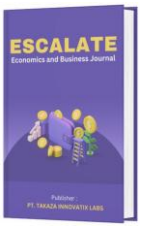
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# The Influence of Work Environment and Organizational Culture on Employee Job Satisfaction at PT Semen Indonesia Logistik

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***Abstract:*** *Employee job satisfaction is an essential factor in maintaining workforce effectiveness and organizational performance, particularly in logistics operations that require effective coordination and reliable work processes. This study aimed to examine the influence of work environment and organizational culture on employee job satisfaction at PT Semen Indonesia Logistik. A quantitative approach using a survey method was employed, involving 30 employees from the Procurement, General Affairs and Asset Management, and Corporate Finance departments, selected through a saturated sampling technique. Data were collected using a closed-ended questionnaire with a four-point Likert scale and analyzed through multiple linear regression using IBM SPSS. The findings revealed that the work environment had a positive and statistically significant relationship with employee job satisfaction (B = 1.182, t = 2.774, p = 0.010), whereas organizational culture showed a positive but statistically non-significant partial relationship (B = 0.331, t = 1.891, p = 0.069). Nevertheless, the overall regression model was statistically significant (F = 14.051, p < 0.001), with an adjusted R-squared value of 0.474, indicating that the two independent variables jointly explain g.ed 47.4% of the variation in employee job satisfaction. These findings highlight the importance of maintaining a supportive work environment, providing adequate facilities, and strengthening organizational practices related to employee recognition and rewards. This study contributes empirical evidence concerning the relationship between organizational conditions and employee job satisfaction in a logistics and cement-distribution company, although its findings are limited to the selected departments.*

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## Introduction

The development of information technology has brought changes to the operational patterns of the industrial world and increased competition between companies, both in the provision of products and services and human resource management. Human resources are strategic assets that play a vital role in supporting the achievement of company goals through competence, quality, and innovation. One indicator that reflects the success of human resource management is employee job satisfaction, namely the level of comfort, appreciation, and motivation felt in carrying out work. Job satisfaction is related to employee commitment, productivity, and loyalty to the company. Conversely, job dissatisfaction can trigger decreased motivation, internal conflict, increased absenteeism, and even employee turnover. Therefore, the work environment and organizational culture are two important aspects that require attention because they can influence employee attitudes and perceptions of their work.

The work environment encompasses physical and non-physical conditions that support work performance, from space, lighting, temperature, sanitation, facilities, and OHS aspects to interpersonal relationships, communication, and coordination between organizational members. According to (Pawirosumarto et al. 2017 in Vanessa et al. 2022), the work environment is a place where a person performs their work and interacts with others. Improving the quality of the work environment can also be done through the application of the 5S principle which emphasizes order, cleanliness, standardization, and discipline. Research by Desi Derina Yusda (2022) shows that work environment conditions are positively related to employee job satisfaction, while (Attamimi et al. 2022 in Oktarendah, et al. 2023) reveals that a positive work environment and high work motivation can optimize employee work enthusiasm. In addition to the work environment, organizational culture also plays a role in shaping employee behavior and attitudes. (Rivai and Junani Sagala 2011 in Ramadhan et al. 2026), views organizational culture as a set of shared values, rules, and beliefs that influence work attitudes in interactions within the organization. A supportive organizational culture can strengthen employees' sense of ownership, participation, discipline, and responsibility. This aligns with research by Tiwi Nofitasari (2021) and Valeria Kiky Tiomantara and I Gede Adiputra (2021), which demonstrates the importance of organizational culture and the work environment in shaping job satisfaction. Meanwhile, Rollins and Roberts (2007) in Hasanah et al. (2023) found that treating employees well provides distinct benefits for the company.

The issue of job satisfaction is relevant for study at PT Semen Indonesia Logistik (SILOG), a company engaged in the logistics and distribution of cement and other industrial products and is part of the PT Semen Indonesia (Persero) Tbk network. This company plays a role in supporting the national cement industry supply chain, making human resource management a crucial aspect in supporting its operational sustainability. Based on the results of a pre-survey on employee work productivity presented in Table 1.1 Key Performance Indicator (KPI), the majority of employees received a B rating, namely 19 people or 63%. These findings indicate that work productivity is generally still not optimal and indicate the need for attention to various factors related to employee working conditions. In carrying out its operations, the company faces challenges in the form of pressure to achieve targets, the dynamics of coordination between work units, and increasing demands for professionalism along with the development of the logistics industry. These conditions require the company to ensure that the work environment and organizational culture are able to support employee comfort and satisfaction in carrying out their responsibilities.

