



## The Influence of Organizational Culture, Workload, And Work Motivation on Employee Job Satisfaction (Case Study at PT. Multitech Yasa Guna)

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### ABSTRACT

*This research aims to analyze the effectiveness of implementing the Official Assessment System-based regional tax collection on Urban and Rural Land and Building Tax (PBB-P2) in Bekasi City. The research method used is empirical juridical with a descriptive approach through field studies, direct interviews with officials of the Bekasi City Regional Revenue Agency (Bapenda), and documentation of PBB-P2 revenue realization data in 12 sub-districts and 56 villages. The results indicate that the implementation of PBB-P2 in Bekasi City is less effective, despite a clear legal basis according to Law Number 1 of 2022 and Bekasi City Regional Regulation Number 1 of 2024. The highest PBB-P2 revenue realization was in Medan Satria Sub-district at only 81.16%, while the lowest was in Jatiasih Sub-district at 56.40%. The main obstacles include inaccurate tax object data, limited human resources, and insufficient socialization. In response, Bapenda has innovated through the establishment of a Public Service Mall (MPP), strengthening of Regional Technical Implementation Units (UPTD), door-to-door Comb Operations (Opsir), and providing tax payment discounts. It is recommended to update and synchronize tax object data, optimize integrated information technology, improve human resource competency, and intensify tax socialization and literacy to the community.*

**Keywords:** Organizational Culture; Workload; Work Motivation; Job Satisfaction.

### INTRODUCTION

Human resources are the most valuable assets in any organization because the success of a company depends largely on the quality and performance of its employees. In the current era of globalization, the quality of human resources plays a crucial role in

sustainable economic growth and national development. Global economic growth in an increasingly interconnected world is highly dependent on the mastery of technology across various sectors. Human resources equipped with high-quality skills and knowledge are better prepared to adapt to and control rapidly developing technologies (Santoso et al., 2020).

Within organizations, human resources hold a strategic position because optimal employee performance enables companies to achieve their predetermined objectives (Pratiwi et al., 2023). One of the key factors influencing employee performance is job satisfaction. Job satisfaction reflects the extent to which employees feel positive about their work and is manifested through their attitudes, responses, and emotional reactions toward their job. As an essential aspect of the work environment, job satisfaction varies among individuals due to differences in personal characteristics, expectations, and work experiences. Consequently, high or low levels of job satisfaction can generate different impacts on employee behavior and organizational outcomes (A. A. Saputra, 2022).

Job satisfaction is a key element in determining employee loyalty, motivation, and productivity. When employees feel satisfied, they are more likely to demonstrate high commitment and actively contribute to achieving organizational goals. Conversely, job dissatisfaction may lead to decreased performance, increased absenteeism, and higher employee turnover, which can ultimately hinder organizational growth and effectiveness.

PT. Multitech Yasa Guna is an Integrated Pest Management (IPM) service company operating across the Greater Jakarta area. The company provides a wide range of pest control services supported by modern equipment and skilled employees. As a service-oriented organization, PT. Multitech Yasa Guna relies heavily on the competence, motivation, and satisfaction of its workforce to deliver high-quality services to clients. Therefore, maintaining employee job satisfaction becomes a strategic factor in sustaining competitiveness and building long-term customer trust.

However, a preliminary survey conducted within the company revealed several issues related to employee job satisfaction. A considerable proportion of employees reported dissatisfaction due to a lack of recognition and appreciation from their superiors (66.7%), a mismatch between assigned workloads and employee capacities (60%), and low levels of work motivation (60%). These conditions indicate that organizational culture, workload, and work motivation may play significant roles in shaping employee job satisfaction at PT. Multitech Yasa Guna. If such issues are not properly addressed, they may negatively affect employee performance and reduce overall organizational effectiveness.

