

THE INFLUENCE OF WORK ENVIRONMENT (PHYSICAL AND NON-PHYSICAL) ON JOB SATISFACTION MEDIATED BY WORK MOTIVATION OF EMPLOYEES OF BANK BRI DAGO BANDUNG BRANCH

Dira Devira Prillia ^{a*)}, Maria Merry Marianti^{a)}

^{a)} Universitas Katolik Parahyangan, Bandung, Indonesia

^{*)}Corresponding Author: merrym@unpar.ac.id

Article history: received 13 June 2024; revised 21 June 2024; accepted 21 July 2024

DOI: <https://doi.org/10.33751/jhss.v8i3.10501>

Abstract. This research explores the influence of the physical and non-physical work environment on job satisfaction with work motivation as a mediating variable at Bank BRI Dago Bandung Branch. The aim of the research is to identify the extent to which the work environment influences work motivation and job satisfaction and the role of work motivation in this relationship. The method used is path analysis by collecting data through questionnaires distributed to employees. The research results show that the physical and non-physical work environment has a significant influence on work motivation but does not have a direct impact on job satisfaction. Work motivation is proven to be a significant mediating variable in the relationship between both types of work environment and job satisfaction. In conclusion, although the physical and non-physical work environments do not directly influence job satisfaction, they both increase job satisfaction through increasing work motivation.

keywords: work environment; work motivation; job satisfaction; path analysis

I. INTRODUCTION

The development of aspects of world life is accelerating and unstoppable along with the progress of sophisticated developments from year to year. The entry of a modern era of globalization that is developing rapidly following the development of an increasingly global era. Human resources are one of the most important factors in the organization, because the quality of the organization itself is highly dependent on the quality of human resources as employees and service actors in an organization. The employees have an important role in the progress of its operations. Efficient human resources are very important for the welfare of the company, especially in dealing with situations that are always changing and developing, the company also has goals that must be carried out by managers to encourage and motivate employees to work in accordance with what the organization wants. Employees are the company's assets. An asset is something very valuable that must be managed properly by the company in order to make an optimal contribution. One of the main concerns of the company is employee job satisfaction, because employees who in their work do not feel comfortable, are less valued, cannot develop all the potential they have, automatically these employees cannot focus and concentrate fully on their work. Job satisfaction is a very personal thing which means that only the person concerned can feel it and it is not always the same between one person and another. Job satisfaction is an important element in human resources and organizational behavior. Job satisfaction impacts evaluations of labor turnover, morale, grievances and other personal issues

(Handoko, 2000). When an individual is employed in an organization, agency or company the work they accomplish directly impacts the productivity of the organization as a whole. According to Locke, job satisfaction is a positive and pleasant emotion resulting from one's job or job experience (Locke, 1976: Judge and Klinger). Satisfaction occurs when an individual's needs are met and is related to the employee's degree of liking and disliking (Robins, 1999).

As a preliminary study, researchers conducted interviews with several BRI Bank employees who revealed that employees look tired at the end of each month due to the benchmark for calculating the bank's profit and loss which is measured every month at EOM (End of Month). Especially the sales division or what is called Lending. Bank marketing is in charge of marketing by looking for customers starting from marketing strategies, product promotion, and sales. A marketing employee is in charge of offering and providing services to customers. Account Officers are not only in charge of selling bank products, but also taking care of the customers they disburse to pay loan installments before closing the book. They have targets that must be maintained in order to be profitable for the bank. Account Officers also analyze and check the financial strength of prospective borrowers. They are responsible for the results of the loan disbursement; untimely installment payments will have a bad impact on the bank. Employees feel less satisfied with the feedback given by superiors to employees in carrying out their work, employees feel less rewarded in carrying out the work assigned to them. The form of rewards and wages given to employees is still inadequate. Often the superiors are only

focused on the company's goals in order to achieve the given company targets.

