

Job satisfaction based on organizational support, organizational culture and work environment

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ABSTRACT

Finding out how organizational support, organizational culture, and work environment impact worker job satisfaction at the Office of the Pematangsiantar Regional Financial Management Agency is the aim of this study. This study uses a literature investigation design and field investigation. The populace in this study is 89 workforce at the Office of the Pematangsiantar Regional Financial Management Agency. Both qualitative and quantitative data were employed in this investigation. Both primary and secondary data sources were employed. Questionnaires, interviews, and documentation were used to gather data. The data was analyzed by PLS, where involved the evaluation of the outer model and the inner model. The outcomes of this study can be ended as follows: (1) Job satisfaction is favorably and strongly connected with organizational culture; (2) job satisfaction and organizational culture have a positive and meaningful influence on each other; and (3) job satisfaction is positively and considerably impacted by organizational culture. The results of this study imply that fostering a positive organizational culture can significantly enhance job satisfaction, suggesting that the Pematangsiantar Regional Financial Management Agency should prioritize cultural development to improve employee morale and performance. For further research, it would be beneficial to explore additional variables such as leadership style or employee engagement to provide a more comprehensive understanding of factors influencing job satisfaction.

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1. Introduction

Job satisfaction is identified as one of the main components that impact worker productivity and execution in an organization. High job satisfaction not only has a positive impact on individual effectiveness, but also on the overall success of the organization. Several previous studies (Subari, 2019); (Ningtyas & Purnomo, 2020); (Herman, Hartini, S., dan Mulyaningsih, 2023) shows that job satisfaction is closely related to low turnover rates, increased organizational commitment, and better service quality. Therefore, it is crucial for organizations to understand the components that can impact the job satisfaction of their employees. There are many factors that affect employee job satisfaction such as organizational support, organizational culture, work environment, leadership, compensation and so on. In this study, it will be discussed how organizational support, organizational culture and work links affect employee job satisfaction. Research on the impact of organizational support, organizational culture, and work environment on job satisfaction is crucial today, considering the dynamic changes in the workforce and the need for organizations to enhance productivity and employee well-being. In the era of digital transformation and a shift in work paradigms that increasingly emphasize flexibility and work-life balance, these factors have become more relevant in identifying elements that can effectively improve job satisfaction. Additionally, new policies that promote employee welfare and

the development of a more inclusive work culture make this research highly relevant for designing adaptive and sustainable organizational strategies.

The Office of the Pematangsiantar Regional Financial Management Agency is an institution tasked with providing administrative services to the community and supporting the smooth running of the mayor's duties in carrying out some government functions. At the Office of the Pematangsiantar Regional Financial Management Agency, issues related to worker job satisfaction are still the main concern of management. Worker job satisfaction at the Office of the Pematangsiantar Regional Financial Management Agency can be measured from the dimension of work that challenges the mind, sufficient compensation, encouraging surroundings, and helpful coworkers.

In recent years, it has been found that a number of workforce report suboptimal job satisfaction levels, where has an impact on their execution decline. The non-optimal job satisfaction of workforce can be seen from the mentally challenging work dimension, where there are some workforce who are less able to carry out tasks that stimulate thinking, require problem solving and require complex responsibilities such as managing regional financial data. In addition, the non-optimal job satisfaction of workforce can also be seen from the dimension of supportive working conditions, where there are still many documents that are not neatly arranged so that workforce have difficulty finding the necessary documents.

The factor identified that affects worker job satisfaction is organizational support. Organizational support plays an crucial role in increasing worker job satisfaction because it provides a sense of appreciation and attention by management, where in turn increases worker loyalty and dedication to the organization. Workforce will try to "repay" the support provided by the organization by paying more attention to the organization and doing their job well. However, if workforce feel that they are not supported by the organization, this can lead to dissatisfaction. As a result, they may reduce their efforts at work, where can have an impact on decreased execution and the emergence of negative attitudes towards work (Purba, 2019); (Ningsih, D.P., Utari, W., dan Prasetyo, 2023); (Hidayah, N. dan Litfiana, 2024). This is contrary to investigation (Panjaitan dan Fazri, 2023); (Mardiyah, 2023) where states that organizational support has a positive but not meaningful influence on worker job satisfaction. Workforce feel that the support provided is not relevant to their needs or expectations at work. The support provided is limited to certain aspects that are less crucial to employees, such as physical facilities without attention to career development or mental well-being, the impact on job satisfaction can be minimal. In addition, if workforce feel that the support is inconsistent or uneven across the organization, they may still feel dissatisfied even though some form of support has been given.