Another issue relates to the company's ability to create a work environment and organizational culture that aligns with employee expectations. Based on a pre-survey, differences in perspectives, workloads, communication patterns, and organizational dynamics are important aspects to consider when understanding job satisfaction. Working in the logistics sector also demands precision, time management, the ability to work under pressure, and good team coordination. If the work environment and organizational culture are unable to support these demands, employee job satisfaction has the potential to be suboptimal. Although previous research has discussed the relationship between the work environment and organizational culture and job satisfaction, quantitative research specifically


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examining these two variables in the logistics services sector, particularly at PT Semen Indonesia Logistik, is still missing in this research. Therefore, a study focused on company conditions is needed to gain an empirical understanding of the relationship between these two factors and employee job satisfaction.

Based on these phenomena and problems, this study aims to determine the influence of the work environment on employee job satisfaction, the influence of organizational culture on employee job satisfaction, and the influence of the work environment and organizational culture simultaneously on employee job satisfaction at PT Semen Indonesia Logistik. This study is important to conduct as an effort to provide an overview of the role of work environment conditions and organizational culture in supporting employee job satisfaction, as well as being a consideration for companies in developing a conducive work environment and a harmonious and productive organizational culture. The novelty of this study lies in the focus of the study of both independent variables together in the context of PT Semen Indonesia Logistik as a company in the logistics and cement distribution services sector. Thus, the results of this study are expected to contribute to the development of human resource management studies and become a practical reference for companies in increasing employee job satisfaction in a sustainable manner.

## Method

This study uses a quantitative approach to analyze the influence of the work environment and organizational culture on employee job satisfaction at PT Semen Indonesia Logistik. This approach utilizes numerical data that is analyzed statistically to test the relationship between independent variables and dependent variables. The independent variables in this study include the work environment (X1) and organizational culture (X2), while the dependent variable is employee job satisfaction (Y). The study was conducted at PT Semen Indonesia Logistik, located at Jalan Veteran No. 129, Gresik, East Java, from February to May 2026. The determination of the research location was based on the existence of phenomena relevant to the research problem, namely the importance of the work environment and organizational culture in supporting employee job satisfaction.

The research instrument used a closed questionnaire compiled based on the indicators of each research variable. According to Sugiyono (2023), a research instrument is a tool used to measure the observed phenomenon, while a questionnaire is a data collection technique through written statements answered by respondents. Respondent perception measurement uses a Likert scale with four alternative answers, namely Strongly Agree (SS) given a score of 4, Agree (S) given a score of 3, Disagree (TS) given a score of 2, and Strongly Disagree (STS) given a score of 1. Work environment variables are measured through indicators of work atmosphere and work facilities based on Alex S. Nitisemito (1992:183) in Beja et al. (2022). Organizational culture variables are measured through indicators of self-awareness, aggressiveness, personality, performance, and team orientation based on Edison (2016:233) in Gea et al. (2025). Meanwhile, job satisfaction is measured through indicators of work, wages, promotions, supervisors, and coworkers based on Afandi (2018) in Ramadon et al. (2023).

The research data consists of primary and secondary data. Primary data were obtained by distributing printed questionnaires directly to respondents, while secondary data were sourced from documents, books, journal articles, and company archives relevant to the research. The collected data were analyzed quantitatively using IBM SPSS. The analysis stages included descriptive statistical analysis, validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. The validity test was conducted by comparing the calculated r and tabular r values at a 5% significance level, while the reliability test used Cronbach's Alpha with a value greater than 0.60 as the reliability criterion used in the study, referring to Ghozali (2021). The classical assumption test included a normality test using the Kolmogorov-Smirnov test and a multicollinearity test with a Variance Inflation Factor (VIF) criterion of less than 10 and a tolerance of more than 0.10. Furthermore, multiple linear regression was used to analyze the influence of work environment and organizational culture on employee job satisfaction through the equation $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \varepsilon$. Hypothesis testing was carried out through the coefficient of determination ($R^2$), the $t$ statistical test to determine the partial effect, and the $F$ statistical test to determine the simultaneous effect of both independent variables on the dependent variable, with a significance level of 0.05 (Ghozali, 2021).


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According to Sugiyono (2023), a population is a generalization area that includes all units of analysis targeted by the research, while a sample is a portion of the population that represents its characteristics. The population of this study consisted of 30 employees from three divisions at PT Semen Indonesia Logistik: the Department of Procurement, the Department of General Affairs and Asset Management, and the Department of Corporate Finance. The sample was determined using a saturated or census sampling technique, which involves all members of the population as respondents. This technique was chosen because the population is relatively small, allowing all members of the population to be included in data collection. Thus, the research sample consisted of 30 employees from the three divisions. The research subjects were employees who served as the source of empirical data, while the research objects included the work environment and organizational culture as independent variables and employee job satisfaction as the dependent variable.

