

Research

The Influence of Organizational Culture, Work Environment, and Motivation on Job Satisfaction at Badan Pengelola Aset Daerah Provinsi DKI Jakarta

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Abstract

Human resources are important for the success of the organization or company. Because people are living assets that must be maintained and developed, it is intended to ensure that human resources working in the local government can provide optimal contributions to efforts to achieve their goals. One of the goals of the local government is to create a job satisfaction that the job satisfaction is job satisfaction that reflects the sense of the employee for his work. So you can dilute it to what he does. This study should not only affect organizational culture and working environments but as well as motivation to work directly from the local government of DKI Jakarta. We used sampling technology to use the amount of 96 respondents in the population of 126 employees. In this study, a quantitative approach was used using a quantitative correlation study method. A correlation study has the same meaning as an association study and uses multiple regression methods. The work environment test obtained a tcount of 3.988 and a ttable of 1.6616, so in the BPAD DKI of Jakarta province, the work environment (X2) has a significant effect in part on the job satisfaction of the employees. Since the value of tcount is 4.671 and the ttable is 1.6616, there is a partially significant effect on employee job satisfaction between motivation (X3) in Jakarta BPAD DKI. A simultaneous test (F-test) showed Fcount 17.105 and Ftable 2.70. This can be interpreted that culture (X1), environment (X2), and motivation (X3) together have a significant effect on the job satisfaction of Jakarta BPAD DKI employees. This study was conducted with Other Service Providers and local officials of the DKI Jakarta Regional Wealth Management Agency, and further studies may be conducted by other companies. No one has specifically investigated public officials from other private service providers (PJLPs) of the Jakarta Regional Wealth Management Agency DKI.

Keywords: *Civil Servant, Work Environment, Government Employee, Motivation, Job Satisfaction.*



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INTRODUCTION

Jakarta Provincial Government DKI has 2 (Two) types of staffing status, namely Employees with Civil Servant Status (PNS) and Non-Civil Servants (Non-CIVILS), namely other Service Providers of Individual Persons (PJLP). The Regional Asset Management Agency (BPAD) of Jakarta Province is an element of the implementation of the supporting function of government affairs in finance in the sub-field of regional asset management of Jakarta Province. Pre-research by observing data in the staffing section on job satisfaction of Employees of Other

Service Providers Other People Individual (PJLP) of DKI Jakarta Province to find out how many employees are dissatisfied and satisfied with the work they run from data from 2018 to 2019, which could be seen by the pre-research table on job satisfaction.

Pre-Research on Job Satisfaction

No.	Sector	Job Satisfaction Data for PJLP Head Office BPAD DKI Jakarta Province							
		2018				2019			
		satisfied		not satisfied		satisfied		not satisfied	
		total	%	total	%	total	%	total	%
1	Sekretariat	10	19%	17	21%	9	20%	18	20%
2	Pemanfaatan, Pengendalian, dan pemanfaatan	12	23%	14	17%	10	22%	16	18%
3	Perubahan Status Aset	9	17%	15	19%	10	22%	14	16%
4	Perencanaan, Penerimaan, dan	8	15%	18	22%	6	13%	20	23%
5	Penatausahaan	13	25%	17	21%	10	22%	20	23%
6	Total	52	100%	81	100%	45	100%	88	100%

As can be seen from the table above, over the past 2 years, the job satisfaction of PJLP employees has decreased in their work and based on observation results of data in the staffing section, some problems experienced by Employees of Other Service Providers other individual people (PJLP) related to factors that affect their job satisfaction include organizational culture, work environment and work motivation in the Regional Asset Management Agency of Jakarta province which is not good. The organizational culture at BPAD is not good because employees do not cooperate with each other, especially in terms of communication in the framework of coordination of work that does not run smoothly, both due to the status of positions and employees who often avoid work so that it is difficult to contact, plus an inadequate work environment in supporting daily work activities such as air conditioners. The non-cold and procurement of office equipment items are demands of employees. The condition of both conditions makes the employee's work motivation in work disturbed, plus the lack of appreciation for employee services makes employee work motivation worse. Those are some of the problems that cause decreased job satisfaction experienced by employees of Other Individual Service Providers (PJLP). The following is attached data on the factors that cause job dissatisfaction that can be summarized in this table of job dissatisfaction.