Organizational support at the Office of the Pematangsiantar Regional Financial Management Agency can be measured from the dimensions of justice, superior support, and organizational rewards. Organizational support at the Office of the Pematangsiantar Regional Financial Management Agency has not been optimal. The inoptimal support of the organization can be seen from the dimension of justice where workforce feel injustice in development opportunities, as well as recognition of work achievements. The inoptimization of organizational support can also be seen from the dimension of organizational rewards where workforce feel that the rewards they receive, both in the form of salaries, bonuses, and other incentives, are not proportional to the efforts and contributions they give to the organization.

Organizational culture was also identified as influencing worker job satisfaction. A positive and strong organizational culture can increase worker job satisfaction by creating a supportive environment, where shared values and good work norms are valued and applied. When an organizational culture encourages collaboration, open communication, and recognition of achievements, workforce are more likely to feel valued and engaged in their work. On the other hand, a negative or unclear organizational culture can cause dissatisfaction, because workforce feel confused by the organization's expectations or feel that they are not adequately supported (Vebrianis, Agussalim, 2021); (Hutabarat, R.A. dan Lubis, 2023); (Mukarramah, 2023). This is contrary to investigation (Munafis, S., Djamil, M. dan Walujadi, 2016); (Hidayat, R., Chandra, T. dan Panjaitan, 2018) where states that organizational culture has no influence on job satisfaction. Organizational culture does not impact worker job satisfaction because the values and norms adopted by the organization are not in accordance with the needs or expectations of individual employees. If workforce feel that the organizational culture is too rigid or irrelevant to their daily work, it may not have an impact on job satisfaction levels. In addition, when organizational culture is only formally implemented but not reflected in real actions, workforce may feel disconnected from the culture, so its impact on job satisfaction is minimal.

The organizational culture at the Office of the Pematangsiantar Regional Financial Management Agency can be measured from the dimensions of self-awareness, aggressiveness, personality, execution and team orientation. The organizational culture at the Office of the Pematangsiantar Regional Financial Management Agency has not been optimal. The inoptimization of office culture of the Pematangsiantar Regional Financial Management Agency can be seen from the dimension of self-awareness where there are workforce who are late to attend and do not follow the apple due to the absence of strict sanctions from the agency. The inoptimization of organizational culture can also be seen from the execution dimension where there is still a lack of innovation from workforce at work caused by the organization does not have clear standards and does not provide adequate encouragement to achieve high performance. This has an impact on work productivity and the overall execution of the organization.

The work environment factor is also one of the components identified that impact worker job satisfaction. A comfortable and supportive work environment can increase worker job satisfaction by providing physical and psychological conditions that are conducive to work, such as a clean, safe workspace, and equipped with adequate facilities. When workforce feel that their work environment allows them to work productively and without excessive pressure, job satisfaction levels tend to increase. Conversely, a poor work environment, such as a cluttered, noisy, or unsafe workspace, can decrease worker motivation and performance, and lead to job dissatisfaction (Isma, A.S. dan Dipomatmodjo, 2022); (Rosento, Yulistria, R., dan Handayani, 2022). This runs counter to investigation that shows Worker job happiness is not much impacted by the workplace (Wongkar, O. B. P., Sepang, J. L., & Loindong, 2018); (Marta, 2019). The work environment does not impact worker job satisfaction if physical and social aspects in the workplace, such as facilities or interactions between employees, are not considered crucial by workforce in carrying out their duties. If workforce focus more on other components such as career development opportunities or financial rewards, a good Workplace conditions don't significantly impact on their satisfaction levels. In addition, if workforce have become accustomed to working in less than ideal (Pranata, 2024) conditions but can still get the job done well, changes in the work environment will not impact their satisfaction much.

