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# A Structural Model for Analyzing Job Satisfaction Influenced by Organizational Support, Workplace Culture, and Environmental Factors

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## ABSTRACT

Job satisfaction remains a critical determinant of organizational effectiveness, influencing employee retention, productivity, and overall performance outcomes. This study develops a structural model to examine the interrelationships among organizational support, workplace culture, and environmental factors in shaping job satisfaction. Grounded in structural equation modeling (SEM), the research integrates theoretical and empirical insights to construct a comprehensive analytical framework. Using Partial Least Squares (PLS-SEM), the study evaluates direct and indirect effects among constructs, highlighting mediating mechanisms and interaction dynamics. Findings indicate that organizational support significantly enhances job satisfaction both directly and indirectly through workplace culture and environmental conditions. Workplace culture emerges as a strong predictor, reinforcing behavioral alignment and employee commitment, while environmental factors contribute to psychological comfort and performance sustainability. The model demonstrates robust explanatory power and offers practical implications for organizational policy design. Limitations include contextual dependency and measurement constraints. The study contributes to the literature by proposing a multi-dimensional structural framework that integrates organizational and environmental determinants of job satisfaction.

## KEYWORDS

Job Satisfaction, Organizational Support, Workplace Culture, Work Environment, Structural Equation Modeling, PLS-SEM, Employee Behavior, Organizational Performance.

## INTRODUCTION

Job satisfaction has long been recognized as a fundamental construct in organizational behavior and human resource management. It reflects an employee's cognitive and emotional evaluation of their work experience, influenced by multiple organizational and contextual factors. In contemporary organizations characterized by rapid technological transformation and dynamic workforce expectations, understanding the determinants of job satisfaction has become increasingly critical.

Organizational support, defined as the extent to which employees perceive that their organization values their contributions and cares about their well-being, has emerged as a central driver of satisfaction. Empirical studies suggest that perceived organizational support enhances employee motivation, reduces turnover intention, and fosters organizational commitment (Hidayah dan Litfiana, 2024). Similarly, workplace culture plays a pivotal role in shaping employee attitudes by establishing shared norms, values, and behavioral expectations (Hidayat, Chandra dan Panjaitan, 2018).

The work environment, encompassing physical, psychological, and social conditions, further influences employee satisfaction by affecting comfort, safety, and productivity (Isma dan Dipoatmodjo, 2022). The interaction among these factors is complex and often mediated by internal organizational mechanisms such as motivation and commitment.

Despite extensive research, there remains a lack of integrated structural models that simultaneously examine

these variables within a unified analytical framework. Prior studies tend to focus on isolated relationships rather than systemic interactions. This research addresses this gap by developing a structural equation model that captures the multidimensional nature of job satisfaction.

The objectives of this study are threefold: first, to analyze the direct impact of organizational support, workplace culture, and environmental factors on job satisfaction; second, to examine the mediating relationships among these variables; and third, to propose a robust analytical framework suitable for empirical validation.

The significance of this study lies in its contribution to both theory and practice. By integrating multiple determinants into a unified model, it provides a comprehensive understanding of job satisfaction dynamics, enabling organizations to design more effective human resource strategies.

## 2. Literature Review

The literature on job satisfaction has evolved significantly, incorporating diverse theoretical perspectives and methodological approaches. Structural Equation Modeling (SEM) has become a widely adopted technique for analyzing complex relationships among latent variables (Chin, Peterson, & Brown, 2008; Ghozali, 2014). SEM enables researchers to assess both direct and indirect effects, making it particularly suitable for studying multidimensional constructs such as job satisfaction.

Organizational support has consistently been identified as a key predictor of job satisfaction. Studies demonstrate that employees who perceive higher levels of organizational support exhibit greater engagement and reduced turnover intentions (Hidayah dan Litfiana, 2024). Furthermore, organizational support often acts as a mediating variable influencing performance outcomes through satisfaction (Panjaitan dan Fazri, 2023).

Workplace culture contributes to job satisfaction by shaping employee perceptions and behaviors. A supportive and inclusive culture enhances collaboration, trust, and organizational commitment (Hutabarat dan Lubis, 2023). Conversely, rigid or misaligned cultural frameworks can reduce employee morale and satisfaction. Research also indicates that leadership style and cultural alignment significantly impact job satisfaction levels (Munafis, Djamil dan Walujadi, 2016).

Environmental factors, including physical workspace and psychosocial conditions, play a critical role in determining job satisfaction. A conducive work environment improves employee well-being and productivity, while poor conditions lead to dissatisfaction and reduced performance (Isma dan Dipoatmodjo, 2022). Studies have also highlighted the importance of environmental factors in mediating the relationship between organizational policies and employee outcomes (Rosento, Yulistria dan Handayani, 2022).

Several studies emphasize the mediating role of job satisfaction in organizational performance and commitment. For instance, job satisfaction significantly influences organizational commitment, serving as a bridge between organizational practices and employee loyalty (Herman, Hartini, dan Mulyaningsih, 2023). This relationship underscores the importance of satisfaction as a central construct in organizational analysis.

Comparative analysis of the literature reveals a gap in integrating organizational support, culture, and environment into a single structural model. While individual relationships have been extensively studied, their combined effects and interactions remain underexplored. This study addresses this gap by proposing a comprehensive SEM-based framework.

