

The Influence of Psychological Well-Being, Work Discipline, and Organizational Culture on Job Satisfaction of Owabong Water Park Purbalingga Employees

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ABSTRACT

The objective of this study is to investigate the impact of Psychological Well-Being, Work Discipline, and Organizational Culture on Job Satisfaction of permanent employees of Owabong Water Park Purbalingga. These three factors act as independent variables, while Job Satisfaction is the dependent variable. This study involved the entire population of permanent employees of 101 people with a saturated sampling method, with analysis using multiple linear regression. The results of the study showed that Psychological Well-Being and Work Discipline had no effect on job satisfaction, whereas organizational culture had a considerable beneficial impact.

INTRODUCTION

Human resources are an important factor in the survival of an organization, (Endratno & Afrizal, 2020). Human resource management is a key to an organization. All forms of activities in an organization can be determined from its human resources, so that human resources play a very important role for the organization, (Salmiati & Endratno, 2023). For this reason, good human resource (HR) management is needed to support the achievement of company goals. Every business usually has the same goal, namely to make a profit and try to maintain its existence in the long term. Therefore, human resource management is needed, one of which is to manage and maintain existing human resources, (Aula et al., 2022)

Purbalingga Regency is one of the provinces in Central Java that has tourism potential. Bojongsari District is a district in Purbalingga Regency which is famous for its water tourism, namely Owabong Water Park or Bojongsari Water Tourism Object. Owabong Water Park has The slogan "The Spirit of Water Fun Adventure" used by Owabong describes the spirit of joy, adventure and fun experiences that are synonymous with water rides. Based on the results of the initial survey, it was found that employees were very satisfied with the work done at Owabong Water Park. Purbalingga. However, researchers are interested in examining the causes of employees feeling Job Satisfaction while working at Owabong Water Park, Purbalingga.

Job satisfaction is an emotional or emotional response to multiple features or components of a person's job; thus, it is not a singular idea. Satisfied employees prefer their work situation to dislike it because satisfaction reflects the employee's perception of his or her job (Mursalini, 2021).

Another factor that affects employee Job Satisfaction is the work environment (Hayati, 2024). The work environment encompasses all factors of physical labor, psychological work, and work laws that can influence job happiness and productivity (Nabella & Syahputra, 2021). A good work environment can help with work implementation so that people are satisfied with their jobs.

Then the next factor that can affect Job Satisfaction is compensation. Employee compensation has a significant impact on job satisfaction, motivation, and performance (Saputra & Mulia, 2020). A fair and appropriate compensation program will encourage increased employee Job Satisfaction.

In addition to these factors, psychological well-being is one of the elements influencing job satisfaction which is the individual's ability to enjoy life through acceptance, love, and success. Psychological Well-Being includes feeling good and functioning effectively. When someone feels well, he will be happy to work to achieve the goals set (Pudjiati et al., 2023). Good employee psychological well-being will affect job satisfaction. In previous research (Aqsa Fadillah et al., 2024), (Ganna & Sholichah, 2022), (Hardianto & Islamiati, 2021), And (Ayu Safitri & Santoso, 2022) shows that Psychological Well-Being has an effect on Job Satisfaction. Meanwhile, previous research according to (Kesawa et al., 2019), Psychological Well-Being has no effect on Job Satisfaction.

The next factor is Work Discipline. Discipline describes the state or attitude of respect that employees have for company regulations and policies, (Yeni et al., 2024). Work Discipline has a very important role for individuals who hold power or organizations because it can help individuals enforce boundaries about behavior that is allowed and not allowed in the workplace. Discipline reflects the condition or attitude of employee respect for the rules and regulations in the office. Therefore, if employees comply with company regulations, it shows that they have good discipline. This means that the better the Work Discipline, the more satisfied employees are with their work. In previous research (Baktiar et al., 2024), (Haq et al., 2022), And (Yuliantini & Santoso, 2020) reveals that work discipline influences job satisfaction. Meanwhile, earlier research (Rizky et al., 2020) has found that work discipline has little effect on job satisfaction.

The next factor is Organizational Culture. According to Nur Alam et al., (2022) Organizational Culture is a value system that is formed and applied in an organization, which distinguishes it as a unique entity. In previous research that discussed Organizational Culture by (Kair et al., 2023), (Shavira & Febrian, 2023), (Vebrianis et al., 2021), And (Wahyuddin et al., 2021) shows that Organizational Culture has an effect on Job Satisfaction. Meanwhile, in previous research according to (Nurmasari et al., 2024), Organizational Culture has no effect on Job Satisfaction.