The research procedure begins with establishing the research variables, namely the work environment, organizational culture, and employee job satisfaction, as well as determining the location and research subjects based on the phenomena found at PT Semen Indonesia Logistik. Next, the researcher developed a closed questionnaire based on the indicators of each variable and established a four-level Likert scale as a guideline for measuring respondents' answers. Data collection was carried out by distributing printed questionnaires directly to all 30 employees included in the three predetermined divisions. Primary data from the questionnaire was then supplemented with secondary data obtained through relevant documents, books, journal articles, and company archives. After all the data was collected, the researcher processed and analyzed using IBM SPSS, starting with descriptive statistical analysis, testing the validity and reliability of the instrument, and testing the classical assumptions. The next stage was multiple linear regression analysis, followed by testing the coefficient of determination, the \(t\) test, and the \(F\) test at a significance level of 0.05. The results of this analysis were used to determine the influence of the work environment and organizational culture, both partially and simultaneously, on employee job satisfaction at PT Semen Indonesia Logistik.

## Research Results And Descriptive Test

### 1. Respondent Identity

This data was obtained from questionnaires completed by 30 employees of PT. Semen Indonesia Logistik from the Procurement Department, Affairs and Asset Management Department, and Corporate Finance Department. Respondent characteristics were classified by gender, age, and length of service.

### 2. Respondents Based on Job Division

**Table 1. Respondents Based on Job Division**

| Jenis Kelamin | Jumlah | Presentase (%) |
|---|---|---|
| Department Of General Affairs And Asset Management | 7 | 23,33% |
| Department Of Corporate Finance | 16 | 53,33% |
| Department Of Procurement | 7 | 23,33% |
| **Total** | **30** | **100%** |

Sumber : Data Diolah Peneliti, 2026

Based on the data in Table 1, these respondents are spread across three main divisions within the company. The Corporate Finance Department had the largest number of respondents (53.33%), followed by the General Affairs and Asset Management Department and the Procurement Department (23.33%).

### 3. Respondents Based on Gender

**Table 2. Respondents by Gender**


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| Jenis Kelamin | Jumlah | Presentase (%) |
|---|---|---|
| Laki-Laki | 11 | 36.67% |
| Perempuan | 19 | 63.33% |
| **Total** | **30** | **100%** |

Sumber : Data Diolah Peneliti, 2026

Referring to the data in table 2, the profile of research respondents is dominated by women (63.33%), while the proportion of men is (36.67%).

**4. Respondents Based on Age**

**Table 3. Respondents by Age**

| Usia | Jumlah | Presentase (%) |
|---|---|---|
| 18-24 Tahun | 4 | 13.33% |
| 25-31 Tahun | 5 | 16.67% |
| 32-38 Tahun | 13 | 43.33% |
| 39-45 Tahun | 3 | 10.00% |
| Di atas 45 Tahun | 5 | 16.67% |
| **Total** | **30** | **100%** |

Sumber : Data Diolah Peneliti, 2026

Based on table 3, it shows that the majority of respondents were in the age range of 32 – 38 years (43.33%), followed by those aged 25 – 31 years and those aged over 45 years (16.67%) and those aged 18 – 24 years and 29 – 45 years (10%).

**5. Respondents Based on Work Period**

**Table 4. Respondents Based on Length of Service**

| Masa Kerja | Jumlah | Persentase (%) |
|---|---|---|
| 1-2 Tahun | 4 | 13.33% |
| 3-4 Tahun | 2 | 6.67% |
| ≥5 Tahun | 24 | 80.00% |
| **Total** | **30** | **100%** |

Sumber : Data Diolah Peneliti, 2026

Table 4 above shows that the majority of respondents were employees with a long tenure. The most senior group (5 years or more) accounted for the largest percentage, reaching 80%, followed by respondents with 1–2 years of service (13.33%), and those with 3–4 years of service (6.67%).

**Respondent Perception Profile**

**1. Respondents' Perceptions of Work Environment Variables (X1)**

**Table 5. Respondent's Perception X1**

| No. | Statement | SS | S | TS | STS |
|---|---|---|---|---|---|
| | | **4** | **3** | **2** | **1** |
| **Working Atmosphere** | | | | | |
| 1. | I feel that the working atmosphere in the company is comfortable and supports me in completing my work. | 7 | 22 | 1 | 0 |
| 2. | The work environment supports me to work more productively. | 8 | 22 | 0 | 0 |
| **Work Facilities** | | | | | |
| 3. | The work facilities provided by the company are complete to help complete the work. | 7 | 19 | 4 | 0 |
| 4. | Work facilities help me get my work done more effectively. | 8 | 20 | 2 | 0 |
| | **Total** | **30** | **83** | **7** | **0** |

Source: Data Processed by Researchers, 2026

Based on the data presented in the table, it can be explained that:


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A. The results of data processing on the first statement showed that 7 respondents strongly agreed, 22 respondents agreed, and 1 respondent disagreed.
B. In the second statement, 8 respondents strongly agreed, while 22 others agreed.
C. The distribution of answers to the third statement includes 7 respondents who strongly agree, 19 respondents who agree, and 4 respondents who disagree.
D. In the fourth statement, 8 respondents strongly agreed, 20 agreed, and 2 disagreed.