Table Causes of Job Dissatisfaction

Data on Causes of Dissatisfaction with PJLP Head Office BPAD DKI Jakarta Province					
No	Faktor penyebab Ketidakpuasan Kerja	Tahun 2018		Tahun 2019	
		Jumlah Pegawai	%	Jumlah Pegawai	%
1	Work environment	16	12%	25	19%
2	workload	30	23%	15	11%
3	Motivasi Kerja	14	11%	25	19%
4	work motivation	26	20%	14	11%
5	job competence	15	11%	15	11%
6	job placement	10	8%	10	8%
7	organizational culture	20	15%	25	19%
8	work safety	2	2%	4	3%
	Total	133	100%	133	100%

Based on the table of factors causing PJLP job dissatisfaction it is seen that from 2018 there was an increase in dissatisfaction, namely the work environment by 7%, work motivation by 8%, and organizational culture by 4%. These three variables affected the job satisfaction of other Service Provider Employees (PJLP) in 2019, namely the work environment by 19%, work motivation by 19%, and the culture by 19%. Therefore, the author decided to study the effect of organizational culture, work environment, and work motivation on the job satisfaction of PJLP employees in BPAD DKI Jakarta Province.

LITERATURE REVIEW

Impact of Organizational Culture with Job Satisfaction

Umi et al (2015: 26) said that Organizational culture is the norms and values formed and applied by a company to influence the characteristics or behaviors of its employees to enable them to complete their work in a timely manner and guide employees in achieving organizational goals. Organizational culture is a set of shared, self-evident, and tacit assumptions that determine how a group perceives, thinks, and responds to its diverse environment. (Kinicki and Fugate, 2013).

In other opinion, Priansa (2014: 291) said that work fulfillment is the representative's sentiments about their work, regardless of whether cheerful or troubled because of worker communication with his workplace or as a view of mental demeanor, as well as the consequence of worker appraisal of his work. Kaswan (2017: 192), job satisfaction is a driver of employee and organizational outcomes because job satisfaction is the consequence of representative's view of how well their work gives things that are thought of as significant

Organizational culture is a way that all members or members can cope with internal and external problems, so it is necessary to develop an organizational culture and educate the members to use it as a code of conduct for members when solving problems.. The results of Nur Octaviana's research (2011) entitled *The Influence of Organizational Culture on Motivation and Job Satisfaction and Employee Performance (At PT. Mirota Campus in Yogyakarta)* that found organizational culture positively effect on job satisfaction by 0,365, Christine Reidhead (2020) said that it is revealed that there is a significant impact of organizational culture on employee satisfaction. it can thus be concluded that the organization's culture of employee satisfaction has a positive effect.

Impact of the Work Environment on Job Satisfaction

According to Sedarmayanti (2010: 23) stated that A place with a group with multiple means of support to achieve the company's goals in line with the company's vision and mission. According to Afandi (2016: 51), the work environment is something that exists in the worker's environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and whether or not work equipment is adequate.

The work environment is the entire tool owned, the surrounding environment in which a person works, both physical and non-physical, which can affect him in carrying out his daily tasks and work. Research conducted by Mukti Wibowo et al. (2014) said that physical work environment and non-physical work environment simultaneously have a significant effect on

employee job satisfaction. Geoge Kafui Agbozo, Isaac Sakyi Owusu, Mabel A. Hoedoafia, Yaw Boateng Atakorah (2017), reasons that the climate significantly affects representative's fulfillment. In this way it very well may be presumed that the workplace towards worker fulfillment has a positive effect and furthermore impact.

Impact of Work Motivation on Job Satisfaction

Soroso in Fahmi (2016: 100) said that motivation is a set or set of behaviors that provide a basis for a person to act in a way directed to a specific goal (specificgoal directed way). Meanwhile, according to Hasibuan Malay S.P. (2016: 218), argues that motivation is a stimulant of desire (want) and the driving force of one's willingness to work. Each motive has a specific goal to be achieved.

Work motivation is the thrust that results in a member of the organization willing and willing to exert ability, either in the form of expertise or skills, energy and time to organize various activities for which he is responsible and fulfill his obligations, in order to achieve the goals and various organizational goals that have been determined before. According to research conducted by Aan Purnomo (2014), entitled *The Influence of Work Motivation and the Work Environment on Employee Job Satisfaction of PT Hyup Sung Indonesia Purbalingga*. There is a positive influence between work motivation on employee job satisfaction. Amjad Ali, Li Zhong Bin, Huang Jian Piang, Zulfiqar Ali (2016), *The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan*. The results from the current study explores that motivation plays an important role in the performance of employees and job satisfaction. . it can thus be concluded that the work environment of employee satisfaction has a positive impact or influence.

