

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh Program Kesejahteraan Karyawan dan Budaya Organisasi terhadap Kepuasan Karyawan dengan Lingkungan Kerja sebagai variabel moderasi pada PT South Pacific Viscose Lenzing Purwakarta. Penelitian ini menggunakan metode kuantitatif dengan populasi sebanyak 1.704 karyawan dan sampel sebanyak 95 responden yang ditentukan menggunakan teknik *simple random sampling*. Pengumpulan data dilakukan melalui observasi, wawancara, kuesioner, dan studi kepustakaan. Analisis data dilakukan menggunakan analisis deskriptif dan analisis verifikatif, meliputi uji validitas dan reliabilitas, regresi linear berganda, *Moderated Regression Analysis* (MRA), analisis korelasi berganda, koefisien determinasi, serta uji hipotesis. Hasil penelitian menunjukkan bahwa Program Kesejahteraan Karyawan dan Budaya Organisasi secara positif dan signifikan berpengaruh terhadap Kepuasan Karyawan, dengan kontribusi efektif masing-masing sebesar 27,82% dan 50,87%. Secara simultan, kedua variabel tersebut mampu menjelaskan 78,7% variasi Kepuasan Karyawan. Lingkungan Kerja terbukti memperkuat pengaruh Program Kesejahteraan Karyawan terhadap Kepuasan Karyawan, tetapi tidak terbukti memoderasi pengaruh Budaya Organisasi terhadap Kepuasan Karyawan. Setelah memasukkan Lingkungan Kerja dan efek interaksi, kemampuan model dalam menjelaskan Kepuasan Karyawan meningkat menjadi 84,9%. Temuan ini menunjukkan bahwa efektivitas program kesejahteraan dalam meningkatkan kepuasan karyawan semakin optimal apabila didukung oleh lingkungan kerja yang kondusif, sedangkan pengaruh Budaya Organisasi relatif tidak bergantung pada kondisi Lingkungan Kerja.

Kata Kunci: Program Kesejahteraan Karyawan, Budaya Organisasi, Kepuasan Karyawan, Lingkungan Kerja, Moderasi.

ABSTRACT

This study aims to determine the effect of the Employee Welfare Program and Organizational Culture on Employee Satisfaction, with Work Environment as a moderating variable, at PT South Pacific Viscose Lenzing Purwakarta. This study uses a quantitative method with a population of 1,704 employees and a sample of 95 respondents determined using the simple random sampling technique. Data were collected through observation, interviews, questionnaires, and literature study. Data analysis was carried out using descriptive and verificative analysis, including validity and reliability tests, multiple linear regression, Moderated Regression Analysis (MRA), multiple correlation analysis, coefficient of determination, and hypothesis testing. The results show that the Employee Welfare Program and Organizational Culture have a positive and significant effect on Employee Satisfaction, with effective contributions of 27.82% and 50.87%, respectively. Simultaneously, the two variables are able to explain 78.7% of the variation in Employee Satisfaction. Work Environment is proven to strengthen the effect of the Employee Welfare Program on Employee Satisfaction, but is not proven to moderate the effect of Organizational Culture on Employee Satisfaction. After including Work Environment and the interaction effect, the model's ability to explain Employee Satisfaction increased to 84.9%. These findings indicate that the effectiveness of the welfare program in improving employee satisfaction is more optimal when supported by a conducive work environment, whereas the effect of Organizational Culture is relatively independent of Work Environment conditions.

Keywords: *Employee Welfare Program, Organizational Culture, Employee Satisfaction, Work Environment, Moderation.*