**2. Respondents' Perceptions of Organizational Culture Variables (X2)**

**Table 6. Respondent Perception X2**

| No. | Statement | SS | S | TS | STS |
|---|---|---|---|---|---|
| | | **4** | **3** | **2** | **1** |
| **Self-awareness** | | | | | |
| 1. | I take on my duties and responsibilities in the organization. | 8 | 20 | 2 | 0 |
| 2. | I work according to the rules and values that apply in the organization. | 9 | 20 | 1 | 0 |
| **Aggressiveness** | | | | | |
| 3. | The organization encourages employees to work actively and take initiative. | 8 | 21 | 1 | 0 |
| 4. | Employees are encouraged to achieve high work targets. | 7 | 21 | 2 | 0 |
| **Personality** | | | | | |
| 5. | Employees in this organization demonstrate a professional attitude in their work. | 5 | 23 | 2 | 0 |
| 6. | Employees maintain good ethics and behavior in the work environment. | 7 | 22 | 1 | 0 |
| **Performance** | | | | | |
| 7. | Organizations pay attention to employee performance results. | 5 | 17 | 8 | 0 |
| 8. | Employees who excel receive awards from the organization. | 3 | 20 | 7 | 0 |
| **Team Orientation** | | | | | |
| 9. | Work in this organization is done through teamwork. | 7 | 22 | 1 | 0 |
| 10. | Teamwork is well established in the company's work environment. | 10 | 17 | 3 | 0 |
| | **Total** | **69** | **203** | **28** | **0** |

Source: Data Processed by Researchers, 2026

Based on the data presented in the table, the distribution of respondents' answers can be described as follows:

A. The distribution of answers to the first statement shows that 20 respondents agreed, while 2 respondents disagreed.
B. In the second statement, 9 respondents stated that they strongly agreed, 20 respondents agreed, while the remaining 1 respondent stated that they did not agree.
C. In the third statement, 8 respondents stated that they strongly agreed, 21 respondents agreed, and 1 respondent stated that they did not agree.
D. In the fourth statement, there were 7 respondents who strongly agreed, 21 respondents who agreed, and 2 respondents who expressed disagreement.
E. In the fifth indicator statement, 5 respondents stated that they strongly agreed, 23 respondents agreed, and the remaining 2 respondents stated that they did not agree.
F. In the sixth statement, 7 respondents stated that they strongly agreed, 22 respondents agreed, and the remainder consisted of 1 respondent who stated that they did not agree.
G. In the seventh indicator statement, there were 5 respondents who strongly agreed, 17 respondents who stated they agreed, and 8 respondents who stated they disagreed.
H. In the eighth statement, 3 respondents stated that they strongly agreed, 20 respondents agreed, and the remaining 7 respondents stated that they did not agree.
I. In the ninth statement, 7 respondents strongly agreed, 22 respondents agreed, while the remaining 1 respondent expressed disagreement.
J. In the tenth statement, 10 respondents stated that they strongly agreed, 17 respondents agreed, and 3 respondents stated that they did not agree.


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### 3. Respondents' Perceptions of Job Satisfaction Variable (Y)

**Table 7. Respondent Y's Perception**

| No. | Statement | SS | S | TS | STS |
|---|---|---|---|---|---|
| | | 4 | 3 | 2 | 1 |
| **Work** | | | | | |
| 1. | I feel that the work I do is in accordance with my abilities. | 9 | 20 | 1 | 0 |
| 2. | I feel passionate about the work I do. | 12 | 18 | 0 | 0 |
| **Wages** | | | | | |
| 3. | The reward/wages I receive are commensurate with the workload. | 6 | 14 | 10 | 0 |
| 4. | I am satisfied with the remuneration system in the organization. | 3 | 17 | 10 | 0 |
| **Promotion** | | | | | |
| 5. | The organization provides promotional opportunities to employees. | 6 | 16 | 8 | 0 |
| 6. | Promotions are carried out fairly. | 4 | 13 | 6 | 7 |
| **Supervisor** | | | | | |
| 7. | Superiors provide clear work directions. | 6 | 23 | 1 | 0 |
| 8. | The boss provides support in completing the work, | 9 | 21 | 0 | 0 |
| **Work colleague** | | | | | |
| 9. | I have a good working relationship with my coworkers. | 13 | 17 | 0 | 0 |
| 10. | My coworkers help each other in completing the work. | 11 | 19 | 0 | 0 |
| | **Total** | **79** | **178** | **36** | **7** |

Source: Data Processed by Researchers, 2026

From the table, it can be explained as follows:

A. In the first statement, there were 9 respondents who strongly agreed, 20 respondents who agreed, and 1 respondent who disagreed.
B. In the second statement, 12 respondents strongly agreed and 18 respondents agreed.
C. In the third statement, there were 6 respondents who strongly agreed, 14 respondents who agreed, and 10 respondents who disagreed.
D. In the fourth statement, there were 3 respondents who strongly agreed, 17 respondents who agreed, and 10 respondents who disagreed.
E. In the fifth statement, there were 6 respondents who strongly agreed, 16 respondents who agreed, and 8 respondents who disagreed.
F. In the sixth statement, there were 4 respondents who strongly agreed, 13 respondents who agreed, 6 respondents who agreed, and 7 respondents who strongly disagreed.
G. In the seventh statement, there were 6 respondents who strongly agreed, 23 respondents agreed, and 1 respondent disagreed.
H. In the eighth statement, there were 9 respondents who strongly agreed, and 21 respondents who agreed.
I. In the ninth statement, there were 13 respondents who strongly agreed and 17 respondents who agreed.
J. In the tenth statement, there were 11 respondents who strongly agreed and 19 respondents who agreed.

## Data Instrument Test Results

### 1. Validity Test

#### A. Work Environment Validity Test (X1)

**Table 8. Results of X1 Validity Test**

| No. | Statement | R count | R table | Sig. | Information |
|---|---|---|---|---|---|
| 1. | I feel that the working atmosphere in the company is comfortable and supports me in completing my work. (X1.1) | 0.749 | 0.361 | 0,000 | Valid |
| 2. | The work environment supports me to work more productively. (X1.2) | 0.689 | 0.361 | 0,000 | Valid |
| 3. | The company provides complete work facilities to help complete work. (X1.3) | 0.848 | 0.361 | 0,000 | Valid |


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| | | | | | |
|---|---|---|---|---|---|
| 4. | Work facilities help me complete my work more effectively. (X1.4) | 0.848 | 0.361 | 0,000 | Valid |

Source: Data Processed by Researchers, 2026

Based on the test results listed in Table 8, each statement item meets the validity requirements because the calculated correlation value is above the table r value and the significance level is below the 0.05 limit. Thus, all research instruments for variable X1 are suitable for use.

B. **Organizational Culture Validity Test (X2)**

**Table 9. Results of X2 Validity Test**

| No. | Statement | R count | R table | Sig. | Information |
|---|---|---|---|---|---|
| 1. | I take on my duties and responsibilities in the organization. (X2.1) | 0.713 | 0.361 | 0.00 | Valid |
| 2. | I work in accordance with the rules and values that apply in the organization. (X2.2) | 0.824 | 0.361 | 0.006 | Valid |
| 3. | The organization encourages employees to work actively and take initiative. (X2.3) | 0.824 | 0.361 | 0,000 | Valid |
| 4. | Employees are encouraged to achieve high work targets. (X2.4) | 0.617 | 0.361 | 0,000 | Valid |
| 5. | Employees in this organization demonstrate a professional attitude in their work. (X2.5) | 0.730 | 0.361 | 0,000 | Valid |
| 6. | Employees maintain good ethics and behavior in the work environment. (X2.6) | 0.776 | 0.361 | 0,000 | Valid |
| 7. | The organization pays attention to employee performance results. (X2.7) | 0.701 | 0.361 | 0,000 | Valid |
| 8. | Employees who excel receive awards from the organization. (X2.8) | 0.727 | 0.361 | 0,000 | Valid |
| 9. | Work in this organization is done through teamwork. (X2.9) | 0.811 | 0.361 | 0,000 | Valid |
| 10. | Teamwork is well established in the company's work environment. (X2.10) | 0.732 | 0.361 | 0,000 | Valid |

Source: Data Processed by Researchers, 2026

Referring to the test results in Table 4.9, all statement items have met the validity requirements because the calculated correlation value is above the table r and the significance value is below the 0.05 limit. Thus, the research instrument on variable X2 is suitable for use.

C. **Job Satisfaction Validity Test (Y)**

**Table 10. Results of the Y Validity Test**

| No. | Statement | R count | R table | Sig. | Information |
|---|---|---|---|---|---|
| 1. | I feel that the work I do is in accordance with my abilities. (Y.1) | 0.451 | 0.361 | 0,000 | Valid |
| 2. | I feel interested in the work I do. (Y.2) | 0.691 | 0.361 | 0,000 | Valid |
| 3. | The reward/wage I receive is commensurate with the workload. (Y.3) | 0.818 | 0.361 | 0,000 | Valid |
| 4. | I am satisfied with the remuneration system in the organization. (Y.4) | 0.767 | 0.361 | 0,000 | Valid |
| 5. | The organization provides promotional opportunities to employees. (Y.5) | 0.708 | 0.361 | 0,000 | Valid |
| 6. | Promotions are carried out fairly. (Y.6) | 0.787 | 0.361 | 0,000 | Valid |
| 7. | Superiors provide clear work directions. (Y.7) | 0.616 | 0.361 | 0,000 | Valid |
| 8. | The superior provides support in completing the work, (Y.8) | 0.630 | 0.361 | 0,000 | Valid |
| 9. | I have a good working relationship with my coworkers. (Y.9) | 0.568 | 0.361 | 0,000 | Valid |
| 10. | My coworkers help each other in completing the work. (Y.10) | 0.702 | 0.361 | 0,000 | Valid |


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Source: Data Processed by Researchers, 2026

Referring to the test data in Table 4.10, all statement items have met the validity criteria because the calculated correlation value is above the table r and the significance value is below 0.05. Therefore, the research instrument on variable Y is declared suitable for use.