Previous studies have reported inconsistent findings regarding the relationships among organizational culture, workload, work motivation, and job satisfaction. Some studies found that organizational culture positively influences job satisfaction, while others reported no significant effect. Similarly, workload has been shown to have both significant and insignificant impacts depending on organizational context, and although work motivation is generally considered an important factor, its influence has not always been found to be significant. These research gaps provide a strong rationale for this study, which aims to examine empirically the effects of organizational culture, workload, and work motivation on employee job satisfaction at PT. Multitech Yasa Guna

**Table 1.** Employee Attendance Data of 40 Permanent Employees at PT. Multitech Yasa Guna.

Bulan	C	I	S.Ket	S	A
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	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Jan	3	16	5	8	3	10	12	14	0	0
Feb	4	8	7	6	12	10	11	14	0	0
Mar	3	6	7	7	1	12	14	17	1	0
Apr	3	1	5	7	3	3	17	14	0	0
Mei	3	9	4	11	6	12	11	13	0	0
Jun	2	11	7	7	6	5	18	10	0	0
Jul	4	11	13	13	6	8	8	17	0	0
Agst	4	10	8	14	9	11	14	16	0	0
Sept	4	13	7	8	8	7	13	24	0	0
Okt	4	5	5	4	8	10	16	17	0	1
Nov	2	7	9	10	8	12	13	16	0	0
Des	14	18	9	8	10	6	15	11	0	1
<b>TOTAL</b>	<b>50</b>	<b>115</b>	<b>86</b>	<b>103</b>	<b>80</b>	<b>106</b>	<b>162</b>	<b>183</b>	<b>1</b>	<b>2</b>

Ket: C = Cuti; I = Izin; S.Ket = Sakit Dengan Surat Dokter; S = Sakit Tanpa Surat Dokter; Alpha = Tanpa Keterangan

Source: PT. Multitech Yasa Guna

Based on Table 1, the interview results with the HR Department of PT. Multitech Yasa Guna revealed that many employees show little concern for the company's condition, such as not submitting a medical certificate when sick and lacking initiative in their work. This issue of job satisfaction may negatively impact the achievement of organizational goals.

## METHODS

This study uses a quantitative research design with a causal associative approach. The purpose is to determine the effect of independent variables—organizational culture (X1), workload (X2), and work motivation (X3)—on the dependent variable, job satisfaction (Y). The research was conducted on PT. Multitech Yasa Guna. The population in this study consists of all permanent employees of PT. Multitech Yasa Guna, totaling 40 individuals. Given the relatively small number of employees, the research used a census method, also known as saturated sampling, where the entire population is taken as the sample. This ensures that all employee perceptions are represented in the analysis. The study utilized primary and secondary data, primary data were obtained through structured questionnaires distributed to all 40 employees. The questionnaires used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), measuring variables of organizational culture, workload, work motivation, and job satisfaction. Secondary data were gathered from company documents, such as employee attendance records and HR reports. In addition, interviews were conducted with the HR Department to gain deeper insights into issues related to job satisfaction and employee behavior.

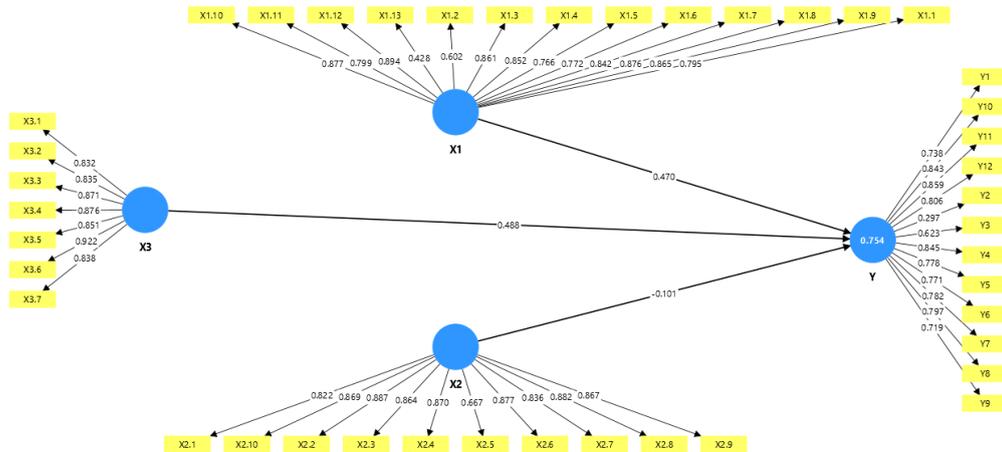
## RESULT AND DISCUSSION

### Outer Model

#### Convergent Validity

Convergent validity is used to test whether the indicators of a construct are able to measure the construct itself. According to Ghazali & Latan (2015), convergent validity is assessed through the outer loading value of each indicator, which should be greater than 0.70 to be considered valid, although values between 0.50–0.60 are still acceptable in