Research Hypothesis

The following hypotheses can bedrawn:

H₁: Organizational culture has positive impact or influence on job satisfaction;

H₂: The work environment has positive impact or influence on job satisfaction;

H₃: Work motivation has positive impact influence on job satisfaction;

H₄: Organizational culture, environment work and motivation work in a together we have positive influence to job satisfaction

RESEARCH METHOD

This study utilizes a quantitative insight by utilizing quantitative correlational examination strategies. Correlational examination has the same importance as affiliated research. Based on the opinion of Sugiyono (2013: 207), Association studies are studies that aim to determine the relationship between two or more variables. This study allows us to construct a theory that can explain, predict, and control symptoms. The technique that needs to be done in data collection techniques is using a questionnaire. The measurement scale in this study uses a Likert scale. Measurements are carried out using data that has been collected by giving a score which can be in the form of words, including; Strongly agree = 5, Agree = 4, Moderately Agree = 3, Disagree = 2 Strongly Disagree = 1. The research instrument using the Likert scale is made in the form of a checklist in the column of available options. The population in this study were all Individual Other

Service Provider Employees (PJLP) at the Regional Asset Management Agency Head Office (BPAD) totaling 126 people, and the number of samples taken in this study was 95.8 or rounded up to 96 respondents.

RESULTS AND DISCUSSION

Simple Linear Regression Analysis of Organizational Culture Influence_(X1) on Job Satisfaction (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18.438	2.466		7.475	.000
Budaya Organisasi	.470	.068	.583	6.959	.000

a. Dependent Variable: Kepuasan Kerja

Thus the simple linear regression equation: $Y = 18.438 + 0.470X_1$, has a constant of 18,438 which can be stated that if the giving of organizational culture (X1) is 0 then job satisfaction is 18,438. The regression coefficient of 0.470. It means every additional of one (1) organizational cultural value will provide an increase in job satisfaction of 0.470.

Simple Linear Regression Analysis of the Effect of the Work Environment_(X2) on Job Satisfaction (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24.107	2.831		8.516	.000
Lingkungan Kerja	.338	.085	.380	3.988	.000

a. Dependent Variable: Kepuasan Kerja

Thus the simple linear regression equation: $Y = 24.107 + 0.338X_2$, has a constant of 24,107 which can be stated that if the work environment (X2) is zero (0) and job satisfaction is 24,107. The regression coefficient of 0.338 states that additional of one (1) work environment value will provide an increase in job satisfaction of 0.338.

Simple Linear Regression Analysis between Work Motivation variables_(X3) to Job Satisfaction (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.290	2.609		8.927	.000
Motivasi Kerja	.370	.079	.434	4.671	.000

a. Dependent Variable: Kepuasan Kerja

Thus the simple linear regression equation: $Y = 23,290 + 0.370X_3$, has a constant of 23,290 which can be stated that if the motivation of work (X3) is worth 0 then job satisfaction is 23,290. The regression coefficient of 0.370 states that each addition of 1 work motivation value will provide an increase in job satisfaction of 0.370.

Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.911	2.978		5.344	.000
	Budaya Organisasi	.367	.094	.455	3.894	.000
	Lingkungan Kerja	.070	.089	.079	.788	.433
	Motivasi Kerja	.123	.088	.144	1.400	.165

a. Dependent Variable: Kepuasan Kerja
 Sumber: Rekapitulasi hasil SPSS Versi 24.0, 2020

From the results of the calculation of multiple regression analysis can be obtained the following equation:

$$Y = 15.911 + 0.367X_1 + 0.070X_2 + 0.123X_3$$

The equation informs that the tendency of change of each free variable to the bound variable can be inferred as follows:

1. Constant value of 15,911 indicates that if the organizational culture (X1), work environment (X2), and work motivation (X3), the values zero (0), then job satisfaction (Y), the value will be positive by = 15,911.
2. Each increase of 1 score of organizational culture variables affects the increase in employee job satisfaction at the Regional Asset Management Agency (BPAD) by 0.367 scores assuming other variables are constant in value.
3. Each increase of 1 work environment variable score affects the increase in employee job satisfaction at the Regional Asset Management Agency (BPAD) by 0.070 scores assuming other variables are constant in value.
4. Each increase of 1 work motivation variable score affects the increase in employee job satisfaction at the Regional Asset Management Agency (BPAD) by 0.123 scores assuming other variables are constant in value.

