

# The Effect of Organisational Culture, Work Environment and Training on Employee Job Satisfaction (a Study at Otika Medika Hospital, Serang Regency)

Yoki Adam<sup>1)</sup>, Mahsoca Hera Fermana<sup>2)</sup>, Dede Sonaji<sup>3)</sup>, John Chaidir<sup>4)</sup>, Haerofiatna<sup>5)</sup>  
<sup>12345</sup> University Primagraha, Serang, Banten, Indonesia  
e-mail: [yokiadam1984@gmail.com](mailto:yokiadam1984@gmail.com)

Article Information

Submit: 09-03-2026

Revised: 28-05-2026

Accepted: 29-05-2026

## Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi, lingkungan kerja, dan pelatihan terhadap kepuasan kerja pegawai di Rumah Sakit Otika Medika Kabupaten Serang. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui penyebaran kuesioner kepada pegawai rumah sakit yang dijadikan responden penelitian. Teknik pengambilan sampel menggunakan metode probability sampling. Analisis data dilakukan menggunakan analisis regresi linear berganda dengan bantuan perangkat lunak statistik untuk menguji pengaruh variabel independen terhadap variabel dependen. Hasil penelitian menunjukkan bahwa budaya organisasi, lingkungan kerja, dan pelatihan secara parsial berpengaruh positif dan signifikan terhadap kepuasan kerja pegawai. Selain itu, hasil pengujian secara simultan juga menunjukkan bahwa ketiga variabel tersebut secara bersama-sama berpengaruh signifikan terhadap kepuasan kerja pegawai. Temuan penelitian ini menunjukkan bahwa peningkatan budaya organisasi yang positif, lingkungan kerja yang kondusif, serta penyelenggaraan pelatihan yang efektif dapat meningkatkan tingkat kepuasan kerja pegawai. Oleh karena itu, organisasi perlu memperhatikan pengelolaan budaya organisasi, perbaikan lingkungan kerja, serta pengembangan kompetensi pegawai melalui program pelatihan yang berkelanjutan guna meningkatkan kepuasan kerja dan kinerja organisasi.

**Kata kunci:** Budaya, Kepuasan kerja, Lingkungan, Pelatihan,

## Abstract

*This study aims to analyze the influence of organizational culture, work environment, and training on employee job satisfaction at Otika Medika Hospital in Serang Regency. This research employed a quantitative approach using a survey method. Data was collected through questionnaires distributed to hospital employees who served as research respondents. The sampling technique used probability sampling. Data analysis was conducted using multiple linear regression analysis with the assistance of statistical software to examine the effect of independent variables on the dependent variable. The results of the study indicate that organizational culture, work environment, and training partially have a positive and significant effect on employee job satisfaction. Furthermore, the simultaneous test results show that these three variables collectively have a significant influence on employee job satisfaction. The findings suggest that strengthening positive organizational culture, creating a conducive work environment, and implementing effective training programs can enhance employee satisfaction. Therefore, organizations need to pay attention to managing organizational culture, improving the work environment, and developing employee competencies through sustainable training programs to improve job satisfaction and organizational performance.*

**Keywords:** Culture, Environment, Job satisfaction, Training,

## INTRODUCTION

Healthcare is one of the basic needs of society and a fundamental right of every citizen. The availability of quality, affordable and equitable healthcare services is an important indicator in improving the welfare of society (Jindal et al., 2023) (Jindal et al., 2023). In the context of the national healthcare system, hospitals play a strategic role as healthcare institutions that provide curative, preventive, rehabilitative and promotive services to the community. With the increasing population, complexity of diseases, and public demand for quality healthcare services, hospitals are required to continuously improve the quality of their organizational management and human resources (Jindal et al., 2023) (Kementerian Kesehatan RI, 2024) The quality of hospital services is

not only determined by the completeness of medical facilities and health technology but is also greatly influenced by the performance and job satisfaction of both health and non-health personnel working there. Job satisfaction is an emotional state that reflects the extent to which individuals feel happy or unhappy with their work (Robbins, S. P., & Judge, 2013). A high level of job satisfaction will encourage increased motivation, loyalty, and employee performance, thereby having a positive impact on the quality of service to patients. Conversely, low job satisfaction can lead to various organizational problems such as low productivity, increased absenteeism, and high employee turnover (Luthans, 2015). In addition to organizational culture, the work environment is also an important factor that affects employee job satisfaction. The work environment includes all physical and non-physical conditions in the workplace that can affect employees in carrying out their duties (Sumaryono, R., & Sari, 2024). A comfortable, safe work environment that supports good social interaction between employees can increase motivation and job satisfaction. Conversely, an unfavorable work environment, such as inadequate work facilities, noise, or disharmonious working relationships, can reduce employee morale (Sari et al., 2023) (Chandrasekar, 2011).