In addition to job satisfaction, companies must also pay attention to how to maintain and manage employee motivation at work so that it is always high and focused on company goals. Employees need strong motivation to foster a sense of enthusiasm and dedication to the work they do. Every employee has different work motivation in their own person because they want to achieve a certain goal depending on the motivation of each employee. The work motivation factor is also no less important in improving employee performance. Work motivation can be a driving force for someone to carry out an activity in order to get the best results. In an effort to improve employee performance and achievement, employees need to have work motivation that encourages employees to do their work optimally. Motivation according to Luthans (2006) is a process as a first step for someone to act due to physical and psychological deficiencies or in other words, it is a drive that is shown to fulfill certain goals. Motivation is the energy that moves individuals to try to achieve the expected goals (Sulistiyani & Rosidah, 2009: 76). As for the duties of BRI Bank employees for the Teller or counters who are always in front after completing customer cash transactions, tellers are required to carry out a reconciliation process for all transactions that day. Tellers are required to match the physical cash balance with the system before carrying out the cash closing process. Here the accuracy of a teller is tested, if there is no difference between physical cash and the system, it means that they will feel safe, otherwise tellers who experience less or more physical differences are required to re-verify all transactions and find where the source of error lies. Often tellers are forced to go home at night because they have to verify many transactions that often occur at the beginning or end of the month, the cash difference factor also causes them to be forced to go home at night due to finding transaction errors. Just like in other places, the duties of customer service employees who are always at the forefront of the bank or commonly referred to as Customer Service at the Bank are to provide socialization to customers or prospective customers regarding bank products, face and serve customers ranging from the need to book accounts, deposits, insurance, to the problems faced by customers. A Customer Service must be able to provide a way out or solution to the problems experienced by bank customers. While the Sales Executive or Sales Officer is tasked with monitoring credit financing provided to customers and facilitating customers who want to apply for bank credit. BRI Bank employees feel that there is a lack of motivation given between employees or with superiors. Employees need motivation in carrying out their work, companies sometimes only focus on the goals to be achieved. Bank BRI employees are still rarely given motivation to be able to complete their work properly. To be able to improve employee performance, providing motivation by the company to employees is very necessary. Employees who are always motivated will feel appreciated with the results of their hard work at work will be recognized by the company.

A comfortable physical work environment can make employees feel at ease in carrying out their work. A tidy physical work environment with well-organized properties, characterized by well-maintained facilities and cleanliness can have a positive impact on job satisfaction and employee motivation. The non-physical work environment is just as important as the physical work environment. By building cooperation between coworkers or with superiors in order to establish a comfortable atmosphere between one another. Another factor that companies need to pay attention to is the work environment. According to Nitisemito (2008) the work environment is everything that is around the workers and can affect him in carrying out the tasks assigned to employees. The work environment can be divided into two according to Sedarmayanti (2009), namely the physical work environment and the non-physical work environment. Both work environments affect employees in their behavior in the company. An optimal work environment that fosters comfort and satisfaction for employees can increase employee motivation and productivity in carrying out their work. To foster a positive work environment, it is very important for employees to get attention with a comfortable work environment and good relationships between other employees in the work environment. Based on the results from the interviews, some employees revealed the presence of employees who still showed a lack of enthusiasm in their work. This lack of enthusiasm is sometimes evident in the slowness of completing tasks and inadequate employee responses to customer queries. Air circulation in the workplace, noise in the workplace and odors in the workplace are included in the physical work environment that can affect employees in carrying out their work. With this sometimes employees are less focused in carrying out their work so that there are delays in serving customers. In addition, based on employee behavior, there is a lack of cooperation between employees, a tendency to blame one another when facing work-related problems and there are also employees who complain about trivial things that happen in the office. This research aims to explore the various factors that influence job satisfaction and employee motivation at Bank BRI Dago Branch. First, this study will identify the impact of physical and non-physical work environments on employee work motivation, as well as how these two aspects of the work environment directly affect job satisfaction. Furthermore, this study also aims to assess how much influence work motivation has on employee job satisfaction. In addition, this study will evaluate whether work motivation serves as a mediating variable in the relationship between physical and non-physical work environment and job satisfaction. By understanding these relationships, it is hoped that deep insight can be gained into the factors that can increase employee motivation and job satisfaction in the banking environment, especially at Bank BRI Dago Branch.

Based on the above background, research will be conducted with the title "The Effect of Work Environment (Physical and Nonphysical) on Job Satisfaction mediated by Work Motivation at Bank BRI Dago Bandung Branch."