**2. Reliability Test**

**Table 11. Reliability Test Results**

| No. | Variables | Cronbach's Alpha Variable | Cronbach's Alpha Reliability | Information |
|---|---|---|---|---|
| 1. | Work Environment (X1) | 0.793 | 0.60 | Reliable |
| 2. | Organizational Culture (X2) | 0.907 | 0.60 | Reliable |
| 3. | Job Satisfaction (Y) | 0.862 | 0.60 | Reliable |

Source: Data Processing Results using SPSS, 2026

The data in Table 11 shows that the reliability values for all variables exceeded the 0.60 threshold. This indicates that the research instrument has adequate consistency and can be used to measure the research variables.

**3. Classical Assumption Test**

**A. Normality Test**

**Table 12. Normality Test Results**

**One-Sample Kolmogorov-Smirnov Test**

| | | | Unstandardized Residual |
|---|---|---|---|
| N | | | 30 |
| Normal Parameters[a,b] | Mean | | .0000000 |
| | Std. Deviation | | 2.90359489 |
| Most Extreme Differences | Absolute | | .086 |
| | Positive | | .084 |
| | Negative | | -.086 |
| Test Statistic | | | .086 |
| Asymp. Sig. (2-tailed) | | | .200[c,d] |
| Monte Carlo Sig. (2-tailed) | Sig. | | .966[e] |
| | 99% Confidence Interval | Lower Bound | .962 |
| | | Upper Bound | .971 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 10000 sampled tables with starting seed 2000000.

Source: Data Processing Results using SPSS, 2026

Based on Table 12, it can be seen that the significance value (Asymp. Sig.) is 0.200 and if using Monte Carlo the significance value is 0.966. This shows that the residual data is normally distributed (> 0.05), so that one of the classical assumptions of regression is fulfilled.


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**B. Multicollinearity Test**

**Table 13. Multicollinearity Test Results**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 5.483 | 4.864 | | 1.127 | .270 | | |
| | Lingkungan Kerja | 1.182 | .426 | .471 | 2.774 | .010 | .629 | 1.591 |
| | Budaya Organisasi | .331 | .175 | .321 | 1.891 | .069 | .629 | 1.591 |

a. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results using SPSS, 2026

Table 13 shows that the Tolerance value for the Work Environment and Organizational Culture variables is 0.629 (>0.10), while the VIF value for each variable is 1.591 (<10). By meeting these criteria, the regression model is declared free from multicollinearity.

**4. Multiple Linear Regression Analysis**

**Table 14. Results of Multiple Linear Regression Analysis**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 5.483 | 4.864 | | 1.127 | .270 |
| | Lingkungan Kerja | 1.182 | .426 | .471 | 2.774 | .010 |
| | Budaya Organisasi | .331 | .175 | .321 | 1.891 | .069 |

a. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results using SPSS, 2026

The modeling results through the calculation of multiple linear regression equations are shown as follows:

$$\mathbf{Y = \alpha + \beta 1X1 + \beta 2X2 + \varepsilon}$$

$$Y = 5.483 + 1.182\ X1 + 0.331\ X2 + \varepsilon$$

Information :

Y = Job Satisfaction
X1 = Work Environment
X2 = Organizational Culture
α = Constant
β1 = Work Environment Regression Coefficient
β2 = Organizational Culture Regression Coefficient
ε = Error

A. The regression results show that the Work Environment variable (X1) obtained a coefficient value of 1.182 with a positive relationship, indicating that improvements in the work environment contribute to increased employee job satisfaction.
B. The results of the regression analysis show that the Organizational Culture variable (X2) obtained a coefficient value of 0.331 and indicated a positive relationship. This condition indicates that strengthening organizational culture can contribute to increasing employee job satisfaction.

Thus, the test results show that the variables Work Environment (X1) and Organizational Culture (X2) simultaneously have a positive effect on Job Satisfaction (Y).

**5. Hypothesis Testing**

**A. Coefficient of Determination Test ($R^2$)**

**Table 15. Results of the Determination Coefficient Test**


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**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .714[a] | .510 | .474 | 3.00921 |

a. Predictors: (Constant), Budaya Organisasi, Lingkungan Kerja

b. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results using SPSS, 2026

a. The $R^2$ value of 0.510 indicates that more than half of the change in Job Satisfaction levels can be explained by the influence of the Work Environment and Organizational Culture analyzed in the model. Meanwhile, the remaining proportion, namely 49%, is suspected to be influenced by various other factors outside the variables studied and therefore not included in the research model.
b. The Adjusted R Square value of 0.474 shows that the Work Environment and Organizational Culture together explain 47.4% of the variation in Job Satisfaction after adjusting for the number of independent variables.
c. Because there is more than one independent variable, the Adjusted R Square value was chosen for interpretation, namely 47.4%.
d. The Standard Error of the Estimate is 3.009. This value indicates that the average error in the model's prediction of Job Satisfaction is approximately ±3.009 units.

