

The Influence of Work Environment and Job Satisfaction on Employee Performance at PT Amorenza

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Abstract

This study examines the influence of the work environment and job satisfaction on employee performance at PT Amorenza. Human resources play a crucial role in achieving organizational objectives, The study employed a quantitative approach with a causal associative design. Data were collected through questionnaires distributed to 130 employees selected using purposive sampling techniques. The data were analyzed using multiple linear regression analysis with the assistance of SPSS software. The results indicate that work environment has a positive and significant effect on employee performance with a regression coefficient of 0.430 and significance value of 0.000. Job satisfaction also has a positive and significant effect on employee performance with a regression coefficient of 0.190 and significance value of 0.000. Simultaneously, work environment and job satisfaction significantly affect employee performance with an Adjusted R Square value of 0.634, indicating that 63.4% of employee performance variation can be explained by both variables. These findings suggest that improving work environment conditions and employee job satisfaction can significantly enhance employee performance at PT Amorenza. where employee performance is closely linked to their level of job satisfaction and the conditions of the work environment. However, several issues at PT Amorenza, such as inadequate workplace facilities, limited comfort, and less supportive interpersonal relationships, have contributed to decreased motivation and suboptimal performance. Drawing on previous studies that highlight the positive relationship between job satisfaction, work environment, and performance, this research seeks to address the existing gap by analyzing their combined effect within an Indonesian organizational context. The findings are expected to provide both theoretical insights and practical recommendations for improving employee performance through enhancing workplace conditions and job satisfaction..

Keywords: Work Environment; Job Satisfaction; Employee Performance.

1. Introduction

Human resources are a critical asset for organizations in achieving their strategic objectives. The success of a company is not solely determined by technological advancement or capital strength, but also by the quality and performance of its employees. Employees with high levels of job satisfaction tend to demonstrate better performance and contribute positively to organizational growth. Therefore, maintaining and enhancing employee job satisfaction is essential for improving overall organizational performance.

At PT Amorenza, several employees still experience dissatisfaction related to both physical and non-physical aspects of the work environment. Common issues include inadequate workplace comfort, limited availability of work facilities, and less supportive interpersonal relationships among colleagues. These conditions have led to decreased motivation and enthusiasm in completing tasks, ultimately affecting employee performance. In addition, suboptimal job satisfaction is reflected in behaviors such as lack of enthusiasm, frequent tardiness, and less-than-optimal work outcomes. This highlights the importance of examining the extent to which the work environment and job satisfaction influence employee performance in order to improve productivity and retain qualified human resources.

In recent years, attention to the relationship between work environment, job satisfaction, and employee performance has increased significantly, particularly due to the evolving dynamics of human resource management. International studies, such as Harry Triana and Yofi (2021), have shown that job

satisfaction has a positive and significant effect on employee performance. However, in the Indonesian context, research examining the combined influence of work environment and job satisfaction on employee performance remains relatively limited, particularly in specific organizational settings. Previous studies generally focused on either work environment or job satisfaction as a single predictor of employee performance. For example, Triana and Yofi (2021) emphasized job satisfaction, while Lestari and Dwita (2025) mainly examined work environment factors. Limited studies have simultaneously investigated both variables within a specific organizational setting such as PT Amorenza. Therefore, this study attempts to fill this gap by examining the combined effect of work environment and job satisfaction on employee performance.

Employee performance is defined as the output produced by specific job functions or activities within a certain period, reflecting both quality and quantity of work (Adhari, 2020). Meanwhile, job satisfaction refers to an individual's emotional state toward their job, whether positive or negative, depending on how employees perceive their tasks and responsibilities (Handoko, 2001; Sunyoto, 2012). Employees who find their work meaningful and engaging are more likely to show enthusiasm and comfort in completing their responsibilities. Among the factors influencing performance, the work environment has been identified as one of the most significant determinants.

The work environment encompasses both physical and psychological conditions within an organization, including workplace facilities, lighting, comfort, interpersonal relationships, fairness, and a sense of security (Yulianthini, 2016). A supportive work environment can enhance both job satisfaction and performance by fostering motivation and employee well-being. Previous studies (Permata et al., 2025; Lestari & Dwita, 2025; Triana & Yofi, 2021) consistently demonstrate that work environment and job satisfaction significantly influence employee performance. Despite these findings, many studies emphasize job satisfaction more heavily, leaving the role of the work environment relatively underexplored. Therefore, this study aims to fill this gap and provide both theoretical contributions to organizational behavior and practical implications for PT Amorenza in developing strategies to improve employee performance through better work environments and increased job satisfaction..

