. P. B., & Rinuastuti, B. H. (2022). Pengaruh work from home terhadap work life balance pada perempuan bekerja di Kota Mataram di masa pandemi Covid-19. *Jurnal Sosial Ekonomi dan Humaniora*, 8(2), 306-311.
- [15] Parashakti, R. D., & Noviyanti, D. (2021). Pengaruh Motivasi, Lingkungan Kerja, dan Pelatihan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, 1(2), 127-136.
- [16] Ramadhan, H. N., Irfana, T. B., Supriyanto, S., Thamrin, D., & Siahaan, M. (2024). Pengaruh Kesehatan Kerja Dan Beban Kerja Terhadap Work Life Balance: Studi Kasus PT. Citra Mediatama Indonesia. *Jurnal Penelitian Ekonomi Manajemen dan Bisnis*, 3(2), 197-211.
- [17] Ramdani, A. (2024). Membangun tim kerja yang kuat strategi efektif untuk kolaborasi dan sinergi. *MERDEKA: Jurnal Ilmiah Multidisiplin*, 1(4), 177-186.
- [18] Rizky, P., Wahjusaputri, S., & Wibowo, A. A. (2020). Pengaruh Disiplin Kerja Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Pizza Hut Wilayah Jakarta Timur. *Jurnal Riset Manajemen Sekolah Tinggi Ilmu Ekonomi Widya Wiwaha Program Magister Manajemen*, 7(2), 105-112.
- [19] Saripuddin, J. (2015). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Pada PT. Sarana Agro Nusantara Medan. *Kumpulan Jurnal Dosen UMSU*, 3(2), 1-20.
- [20] Sihaloho, R. D., & Siregar, H. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan Pada PT. Super setia sagita medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273-281.
- [21] Sirait, A. S. (2022). *Pengaruh Kompensasi Dan Keselamatan Dan Kesehatan Kerja (K3) Terhadap Kepuasan Kerja Karyawan Bagian Produksi Pada PT. Rotte Ragam Rasa Cabang Pekanbaru* (Doctoral Dissertation, Universitas Islam Negeri Sultan Syarif Kasim Riau).
- [22] Solehah, S. D. (2021). *Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT Bumi Pembangunan Pertiwi Madiun* (Doctoral dissertation, IAIN Ponorogo).
- [23] Sugiyono, P. D. (2010). *Metode penelitian kuantitatif dan kualitatif*. Bandung: CV Alfabeta.

- [24] Sugiyono, S. (2009). *Metode Penelitian Administrasi Dilengkapi Dengan Metode R&D*. Revisi. Alfabeta, 53-70.
- [25] Sugiyono, S. (2017). *Metode penelitian dan pengembangan untuk bidang pendidikan, manajemen, sosial, teknik: Research and development*. Bandung: CV Alfabeta.
- [26] Tiomantara, V. K., & Adiputra, I. G. (2021). Pengaruh Lingkungan Kerja Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan. *Jurnal Manajerial Dan Kewirausahaan*, 3(3), 853-863.
- [27] Utamy, R., Ahmad, S., & Eddy, S. (2020). Implementasi manajemen sumber daya manusia. *Journal of Education Research*, 1(3), 225-236.
- [28] Wicaksono, T., & Gazali, M. (2021). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan organizational citizenship behavior (OCB) sebagai variabel intervening. *At-Tadbir: jurnal ilmiah manajemen*, 5(1), 22-34.
- [29] Wihana, W. (2019). Analisis Lingkungan Kerja dan Budaya Organisasi Terhadap Kepuasan Kerja Pegawai Bappeda dan Litbang Kabupaten OKU Timur. *Jurnal Media Wahana Ekonomika*, 15(4), 116-127.
- [30] Winata, E. (2022). *Manajemen Sumberdaya Manusia Lingkungan Kerja: Tinjauan dari Dimensi Perilaku Organisasi dan Kinerja Karyawan*. Penerbit P4I.
- [31] Yee, R. W., Miquel-Romero, M. J., & Cruz-Ros, S. (2020). Work-life management for workforce maintenance: A qualitative comparative study. *Journal of Business Research*, 121, 329-337.