## B. T-Statistic Test

### a. Work Environment (X1) on Job Satisfaction (Y)

**Table 16. Results of the T-Statistic Test of X1 against Y**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 9.610 | 4.543 | | 2.116 | .043 |
| | Lingkungan Kerja | 1.673 | .353 | .667 | 4.739 | .000 |

a. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results using SPSS, 2026

T table = t (a/2 : nk-1) = t (0.05/2 : 30-2-1) = 0.025 : 27 = 2.051

The results of the partial analysis in Table 16 show that Organizational Culture has a calculated t value of 4.739, which is higher than the t table of 2.051. Supported by a significance value of 0.000 (<0.05), it can be concluded that Organizational Culture has a positive and significant effect on Job Satisfaction.

### b. Organizational Culture (X2) on Job Satisfaction (Y)

**Table 17. Results of the T-Statistic Test of X2 against Y**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 11.278 | 4.890 | | 2.306 | .029 |
| | Budaya Organisasi | .628 | .155 | .609 | 4.058 | .000 |

a. Dependent Variable: Kepuasan Kerja

Source: Data Processing Results using SPSS, 2026

T table = t (a/2 : nk-1) = t (0.05/2 : 30-2-1) = 0.025 : 27 = 2.051

The results of the partial analysis in Table 17 show that the Organizational Culture variable has a calculated t value of 4.058 with a value greater than the t table of 2.051. Supported by a


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significance value of 0.000 (<0.05), it can be concluded that Organizational Culture has a positive and significant influence on Job Satisfaction.

### C. F Statistical Test

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 254.472 | 2 | 127.236 | 14.051 | .000[b] |
| | Residual | 244.495 | 27 | 9.055 | | |
| | Total | 498.967 | 29 | | | |

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Budaya Organisasi, Lingkungan Kerja

**Table 18. Results of the F Statistical Test**

Source: Data Processing Results using SPSS, 2026

F table = nk = 30-3 = 27, which is 3.35

Table 18 shows that the calculated F value of 14.051 is higher than the F table of 3.35, with a Sig. value of 0.000 which is below the 0.05 significance level. Therefore, it can be concluded that the Work Environment (X1) and Organizational Culture (X2) simultaneously have a positive and significant influence on Job Satisfaction (Y).

## Discussion

### 1. The Influence of the Work Environment on Employee Job Satisfaction at PT. Semen Indonesia Logistik

Based on the characteristics of the data in the descriptive analysis, the respondents of this study were employees in the Department of Procurement, Department of Affairs and Asset Management, and Department of Corporate Finance. Judging from the characteristics of the respondents, most respondents were dominated by women (63.33%), while the proportion of men (36.67%). In terms of age range 32 to 38 years (40.0%) and work experience ≥5 years (80%). This condition indicates that employees of PT. Semen Indonesia Logistik are generally in the mature age range and understand the company's culture and environment well. The results of employee perceptions of the Work Environment show a good category. This can be seen from the statement in item X1.2 with the statement "The work environment supports me to work more productively" as many as 8 respondents expressed an attitude of strongly agreeing, while 22 respondents stated agreeing.

Validity testing showed the highest correlation value, 0.848, exceeding the table's r value of 0.361, thus declaring the research instrument valid for use. Reliability testing yielded a Cronbach's Alpha value of 0.793, exceeding the minimum standard of 0.60. These results indicate that the research instrument has a good level of reliability and is capable of producing consistent data.

Meanwhile, the t-test yielded a calculated t-value of 4.739 for the work environment variable, with a significance level of 0.000 (<0.05). This value proves that the work environment has a significant influence on employee job satisfaction at PT Semen Indonesia Logistik.

The findings of this study align with those of a previous study conducted by Sayyidinaa et al. (2026) entitled "The Influence of Leadership and Work Environment on Job Satisfaction." This study demonstrated that the work environment influences employee job satisfaction levels. Similar findings were also found by Yusda et al. (2022) among Hypermart Lampung employees, who stated that the work environment positively contributes to job satisfaction. Both studies demonstrate that a supportive work environment, both through comfort and adequate work facilities, can create a more effective work environment and increase employee satisfaction.