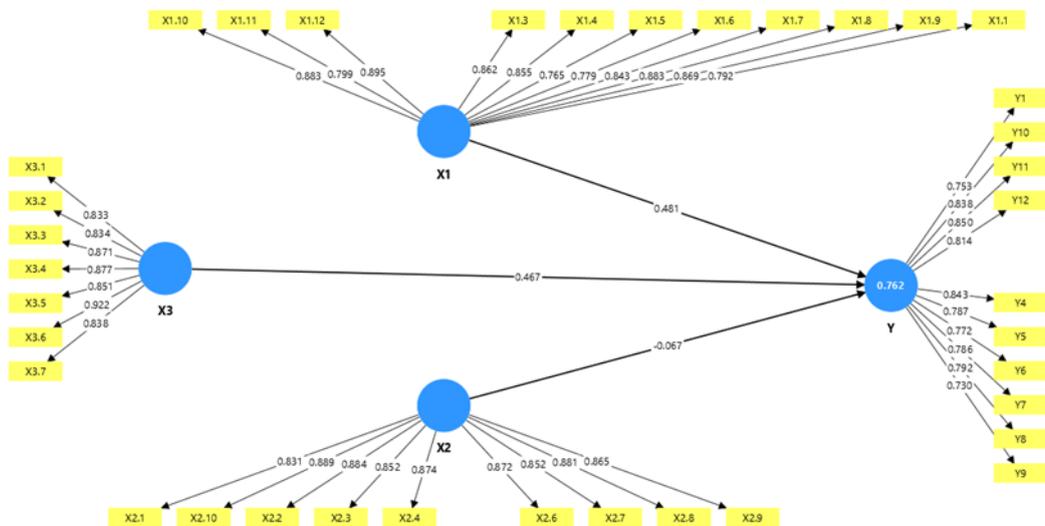
exploratory research. Another requirement is that the Average Variance Extracted (AVE) value for each construct must be greater than 0.50, indicating that more than 50% of the variance of the indicators can be explained by the latent construct.



Source: Output PLS 2025

**Figure 1.** PLS Outer Model

The results of the convergent validity test before modification showed that several indicators had outer loading values below 0.70. This indicates that those indicators were not valid in measuring their respective constructs, so modification or removal was required to improve the measurement model.



Source: Output PLS 2025

**Figure 2.** PLS Outer Model Results (Modification)

After modification, the results of the convergent validity test demonstrated that all indicators had outer loading values above 0.70 and AVE values greater than 0.50. This confirms that each indicator was valid and able to measure its construct properly, allowing the model to proceed to the next stage of testing.

**Table 2.** Convergent Validity Test Result (Modification)

Variabel	Indicator	Outer Loading	Description
Organizational Culture	BO 1.1	0.795	Valid
	BO 1.3	0.861	Valid
	BO 1.4	0.852	Valid
	BO 1.5	0.766	Valid