2. Literature Review

Work Environment

The work environment, as Variable X in this study, is grounded in Herzberg's Two-Factor Theory as presented by Gibson (2006). This theory explains that employee attitudes, motivation, and performance are influenced by two categories of factors: hygiene factors and motivator factors. Herzberg emphasizes that job satisfaction and job dissatisfaction arise from different sources, meaning they are not opposite ends of a single continuum but rather two distinct psychological conditions. In this framework, the work environment is classified as a hygiene factor, which plays a crucial role in preventing dissatisfaction but does not directly enhance motivation or performance.

According to Gibson (2006), hygiene factors include physical working conditions, organizational policies, interpersonal relationships, supervision, job security, and workplace facilities. When these factors are inadequate, employees are likely to experience dissatisfaction, stress, and decreased performance. However, even when these factors are fulfilled, employees are not necessarily highly motivated; instead, they are in a state of "no dissatisfaction." A well-established work environment creates stability and provides a psychological foundation that enables employees to perform effectively without physical or emotional barriers. Therefore, while a supportive work environment does not directly increase motivation, it ensures the basic conditions necessary for optimal performance, making it highly relevant in explaining employee performance at PT Amoreza..

Job Satisfaction

Job satisfaction, as Variable X2 in this study, is also based on Herzberg's Two-Factor Theory as described by Gibson (2006). In contrast to the work environment, job satisfaction is primarily influenced by motivator factors, which are intrinsic elements directly related to the content of the job and the individual's psychological experience. These motivator factors include achievement, recognition, responsibility, career advancement, and the nature of the work itself. Herzberg argues that these intrinsic factors are the main drivers of positive work attitudes and satisfaction.

The theory further explains that the presence of motivator factors leads to high job satisfaction by creating meaningful work experiences and enhancing intrinsic motivation. Conversely, the absence of motivator factors does not necessarily cause dissatisfaction but reduces the level of satisfaction and motivation. Gibson (2006) emphasizes that job satisfaction emerges when employees perceive their work as valuable and providing opportunities for personal growth. Thus, within Herzberg's framework, job satisfaction reflects the fulfillment of motivational needs that foster positive feelings toward work, strengthen organizational commitment, and improve employee performance, making it a key variable in understanding performance outcomes at PT Amoreza.

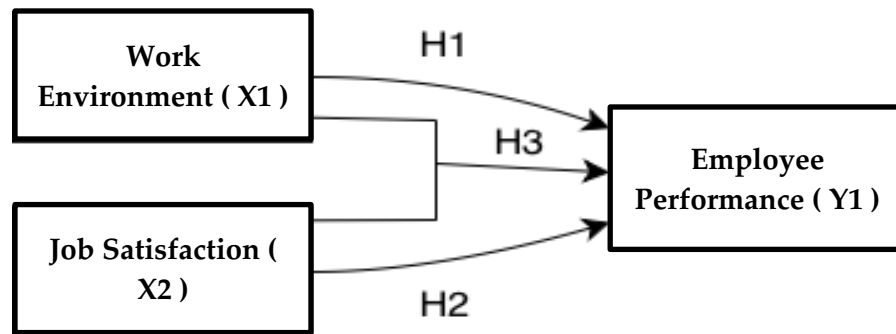
Employee Performance

Employee performance refers to the outcome of a work process measured over a specific period based on predetermined standards or agreements (Edison, 2016). According to Adhari (2020), employee performance is the result produced by specific job functions or activities within a certain timeframe, reflecting both the quality and quantity of work. Similarly, Kholilah (2018) defines performance as the level of achievement attained by an employee in carrying out assigned responsibilities, which can be evaluated in terms of both qualitative and quantitative outputs.

From a broader perspective, employee performance is influenced by multiple factors, including individual characteristics, motivation, and organizational conditions. High performance is typically associated with employees who are able to meet targets, demonstrate efficiency, and maintain consistency in their work outcomes. In this study, employee performance is viewed as the ultimate outcome variable that reflects how effectively employees respond to workplace conditions and job satisfaction. Therefore, understanding the determinants of performance, particularly work environment and job satisfaction, is essential for organizations aiming to improve productivity and achieve sustainable success.