Therefore, based on the background above, the author is interested in researching the Influence of Psychological Well-Being, Work Discipline, and Organizational Culture on Job Satisfaction at Owabong Water Park Purbalingga. This study refers to previous research entitled "The Influence of Work Discipline and Organizational Culture on Job Satisfaction of Pizza Hut Employees in East Jakarta." This study differs from previous research in that it includes a new measure, Psychological Well-Being.

LITERATURE REVIEW

Two Factor Theory (Herzberg)

Frederick Herzberg proposed the two-factor hypothesis, sometimes known as Herzberg's theory, back in 1959. According to Herzberg, people in working are influenced by two main factors which are needs. These factors include maintenance factors or hygiene factors and motivation factors (Hasibuan, 2020). Maintenance variables are maintenance considerations associated with human nature so that physical peace is obtained. Maintenance factors in the two-factor theory consist of achievement, recognition, the work itself (advancement), responsibility, and development of individual potential (advancement). Motivation factors are factors related to individual psychological needs such as feelings of perfection in doing work. Motivation factors in the two-factor theory consist of salaries or wages, working conditions, company policies and administration, interpersonal relations, and quality of supervision. An employee will feel satisfied with his/her job if the hygiene factors are met, but the employee will feel dissatisfied if these factors are not present (Suprianto, Masniadi, & Hartono, 2020).

Based on the two-factor theory approach, it can be explained that leaders can control factors that can create job satisfaction or dissatisfaction. The two-

factor theory implies that managers must focus on employee Job Satisfaction to avoid dissatisfaction. With employee Psychological Well-Being, good Work Discipline and Organizational Culture, this will affect employee Job Satisfaction.

Job satisfaction

Employment satisfaction is an employee's attitude toward their employment. This is related to their understanding of the task. Job satisfaction is an emotional or emotional reaction to many facets of one's job. Employees who are satisfied prefer their work situation over one they detest since satisfaction represents the employee's perspective of their employment (Mursalini, 2021).

The Influence of Psychological Well-Being on Job Satisfaction

Psychological Well-Being is the ability of an individual to enjoy life through acceptance, love, and success. Psychological well-being includes feeling good and functioning effectively. According to Rahama & Izzati, (2021), people with Psychological Well-Being believe that their lives are important because of their ability to accept themselves, master their environment, positive interpersonal interactions, personal development and independence. There are a number of indicators or factors that can influence a person's Job Satisfaction. One of these factors is Psychological Well-Being, which can be shown through employee behavior when carrying out their duties and responsibilities as well as possible, so as to achieve positive work results. In previous research (Aqsa Fadillah et al., 2024), (Ganna & Sholichah, 2022), (Hardianto & Islamiati, 2021), And (Ayu Safitri & Santoso, 2022) shows that Psychological Well Being has an influence on Job Satisfaction.

H1: Psychological Well-Being has a significant influence on Job Satisfaction

The Influence of Work Discipline on Job Satisfaction

Work Discipline is a crucial element for every employee because it plays a role in shaping their character so that they always give their best in carrying out their duties, supporting the achievement of company goals, and achieving maximum results (Deisti & Ridlwan Muttaqin, 2023). Work discipline is formed because of the sense of responsibility that each individual has (Hasyim et al., 2022). Good discipline demonstrates a person's level of accountability for the tasks allocated to him or her. Therefore, if the rules or policies in the company are ignored or often violated, then the employee is considered to have poor discipline. Conversely, if employees comply with company regulations, it shows that they have good discipline. This means that the better the Work Discipline, the more satisfied the employee is with his/her work. In previous research (Baktiar et al., 2024), (Shavira & Febrian, 2023), (Haq et al., 2022), And (Yuliantini & Santoso, 2020) demonstrates that work discipline has an impact on job satisfaction.

H2: Work Discipline has a significant effect on Job Satisfaction

The Influence of Organizational Culture on Job Satisfaction

Organizational culture is something that is used as a guideline by all members of the organization as a basis for interacting and behaving (Nofitasari,

2021). Fauchil et al., (2020) also emphasized that a good Organizational Culture will encourage the achievement of Job Satisfaction. In previous research that discussed Organizational Culture by (Kair et al., 2023), (Shavira & Febrian, 2023), (Vebranis et al., 2021), And (Wahyuddin et al., 2021) shows that Organizational Culture influences Job Satisfaction.