	BO 1.6	0.772	Valid
	BO 1.7	0.842	Valid
	BO 1.8	0.876	Valid
	BO 1.9	0.865	Valid
	BO 1.10	0.877	Valid
	BO 1.11	0.799	Valid
	BO 1.12	0.894	Valid
Workload	BK 2.1	0.822	Valid
	BK 2.2	0.887	Valid
	BK 2.3	0.864	Valid
	BK 2.4	0.870	Valid
	BK 2.6	0.877	Valid
	BK 2.7	0.836	Valid
	BK 2.8	0.882	Valid
	BK 2.9	0.867	Valid
	BK 2.10	0.869	Valid
Work Motivation	MK 3.1	0.832	Valid
	MK 3.2	0.835	Valid
	MK 3.3	0.871	Valid
	MK 3.4	0.876	Valid
	MK 3.5	0.851	Valid
	MK 3.6	0.922	Valid
	MK 3.7	0.838	Valid
Job Satisfaction	KK 4.1	0.738	Valid
	KK 4.4	0.845	Valid
	KK 4.5	0.778	Valid
	KK 4.6	0.771	Valid
	KK 4.7	0.782	Valid
	KK 4.8	0.797	Valid
	KK 4.9	0.719	Valid
	KK 4.10	0.843	Valid
	KK 4.11	0.859	Valid
	KK 4.12	0.806	Valid

Source: Output PLS 2025

### Discriminant Validity

Discriminant validity testing, namely reflective indicators, can be seen from the cross loading values between indicators and their constructs. An indicator can be declared valid if it has the highest loading factor for the intended construct compared to the loading factors for other constructs. The results of this study show that all indicators meet these criteria, so it can be concluded that discriminant validity has been achieved and each construct is empirically different from the others.

**Table 3.** Discriminant Validity Test Results (Cross loadings)

Angket Code	Organizational Culture	Workload	Work Motivation	Job Satisfaction
BO 1.1	0.792	0.281	0.595	0.648
BO 1.3	0.862	0.243	0.727	0.773

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BO 1.4	0.855	0.385	0.659	0.713
BO 1.5	0.765	0.453	0.694	0.629
BO 1.6	0.779	0.373	0.513	0.564
BO 1.7	0.843	0.320	0.742	0.635
BO 1.8	0.883	0.453	0.675	0.789
BO 1.9	0.869	0.527	0.783	0.728
BO 1.10	0.883	0.431	0.770	0.765
BO 1.11	0.799	0.299	0.626	0.662
BO 1.12	0.895	0.452	0.718	0.722
BK 2.1	0.420	0.831	0.428	0.346
BK 2.2	0.510	0.884	0.482	0.418
BK 2.3	0.386	0.852	0.416	0.351
BK 2.4	0.347	0.874	0.360	0.316
BK 2.6	0.245	0.872	0.223	0.198
BK 2.7	0.308	0.852	0.331	0.222
BK 2.8	0.468	0.881	0.484	0.339
BK 2.9	0.308	0.865	0.362	0.245
BK 2.10	0.429	0.889	0.467	0.353
MK 3.1	0.716	0.541	0.833	0.684
MK 3.2	0.648	0.240	0.834	0.688
MK 3.3	0.733	0.502	0.871	0.758
MK 3.4	0.713	0.387	0.877	0.785
MK 3.5	0.660	0.383	0.851	0.705
MK 3.6	0.754	0.413	0.922	0.745
MK 3.7	0.690	0.385	0.838	0.602
KK 4.1	0.600	0.189	0.586	0.753
KK 4.4	0.740	0.190	0.745	0.843
KK 4.5	0.652	0.535	0.688	0.787
KK 4.6	0.640	0.211	0.600	0.772
KK 4.7	0.678	0.401	0.731	0.786
KK 4.8	0.611	0.314	0.669	0.792
KK 4.9	0.670	0.367	0.622	0.730
KK 4.10	0.686	0.230	0.621	0.838
KK 4.11	0.700	0.330	0.731	0.850
KK 4.12	0.634	0.211	0.576	0.814

Source: Output PLS 2025

Table 3 The results of the discriminant validity test using the Fornell-Larcker criterion show that the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation value between constructs. This indicates that each construct is able to measure itself better than it correlates with other constructs. In addition, the cross-loading results also demonstrate that each indicator has the highest loading value on its intended construct compared to other constructs. Therefore, it can be concluded that the discriminant validity requirements in this study have been fulfilled, meaning that all constructs are empirically distinct and can be used for further analysis.