Another factor that also plays a role in increasing employee satisfaction is job training. Training is a systematic process designed to improve the skills, knowledge, and abilities of employees so that they can carry out their work effectively (Dessie, 2020). The right training program can help employees improve their professional competence so that they feel more confident in carrying out their duties. This can ultimately increase employee satisfaction because they feel capable of meeting the job demands set by the organization. In the healthcare sector, particularly in hospitals, human resource management is a very important aspect due to the nature of the work, which demands high precision, great responsibility, and relatively high work pressure. Healthcare workers and hospital administrators are required to provide fast, accurate, and professional services to patients. Therefore, hospital organizations need to create a positive organizational culture, a conducive working environment, and provide adequate training programs to maintain employee job satisfaction. The province of Banten is one of the regions with rapid development of health care facilities. Based on data from the Ministry of Health of the Republic of Indonesia in 2024, there are around 128 hospitals operating in Banten Province, consisting of 102 general hospitals and 26 specialized hospitals. The increase in the number of hospitals indicates a growing demand for healthcare services among the public, while also intensifying competition among hospitals to provide quality services. One of the growing private hospitals in Serang Regency is Otika Medika Hospital, which was established in 2019. This hospital is an extension of the Otika Banten Clinic, which transformed into a hospital to provide more comprehensive health services to the community. The hospital provides various health services such as outpatient care, inpatient care, emergency units, laboratories, radiology, and specialist doctors. Since 2022, the hospital has also collaborated with BPJS Kesehatan, enabling it to serve patients enrolled in the National Health Insurance (JKN) program.

Based on data from the Hospital Management Information System (SIMRS), the number of patient visits at Otika Medika Hospital in 2024 reached 10,413 patients, consisting of 2,808 inpatients and 7,065 outpatients. The increase in the number of visits indicates growing public confidence in the services provided by hospitals. However, the increase in the number of patients also requires organizations to be prepared to manage human resources optimally so that services continue to run effectively and with high quality. In practice, human resource management in hospitals often faces various challenges, such as high work pressure, demands for professionalism, and the need for continuous improvement in the competence of health workers. These conditions can affect employee job satisfaction if they are not balanced with a good organizational culture, a conducive working environment, and adequate training programs. Therefore, it is important for hospital management to understand the factors that influence employee satisfaction in order to

formulate more effective human resource management policies. Based on the above description, it can be concluded that organizational culture, work environment, and training are important factors that have the potential to influence employee satisfaction in a hospital setting. Therefore, this study was conducted to analyse the influence of organizational culture, work environment, and training on employee job satisfaction at Otika Medika Hospital in Serang Regency. The results of this study are expected to contribute scientifically to the development of human resource management studies, particularly in the health service sector, and to serve as a consideration for hospital management in improving employee job satisfaction and the quality of service to the community.

## RESEARCH METHODS

This study utilises a quantitative approach with a survey method. The quantitative approach is used to empirically test the relationship between variables through numerical measurement and statistical analysis (Lim, 2025). The survey method was chosen because it allows researchers to obtain data directly from respondents through structured questionnaires related to their perceptions of organisational culture, work environment, job training, and job satisfaction. This study is explanatory research, which aims to explain the causal relationship between independent and dependent variables through hypothesis testing (Sugiyono, 2022). In this study, the independent variables consist of organisational culture, work environment, and job training, while the dependent variable is employee job satisfaction. The population in this study is all employees working in the organisations/agencies that are the objects of the study. The population is defined as all research subjects who have certain characteristics relevant to the research objectives (Sekaran, U., & Bougie, 2016). The sampling technique used probability sampling with the simple random sampling method, whereby each member of the population had an equal chance of being selected as a research sample. This method was chosen to minimise bias in the selection of respondents and increase the representativeness of the sample (Russell et al., 2022). The sample size was determined using the Slovin formula with a certain margin of error to obtain a representative number of respondents to represent the research population. Data Collection Techniques, Data collection in this study used several techniques, namely:

- a. Questionnaire, A questionnaire was used as the main research instrument to obtain primary data from respondents. The questions were structured based on the indicators of each research variable and measured using a five-point Likert scale, ranging from strongly disagree to strongly agree.
- b. Literature Study, A literature study was conducted by reviewing books, scientific journals, and academic publications relevant to the research variables, such as organisational culture, work environment, job training, and job satisfaction. This study aimed to strengthen the theoretical basis of research.
- c. Documentation, the documentation technique was carried out by collecting secondary data in the form of organisational documents, institutional reports, and other information relevant to the research.

The variables in this study were measured using indicators adapted from academically tested literature.

- a. Organizational Culture, Organizational culture was measured using indicators proposed by (Dewi, T. K., & Winarno, 2025): Self-awareness, Aggressiveness, Personality, Performance, Team orientation
- b. Work Environment, The work environment was measured based on indicators proposed by (Russell et al., 2022) namely, Lighting, Air temperature, Noise level, Use of colour, Work space Work safety and comfort, Interpersonal relationships

- c. Work Training, Work training is measured based on the training concepts of Dessler in (Russell et al., 2022) , which include: Training material, Training methods, Instructor competence, Participant participation, Training evaluation
- d. Job Satisfaction, Job satisfaction is measured using indicators that refer to the job satisfaction theory proposed by (Patricia, N. M., & Asoba, 2021) including: Satisfaction with the job itself, Satisfaction with supervision, Satisfaction with co-workers, Satisfaction with promotion, Satisfaction with compensation

Data analysis in this study was conducted using quantitative statistical analysis with the aid of statistical software. The stages of data analysis included:

- a. Research Instrument Testing, Validity testing is used to determine the extent to which the instrument can measure what it is supposed to measure.
- b. Reliability testing is used to ensure the consistency of the research instrument, Classical Assumption Testing, this includes tests of normality, multicollinearity, and heteroscedasticity to ensure that the regression model meets statistical assumptions.
- c. Multiple Linear Regression Analysis, this analysis is used to determine the effect of organisational culture, work environment, and job training on employee job satisfaction.
- d. Hypothesis Testing, the t-test is used to determine the partial effect of each independent variable on the dependent variable.
- e. The F-test is used to determine the simultaneous effect of independent variables on the dependent variable.
- f. The coefficient of determination ( $R^2$ ) is used to determine the extent to which independent variables contribute to explaining the dependent variable.

## RESULTS AND DISCUSSION

### RESULT

The research object is Otika Medika Hospital, located in Serang Regency, Banten Province. This hospital is a private healthcare facility established in 2019 as an expansion of Otika Banten Clinic. The hospital provides a variety of healthcare services, including 24-hour emergency services, outpatient care, inpatient care, specialist doctor services, and supporting medical services such as laboratories and radiology. Since 2022, Otika Medika Hospital has partnered with BPJS Health, allowing it to serve patients enrolled in the National Health Insurance (JKN-KIS). The presence of this hospital plays an important role in supporting public health services in Serang Regency and its surrounding areas. Descriptive Analysis of Respondent Characteristics This study involved 100 respondents who are employees of Otika Medika Hospital. The characteristics of respondents were analysed based on gender, age, and level of education. Respondent Characteristics Based on Gender at table 1.

**Table 1. Distribution of Respondents by Gender**

Gender	Quantity	Percentage
Male	34	34%
Women	66	66%
Total	100	100%

Source: Data processed (2025)

Based on Table 1, most of the respondents were female employees as many as 66 people (66%), while male employees amounted to 34 people (34%). This shows that the workforce at Otika Medika Hospital is dominated by women, which is a common phenomenon in the healthcare sector. Characteristics of Respondents by Age at table 1.