II. RESEARCH METHOD

This study adopts a descriptive method with a survey approach to examine the effect of work environment on job satisfaction and motivation at Bank BRI Dago Branch. The descriptive method allows researchers to describe in detail the phenomena that occur without drawing broader conclusions, while the survey approach uses questionnaires to collect data from a sample of the population. By collecting primary data through surveys, observations, and interviews, as well as secondary data from company publications, this research aims to gain a thorough understanding of the factors that influence employee satisfaction and motivation. In this study, all employees of Bank BRI Dago Branch were sampled because of the relatively small population. The variables studied include job satisfaction and work motivation, with indicators such as work itself, salary, promotion, supervision, and physical and non-physical work environment. The data analysis technique used is Partial Least Square (PLS) with the Structural Equation Modeling (SEM) method, which allows researchers to test the validity and reliability of data and the relationship between the variables studied. This analysis is carried out by examining the outer model for validity and reliability and the inner model for hypothesis testing. The results of this study are expected to provide deep insight into how various aspects of the work environment affect job satisfaction and motivation at Bank BRI Dago Branch. The findings will assist bank management in identifying areas that require improvement and in designing more effective strategies to increase employee satisfaction and motivation. Thus, this study not only provides academic but also practical contributions in the context of human resource management in financial institutions.

III. RESULT AND DISCUSSION

In this study, the characteristics of participating respondents were broken down by gender, age, latest education, and length of employment. The data obtained shows that out of a total of 70 respondents, the majority are female (52.86%), with the highest age in the range of 26-35 years (52.86%). The last education of most respondents was bachelor's degree (71.43%), and the majority had a length of service between 6-10 years (52.86%). These descriptive statistics provide a clear initial picture of the respondents' demographic profile, which is important for understanding the further context of the data. Descriptive statistics for job satisfaction, work motivation, physical work environment, and non-physical work environment variables show that the average respondent's assessment is in the high category. The assessment of job satisfaction with an average value of 4.944, work motivation 4.940, physical work environment 4.861, and non-physical work environment 4.886 indicates that these factors are considered good by employees. These findings indicate that in general, employees are satisfied and motivated with their work environment, both in terms of physical and non-physical, which has the potential to contribute positively to their performance and productivity at Bank BRI Dago Branch.

The Effect of Physical Work Environment on Work Motivation of Employees of Bank BRI Dago Branch

Based on the results showed that the path coefficient value between the influence of the physical work environment on work motivation with a positive direction of 0.559 means that if the physical work environment increases, work motivation increases. Meanwhile, the significance value or p-value of $0.00 < 0.05$ means that the physical work environment has a significant effect on work motivation. It can be concluded that H_0 is accepted, which means that the physical work environment has a positive and significant effect on the work motivation of employees of Bank BRI Dago Branch. The results of this study are in line with previous findings (Hafidzi et al., 2023; Purnama et al., 2020; R. A. Putra & Khasanah, 2021) which states that the physical work environment has a positive effect on work motivation. which states that the physical work environment has a significant positive effect on employee motivation. Therefore, this finding strengthens previous findings. One of the factors that influence work motivation is the physical work environment. The work environment has a significant impact on the psychological state of employees as they carry out their duties. (Sedarmayanti, 2019). With an adequate physical environment, employees will feel at home working, which in turn fosters enthusiasm and work enthusiasm in carrying out their duties. A comfortable and safe work environment provides support for employees to focus and be productive, so they feel valued and motivated. (Maria & Anastasia, 2019).

Indicators of the physical work environment in this study include several important aspects, including lighting, workspace circulation, space layout, decoration, noise, and facilities. (Sedarmayanti, 2019). Good lighting not only improves visibility but also affects employee mood and productivity. Efficient workspace circulation allows easy movement and reduces the potential for accidents. A well-designed space layout can improve collaboration and communication between employees. Attractive and aesthetically pleasing décor can create a pleasant environment and stimulate creativity. Low noise levels are important for maintaining concentration and reducing stress. Complete and adequate facilities, such as break areas, pantries, and health facilities, provide comfort and support for employees. If all these indicators are met, it will greatly impact employee motivation, creating an environment conducive to their productivity and well-being.