**Table 4.** Discriminant Validity Test Results (Fornell Lacker Criterium)

Organizati onal	Beban Kerja	Motivasi Kerja	Kepuasan Kerja
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Culture				
Organizational Culture	<b>0.840</b>			
Workload	0.458	<b>0.867</b>		
Work Motivation	0.816	0.474	<b>0.861</b>	
Job Satisfaction	0.831	0.374	0.828	<b>0.797</b>

Source: Output PLS 2025

The Fornell-Larcker test results show that the square root of AVE for each construct (Organizational Culture = 0.840; Workload = 0.867; Work Motivation = 0.861; Job Satisfaction = 0.754) is greater than the correlation with other constructs. Thus, all constructs meet the discriminant validity requirements and are empirically distinct.

#### Composite Reliability and Cronbach's Alpha

Testing composite reliability and Cronbach's alpha aims to evaluate the consistency and stability of the research instrument. A construct is considered reliable if it has a composite reliability value and Cronbach's alpha  $\geq 0.70$ . The results of this study show that all latent variables, namely Work Experience, Job Training, Work Environment, and Employee Performance, have composite reliability and Cronbach's alpha values greater than 0.70. This indicates that each construct meets the reliability criteria, and the questionnaire used as a data collection instrument in this study can be considered reliable and consistent in measuring the intended variables.

**Table 6.** Composite Reliability & Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Organizational Culture	0.958	0.961	Reliabel
Workload	0.959	0.971	Reliabel
Work Motivation	0.942	0.945	Reliabel
Job Satisfaction	0.936	0.938	Reliabel

Source: Output SmartPLS 2025

The reliability test results show that all variables—Organizational Culture ( $\alpha = 0.958$ ; CR = 0.961), Workload ( $\alpha = 0.959$ ; CR = 0.971), Work Motivation ( $\alpha = 0.942$ ; CR = 0.945), and Employee Performance ( $\alpha = 0.891$ ; CR = 0.894)—have Cronbach's Alpha and Composite Reliability values above 0.70. These results indicate that all constructs are reliable and consistent for further analysis.

#### Inner Model

The R-Square value is used to measure the goodness of fit of the structural model, particularly the ability of exogenous variables to explain the endogenous variable. According to Hair et al. (2017), the R-Square values can be categorized as strong (0.75), moderate (0.50), and weak (0.25).

#### R-Square

**Table 7.** Endogenous Variable R<sup>2</sup> Value

Variabel Endogen	R-square	R-square Adjusted
Job Satisfaction	0.762	0.742

Source: Output PLS 2025

The results show that the Employee Performance variable has an R-Square value of

0.762 and an Adjusted R-Square of 0.742. This means that Organizational Culture, Job Training, and Work Environment together are able to explain 74,2% of the variance in Job Satisfaction, while the remaining 25,8% is explained by other factors outside this research model. Based on Hair’s categorization, this R-Square value can be considered strong, indicating that the model has good explanatory power.

**Q-Square**

**Table 8.** Endogenous Variable Q<sup>2</sup> Value

Variabel	SSO	SSE	Q <sup>2</sup> (=1SSE/SSO)
Job Satisfaction	540.000	224.764	0.5838

Source: Output PLS 2025

The results show that the Job Satisfaction variable has a Q<sup>2</sup> value of **0.583**, which is greater than zero. This indicates that the model has good predictive relevance, meaning that the exogenous variables (Organizational Culture, Workload, and Work Motivation) are able to predict the Job Satisfaction construct effectively.