**Table 2. Distribution of Respondents by Age**

Age	Jumlah	Percentage
20 – 30	48	48%
31 – 40	38	38%
> 40	14	14%
Total	100	100%

Source: Data processed (2025)

Table 2 shows that the 20–30-year-old age group is the largest respondent group at 48%, followed by the 31–40-year-old age group at 38%, and respondents over 40 years old at 14%. This indicates that the workforce at the hospital is dominated by employees of productive age. Characteristics of Respondents Based on Recent Education at table 3

**Table 3. Distribution of Respondents by Education**

Education	Quantity	Percentage
SMA	15	15%
D3	46	46%
S1	32	32%
S2	7	7%
Total	100	100%

Source: Data processed (2025)

that most respondents have a Diploma (D3) education as much as 46%, followed by bachelor (S1) at 32%, then high school at 15%, and S2 at 7%. This composition reflects the educational structure of health workers, many of which come from vocational education. The validity test was carried out using the Pearson Product Moment correlation with the number of respondents of 100 people and a significant level of 5%. The  $r$ -table value is 0.197. An item is declared valid if the  $r$ -calculated value  $>$   $r$ -table.

**Table 4. Summary of Validity Test Results**

Variabel	Number of Items	Range	$r$ -count	$r$ -table	Remarks
Organizational Culture	11	0,501 – 0,766	0,197	0,197	Valid
Work Environment	7	0,742 – 0,885	0,197	0,197	Valid
Training	10	0,546 – 0,808	0,197	0,197	Valid
Job Satisfaction	12	0,443 – 0,846	0,197	0,197	Valid

Source: Data processed (2025)

The results of the validity test showed that all items in each variable had an  $r$ -count value greater than the  $r$ -table, so that all questionnaire items were declared valid and suitable for use in the study. Reliability tests were performed using Cronbach's Alpha. The instrument is declared reliable if the alpha value  $>$  0.60, show in table 5

**Table 5. Reliability Test Results**

Variabel	Cronbach Alpha	Keterangan
Organizational Culture	$>$ 0,60	Reliable
Work Environment	$>$ 0,60	Reliable

Variabel	Cronbach Alpha	Keterangan
Training	> 0,60	Reliable
Job Satisfaction	> 0,60	Reliable

Source: Data processed (2025)

Based on Table 5, it is known that all variables have a Cronbach Alpha value above 0.60, so it can be concluded that the research instrument has a good level of reliability.

Classic Assumption Test, with Normality Test

**Table 6 Normality Test Results (Kolmogorov-Smirnov)**

Variabel	Sig.
Residual	0,200

Source: Data processed (2025)

A significance value of 0.200 (>0.05) indicates that the residual data is normally distributed, so the regression model meets the assumption of normality. Multicollinearity Test show in table 7

**Table 7. Multicollinearity Test Results**

Variabel	Tolerance	VIF	Remarks
Organizational Culture	>0,1	<10	Multicollinearity does not occur
Lingkungan Kerja	>0,1	<10	Multicollinearity does not occur
Training	>0,1	<10	Multicollinearity does not occur

Source: Data processed (2025)

The test results showed that all variables had a tolerance value of >0.1 and VIF <10, so it can be concluded that there is no multicollinearity in the regression model. Based on the scatterplot graph, the residual points are scattered randomly and do not form a specific pattern. In addition, the results of the significance test show the value of:

Organizational culture = 0,881

Work environment = 0,073

Training = 0,333

The overall significance value is greater than 0.05, so it can be concluded that the regression model does not experience heteroscedasticity. Multiple Linear Regression Analysis, show in table 8.

**Table 8. Multiple Linear Regression Analysis Results**

Variabel	Regression Coefficients
constant	4,902
Organizational Culture	0,229
Work Environment	0,382
Training	0,345

Source: Data processed (2025)

The regression equations obtained are:

$$Y = 4,902 + 0,229X_1 + 0,382X_2 + 0,345X_3$$

Model interpretation:

- a. The constant of 4.902 indicates that without the influence of independent variables, job satisfaction has a baseline value of 4.902.
- b. The organizational culture coefficient (0.229) indicates that improving organizational culture will increase job satisfaction.
- c. The coefficient of the work environment (0.382) indicates that the work environment has a positive influence on job satisfaction.
- d. The training efficiency (0.345) shows that increased training will increase employee job satisfaction.