The Effect of Non-Physical Work Environment on Work Motivation of Employees of Bank BRI Dago Branch

Based on the results showed that there is a path coefficient value between the influence of the non-physical work environment on work motivation with a positive direction of 0.398, meaning that if the non-physical work environment increases, work motivation increases. Meanwhile, the significance value or p-value of $0.006 < 0.05$ means that the non-physical work environment has a significant effect on work motivation. It can be concluded that H_0 is accepted, which means that the non-physical work environment has a positive and significant effect on work

motivation. The results of this study support previous findings (Pranitasari & Saputri, 2020) which states that the non-physical work environment has a significant positive effect on employee work motivation. The non-physical work environment refers to those aspects that are intangible but greatly affect employee comfort and productivity. It includes the emotional, psychological, and social aspects of the work environment (Akinwale & George, 2020). Work motivation is one of the factors influenced by the non-physical work environment. Relationships between coworkers that are not well established can cause discomfort for employees, resulting in decreased motivation and productivity. (Wiryanan et al., 2020).. The work environment is a place where employees spend most of their time, so the quality of social interactions in the workplace is very important. Effective communication, social support, and a sense of community among coworkers can create a positive and supportive work atmosphere. Conversely, conflict, lack of communication, or unfairness within the team can lead to stress and feelings of dissatisfaction. Therefore, creating a healthy non-physical work environment, where relationships between coworkers are based on mutual respect and cooperation, is essential to improving employees' work motivation and well-being.

The Effect of Physical Work Environment on Job Satisfaction of Employees of Bank BRI Dago Branch

The results showed that there is a path coefficient value between the effect of the physical work environment on job satisfaction with a negative direction of -0.226 , meaning that if the physical work environment increases, job satisfaction decreases. Meanwhile, the significance value or p-value of $0.560 > 0.05$ means that the physical work environment has no significant effect on job satisfaction. It can be concluded that H_a is rejected, which means that the physical work environment has a negative and insignificant effect on job satisfaction. The results of this study differ from the findings of previous findings (Akinwale & George, 2020; Anasi, 2020; Bangwal & Tiwari, 2019) which states that there is a significant positive influence between the physical work environment on employee job satisfaction. Therefore, this finding is a new finding because it is different from previous findings. In general, a climate of poor indoor temperature, noise, and distraction has a negative impact on employee health and well-being which in turn leads to reduced job satisfaction (Voordt & Jensen, 2023). (Voordt & Jensen, 2023).. However, in contrast to the findings of this study, employees may be more satisfied with their jobs if they feel that the compensation and benefits they receive are adequate. Good salaries, benefits, and bonuses can compensate for deficiencies in the physical work environment. In addition, employees have become accustomed to the physical conditions in their workplace and have developed strategies to cope with them. For example, employees who work in noisy spaces may have found ways to concentrate despite distractions.

The Effect of Non-Physical Work Environment on Job Satisfaction of Employees of Bank BRI Dago Branch

Based on the results showed that the path coefficient value between the influence of the non-physical work environment on job satisfaction with a negative direction of -0.561 means that if the non-physical work environment increases, job satisfaction decreases. Meanwhile, the significance value or p-value of $0.158 > 0.05$ means that the non-physical work environment has no significant effect on job satisfaction. It can be concluded that H_a is rejected, which means that the non-physical work environment has a negative and insignificant effect on job satisfaction. The results of this study differ from previous findings (Pratama & Badar, 2023; A. I. Wati & Yusuf, 2020) which states that the non-physical work environment has a significant positive effect on job satisfaction, so this finding is a new finding because it is different from previous findings. The work environment plays an important role in employee retention. The work environment includes not only the physical structure but also all the non-physical things that keep employees engaged in the work itself. A positive non-physical work environment makes employees feel comfortable at work and provides the necessary boost to maintain their morale throughout the day. (Padmaja et al., 2020). However, this contradicts the findings of this study because it could be that a positive work climate does not always suit all individuals. Employees may feel pressured or uncomfortable despite the favorable non-physical environment, if they do not match the company's values or communication style. In other words, each employee has different preferences and needs. Non-physical environments such as relationships between coworkers may not be to the liking of certain individuals, making their impact on job satisfaction less significant.