H3: Job satisfaction is significantly influenced by organizational culture.

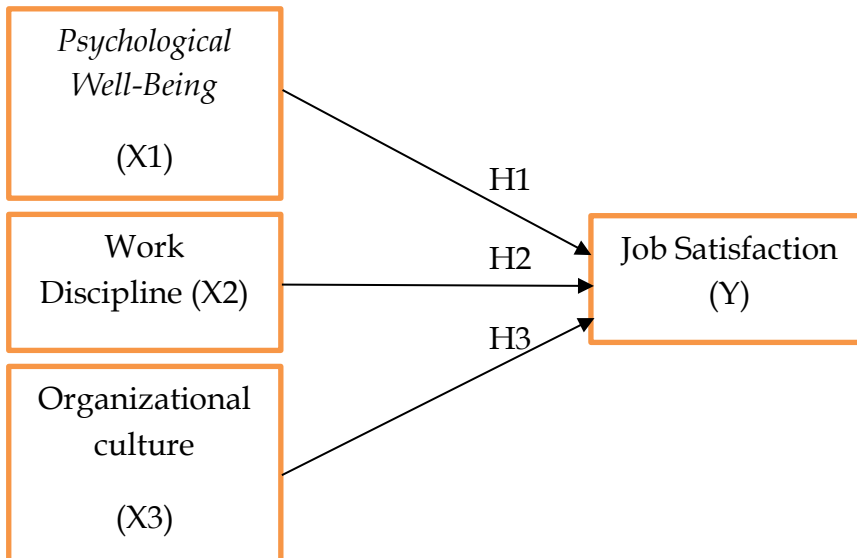


Figure 1. Theoretical Framework

Based on the description, the research hypothesis is as follows:

H1: Psychological Well-Being has an effect on Job Satisfaction

H2: Work Discipline influences Job Satisfaction

H3: Organizational Culture has an effect on Job Satisfaction

METHODOLOGY

In this study, the type of research that will be used is quantitative research with the data used is primary data with a Likert scale of 1 to 5 which comes from respondents who are employees of Owabong Park Purbalingga. The population in this study were 101 permanent employees of Owabong Park Purbalingga. The sampling technique was census (saturated sample). The variables studied include Psychological Well-Being (X1), Work Discipline (X2), Organizational Culture (X3), and Job Satisfaction (Y). Furthermore, data processing was carried out using the SPSS for Windows version 26 program, Multiple regression was utilized to analyze the data in this study.

RESEARCH RESULT

Respondent Description

The results of the respondent rate data and description of respondents in this study showed that out of a total of 101 questionnaires distributed to respondents, all were returned (100%). All questionnaires received were in good condition, so the number of samples that could be analyzed was 101 respondents. Then the majority of respondents in this study were male. This is understandable because the research location is a recreation area in the form of a swimming pool, where

there are many heavy jobs such as lifeguards, facility maintenance technicians, and cleaners. Then for the age group of respondents, the average age of 41-50 years is the most dominant. This can be explained because most of these workers have worked since the beginning of Owabong Water Park, so they are now in that age range. Then for the majority of workers at Owabong Waterpark Purbalingga, the average education level is high school. This condition is influenced by the age factor of workers as previously described, most of whom are in the range of 41-50 years and have worked since Owabong Water Park first operated.

Validity and Reliability Test

Reliability testing is performed on statement items that have been declared valid. A variable is considered reliable if the response to the statement shows high consistency. A variable is declared reliable if the Cronbach's alpha value is more than 0.6.