Both the physical and non-physical aspects of the workplace can be used to gauge the atmosphere at the Pematangsiantar Regional Financial Management Agency Office. The work environment at the Office of the Pematangsiantar Regional Financial Management Agency is not optimal. The inoptimization of the work environment at the Office of the Pematangsiantar Regional Financial Management Agency can be seen from the physical dimension where many facilities in the office such as computers and printers are not suitable for use so that workforce take a long time to input the necessary data. The inefficiency of the work environment can also be seen from the dimension of the non-physical environment where there are still workforce who are not careful in their work due to the lack of supervision in the workplace.

The need to fully comprehend the overview of organizational support is what makes this investigation vital, organizational culture and workplace conditions in relation to Pematangsiantar Regional Financial Management Agency Office employees' job satisfaction. It is anticipated that this study will give management valuable insights when creating plans to enhance worker wellbeing, given that low job satisfaction can negatively impact organizational execution and productivity. Furthermore, the findings of this study may serve as the foundation for future investigations and the creation of more potent human resource management regulations.

2. Research Method

This study used a quantitative methodology, utilizing data analysis and quantitative tools to test the established hypothesis (Creswell, 2014). Every worker of the Pematangsiantar Regional Financial Management Agency Office is the target population. The criteria used to choose Pematangsiantar Regional Financial Management Agency staff (BPKD) The significance of comprehending the elements that impact job happiness in the local government workplace is the foundation of the investigation topic. Given the meaningful impact that human resource quality has on public organization performance, this study attempts to examine the relative contributions of organizational support, organizational culture, and work environment to worker job satisfaction. In order to support corporate goals, it is anticipated that the research's findings will offer suggestions for enhancing worker wellbeing and effectiveness. In the Pematangsiantar Regional Financial Management Agency Office, 89 staff participated in the survey. A valid and organized poll comprising pertinent questions on the investigation variables was used to design the survey. Before being used in the study, the questionnaire used has been tested for validity and reliability. The validity of the

questionnaire was tested using a construct validity test with the exploratory factor analysis (EFA) technique to ensure that each item in the research instrument actually measured the intended variable. In addition, the validity of discrimination and convergence was also tested using outer loading and average variance extracted (AVE) analysis in the PLS-SEM model.

For the reliability of the questionnaire, the reliability test was carried out using Cronbach's Alpha and Composite Reliability (CR), where the Cronbach's Alpha value above 0.7 indicates that the questionnaire has a high level of reliability. As such, research instruments have been tested to ensure that the results obtained are consistent and trustworthy. Additionally, a variant-based structural equation modeling (SEM) method known as partial least squares (PLS) was used to test the hypothesis, and the SmartPLS program was used as an analysis tool. Using this approach, the PLS-SEM model in this study will be rigorously validated to ensure that the results obtained have a high level of accuracy and reliability.

3. Result and Discussion

Outer Model Measurement

The SmartPLS v3.2.9 application was used to process the data gathered from the study poll in accordance with the given processing criteria. Tests of accuracy and dependability were performed to evaluate the outer model. According to the criteria that the loading factor should be larger than 0.7 and the AVE value should be greater than 0.5, convergent accuracy was assessed by the loading factor and AVE. According to the model dependability test, (Ghozali, 2014) is evident from Cronbach's alpha and composite dependability (CR) values, both of where are greater than 0.7. The outlier model's measurement, where is displayed in Figure 1 and Table 1 below, will be explained in the following:

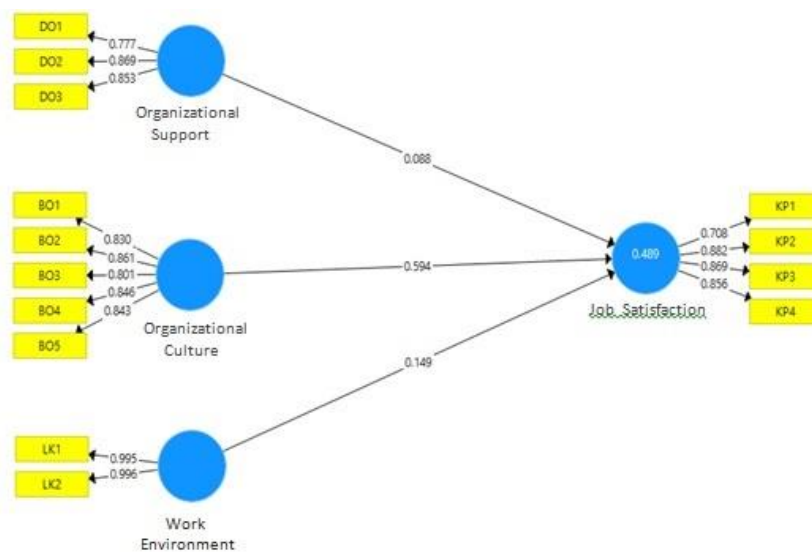


Figure 1. Outer model display

Table 1. Outer model results

| “Construct/ Item | Code | Outler Loadings | Cronbach’s Alpha | CR | AVE” |
|-------------------------------|------|-----------------|------------------|-------|-------|
| “Organizational Support | | | 0.795 | 0.872 | 0.696 |
| Justice | DO1 | 0.777 | | | |
| Superior Support | DO2 | 0.869 | | | |
| Organizational Rewards | DO3 | 0.853 | | | |
| Organizational Culture | | | 0.893 | 0.921 | 0.700 |
| Self-awareness | BO1 | 0.830 | | | |
| Aggressiveness | BO2 | 0.861 | | | |
| Personality | BO3 | 0.801 | | | |
| Performance | BO4 | 0.846 | | | |
| Team Orientation | BO5 | 0.843 | | | |
| Work Environment | | | 0.991 | 0.899 | 0.991 |
| Physical work environment | LK1 | 0.995 | | | |
| Non-physical work environment | LK2 | 0.996 | | | |

| “Construct/ Item | Code | Outlier Loadings | Cronbach’s Alpha | CR | AVE” |
|-------------------------------|------|------------------|------------------|-------|-------|
| Job Satisfaction | | | 0.850 | 0.899 | 0.692 |
| Mentally challenging work | KK1 | 0.708 | | | |
| Adequate rewards | KK2 | 0.882 | | | |
| Supportive working conditions | KK3 | 0.869 | | | |
| Supportive colleagues” | KK4 | 0.856 | | | |

As indicated in Table 1 above, the loading factor values for the variables of job satisfaction, work environment, organizational support, and organizational culture were all above 0.7, and the average variance extracted (AVE) values were above 0.5 (Pranata et al., 2024). Additionally, all study variables showed strong dependability, with Cronbach's alpha and composite dependability scores exceeding 0.7. These encouraging findings imply that there were robust correlations between the variables, indicating that additional investigation is warranted.

Table 2. Discriminant accuracy result

| | “Organizational Culture | Organizational Support | Job Satisfaction | Work Environment” |
|------------------------|-------------------------|------------------------|------------------|-------------------|
| Organizational Culture | 0.836 | | | |
| Organizational Support | 0.465 | 0.834 | | |
| Job Satisfaction | 0.675 | 0.423 | 0.832 | |
| Work Environment | 0.268 | 0.398 | 0.343 | 0.966 |

Based on the Fornell-Larcker criteria table drawn in Table 2, it can be ended that the accuracy of discrimination between constructs in this study is met. Each construct has a higher degree of correlation with the variables in the construct itself compared to the variables in the other constructs. This shows that each construct can be quite differentiated from the others, and each construct has a unique impact on the investigation variables.

Inner Model Measurement

The investigation data was bootstrapped by SmartPLS 3.2.9 to assess the inner model. The significance of the two associated variables and the study's R-square were the first outcomes of bootstrapping. How effectively extrinsic components explain Intrinsic variables is indicated by the R-squared value Based on (Chin et al., 2008), A weak association between extrinsic and Intrinsic variables is represented by an R-squared of 0.19, a moderate relationship by 0.33, and a strong relationship by 0.67. These are the three R-squared thresholds that have been established. According to (Ghozali, 2014), There is a highly meaningful correlation between the Intrinsic and extrinsic variables when the R-squared value is larger than 0.67.