The Effect of Work Motivation on Job Satisfaction of Employees of Bank BRI Dago Branch

Based on the results showed that there is a path coefficient value between the effect of work motivation on job satisfaction with a positive direction of 1.567 , meaning that if work motivation increases, job satisfaction increases. Meanwhile, the significance value or p-value of $0.00 < 0.05$ means that work motivation has a significant effect on job satisfaction. It can be concluded that H_a is accepted, which means that work motivation has a positive and significant effect on job satisfaction. The results of this study support previous findings (Sultana et al., 2024) which states that there is a significant influence between work motivation on job satisfaction. Increasing the importance of implementing employee work motivation directed at achieving job satisfaction based on pleasant or unpleasant job prospects. This is a consideration for each employee to choose and carry out their work according to their interests. (Hajjali et al., 2022). In this case, good work motivation can significantly affect job satisfaction. Employees who feel inspired and motivated tend to be more satisfied with their work, especially if the work matches their interests and aspirations. Therefore, it is important for companies to have a work atmosphere that supports employees' interests and preferences so that they feel more engaged and satisfied in their work.

The Effect of Physical Work Environment on Work Motivation of Employees of Bank BRI Dago Branch with Work Motivation as an Intervening Variable

Based on the results of the study, it shows that there is a positive path coefficient value between the effect of the physical work environment on job satisfaction through work motivation of 0.877, which means that if the physical work environment increases, work motivation also increases which then has an impact on job satisfaction. The significance value of $0.002 < 0.05$ means that work motivation acts as a mediating / intervening variable. It can be concluded that H_a is accepted, which means that work motivation acts as a mediating variable between the influence of the physical work environment on job satisfaction. This finding supports previous findings (Gheitani et al., 2019; A. Wati & Murkhana, 2020) which states that work motivation acts as a mediating variable. When the physical environment in the workplace is supportive, employees feel more energized and enthusiastic about their work. A supportive physical environment includes elements such as comfortable facilities, good lighting, and efficient workspace design. With a pleasant and adequate environment, employees feel more comfortable and can work more productively. Employees who feel that their work environment supports their needs and comfort tend to feel more cared for and valued by the company. This condition also contributes to increased work motivation (Maria & Anastasia, 2019). High motivation makes employees feel more engaged and passionate about their work, which in turn increases their sense of satisfaction with the job. Thus, creating an environment that supports motivation and provides opportunities for employees to develop is key to increasing job satisfaction (Hendrawati et al., 2019). (Hendrawati et al., 2024)..

The Effect of Non-Physical Work Environment on Work Motivation of Employees of Bank BRI Dago Branch with Work Motivation as an Intervening Variable

Based on the results of the study, it shows that there is a positive path coefficient value between the influence of the non-physical work environment on job satisfaction through work motivation of 0.623, which means that if the non-physical work environment increases, work motivation also increases which then has an impact on job satisfaction. The significance value of $0.011 < 0.05$ means that work motivation acts as a mediating / intervening variable. It can be concluded that H_a is accepted, which means that work motivation acts as a mediating variable between the influence of the non-physical work environment on job satisfaction. The results of this study support previous findings (A. Wati & Murkhana, 2020) which states that work motivation acts as a mediating variable. The non-physical environment refers to aspects related to the social atmosphere and interactions in the workplace, involving relationships between employees within their work units as well as within the overall organization. Unlike the physical environment which focuses more on elements such as workspace design, lighting, and furnishings, the non-physical environment deals with the social dynamics and work culture that influence the way employees interact and feel at work. Therefore, if the non-physical work

environment is taken into account, it is not impossible to increase employee motivation. (Manao, 2022). When employees feel motivated, they tend to be more passionate and committed to their work. When employees feel that their efforts are paying off and they are achieving their goals, this leads to higher job satisfaction. Job satisfaction arises when employees feel satisfied with their accomplishments, feel valued for their contributions, and sense that their work provides personal meaning and satisfaction.