Table 1. Validity Test Results

Statement	Indicator	R Count	R Table	Information
I find it easy to adapt to changes that occur in my life and am able to manage my responsibilities well.	(PWB1)	0.397	0.1630	Valid
I care about things that are important to me, not things that are important to others.	(PWB2)	0.444	0.1630	Valid
I feel I am a wise person	(PWB3)	0.684	0.1630	Valid
I am a flexible person	(PWB4)	0.452	0.1630	Valid
I am able to understand my expectations of myself	(PWB5)	0.384	0.1630	Valid
I feel psychologically comfortable and able to face the demands of everyday life.	(PWB6)	0.524	0.1630	Valid
I believe that I have a purpose and direction in life.	(PWB7)	0.289	0.1630	Valid
I think life is a continuous learning process.	(PWB8)	0.519	0.1630	Valid
I am a confident person	(PWB9)	0.407	0.1630	Valid
I always arrive on time at work	(DIS1)	0.446	0.1630	Valid
I am always careful at work	(DIS2)	0.467	0.1630	Valid
I always look after work equipment	(DIS3)	0.592	0.1630	Valid
I have a sense of responsibility for my work	(DIS4)	0.582	0.1630	Valid
I work according to assignment	(DIS5)	0.351	0.1630	Valid
I do the work according to employee working hours	(DIS6)	0.423	0.1630	Valid
I understand the work rules	(DIS7)	0.531	0.1630	Valid

I understand completing work according to company regulations	(DIS8)	0.585	0.1630	Valid
I am ready to take risks in work	(BDY1)	0.581	0.1630	Valid
I like the details in my work.	(BDY2)	0.631	0.1630	Valid
I am result oriented on the results to be achieved	(BDY3)	0.467	0.1630	Valid
The company creates harmonious relationships between employees	(BDY4)	0.372	0.1630	Valid
I prioritize the interests of working with a team.	(BDY5)	0.522	0.1630	Valid
I work more aggressively and competitively	(BDY6)	0.543	0.1630	Valid
The company always emphasizes on stability	(BDY7)	0.488	0.1630	Valid
The work I do is in accordance with the SOP that has been given	(KEP1)	0.650	0.1630	Valid
My boss always controls the work I do	(KEP2)	0.739	0.1630	Valid
Communication between superiors and subordinates is well established in solving work problems.	(KEP3)	0.687	0.1630	Valid
My superior always provides opportunities to convey ideas or input that may be useful in supporting the achievement of work programs.	(KEP4)	0.624	0.1630	Valid
Relations between employees are well established	(KEP6)	0.709	0.1630	Valid
The facilities already support work needs	(KEP7)	0.466	0.1630	Valid
The salary I receive is appropriate for my work	(KEP8)	0.732	0.1630	Valid

Source: (Aqsa Fadillah et al., 2024), (Astuti et al., 2021), (Cahyani et al., 2022), (Safitri et al., 2021)

Based on Table 1, it is known that the three variables, namely Psychological Well-Being, Work Discipline, and Organizational Culture, each consisting of 24 statement items, and Job Satisfaction with 7 statement items, are all proven valid because the calculated r value is greater than the r table of 0.1630. Although in general all indicator items in the Job Satisfaction variable show good validity, it needs to be clarified that the statement in the Job Satisfaction indicator number 5 is declared invalid because the calculated r value obtained is smaller than the r table value of 0.1630, so it cannot be used in further analysis.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Significant Level	Information
Psychological Well-Being (X1)	0.708	0.6	Reliable
Work Discipline (X2)	0.807	0.6	Reliable
Organizational Culture (X3)	0.768	0.6	Reliable
Job Satisfaction (Y)	0.794	0.6	Reliable

Based on Table 2, it is known that the three variables, namely Psychological Well-Being, Work Discipline, and Organizational Culture, as well as Job Satisfaction, are all proven to be reliable because the Cronbach's alpha value is greater than 0.6.

Classical Assumption Test

1. Normality Test

The Kolmogorov-Smirnov test was used to assess normalcy. The premise for decision making is that if the significance level value is larger than 0.05, the data is deemed normally distributed; if the significance level is less than 0.05, the data is considered non-normally distributed. The normality test calculation using the IBM SPSS Statistic 26 tool and the Kolmogorov-Smirnov test yielded a significance level score of 0.092. As a result, we can conclude that the data meets the normalcy criteria.

Table 3. Normality Test Results

		Unstandardized Residual
N		101
Normal Parameters	Mean	,0000000
	Standard Deviation	1.98987477
	Most Extreme Differences	
	Absolute	,083
	Positive	,052
	Negative	-,083
Test Statistics		,083
Asymp. Sig. (2-tailed)		<u>,092c.d</u>

2. Multicollinearity Test

The multicollinearity test seeks to determine whether there is a correlation among the independent variables (free) and the dependent variables (bound) in the regression model. In this study, the multicollinearity test was carried out by observing the variance inflation factor (VIF) value, as well as the Tolerance value.