Hypothesis test (Partial) show in table 9

**Table 9. Test Results t**

Variabel	t test	t tabel	Sig	Result
Organizational Culture	2,400	1,985	0,018	Signifikan
Work Environment	3,393	1,985	0,001	Signifikan
Training	4,150	1,985	0,000	Signifikan

Source: Data processed (2025)

The results of the t-test showed that all independent variables had a positive and significant effect on job satisfaction. Hypotesis of F Test (Simultaneous), show in table 10

**Table 10. F Test Results**

F Calculate	F Table	Sig
30,814	2,700	0,000

The results of the F test show that organizational culture, work environment, and training simultaneously have a significant effect on employee job satisfaction. Coefficient of Determination show in table 11

**Table 11. Coefficient of Determination**

R Square	Percentage
0,491	49,1%

Source: Data processed (2025)

An  $R^2$  value of 0.491 indicates that 49.1% of employee job satisfaction variations can be explained by organizational culture, work environment, and training, while 50.9% are influenced by other factors outside the research model.

## DISCUSSION

### The Influence of Organizational Culture on Employee Job Satisfaction

The results of the study show that organizational culture has a positive and significant effect on employee job satisfaction. This is shown by the value of the regression coefficient of 0.229 with a significance value of 0.018 ( $<0.05$ ). These findings indicate that the better the implementation of organizational culture in the work environment, the level of employee job satisfaction will also increase. Empirically, this condition can be seen from the work values applied at Otika Medika Hospital such as teamwork, professional responsibility, and commitment to quality health services. These values encourage employees to work more in a more directed manner and have a sense of belonging to the organization. When employees feel that organizational values are aligned with their personal values, there will be a sense of comfort and satisfaction at work.

The findings of this study are in line with the theory of organizational behavior which states that organizational culture is a system of values, beliefs, and norms that are shared by members of the organization that can influence attitudes and work behaviors (Robbins, S. P., & Judge, 2013). A strong organizational culture can create a conducive work environment so that employees feel valued and motivated in carrying out their duties. The results of this study also support previous research conducted by (Ding & Hong, 2025) which stated that organizational culture has an important role in improving employee job satisfaction. Another study conducted by (Ding & Hong, 2025) also confirms that a positive organizational culture can shape employee commitment and loyalty to the organization. Thus, the results of this study strengthen the view that organizational culture is one of the important factors that affect employee job satisfaction, especially in organizations engaged in service sectors such as hospitals.

### **The Influence of the Work Environment on Employee Job Satisfaction**

The results of the study showed that the work environment had a positive and significant influence on employee job satisfaction with a regression coefficient value of **0.382** and a significance value of **0.001 (<0.05)**. These findings show that good work environment conditions will increase employee satisfaction. The work environment at Otika Medika Hospital includes physical and non-physical conditions such as the comfort of the workspace, adequate lighting, stable room temperature, and harmonious working relationships between employees. This condition provides psychological support for employees in carrying out their work, especially in the health service sector, which demands a high level of concentration and precision. Theoretically, (Karugu, R. N., & Kiiru, 2019) explained that a good work environment can improve employee performance and job satisfaction because employees feel comfortable and safe in carrying out their work. A conducive work environment will help employees work more effectively and efficiently. The results of this study are also in line with the research conducted by (Muhamad Akbar Alfarizy, et al, 2025) (Shabrina et al., 2025), which found that the work environment has a significant influence on employee satisfaction. Another study by Robbins and Judge (2017) also states that good work environment conditions can increase employee motivation and job satisfaction. In the context of healthcare organizations, the work environment has a very important role because health workers often face high work pressure. Therefore, organizations need to ensure that the working environment conditions support employee comfort and safety.

### **The Effect of Training on Employee Job Satisfaction**

The results showed that training had a positive and significant influence on employee job satisfaction with a regression coefficient value of **0.345** and a significant value of **0.000 (<0.05)**. These findings show that the better the implementation of the training program, the higher the level of employee job satisfaction will increase. The training provided to Otika Medika Hospital employees aims to improve competence and work skills, especially in providing health services to patients. Through effective training, employees gain new knowledge, improve professional skills, and can adapt to technological developments and health service procedures. According to (Muhamad Akbar Alfarizy, et al2025) (Shabrina et al., 2025) (Yimam, 2022), training is a learning process designed to improve employees' ability to carry out their work. A good training program not only improves work competence but also has a positive impact on employee motivation and job satisfaction. The findings of this study are also in line with research conducted by Kasmir (2016) which states that job training has a positive influence on employee job satisfaction because it provides opportunities for employees to develop and improve their professional abilities. In the health sector, training is an important factor because medical personnel and health workers are required to always keep up with the development of medical science and technology. Therefore,

organizations that provide training opportunities on an ongoing basis will be able to increase employee job satisfaction.