IV. CONCLUSIONS

The results showed that the physical and non-physical work environment has a significant influence on work motivation at Bank BRI Dago Bandung Branch. The physical work environment shows a positive path coefficient of 0.559 and a significance value of 0.00, which means that an increase in the physical work environment can significantly increase work motivation. The non-physical work environment also has a positive effect on work motivation with a path coefficient of 0.398 and a significance value of 0.006. However, although these two factors influence work motivation, they do not show a significant effect on job satisfaction directly. The path coefficient for the effect of the physical work environment on job satisfaction was -0.226 with a significance value of 0.560, while that for the non-physical work environment was -0.561 with a significance value of 0.158, indicating that an increase in the physical or non-physical work environment does not directly impact job satisfaction. In contrast, work motivation has a positive and significant influence on job satisfaction with a path coefficient of 1.567 and a significance value of 0.00. In addition, work motivation serves as a significant mediating variable in the relationship between physical work environment and job satisfaction, with a positive path coefficient of 0.877 and a significance value of 0.002. Similarly, work motivation also plays a mediating role in the relationship between non-physical work environment and job satisfaction, with a positive path coefficient of 0.623 and a significance value of 0.011. This suggests that while physical and non-physical work environments do not have a direct impact on job satisfaction, they influence job satisfaction indirectly through increased work motivation.

REFERENCES

- [1] Abdillah, W., & Hartono, J. (2015). *Partial Least Square (Pls): Alternatif Structural Equation Modeling (Sem) Dalam Penelitian Bisnis*. Andi Offset.
- [2] Abugre, J. B. (2014). Job Satisfaction Of Public Sector Employees In Sub-Saharan Africa: Testing The Minnesota Satisfaction Questionnaire In Ghana. *International Journal Of Public Administration*, 37(10), 655–665. <https://doi.org/10.1080/01900692.2014.903268>
- [3] Akinwale, O. E., & George, O. J. (2020). Work Environment And Job Satisfaction Among Nurses In