Table 4. Multicollinearity Test Results

Model	Unstandardized	Standardized	Collinearity				
	Coefficients	Coefficients	Beta	t	Sig.	Tolerance	VIF
(Constant)	21,109	2,547		8,287	,000		
<i>Psychological Well-Being</i>	-,160	,104	-	-	,126	,384	2,606
Work Discipline	-,120	,113	-	-	,291	,447	2,235
Organizational culture	,625	,127	,759	4,909	,000	,313	3,192

According to the multicollinearity test rules, if the VIF value is less than 10 and all independent variables have a Tolerance value above 0.10, then there is no significant correlation between the variables. Based on the table above, the VIF values are 2.606, 2.235, and 3.192, respectively, all of which are below 10 and all independent variables have Tolerance values of 0.384, 0.447, and 0.313, all of which are above 0.10. Therefore, it can be concluded that there is no multicollinearity in the data of this study. In other words, the independent variables Psychological Well-Being (X1), Work Discipline (X2), and Organizational Culture (X3) do not interfere with or influence each other.

3. Heteroscedasticity Test

The heteroscedasticity test in this study using the Park method was carried out to detect whether there were differences in residual variance in the regression model. In the park test, the requirement to be met is that the significance value of the independent variable must be greater than 0.05, which indicates the absence of heteroscedasticity, (Ghozali, I. (2018)

Table 5. Results of Heteroscedasticity Test using Park Test

Model	Unstandardized	Standardized			
	Coefficients	Coefficients	Beta	t	Sig.
(Constant)	3,603	2,320		,1553	,124
<i>Psychological Well-Being</i>	,038	,095	,065	,405	,687
Work Discipline	-,025	,103	-,036	-,240	,811
Organizational culture	-,150	,116	-,230	-1,295	,198

From the results of the heteroscedasticity test using the park test, it can be concluded that the regression model does not experience heteroscedasticity. The results, the significance values for each variable are 0.687, 0.811, and 0.198, all of which are above 0.05. In other words, the residual variance in each observation is constant and the classical assumptions have been met.

***f*-test (Model Feasibility Test)**

The *f* test is used to assess the goodness of fit of the model. This test aims to determine whether the independent variables in the model can explain changes in the dependent variable. The basis for decision making in the *f* test is a significant value <0.05 or a calculated *f* value $> f$ table, then the regression model is said to be fit, (Dr. Sugiono. 2019). By utilizing SPSS for Windows version 26, the results of the *f*-test analysis were obtained as shown in the following table:

Table 6. Results of the *f*-test (Model Feasibility Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153,431	3	51,144	12,228	,000b
	Residual	405,698	98	4,182		
	Total	559,129	101			

Based on the table above, it is known that the calculated *f* value (12.228) is greater than the *f* table (3.94). Thus, the regression model is declared fit.

Multiple Regression Analysis

Regression analysis is used to measure the extent to which the independent variables, namely Psychological Well-Being (X1), Work Discipline (X2), and Organizational Culture (X3), influence the dependent variable, namely Job Satisfaction (Y), with the help of SPSS for Windows version 26 software.

Table 7. Multiple Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta	t		
(Constant)	21,109	2,547		8,287		,000
<i>Psychological Well-Being</i>	-,160	,104	-,215	-1,541		,126
Work Discipline	-,120	,113	-,137	-1,061		,291
Organizational culture	,625	,127	,759	4,909		,000

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 21.109 + -0.160$$

The explanation of the regression equation is as follows:

α = The constant value of α of 21.109 shows a positive number, which means that if Psychological Well-Being, Work Discipline, and Organizational Culture are zero or do not change, then the level of Job Satisfaction remains at 21.109.

X1 = The regression coefficient value for the Psychological Well-Being variable is -0.160, which indicates a negative relationship. This means that every 1 unit

increase in Psychological Well-Being will cause a decrease in Job Satisfaction of -0.160 units, assuming other variables remain constant.

X2 = The regression coefficient value for the Work Discipline variable is -0.120, which indicates a negative relationship. This means that every 1 unit increase in work discipline will cause a decrease in Job Satisfaction of -0.120 units, assuming other variables remain constant.