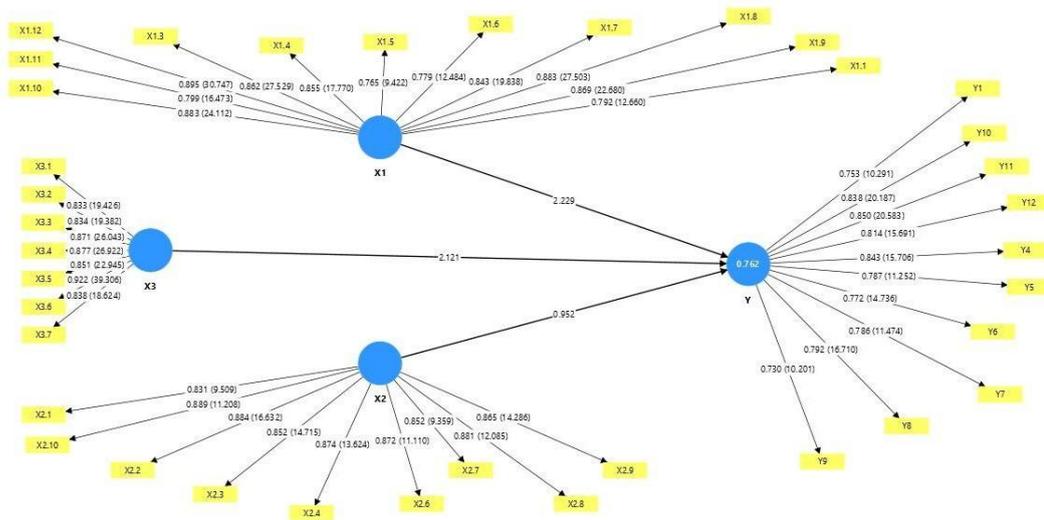
**Hypothesis Testing Results**

The estimated value for the path relationship in the structural model must be significant. The significance value of this hypothesis can be obtained with the bootstrapping procedure. Seeing the significance of the hypothesis by looking at the parameter coefficient value and the significance value of the T-statistic in the bootstrapping algorithm report. To determine whether it is significant or insignificant, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

**Tabel 9.** Hypothesis Testing Results

	Original Sample	T Statistic	P Values	Description
Organizational Culture ->Job Satisfaction	0.481	2.229	0.026	Has a Positifve Significant
Workload -> Job Satisfaction	-0.067	0.952	0.341	Has No Significant
Work Motivation ->Job Satisfaction	0.467	2.121	0.034	Has a Positifve Significant

Source: Output PLS 2025



Source: Output PLS 2025

Figure 3. Bootstrapping Results

## Discussion

### The Effect of Organization Culture on Job Satisfaction

Based on the results of hypothesis testing in this study, it was found that organizational culture has a positive and significant effect on job satisfaction. This indicates that the better the organizational culture experienced and implemented by employees, the higher their level of job satisfaction. In other words, a supportive work environment, strong organizational values, and harmonious interaction patterns can increase employees' comfort and sense of belonging to the company. These findings are consistent with the research conducted by Tupen and Septyarini (2022) and Irfan (2022), which also revealed that organizational culture has a positive and significant influence on job satisfaction.

### The Effect of Workload on Job Satisfaction

Based on the results of hypothesis testing in this study, it was found that workload does not have a significant effect on job satisfaction, meaning that the level of workload given to employees—whether high or low—does not influence the degree of job satisfaction they experience. This finding is consistent with the research conducted by Putri et al. (2023), which also indicated that workload has no significant effect on job satisfaction.

### The Effect of Work Motivation on Job Satisfaction

Based on the results of hypothesis testing in this study, it was found that work motivation has a positive and significant effect on job satisfaction, where work motivation creates enthusiasm in individuals, encouraging them to cooperate, contribute effectively, and integrate their efforts to achieve job satisfaction. This finding is consistent with the research conducted by Basalamah and As'ad (2021) and Jamal Ali and Anwar (2021), which also showed that work motivation has a positive and significant influence on job satisfaction.

## CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that job satisfaction of employees at PT Multitech Yasa Guna is significantly influenced by organizational culture and work motivation. A positive organizational culture is proven to enhance employees' job satisfaction, indicating that shared values, norms, and

organizational practices play a crucial role in shaping favorable work attitudes. Furthermore, work motivation has a positive and significant effect on job satisfaction, suggesting that higher levels of motivation contribute to greater satisfaction in the workplace. Meanwhile, workload does not have a significant effect on job satisfaction, implying that variations in the level of workload assigned to employees do not directly determine their job satisfaction. These findings highlight that psychological and cultural factors have a more dominant role than quantitative job demands in influencing employees' job satisfaction.

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