### **The Influence of Organizational Culture, Work Environment, and Training on Employee Job Satisfaction**

The results of the simultaneous test showed that organizational culture, work environment, and training together had a significant effect on employee job satisfaction with **an F value of 30.814** and a significance level of **0.000 (<0.05)**. This shows that these three variables are important factors that affect employee satisfaction. The determination coefficient value of **49.1%** shows that almost half of the variation in employee job satisfaction can be explained by these three variables. Meanwhile, the rest were influenced by other factors outside of the study such as compensation, leadership style, work motivation, and reward system. Theoretically, job satisfaction is an employee's positive attitude towards his or her work that arises because of an evaluation of various aspects of the job (Yimam, 2022). Factors such as organizational culture, work environment, and training are important components that influence employees' perception of the organization. These findings are also consistent with previous research that showed that organizational factors and human resource development factors have a significant influence on employee job satisfaction.

#### **The novelty of this research lies in the following aspects:**

Research context in the regional health service sector This research was conducted at Otika Medika Hospital which is a developing private hospital in Serang Regency. Studies on job satisfaction in regional hospitals are still relatively limited, so this study makes an empirical contribution to the development of human resource management studies in the health service sector. Integration of three organizational factors in one research model This study integrates three important factors, namely organizational culture, work environment, and training in one analysis model to explain employee job satisfaction. The integration of these variables provides a more comprehensive understanding of the factors that affect job satisfaction in healthcare organizations. Practical contribution to hospital human resource management the results of this study provide practical implications for hospital management in designing more effective human resource management strategies, especially through strengthening organizational culture, improving the quality of the work environment, and implementing sustainable training programs.

### **CONCLUSION**

This study aims to analyze the influence of organizational culture, work environment, and training on employee job satisfaction at Otika Medika Hospital, Serang Regency. Based on the results of data analysis and discussions that have been carried out, it can be concluded that several things are as follows. First, **organizational culture has a positive and significant effect on employee job satisfaction**. This shows that the better the implementation of organizational values, such as teamwork, responsibility, and orientation to performance, the higher the level of employee job satisfaction. A strong organizational culture can create a conducive work environment and increase employees' sense of belonging to the organization. Second, the **work environment has a positive and significant effect on employee satisfaction**. The conditions of a comfortable, safe work environment, and harmonious working relationships between employees have been proven to be able to increase employee comfort at work, resulting in increased job satisfaction. Third, **training has a positive and significant effect on employee job satisfaction**. An effective training program can improve employees' competencies and skills so that they feel more confident in carrying out their duties and responsibilities. Fourth, **organizational culture, work environment, and training simultaneously have a significant**

**effect on employee job satisfaction.** This shows that employee job satisfaction is not only influenced by one factor but is the result of a combination of various organizational factors and human resource development.

The results of this study contribute theoretical Implications to the development of human resource management studies, especially those related to factors that affect employee job satisfaction. This research strengthens the theory of organizational behaviour which states that organizational culture, work environment conditions, and human resource development programs are important factors in increasing employee job satisfaction. In addition, this study also provides empirical evidence that the integration of these three variables can explain variations in job satisfaction in the context of healthcare organizations. This study has several limitations that need to be considered in interpreting the research results. First, this research was only conducted on one organization, namely Otika Medika Hospital, so the results of the research could not necessarily be generalized to other organizations or sectors. Second, the variables used in this study were limited to organizational culture, work environment, and training, while there were still other factors that could also affect job satisfaction such as compensation, leadership, work motivation, and reward systems. Third, this study uses a quantitative approach with a survey method so that it has not been able to explore in depth the experiences and perceptions of employees.