Conceptual Framework

Frame 1 Conceptual Framework



This study is based on the understanding that employee performance is influenced by multiple factors, including both organizational environment and individual psychological aspects. The work environment is considered a key external factor that affects employees' comfort, enthusiasm, and motivation in performing their tasks. A supportive work environment—encompassing both physical and non-physical conditions—creates a conducive atmosphere that enables employees to feel safe, comfortable, and encouraged to perform optimally. In addition, job satisfaction plays a crucial role as an internal factor, representing a positive emotional state that arises when employees perceive that their needs and expectations are fulfilled. Employees who are satisfied with their jobs tend to demonstrate higher motivation, stronger loyalty, and better performance outcomes.

Based on Herzberg's Two-Factor Theory, the work environment is categorized as a hygiene factor that does not directly increase motivation but helps prevent dissatisfaction, while job satisfaction is driven by motivator factors such as recognition, achievement, and responsibility. Both factors are believed to contribute significantly to improving employee performance. Therefore, this study aims to examine the extent to which work environment and job satisfaction influence employee performance, both partially and simultaneously. The conceptual framework proposes that a supportive work environment enhances both job satisfaction and performance, while higher job satisfaction also positively impacts performance. Accordingly, this study tests three main relationships: (1) the effect of work environment on employee

performance, (2) the effect of job satisfaction on employee performance, and (3) the simultaneous effect of work environment and job satisfaction on employee performance.

H1: There is a significant effect of the work environment (X1) on employee performance (Y) at PT Amorenza.

H2: There is a significant effect of job satisfaction (X2) on employee performance (Y) at PT Amorenza.

H3: The work environment (X1) and job satisfaction (X2) simultaneously have a significant effect on employee performance (Y) at PT Amorenza.

3. Research Methods

This study employs a quantitative approach with a causal associative research design, aiming to examine the relationships and effects among two or more variables. Specifically, this research analyzes the influence of the work environment (X1) and job satisfaction (X2) on employee performance (Y) at PT Amorenza. The population consists of all employees working at PT Amorenza, while the sample includes 130 respondents selected using purposive sampling, a technique based on specific criteria determined by the researcher. The criteria applied in this study include permanent employees (not daily workers) and employees working in the production and administrative departments.

The data used in this study consist of both primary and secondary data. Primary data were collected through the distribution of questionnaires to employees, containing responses related to work environment, job satisfaction, and employee performance. Secondary data were obtained from scientific journals to support theoretical and empirical discussions. The data collection technique utilizes a Likert scale, which is categorized as ordinal data (Sugiyono, 2017), with response levels ranging from 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree), to 1 (Strongly Disagree). The collected data were analyzed using validity tests, reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, t-test, and F-test using SPSS software.

4. Result

Characteristic Responden

Table. 1 Characteristic Responden

No	Characteristic	Category	Number of Respondents
1	Gender	Male	91
2		Female	39
3		Total	130
4	Age	17–20 years	8
5		21–26 years	76
6		27–30 years	43
7		>30 years	3
8		Total	130

Based on Table 1 the respondents in this study are distributed by age as follows: 8 respondents (6%) are aged 17–20 years, 76 respondents (58%) are aged 21–26 years, 43 respondents (33%) are aged 27–30 years, and 3 respondents (2%) are aged over 30 years.

Validity test

Table. 2 Validity test

Item	r Count	r Table	Description
X1.1	0.541	0.172	Valid
X1.2	0.537	0.172	Valid
X1.3	0.595	0.172	Valid
X1.4	0.660	0.172	Valid
X1.5	0.531	0.172	Valid
X1.6	0.645	0.172	Valid
X1.7	0.594	0.172	Valid
X1.8	0.711	0.172	Valid
X1.9	0.734	0.172	Valid
X1.10	0.720	0.172	Valid
X1.11	0.670	0.172	Valid
X1.12	0.680	0.172	Valid
X2.1	0.852	0.172	Valid
X2.2	0.769	0.172	Valid
X2.3	0.757	0.172	Valid
X2.4	0.733	0.172	Valid
X2.5	0.780	0.172	Valid
X2.6	0.850	0.172	Valid
X2.7	0.862	0.172	Valid
X2.8	0.831	0.172	Valid
X2.9	0.796	0.172	Valid
X2.10	0.820	0.172	Valid

The validity test was conducted using the Pearson Product Moment correlation between each item score and the total variable score. The r-table value used was 0.172. An item is considered valid if the calculated r-value is greater than the r-table value.