Multiple Determination Coefficient Test (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.358	.337	6.215

a. Predictors: (Constant), Budaya Organisasi, lingkungan kerja, motivasi kerja
 b. Dependent Variable: Kepuasan Kerja

Sumber: Rekapitulasi hasil SPSS Versi 24.0, 2020

Based on the determination coefficient test obtained value (R²) of 0.358 or 35.8%, the condition illustrates that the cultural relationship of the organization (X₁), work environment (X₂), work motivation (X₃) to job satisfaction (Y) is 0.358 or 35.8%. The remaining 64.2% of job satisfaction was affected by other factors, in which case the authors were not studied.

Partial Hypothesis Test (Test t) Organizational Culture Variables (X₁) to Job Satisfaction Variables (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.438	2.466		7.475	.000
	Budaya Organisasi	.470	.068	.583	6.959	.000

a. Dependent Variable: Kepuasan Kerja
 Sumber: Rekapitulasi hasil SPSS Versi 24.0, 2020

From the results of the calculation obtained the value of $t_{\text{calculation}}$ of organizational culture (X_1) of 6,959 > t_{table} of 1.6616. Thus, H_1 is accepted and based on the value of probability (Sig.) = 0,000, then 0,000 < 0.05, which means that H_0 is rejected and H_1 is accepted, thus a positive relationship among the organizational culture to job satisfaction in PJLP employees of the Regional Asset Management Agency (BPAD) are happened.

Partial Hypothesis Test (Test t) Work Environment Variable (X_2) to Job Satisfaction Variable (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.107	2.831		8.516	.000
	Lingkungan Kerja	.338	.085	.380	3.988	.000

a. Dependent Variable: Kepuasan Kerja
 Sumber: Rekapitulasi hasil SPSS Versi 24.0, 2020

Based on the results in Table's calculation obtained the value of $t_{\text{calculate}}$ the working environment (X_2) of 3,988 > t_{table} of 1.6616. Thus, H_1 is accepted and based on the value of probability (Sig.) = 0,000, then 0,000 < 0.05, which means that H_0 is rejected and H_1 is accepted thus there is a positive relationship between the work environment to job satisfaction in PJLP employees of the Regional Asset Management Agency (BPAD).

Partial Hypothesis Test (Test t) Work Motivation (X_3) to Job Satisfaction (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.290	2.609		8.927	.000
	Motivasi Organisasi	.370	.079	.434	4.671	.000

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 pted thus there is a positive impact of work
 he Regional Asset Management Agency (BPAD).

a. Dependent Variable: Kepuasan Kerja
 Sumber: Rekapitulasi hasil SPSS Versi 24.0, 2020

Simultaneous Hypothesis Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1982.166	3	660.722	17.105	.000 ^b
	Residual	3553.792	92	38.628		
	Total	5535.958	95			

a. Dependent Variable: Jib satisfaction
 b. Predictors: (Constant), organizational culture, work environment, work motivation

Based on the simultan test obtained $F_{\text{count}} > F_{\text{table}}$ or (17,105 > 2.70), then H_0 is rejected and H_1 is accepted meaning organizational culture (X_1), work environment (X_2), work motivation (X_3) simultaneously has a positive impact on job satisfaction (Y) of PJLP employees at BPAD.

Influence of Organizational Culture (X_1) on Job Satisfaction (Y) of PJLP Employees of DKI Jakarta Provincial Asset Management Agency.

The results of this research on the influence among organizational culture and job satisfaction can be seen from the calculation of the coefficient of linear regression obtained

equation $Y = 18.438 + 0.470X_1$, the constant of 18,438 states that organizational culture (X_1) is worth 0, then job satisfaction is 18,438. The regression coefficient of 0.470 states that each addition of one (1) organizational cultural value will provide an increase in job satisfaction of 0.470. Based on the calculation of the correlation coefficient obtained value (r) of 0.583 and according to the table of interpretation of the coefficient of entry correlation in quadrant 0.40-0.599 this means that the organization's cultural relationship (X_1) to job satisfaction (Y) is moderate. And based on the calculation of the coefficient of determination obtained a value (r^2) of 0.340 or 34% variability of job satisfaction caused by organizational culture. In other words, the influence of organizational culture (X_1) on job satisfaction (Y) was 34%, and the remaining 66% of job satisfaction was influenced by other factors, in which case the authors did not study.

The influence of organizational culture variables on employee job satisfaction in journal of research written by M. Mustafid (2017) with the title *Of Organizational Cultural Influence on Employee Job Satisfaction at Persero Limited Institute of Islamic and Social Studies (PT LKIS) Pelangi Aksara Yogyakarta*, there is a positive impact or influence on organizational culture factors (X) and employee job satisfaction (Y) on PT LKIS Pelangi Aksara Yogyakarta.