X3 = The regression coefficient value for the Organizational Culture variable is 0.625, which indicates a positive relationship. This means that every 1 unit increase in Organizational Culture will cause an increase in Job Satisfaction of 0.625 units, assuming other variables remain constant.

Based on the results of multiple linear regression tests, the most influential variable in this study is Organizational Culture with a Beta value of 0.625. Meanwhile, the variables that have the smallest influence are Psychological Well-Being and Work Discipline, with Beta values of -0.160 and -0.120, respectively.

T-Test

The basis for decision making in the t-test is a significant value < 0.05 or a calculated t value $> t$ table, then there is an influence of variable X on Y.

Table 8. t-Test Results

Variables	t count	t table	Sig.
<i>Psychological Well-Being</i>	-1,541	1,986	0.126
Work Discipline	-1,061	1,986	0.291
Organizational culture	4,909	1,986	0,000

Based on these results, it can be concluded:

1. The Effect of X1 on Y

It is known that the significance value is $0.126 > 0.05$, and the calculated t value is $-1.541 < 1.986$, so it can be concluded that the H1 hypothesis is rejected, meaning that there is no influence of variable X1 on variable Y.

2. The Effect of X2 on Y

It is known that the significance value is $0.291 > 0.05$, and the calculated t value is $-1.061 < 1.986$, so it can be concluded that the H2 hypothesis is rejected, meaning that there is no influence of variable X2 on variable Y.

3. The Effect of X3 on Y

It is known that the significance value is $0.000 < 0.05$, and the calculated t value is $4.909 > 1.986$, so it can be concluded that the H3 hypothesis is accepted, meaning that there is an influence of variable X3 on variable Y.

R Test

The coefficient of determination serves to assess the extent to which the model's ability to explain variations in the dependent variable. The results of the determination coefficient test in this study can be seen in Table 8 below:

Table 9. R Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,524a	,274	,252	2.04510

It can be seen that the Adjusted R² value of the regression model in this study is 0.252, which indicates that the independent variables Psychological Well-Being, Work Discipline, and Organizational Culture are able to explain 25.2% of the variation in the dependent variable Job Satisfaction, while the remaining 74.8% is influenced by other factors not included in this study.

DISCUSSION

The Influence of Psychological Well-Being on Job Satisfaction

The results of the study showed that Psychological Well-Being did not have a significant effect on employee job satisfaction at Owabong Water Park can be explained through Herzberg's Two Factor Theory. In this theory, Herzberg distinguishes between motivators (intrinsic factors) and hygiene factors (extrinsic factors). Psychological Well-Being is included in the motivator category, which is related to personal growth and the meaning of work. However, in the context of physical and operational work such as in the tourism sector, job satisfaction is more determined by hygiene factors such as work schedules, physical load, and compensation. When hygiene factors are not met, employees tend to be dissatisfied even though they have good psychological conditions. This explains why Psychological Well-Being is not enough to create significant job satisfaction in a work environment with high external pressure.

Psychological Well-Being basically reflects the long-term psychological well-being of individuals, including aspects of the meaning of life, self-acceptance, and personal growth (Pudjiati et al., 2023). However, the existence of Psychological Well-Being is not necessarily directly correlated with the level of satisfaction with daily working conditions, especially in work environments that have high physical and emotional demands. Therefore, even though individuals have good Psychological Well-Being, perceptions of Job Satisfaction can remain low if the working conditions they face do not match their expectations or needs.

This finding is in line with the results of previous research by Kesawa et al. (2019), which showed that there was no influence between Psychological Well-Being and Job Satisfaction. This indicates that Psychological Well-Being is not the main determinant of Job Satisfaction in all work contexts, especially in sectors that place greater emphasis on external factors of work.

The Influence of Work Discipline on Job Satisfaction

The results of the study show that Work Discipline does not have a significant influence on employee Job Satisfaction. The results of this study in line with Herzberg's Two Factor Theory, which states that hygiene factors such as company policies, supervision, and working conditions, including the application of discipline, do not directly create Job Satisfaction, but their absence can cause dissatisfaction. In this context, the inconsistent rotating work system in

the field causes the implementation of discipline to be suboptimal and has less impact on employee satisfaction perceptions. Although discipline is a basic obligation that supports work order, this factor is not strong enough to increase Job Satisfaction, because it does not touch on intrinsic aspects such as awards or achievements which are the main drivers of satisfaction according to Herzberg. Based on findings in the field, it shows that the varying working hours or rotating work system of Owabong Waterpark Purbalingga employees results in a lack of regularity in the application of employee working hour regulations. These data are in line with previous studies by (Adipura & Puspitasari, 2022), (Mustika & Oktaviani, 2021), and (Rizky et al., 2020), which concluded that there was no positive influence between Work Discipline and Employee Job Satisfaction.