Reliability

Table. 3 reliability test

Variable	Cronbach's Alpha	Standard	Description
Work Environment (X1)	0.866	0.70	Reliable
Job Satisfaction (X2)	0.939	0.70	Reliable
Employee Performance (Y)	0.883	0.70	Reliable

Based on the results above, all variables demonstrate Cronbach's Alpha values exceeding the standard threshold of 0.70, indicating that the measurement instruments used in this study are reliable. Specifically, the Work Environment (X1) variable has a Cronbach's Alpha of 0.866, Job Satisfaction (X2) is 0.939, and Employee Performance (Y) is 0.883. These results confirm that each construct has a high level of internal consistency, meaning the items within each variable are stable and consistent in measuring the intended concept, and therefore suitable for further statistical analysis.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		130	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.33600071	
Most Extreme Differences	Absolute	.076	
	Positive	.048	
	Negative	-.076	
Test Statistic		.076	
Asymp. Sig. (2-tailed) ^c		.061	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.062	
	99% Confidence Interval	Lower Bound	.056
		Upper Bound	.068

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Table. 4 Normality test

Based on the results in the table, the Asymp. Sig. (2-tailed) value is 0.061, which is greater than 0.05. Therefore, it can be concluded that the tested data are normally distributed.

Multikolinearity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.185	2.096		2.473	.015		
	LINGKUNGAN KERJA	.430	.040	.619	10.817	<.001	.868	1.152
	KEPUASAN KERJA	.190	.033	.329	5.754	<.001	.868	1.152

a. Dependent Variable: KINERJA KERJA KARYAWAN

Table. 5 Multikolinearity test

Based on the table above, the tolerance values for each variable are above 0.10 and the Variance Inflation Factor (VIF) values for each variable are below 10. Therefore, it can be concluded that there is no multicollinearity among the variables in this study.

Table 6. Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.185	2.096		2.473	.015
	LINGKUNGAN KERJA	.430	.040	.619	10.817	<.001
	KEPUASAN KERJA	.190	.033	.329	5.754	<.001

a. Dependent Variable: KINERJA KERJA KARYAWAN

Multiple linear regression analysis is used to examine the effect of Work Environment (X_1) and Job Satisfaction (X_2) on Employee Performance (Y). Based on the data processing results using SPSS, the multiple linear regression equation is obtained as follows: $Y = 5.185 + 0.430X_1 + 0.190X_2$, where Y represents Employee Performance, X_1 represents Work Environment, and X_2 represents Job Satisfaction. The constant value of 5.185 indicates that when both Work Environment and Job Satisfaction are equal to zero, Employee Performance has a baseline value of 5.185.

The regression coefficient for Work Environment is 0.430, which means that every one-unit increase in Work Environment will increase Employee Performance by 0.430 units, assuming Job Satisfaction remains constant. Meanwhile, the regression coefficient for Job Satisfaction is 0.190, indicating that every one-unit increase in Job Satisfaction will increase Employee Performance by 0.190 units, assuming Work Environment remains constant.

T test

Table 7. T test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.185	2.096		2.473	.015
	LINGKUNGAN KERJA	.430	.040	.619	10.817	<.001
	KEPUASAN KERJA	.190	.033	.329	5.754	<.001

a. Dependent Variable: KINERJA KERJA KARYAWAN

The t-test is used to determine the partial effect of each independent variable on the dependent variable. The results show that the Work Environment variable has a significance value of 0.000, which is less than 0.05. This indicates that the Work Environment has a positive and significant effect on Employee Performance.

Similarly, the Job Satisfaction variable also has a significance value of 0.000, which is below 0.05. Therefore, Job Satisfaction has a positive and significant effect on Employee Performance. Based on these results, it can be concluded that, partially, both Work Environment and Job Satisfaction each have a significant influence on Employee Performance.

Discussion

The Effect of Work Environment (X_1) on Employee Performance (Y)

Based on the t-test results, the Work Environment variable (X_1) has a significance value of 0.000, which is lower than the significance level of 0.05. This indicates that the Work Environment has a positive and significant effect on employee performance at PT Amorenza. Therefore, the first hypothesis (H_1), which states that the Work Environment significantly affects Employee Performance, is accepted. The regression coefficient (B) for Work Environment is 0.430, indicating a positive direction of influence. This means that every one-unit increase in the Work Environment will increase Employee Performance by 0.430 units, assuming Job Satisfaction remains constant. This finding confirms that better working conditions, both physically and non-physically, lead to improved employee performance.