Due to the acquisition of the value of $t_{\text{calculated}} > t_{\text{table}}$ of 6,959 > t_{table} of 1.6616 and probability value (Sig.) = 0.000 thus partially there is a positive influence between organizational culture (X_1) on job satisfaction (Y) of PJLP employees in BPAD DKI Jakarta Province. It means, if the organizational culture owned by BPAD is good then employee job satisfaction will also increase, and vice versa.

Impact of the Work Environment (X_2) on Job Satisfaction (Y) of PJLP Employee in the Regional Asset Management Agency of DKI Jakarta Province.

Based on the results of research on the influence of the work environment on job satisfaction can be seen from the calculation of the coefficient of linear regression obtained equation $Y = 24.107 + 0.338X_2$, the constant of 24,107 states that if the work environment (X_2) is worth 0, then job satisfaction is 24,107. The regression coefficient of 0.338 states that each addition of 1 work environment value will provide an increase in job satisfaction of 0.338. Based on the calculation of the correlation coefficient obtained a value (r) of 0.380 and according to the table of interpretation of the coefficient of entry correlation in quadrant 0.20-0.399, it means, the relationship of the work environment (X_2) to job satisfaction (Y) is low. And based on the calculation of the coefficient of determination obtained value (r^2) of 0.145 or 14.5%, the variability of job satisfaction because of work environment. In other words, the effect of the work environment (X_2) on job satisfaction (Y) is 0.145 or 14.5%. The remaining 85.5% of job satisfaction was affected by other factors, in which case the authors were not studied.

The relationship between the work environment and job satisfaction has been in accordance with the journal of research results revealed by Mukti Wibowo et al. (2014) showed that Both physical and non-physical work environments have a significant impact on employee job satisfaction, and the physical work environment has a positive and significant effect on employee job satisfaction. Third, non-physical work environments positively and significantly affect employee job satisfaction.

Since the table's $> t_{\text{count}}$ value of 3,988 > t_{tables} is 1.6616, and the probability value (Sig.) = 0.000, there is a partially positive influence between the work environment (X_2) on the job satisfaction (Y) of PJLP employees at BPAD. DKI Jakarta Province. This means that if the work environment at BPAD is good then employee job satisfaction will also increase, and vice versa.

Impact of Work Motivation (X₃) on Job Satisfaction (Y) PJLP Employees of DKI Jakarta Provincial Asset Management Agency.

The results of the study on the effect of work motivation on job satisfaction can be found through the calculation of the linear regression coefficient. obtained equation $Y = 23,290 + 0.370X_3$, the constant of 23,290 states that if the motivation of work (X₃) is worth 0, then job satisfaction is 23,290. The regression coefficient of 0.370 states that each addition of 1 Work Motivation value will provide an increase in job satisfaction of 0.370. Based on the calculation of the correlation coefficient obtained a value (r) of 0.434 and according to the table of interpretation of the coefficient of entry correlation in quadrant 0.40-0.599, this means that the relationship of work motivation (X₃) to job satisfaction (Y) is moderate. And based on the calculation of the coefficient of determination obtained value (r²) of 0.188 or 18.8%, the variability of job satisfaction caused by work motivation. In other words, the effect of work motivation (X₃) on job satisfaction (Y) amounted to 0.188 or 18.8% of which the remaining 81.2% of job satisfaction was influenced by other factors, in which case the authors were not studied.

Effect of Job Motivation Variables on Employee Job Satisfaction has been in accordance with the journal of research conducted by Aan Purnomo (2014) with the title *Of The Influence of Work Motivation and Work Environment on Employee Job Satisfaction of PT Hyup Sung Indonesia Purbalingga*, that there is a positive influence between work motivation on employee job satisfaction, it is shown from: 1) Test results t_{counted} by 5,557 with significance of 0,000. 2) Test results t_{counted} by 3,428 with significance of 0.000. 3) There is a positive influence between work motivation and work environment simultaneously on employee job satisfaction. The work motivation variable and work environment have a calculated F value of 42,343 with a significant value of 0.000.

Due to the value of $t_{\text{calculated}} > t_{\text{table}}$ of 4,671 > t_{table} of 1.6616 and probability value (Sig.) = 0.000, thus partially there is a influence between work motivation (X₃) on job satisfaction (Y) of PJLP employees at BPAD DKI Jakarta Province. This means that if the motivation for work in BPAD is good then employee job satisfaction will also increase, and vice versa.