The Influence of Organizational Culture on Job Satisfaction

The results of this study found that Organizational Culture has a significant influence on employee Job Satisfaction. The results of this study are in line with Herzberg's Two Factor Theory, where hygiene factors such as employee relationships, company policies, and work environment play an important role in shaping Job Satisfaction. A strong Organizational Culture creates a conducive work environment, a sense of belonging, and clarity of norms in work behavior, which ultimately prevents dissatisfaction and encourages a sense of comfort in working. In this case, Organizational Culture acts as an external factor that is able to fulfill employees' basic needs for stability, order, and shared values, thus having a positive impact on their perception of Job Satisfaction. Thus, a positive Organizational Culture not only prevents dissatisfaction (hygiene function) but also contributes to increasing employee engagement and work enthusiasm. Organizational Culture plays an important role as a system of instilling values and beliefs that develop within the company and become a guideline for employee behavior. Employees who are satisfied with their work usually feel this through the existing work culture, so that they continue to comply with the rules set by the organization. Even though they face difficult tasks or difficult working conditions, employees still complete their work with enthusiasm and have a positive perception of their work, which is reflected in their seriousness in carrying out their duties in order to achieve organizational goals. The data is consistent with previous research conducted by (Shavira & Febrian, 2023), (Vebrianis et al., 2021), And (Wahyuddin et al., 2021) which concludes that there is a positive influence between Organizational Culture and Employee Job Satisfaction.

CONCLUSION AND RECOMMENDATIONS

Based on the results of research on the influence of Psychological Well-Being, Work Discipline, and Organizational Culture on Job Satisfaction of Owabong Water Park Purbalingga employees, the following conclusions can be drawn:

- a. The Psychological Well-Being variable does not affect the Job Satisfaction of Owabong Water Park Purbalingga employees.
- b. The Work Discipline variable also has no effect on the Job Satisfaction of Owabong Water Park Purbalingga employees.

- c. On the other hand, Organizational Culture has a significant positive effect on Job Satisfaction of Owabong Water Park Purbalingga employees.

Based on the results of this study, the suggestions for companies are as follows:

1. The suggestion for the Psychological Well-Being variable is for companies to take an individual approach by paying more attention to employees' personal needs and problems through mentoring or counseling programs. This approach can help improve employee well-being as a whole and has the potential to have a positive impact on Job Satisfaction.
2. The suggestion for the Work Discipline variable is for the company to evaluate the disciplinary system and rules applied whether they are in accordance with the needs and conditions of employees. If the disciplinary rules feel too rigid or not flexible enough, the company can consider implementing a more adaptive and humanistic disciplinary approach, as well as adjusting more regular working hours. This allows employees to be more structured and disciplined in managing and carrying out their work schedules. This approach can help create a balance between discipline and work comfort which has the potential to increase Job Satisfaction.
3. The suggestion for the Organizational Culture variable is that management should focus more on efforts to improve Job Satisfaction through strengthening an inclusive, adaptive organizational culture that is in accordance with company values. Strengthening Organizational Culture can be done through internalization of the company's core values, regular training, and the creation of a collaborative and supportive work environment so that employees feel more involved and appreciated.

ADVANCED RESEARCH

For further research, it is suggested that researchers explore the variables of Psychological Well-Being and Work Discipline in different objects or environments, so that both variables have the potential to show a significant influence on Job Satisfaction. In addition, a qualitative approach can also be used to better understand employee perceptions of the factors that truly influence Job Satisfaction at Owabong Water Park Purbalingga, so that the recommendations produced are more relevant and easier to implement.

The sample in this study consisted of 101 respondents and the study was conducted at Owabong Water Park Purbalingga, so the results obtained may be different if using a larger sample size. In addition, the subjects of the study were permanent employees at Owabong Water Park Purbalingga who were the objects of Job Satisfaction measurement, so the results of this study may be different if applied to other groups of subjects.

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