This result is consistent with Herzberg's Two-Factor Theory, which classifies the work environment as a hygiene factor that functions to prevent job dissatisfaction. A comfortable, safe work environment supported by good relationships and communication creates a basic condition that enables employees to perform optimally (Gibson, 2006). These findings are also in line with previous studies by Shinta Ayu Lestari (2025) and Harry Triana and Yofi (2021), which found that the work environment has a positive and significant effect on employee performance. In the context of PT Amorenza, a conducive work environment is proven to be a key factor in sustainably improving employee performance. This finding implies that organizations should prioritize creating a supportive physical and social work environment to reduce employee dissatisfaction and enhance productivity. The result confirms Herzberg's proposition that hygiene factors are essential for maintaining employee effectiveness.

The Effect of Job Satisfaction (X_2) on Employee Performance (Y)

The t-test results show that the Job Satisfaction variable (X_2) has a significance value of 0.000, which is lower than 0.05. Thus, it can be concluded that Job Satisfaction has a positive and significant effect on Employee Performance, meaning the second hypothesis (H_2) is accepted. The regression coefficient (B) of Job Satisfaction is 0.190, indicating that every one-unit increase in Job Satisfaction will increase Employee Performance by 0.190 units, assuming the Work Environment remains constant. This suggests that employees who feel satisfied with their work conditions, teamwork, compensation, and both physical and psychological aspects of work tend to demonstrate better performance.

This finding aligns with Herzberg's Two-Factor Theory, which explains that job satisfaction arises from the fulfillment of motivator factors such as recognition, achievement, and responsibility. The fulfillment of these factors enhances intrinsic motivation, which positively impacts performance (Gibson, 2006). Furthermore, this result is consistent with studies conducted by Chairani and Agusria (2025) and Triana and Yofi (2021), which concluded that job satisfaction has a positive and significant effect on employee performance. In this study, job satisfaction is proven to be an internal factor that drives employees at PT Amorenza to perform more optimally. These findings suggest that management should strengthen motivational factors such as recognition, career development opportunities, and fair rewards to improve employee performance.

The Simultaneous Effect of Work Environment (X_1) and Job Satisfaction (X_2) on Employee Performance (Y)

Based on the F-test results, the significance value is 0.000, which is less than 0.05. This indicates that Work Environment and Job Satisfaction simultaneously have a significant effect on Employee Performance, meaning the third hypothesis (H_3) is accepted. The Adjusted R Square value of 0.634 indicates that 63.4% of the variation in Employee Performance can be explained by Work Environment and Job Satisfaction. Meanwhile, the remaining 36.6% is influenced by other variables not included in this study, such as work motivation, discipline, leadership, and other organizational factors.

These results indicate that improving employee performance at PT Amorenza cannot be separated from the combination of a conducive work environment and high job satisfaction. A supportive work environment provides the foundational conditions for work activities, while job satisfaction enhances employee motivation and commitment to achieve optimal performance. This finding reinforces previous research by Shinta Ayu Lestari (2025) and Chairani and Agusria (2025), which found that work environment and job satisfaction jointly have a significant effect on employee performance. The findings demonstrate that employee performance is multidimensional and cannot be improved solely through workplace facilities or compensation. Organizations must integrate environmental and psychological factors to achieve sustainable performance improvement.

5. Conclusion

Work Environment significantly affects Employee Performance with a regression coefficient of 0.430 and significance value of 0.000. Job Satisfaction significantly affects Employee Performance with a regression coefficient of 0.190 and significance value of 0.000. Simultaneously, Work Environment and Job Satisfaction significantly influence Employee Performance with an Adjusted R Square value of 0.634, indicating that 63.4% of employee performance variation can be explained by the model. Based on the results of the study and discussion on the effect of Work Environment and Job Satisfaction on Employee Performance at PT Amorenza, it can be concluded that both variables individually have a positive and significant influence on employee performance. A conducive work environment, both in physical and non-physical aspects, is able to create comfort and support employees in carrying out their tasks effectively, thereby improving their performance. Likewise, job satisfaction plays an important role in enhancing employee performance, as employees who feel satisfied with their jobs tend to demonstrate higher motivation, stronger commitment, and greater responsibility in completing their work.

Furthermore, the study also confirms that Work Environment and Job Satisfaction simultaneously have a significant effect on Employee Performance. This indicates that employee performance is the result of a combination of a supportive work environment and a high level of job satisfaction. Therefore, companies need to pay equal attention to both factors in order to create optimal working conditions and improve overall organizational performance. This study is limited to employees of PT Amorenza and only examines work environment and job satisfaction variables. Future studies are encouraged to include additional variables such as work motivation, leadership style, organizational commitment, and employee engagement to provide a more comprehensive understanding of employee performance.

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