Influence of Organizational Culture (X₁), Work Environment (X₂), and Work Motivation (X₃) on Job Satisfaction (Y) PJLP Employees of DKI Jakarta Provincial Asset Management Agency.

Based on the results of research on The effect of organizational culture, work environment, and work motivation on job satisfaction can be found through the calculation of the linear regression coefficient obtained from Equation $Y = 15,911 + 0.367X_1 + 0.070X_2 + 0.123X_3$, constant of 15,911 states that if organizational culture (X₁), work environment (X₂), and work motivation (X₃) The value is 0, then job satisfaction is 15,911. coefficient $b_1 = 0.367$, meaning that if the organizational culture value increases by 1 score, then organizational culture affects the increase in job satisfaction by 0.367 scores assuming other variables are constant in value. Coefficient $b_2 = 0.070 X_2$, meaning that if the work environment value increases by 1 score, then the work environment variable affects the increase in job satisfaction by 0.070 score assuming other variables are constant value. coefficient $b_3 = 0.123X_3$, meaning that if the value of work motivation increases by 1 score then the work motivation variable has an effect on increasing job satisfaction by 0.123 scores assuming other variables are constant in value. Based on the results of calculations of the double correlation coefficient obtained value (r) of 0.598 and in accordance with the table of

interpretation of the correlation coefficient 0.40 - 0.599, this means that the cultural relationship of the organization (X₁), the work environment (X₂) and the motivation of work (X₃), to job satisfaction (Y) is moderate. And based on the results of calculations of the coefficient of double determination obtained (R²) of 0.358 or 35.8%, this means that the variability of job satisfaction that occurs is influenced by organizational culture (X₁), work environment (X₂), and work motivation (X₃), to job satisfaction (Y) of 35.8%, the remaining 64.2% influenced by other factors that in this case are not studied by the author. While from the results of the simultaneous hypothesis test (Test F) obtained the value $F_{\text{calculated}}$ by 17,105 and F_{table} of 2.70, because the value of $F_{\text{calculated}} > F_{\text{table}}$, then H_0 was rejected and H_1 was accepted which means there is a positive influence between organizational cultures (X₁), work environment (X₂), and work motivation (X₃) together with job satisfaction (Y). Based on the above results, it can be concluded that the organizational culture, work environment, and work motivation together have a positive effect on the job satisfaction of PJLP employees in the Provincial Asset Management Agency (BPAD) of DKI Jakarta Province.

CONCLUSION

The conclusion from the research results is that Organizational culture has a positive (+) effect on job satisfaction, whereas work environment has a positive (+) effect on job satisfaction and commitment has a positive (+) effect on job satisfaction.

From the results of the study, it is also known that organizational culture has the greatest influence on job satisfaction of 0.583 or 58.3%, work motivation which has the influence of 0.434 or 43.4% on job satisfaction, and the one that has the least effect on job satisfaction is a work environment that only has a % correlation of 0.380 or 38%. And the three variables together affect job satisfaction by 0.598 or 59.8%.

Culture has the greatest influence on job satisfaction because the culture in the Regional Asset Management Agency (BPAD) is very strong and very important for employees in running the organization well, which can increase employee job satisfaction.

The conclusion from the research results is that Organizational culture has a positive (+) effect on job satisfaction, the working environment has a positive (+) effect on job satisfaction as well as the commitment has a positive effect on job satisfaction.

It is also known that organizational culture has the greatest influence on job satisfaction by 0.583 or 58.3% and followed by work motivation which has an influence of 0.434 or 43.4% on job satisfaction, and the one that gives the least influence on job satisfaction is the work environment, which only has a % correlation of 0.380 or 38%. And the three variables together affect job satisfaction by 0.598 or 59.8%.

Organizational culture has the greatest influence on job satisfaction because the organizational culture in the Regional Asset Management Agency (BPAD) is very strong and very important for employees to carry out their work well, which can increase employee job satisfaction. The work environment also has the smallest impact on job satisfaction, but that does not mean that it is simply forgotten, a good work environment can support employees in their work, and the work motivation of employees needs to be considered so that employee job satisfaction can be maintained. I suggest that for further research, it is necessary to see how the impact of other research variables that aren't discussed in this paper on employee satisfaction, which may not be seen well by this paper, like work compensation and top management commitment variables so

that they can increase the treasury of knowledge, especially those related to with human resource development.

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