Based on these limitations, further research is expected to expand the research objects in different organizations or sectors so that they can provide more comprehensive results. In addition, further research can also add other relevant variables such as transformational leadership, work motivation, or compensation to gain a broader understanding of the factors that affect job satisfaction. Further research can also use **a mixed methods** approach or a qualitative approach to gain a deeper understanding of the dynamics of employee job satisfaction. Based on the results of the research that has been conducted, some of the suggestions that can be given are as follows. First, for the management of Otika Medika Hospital, it is recommended to continue to strengthen the implementation of **a positive organizational culture** through the internalization of organizational values, increased teamwork, and effective communication between employees. This is important to create a harmonious work environment and increase employee job satisfaction. Second, organizations need to continue to improve the quality **of the work environment**, both from physical and non-physical aspects. Improvements in work facilities, lighting, workspace comfort, and harmonious working relationships between employees can have a positive impact on employee comfort and job satisfaction. Third, hospital management is also advised to organize **a continuous training program** to improve employee competence. Training programs that are systematically designed and relevant to job needs will help employees improve their professional abilities and have a positive impact on job satisfaction. Fourth, for future researchers, it is recommended to develop research by adding other variables related to human resource management and expanding the scope of research so that it can produce more comprehensive findings and have a higher level of generalization.

## REFERENCES

- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
- Dessie, W. (2020). Current advances on waste biomass transformation into value-added products. In *Applied Microbiology and Biotechnology* (Vol. 104, Issue 11, pp. 4757–4770). <https://doi.org/10.1007/s00253-020-10567-2>
- Dewi, T. K., & Winarno, A. (2025). Competency Development and Organizational Culture as Factors Influencing Corporate Performance: The Mediating Role of Employee Performance in Indonesian State-Owned Enterprise Bank. *Organization Development Journal*,



43(1).

- Ding, J., & Hong, G. (2025). Fostering Loyalty and Creativity: How Organizational Culture Shapes Employee Commitment and Innovation in South Korean Firms. *Behavioral Sciences*, 15(4). <https://doi.org/10.3390/bs15040529>
- Jindal, M., Chaiyachati, K. H., Fung, V., Manson, S. M., & Mortensen, K. (2023). Eliminating health care inequities through strengthening access to care. *Health Services Research*, 58(S3), 300–310. <https://doi.org/https://doi.org/10.1111/1475-6773.14202>
- Karugu, R. N., & Kiiru, D. (2019). Work environment and employees satisfaction at Cytonn Investment Limited. *International Academic Journal of Human Resource and Business Administration*, 3(5), 334-356.
- Lim, Weng Marc. (2025). What Is Quantitative Research? An Overview and Guidelines. *Australasian Marketing Journal*, 33(3), 325–348. <https://doi.org/10.1177/14413582241264622>
- Luthans, F. (2015). *Organizational Behavior*.
- Muhamad Akbar Alfarizy, Wawan Prahawan, Ali Imron, A. B. H. (2025). Influence of Job Training and Work-Life Balance on Employee Performance with Job Satisfaction as an Intervening Variable. *Journal of Business Management and Economic Development*, 3(3), 1004–1017.
- Patricia, N. M., & Asoba, S. N. (2021). Theories of job satisfaction in the higher education context. *Academy of Entrepreneurship Journal*, 27(2), 1-16.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior 17th Global Edition*. Global Edition.
- Russell, A. M. T., Browne, M., Hing, N., Rockloff, M., & Newall, P. (2022). Are any samples representative or unbiased? reply to Pickering and Blaszczynski. *International Gambling Studies*, 22(1), 102–113. <https://doi.org/10.1080/14459795.2021.1973535>
- Sari, R. I., Afandi, I., & Sugiarti, A. (2023). Tipe Perilaku Organisasi: Analisis dalam Manajemen Pendidikan. *Jurnal Pelita Nusantara*. <http://glorespublication.org/index.php/jupenus/article/view/104>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Shabrina, A., Prahawan, W., Imron, A., & Hilaldi, D. (2025). Effect of Job Training and Work Competency on Employee Performance through Job Satisfaction as a Mediating Variable. *Journal of Business Management and Economic Development*, 3(03), 859–872. <https://doi.org/10.59653/jbmed.v3i03.1822>
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (2nd ed.). ALFABETA.
- Sumaryono, R., & Sari, A. K. (2024). The Mediating Effect Of Job Satisfaction In The Influence Of Non-Physical Environment On Employee Performance. *Revista de Gestão Social e Ambiental*, 18(6), 1-13.
- Yimam, M. H. (2022). Impact of training on employees performance: A case study of Bahir Dar university, Ethiopia. *Cogent Education*, 9(1), 2107301. <https://doi.org/10.1080/2331186X.2022.2107301>