- Government Tertiary Hospitals In Nigeria. *Rajagiri Management Journal*, 14(1), 71–92. <https://doi.org/10.1108/Ramj-01-2020-0002>
- [4] Al-Hazmi, C. R. V. Al, & Nugraha, J. (2021). Pengaruh Fasilitas Kerja Dan Lingkungan Kerja Non Fisik Terhadap Kinerja Pegawai Di Pt Kawan Lama Sejahtera Surabaya. *Journal Of Office Administration : Education And Practice*, 1(2), 282–297. <https://doi.org/10.26740/Joaep.V1n2.P282-297>
- [5] Al-Rubaish, A. M., Rahim, S. I. A., Abumadini, M. S., & Wosornu, L. (2011). Academic Job Satisfaction Questionnaire: Construction And Validation In Saudi Arabia Abdullah. *Journal Of Family And Community Medicine*, 18(1), 1–7. <https://doi.org/10.4103/1319-1683.78630>
- [6] Ali, B. J., & Anwar, G. (2021). An Empirical Study Of Employees' Motivation And Its Influence Job Satisfaction. *International Journal Of Engineering, Business And Management*, 5(2), 21–30. <https://doi.org/https://doi.org/10.22161/ijebm.5.2.3>
- [7] Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The Application Of Herzberg's Two-Factor Theory Of Motivation To Job Satisfaction In Clinical Laboratories In Omani Hospitals. *Heliyon*, 6(9), 1–9. <https://doi.org/10.1016/j.heliyon.2020.E04829>
- [8] Anasi, S. N. (2020). Perceived Influence Of Work Relationship, Work Load And Physical Work Environment On Job Satisfaction Of Librarians In South-West, Nigeria. *Global Knowledge, Memory And Communication*, 69(6–7), 377–398. <https://doi.org/10.1108/Gkmc-11-2019-0135>
- [9] Arikunto, S. (2019). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- [10] Armstrong, M., & Taylor, S. (2019). *Armstrong's Handbook Of Human Resource Management Practice*. Kogan Page.
- [11] Bangwal, D., & Tiwari, P. (2019). Workplace Environment, Employee Satisfaction And Intent To Stay. *International Journal Of Contemporary Hospitality Management*, 31(1), 268–284. <https://doi.org/10.1108/Ijchm-04-2017-0230>
- [12] Ghozali, I. (2014). *Structural Equation Modeling: Metode Alternatif Dengan Partial Least Squares (Pls)*. Undip Press.
- [13] Ghozali, I., & Latan, H. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart Pls 3.0 Untuk Penelitian Empiris*. Bp Undip.
- [14] Hafidzi, M. K., Zen, A., & Alamsyah, F. A. (2023). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, Dan Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening. *Jemsi (Jurnal Ekonomi, Manajemen, Dan Sistem Informasi)*, 4(6), 990–1003.
- [15] Hair. (2014). *Multivariate Data Analysis (7th Ed.)*. Pearson Education.
- [16] Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., Black, W. C., & Anderson, R. E. (2018). *Multivariate Data Analysis*. Cengage Learning. <https://doi.org/10.1002/9781119409137.Ch4>
- [17] Henseler, J., Hubona, G., & Ray, P. A. (2016). Using Pls Path Modeling In New Technology Research : Updated Guidelines. *Emerald Group Publishing Limited*, 116(1), 2–20. <https://doi.org/10.1108/Ijmds-09-2015-0382>
- [18] Jannah, N. A., Sazly, S., & Kartawijaya, F. (2021). Pengaruh Gaya Kepemimpinan Terhadap Motivasi Kerja Pada Kantor Unit Ptsp Kota Administrasi Jakarta Barat. *Jurnal Administrasi Bisnis*, 1(1), 9–18. <https://doi.org/10.31294/Jab.V1i1.299>
- [19] Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human Resource Practices And Organizational Commitment: The Mediating Role Of Job Satisfaction In Emerging Economy. *Cogent Business And Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1608668>
- [20] Kreitner, R., & Kinicki, A. (2016). *Organizational Behaviour*. Mc Graw Hill Inc.
- [21] Kurniati, T., & Jaenab, J. (2020). Pengaruh Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Pegawai Pada Dinas Perpustakaan Kota Bima. *Sultanist: Jurnal Manajemen Dan Keuangan*, 8(1), 79–84. <https://doi.org/10.37403/Sultanist.V8i1.195>
- [22] Luthans, F. (2002). *Organizational Behavior (7th Ed.)*. Mc Graw Hill Inc.
- [23] Manao, A. S. (2022). Pengaruh Kompenasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Pegawai Pada Dinas Pekerjaan Umum Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 5(1), 1–9.
- [24] Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan (14th Ed.)*. Pt. Remaja Rosdakarya.
- [25] Nitisemito. (2019). *Manajemen Personalia*. Bumi Aksara.
- [26] Nurhidayanti, A. R., & Prabowo, J. (2024). Pengaruh Lingkungan Kerja Fisik Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Bagian Produksi Pt. Xyz Di Kota Bandung. *Costing:Journal Of Economic, Business And Accounting*, 7(3), 5841–5849.
- [27] Paais, M., & Pattiruhu, J. R. (2020). Effect Of Motivation, Leadership, And Organizational Culture On Satisfaction And Employee Performance. *Journal Of Asian Finance, Economics And Business*, 7(8), 577–588. <https://doi.org/10.13106/Jafeb.2020.Vol7.No8.577>
- [28] Padmaja, Koteswari, D. B., Dhanalakshmi, D. R. ., & Tiwari, R. (2020). The Role Of Training And Work Environment On Retention And Job Satisfaction As A Mediator. *International Journal Of Management (Ijm)*, 11(9), 1181–1191. <https://doi.org/10.34218/Ijm.11.9.2020.112>
- [29] Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects Of Work Motivation And Leadership Toward Work Satisfaction And Employee Performance:

- Evidence From Indonesia. *Journal Of Asian Finance, Economics And Business*, 7(6), 387–397. <https://doi.org/10.13106/Jafeb.2020.Vol7.No6.387>
- [30] Pranitasari, D., & Saputri, C. B. (2020). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Serta Dampaknya Terhadap Kepuasan Kerja Karyawan. *Jrmsi - Jurnal Riset Manajemen Sains Indonesia*, 11(1), 46–61. <https://doi.org/10.21009/Jrmsi.011.1.03>
- [31] Putra, R. A., & Khasanah, N. (2021). Pengaruh Kepemimpinan Transformasional Dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (Jimmba)*, 3(2), 202–222. <https://doi.org/10.32639/Jimmba.V3i2.780>
- [32] Rijasawitri, D. P., & Suana, I. W. (2020). Pengaruh Kepuasan Kerja, Stres Kerja, Dan Lingkungan Kerja Non Fisik Terhadap Turnover Intention. *E-Jurnal Manajemen Universitas Udayana*, 9(2), 466. <https://doi.org/10.24843/Ejmunud.2020.V09.I02.P04>
- [33] Rivai, V. (2017). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Grafindo Persada.
- [34] Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect Of Work Motivation And Job Satisfaction On Employee Performance: Mediating Role Of Employee Engagement. *Problems And Perspectives In Management*, 19(3), 162–174. [https://doi.org/10.21511/Ppm.19\(3\).2021.14](https://doi.org/10.21511/Ppm.19(3).2021.14)
- [35] Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (13th Ed.). Pearson International Edition.
- [36] Saputra, I. D. N. S. A. Dan S., & Sriathi, A. (2018). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasional. *Jurnal Manajemen Unud*, 7(9), 4628–4656.
- [37] Siyal, S., Saeed, M., Pahi, M. H., Solangi, R., & Xin, C. (2021). They Can't Treat You Well Under Abusive Supervision: Investigating The Impact Of Job Satisfaction And Extrinsic Motivation On Healthcare Employees. *Rationality And Society*, 33(4), 401–423. <https://doi.org/10.1177/10434631211033660>
- [38] Sugiarti, E. (2021). The Influence Of Training, Work Environment And Career Development On Work Motivation That Has An Impact On Employee Performance At Pt. Suryamas Elsindo Primatama In West Jakarta. *International Journal Of Artificial Intelligence Research*, 6(1). <https://doi.org/10.29099/Ijair.V6i1.304>
- [39] Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Alfabeta.
- [40] Sujarweni, W. (2019). *Metodologi Penelitian Bisnis Dan Ekonomi*. Pustaka Baru.
- [41] Sultana, U. S., Abdullah, N. Ain, Mok, E. T., Hossain, J., Sherief, S. R., Iskandar, M. L., & Andalib, T. W. (2024). Exploring Motivation And Commitment On Job Satisfaction And Employee Performance In Work From Home (Wfh) Perspective. *Psychology And Education*, 58(3), 2411–2424. <https://objects.scraper.bibcitation.com/user-pdfs/2024-06-06/D6b93677-2d64-4d62-Aac3-3445d05f2981.pdf>
- [42] Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Prenadamedia Group.
- [43] Suwardi, & Daryanto. (2018). *Pedoman Praktis K3lh Keselamatan Dan Kesehatan Kerja Dan Lingkungan Hidup*. Gava Media.
- [44] Taheri, R. H., Miah, S., & Kamaruzzaman. (2020). Impact Of Working Environment On Job Satisfaction Of Employees. *Ejbm, European Journal Of Business And Management Research*, 5(6), 403–406. <https://doi.org/10.36713/Epra4849>
- [45] Tarigan, W. J., Girsang, R. M., & Martina, S. (2022). Pengaruh Lingkungan Kerja Fisik Dan Non Fisik Terhadap Produktifitas Karyawan Pt Astra Honda Pematangsiantar. *Jurnal Ilmu Manajemen*, 5(3), 363–371. <https://ejournal.uika-bogor.ac.id/index.php/manager/article/view/7764/3840>
- [46] Testa, M. R., Williams, J. M., & Pietrzak, D. (1998). The Development Of The Cruise Line Job Satisfaction Questionnaire. *Journal Of Travel Research*, 36(3), 13–19. <https://doi.org/10.1177/004728759803600302>
- [47] Voordt, T. Van Der, & Jensen, P. A. (2023). The Impact Of Healthy Workplaces On Employee Satisfaction, Productivity And Costs. *Journal Of Corporate Real Estate*, 25(1), 29–49. <https://doi.org/10.1108/Jcre-03-2021-0012>
- [48] Wahyudin, M., & Astuti, P. B. (2020). Pengaruh Kepemimpinan, Efikasi Diri Dan Lingkungan Kerja Non-Fisik Terhadap Kinerja Karyawan. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (Jimmba)*, 2(3), 314–322. <https://doi.org/10.32639/Jimmba.V2i3.480>
- [49] Wati, A. I., & Yusuf, M. (2020). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Dinas Koperasi Dan Umkm Kabupaten Bima. *Jurnal Manajemen*, 12(2), 25.
- [50] Wiryawan, T., Risqon, R., & Noncik, N. (2020). Pengaruh Lingkungan Kerja Terhadap Motivasi Dan Disiplin Serta Dampaknya Pada Kinerja. *Ekomabis: Jurnal Ekonomi Manajemen Bisnis*, 1(01), 59–78. <https://doi.org/10.37366/Ekomabis.V1i01.6>