### 2. The Influence of Organizational Culture on Employee Job Satisfaction at PT. Semen Indonesia Logistik

Based on the characteristics of the data in the descriptive analysis, the respondents of this study were employees in the Department of Procurement, Department of Affairs and Asset


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Management, and Department of Corporate Finance. Judging from the characteristics of the respondents, most respondents were dominated by women (63.33%), while the proportion of men (36.67%). In terms of age range 32 to 38 years (40.0%) and work experience ≥5 years (80%). This condition indicates that employees of PT. Semen Indonesia Logistik are generally in the mature age range and understand the company's culture and environment well. The results of employee perceptions of Organizational Culture show a good category. This can be seen from the statement in item X2.5 with the statement "Employees in this organization show a professional attitude in working." as many as 5 respondents stated strongly agree, 23 respondents agreed, and the remaining 2 respondents expressed disagreement.

Validity testing showed that the highest correlation value reached 0.824, exceeding the r table value of 0.361, thus confirming the validity of the research instrument. The reliability test obtained a Cronbach's Alpha value of 0.907, exceeding the minimum standard of 0.60. These results indicate that the research instrument has excellent consistency and can be used as a reliable data collection tool.

Furthermore, the t-test analysis results show that the organizational culture variable has a calculated t-value of 4.058 with a significance level of 0.000 (<0.05). This value proves that organizational culture has a significant influence on employee job satisfaction at PT Semen Indonesia Logistik.

The relevance of these findings is further strengthened by their convergence with the research findings of Fadhil Ghufron Ramadhan and Hasanah (2026) and Tiwi Nofitasari (2021), which consistently demonstrate that the cultural characteristics that develop within an organization have the capacity to shape employee perceptions of job satisfaction. Internalizing collaborative values, communication, mutual appreciation, and team cohesion has been shown to transform the work atmosphere into a more adaptive and supportive one for all organizational members. This transformation of the work ecosystem further stimulates intrinsic employee motivation, strengthens professional networks, and enhances overall job satisfaction. Therefore, it can be concluded that a positively oriented organizational culture construct is a strategic determinant in catalyzing the formation of sustainable job satisfaction.

**3. The Influence of Work Environment and Organizational Culture on Employee Job Satisfaction at PT. Semen Indonesia Logistik**

Based on the data characteristics in the descriptive analysis, the respondents of this study were employees in the Department of Procurement, Department of Affairs and Asset Management, and Department of Corporate Finance. Based on the characteristics of the respondents, the majority of respondents were female (63.33%), while the proportion of males (36.67%). In terms of age range 32 to 38 years (40.0%) and work experience ≥5 years (80%). This condition indicates that the employees of PT. Semen Indonesia Logistik are in a mature age range and understand the company culture and environment well.

Based on the analysis results, simultaneously, the work environment and organizational culture have a significant influence on employee job satisfaction at PT. Semen Indonesia Logistik. Statistical evidence supporting this conclusion was obtained through the results of the F test which produced a calculated F value of 14.051 exceeding the F table with a significance level far below the threshold of 0.05. These results clarify that these two factors do not work separately, but rather support each other and contribute together in shaping the level of employee job satisfaction.

These results align with the study by Konadi et al. (2022) in their journal "Analysis of the Impact of Work Environment and Organizational Culture on Job Satisfaction," which states that the work environment and organizational culture are crucial factors in shaping employee job satisfaction. This view is reinforced by Tiomantara and Adiputra (2021), who stated that these two variables are the main determinants of employee satisfaction. Furthermore, safe and comfortable working conditions, along with assistance that helps employees feel supported, contribute to job satisfaction.


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## Conclusion

Based on the results of research on 30 employees of PT Semen Indonesia Logistik, it can be concluded that the work environment and organizational culture have a positive effect on employee job satisfaction, both partially and simultaneously. The results of multiple linear regression analysis show a coefficient of the work environment of 1.182 and organizational culture of 0.331, which indicates that an increase in both variables is related to an increase in job satisfaction. The results of the partial test show that the work environment obtained a calculated t value of 4.739, while organizational culture obtained a calculated t value of 4.058, with a significance value of 0.000 for both. Meanwhile, the results of the simultaneous test show a calculated F value of 14.051 with a significance of 0.000. The Adjusted R Square value of 0.474 indicates that the work environment and organizational culture are able to explain 47.4% of the variation in employee job satisfaction, while the rest is influenced by other factors outside the research model. These findings emphasize the importance of comfortable work environment conditions, adequate facilities, the implementation of a supportive organizational culture, and good working relationships in increasing employee satisfaction.

This study is limited by the number of respondents, which only included 30 employees from three divisions at PT Semen Indonesia Logistik. Therefore, the results cannot be broadly generalized to other companies or different industrial sectors. Furthermore, the study only examined the work environment and organizational culture as independent variables, so other factors that could potentially influence job satisfaction were not analyzed. Future research is recommended to involve more respondents, expand the scope of divisions or companies, and consider other relevant variables to gain a more comprehensive understanding. Practically, companies are expected to improve the comfort of the work environment, provide facilities that support work effectiveness, strengthen communication and teamwork, and implement a fair reward and promotion system. Attention to these aspects is expected to increase employee job satisfaction while supporting productivity and the sustainability of company operations.

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