Table 3. R-square value

| Notes | R Square | R Square Adjusted |
|------------------|----------|-------------------|
| Job Satisfaction | 0.489 | 0.471 |

The Intrinsic variable of work satisfaction has an R-Square value of 0.489 for the Partial Least Squares structural equation modeling (PLS-SEM) model, as shown in table 3, revealing that the model has a moderate ability to explain work satisfaction variability, with the independent variables in the model accounting for roughly 48.9% of the variation in job satisfaction, indicating that the components included in the model account for almost half of the variation in job satisfaction, with other variables not mentioned in this analysis potentially influencing the remaining amount.

Hypothesis Testing

The hypothesis test was supported by a meaningful test that looked at the link between extrinsic and Intrinsic factors. The Probability of More Extreme Values is used as the meaningful criteria. At a 5% significance level, the extrinsic variable is deemed to have a substantial impact on the Intrinsic variable if the Probability of More Extreme Values between the two variables is less than 0.05. Conversely, if the Probability of More Extreme Values is greater than 0.05, the extrinsic variable has no discernible influence on the Intrinsic variable. Table 4 displays the following outcomes of the hypothesis test:

Table 4. “Hypothesis test results”

| “Hypothesis | Coefficient | Standard Deviation | t-count | P-Value | Conclusion” |
|---|-------------|--------------------|---------|---------|-------------|
| Organizational Support>>Job Satisfaction | 0.088 | 0.095 | 0.926 | 0.355 | Rejected |
| Organizational Culture >>Job Satisfaciion | 0.594 | 0.076 | 7.848 | 0.000 | Accepted |
| Work Environment>>Job Satisfaction | 0.166 | 0.089 | 2.116 | 0.035 | Accepted |

A Probability of More Extreme Values of 0.355, where is higher than 0.05, indicates that the direct relationship between organizational support and work satisfaction was positive but not significant, according to the data processing outcomes shown in Table 4. On the other hand, work satisfaction was positively and significantly impacted by organizational culture, with a Probability of More Extreme Values of 0.000, where is below the 0.05 level. The work environment also had a favorable and substantial impact on job satisfaction, with a Probability of More Extreme Values of 0.035, where is below 0.05.

4. Conclusion

It is possible to draw the following conclusions from the outcomes and discussion: the direct impact of organizational support on job satisfaction produced positive but not statistically meaningful results; organizational culture had positive and meaningful results; and the work environment had positive and meaningful results. Only the components that impact job satisfaction—organizational support, organizational culture, and work environment—are included in this study. Researchers can include additional variables that are also shown to have an impact on job satisfaction in their future studies. Furthermore, the findings of this study may serve as the foundation for future investigations and the creation of more potent human resource management regulations. The findings of this study provide valuable insights that policymakers at the Pematangsiantar BPKD office can leverage to improve job satisfaction among employees. Given that organizational culture and the work environment showed positive and significant impacts on job satisfaction, policymakers should prioritize enhancing these areas to foster a more supportive and motivating workplace. For example, cultivating a positive organizational culture through the promotion of shared values, open communication, and recognition of employee contributions can lead to increased employee engagement and satisfaction. Additionally, improving the work environment—by ensuring it is comfortable, conducive to collaboration, and equipped with necessary resources—can also enhance employees' sense of well-being and satisfaction. Although organizational support did not show a statistically significant direct impact, it remains an important factor and could be further explored by policymakers to identify specific ways to offer more meaningful support to employees, such as through professional development opportunities, mentorship programs, or clear career advancement paths. These findings can guide policymakers in making informed decisions to create a work environment that aligns with employee needs and expectations, ultimately leading to higher levels of job satisfaction. Moreover, by addressing these areas systematically, future policies can be designed to support long-term organizational growth and employee retention, as well as contribute to a positive organizational culture overall.

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