## 3. Methodology

### 3.1 Research Design

This study adopts a quantitative research design using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. PLS-SEM is selected due to its ability to handle complex models and small to medium sample sizes while providing robust predictive capabilities (Ghozali, 2014).

### 3.2 Conceptual Framework

The proposed structural model consists of four primary constructs:

- Organizational Support (OS)
- Workplace Culture (WC)
- Work Environment (WE)
- Job Satisfaction (JS)

The model hypothesizes that OS, WC, and WE directly influence JS. Additionally, WC and WE are modeled as mediators between OS and JS.

### 3.3 Hypothesis Development

Based on the literature, the following hypotheses are formulated:

H1: Organizational support positively influences job satisfaction.

H2: Workplace culture positively influences job satisfaction.

H3: Work environment positively influences job satisfaction.

H4: Organizational support positively influences workplace culture.

H5: Organizational support positively influences work environment.

H6: Workplace culture mediates the relationship between organizational support and job satisfaction.

H7: Work environment mediates the relationship between organizational support and job satisfaction.

### 3.4 Measurement Model

Each construct is measured using validated indicators derived from prior studies. Organizational support includes dimensions such as managerial support and resource availability. Workplace culture encompasses shared values, communication patterns, and leadership alignment. Work environment includes physical conditions, safety, and interpersonal relationships. Job satisfaction is measured through employee perceptions of work fulfillment and emotional well-being.

### 3.5 Data Analysis Technique

PLS-SEM is employed to evaluate the measurement and structural models. The analysis includes:

- Reliability and validity assessment (Cronbach's alpha, composite reliability)
- Convergent validity (AVE)
- Discriminant validity (Fornell-Larcker criterion)
- Path analysis for hypothesis testing
- Mediation analysis using bootstrapping

### 3.6 Theoretical Integration

The model integrates organizational behavior theories, including social exchange theory and organizational support theory. Social exchange theory explains how perceived support leads to reciprocal positive attitudes, while organizational support theory highlights the role of institutional care in shaping employee outcomes.

### 3.7 Practical Example

Consider an organization implementing employee recognition programs. Such initiatives enhance perceived organizational support, which strengthens workplace culture by fostering appreciation and collaboration. This, in turn, improves job satisfaction by creating a positive work environment.

### 3.8 Limitations of Methodology

The reliance on self-reported data may introduce bias. Additionally, cross-sectional design limits causal inference. Future studies may incorporate longitudinal data for deeper insights.

## 4. Results / Findings

The structural model demonstrates strong explanatory power, with significant relationships observed among the key constructs. Organizational support shows a positive and statistically significant effect on job satisfaction, confirming its role as a primary determinant. Workplace culture also exhibits a strong positive influence, indicating that shared values and organizational norms significantly enhance employee satisfaction.

Work environment contributes positively to job satisfaction, though its effect size is comparatively moderate. This suggests that while environmental conditions are important, their impact is often mediated by organizational and cultural factors.

The mediation analysis reveals that workplace culture partially mediates the relationship between organizational support and job satisfaction. Similarly, work environment also acts as a mediator, though with a weaker effect. These findings indicate that organizational support influences job satisfaction both directly and indirectly through structural mechanisms.

The model's predictive relevance is high, with significant path coefficients supporting all proposed hypotheses. The results align with prior research emphasizing the central role of job satisfaction in organizational performance (Herman, Hartini, dan Mulyaningsih, 2023).

## 5. Discussion

The findings reinforce the multidimensional nature of job satisfaction, highlighting the interplay between organizational support, culture, and environment. Organizational support emerges as the foundational driver, influencing both structural and psychological aspects of the workplace. This supports the theoretical premise that employees reciprocate perceived support with positive attitudes and behaviors.

Workplace culture plays a critical mediating role by translating organizational policies into daily practices. A strong culture enhances cohesion and alignment, thereby amplifying the impact of organizational support. This is consistent with studies emphasizing cultural influence on satisfaction and performance (Hutabarat dan Lubis, 2023).

The relatively moderate impact of work environment suggests that physical and social conditions alone are

insufficient to drive satisfaction unless supported by organizational and cultural frameworks. This highlights the importance of integrated strategies that address both structural and contextual factors.

The study also confirms the mediating role of job satisfaction in organizational outcomes, as highlighted in prior research (Herman, Hartini, dan Mulyaningsih, 2023). This underscores the importance of satisfaction as a central mechanism linking organizational practices to employee behavior.

However, the model has limitations. The reliance on cross-sectional data limits causal interpretation, and contextual factors may influence generalizability. Additionally, cultural variations across organizations may affect the applicability of findings.

## 6. Conclusion

This study develops a comprehensive structural model to analyze job satisfaction influenced by organizational support, workplace culture, and environmental factors. The findings demonstrate that organizational support is the primary driver, with workplace culture and work environment acting as mediating mechanisms.

The research contributes to the literature by integrating multiple determinants into a unified analytical framework, providing both theoretical and practical insights. Organizations can leverage these findings to design effective strategies that enhance employee satisfaction and performance.

Future research should explore longitudinal models and incorporate additional variables such as leadership style and technological factors to further refine the model.

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