



DOI: <https://doi.org/10.31599/jmu.v7n2>

Received: November 21st, 2025 Revised: October 5th, 2025 Publish: October 14th, 2025

<https://creativecommons.org/licenses/by/4.0/>

The Influence of Work Environment and Communication on Employee Job Satisfaction with Work Motivation as an Intervening Variable

Rani Nawangwulan¹, Dedi Damhudi², Ardi Kusmara³

¹Darma Persada University, Jakarta, Indonesia, raninawangwulan20@gmail.com

²Darma Persada University, Jakarta, Indonesia, dedid756@gmail.com

³Darma Persada University, Jakarta, Indonesia, ardikusmara66@gmail.com

*Corresponding Author: dedid756@gmail.com

Abstract:

This study examines whether the work environment and communication improve employee job satisfaction, and whether work motivation mediates these relationships. A quantitative design was employed at PT X using saturated sampling of all employees ($n = 110$). Data were collected via questionnaires and analyzed with PLS-SEM (SmartPLS 4.0.9.9). Measurement results show adequate reliability and validity; the structural model explains a moderate share of variance in job satisfaction ($R^2 = 0.628$) and a strong share for work motivation ($R^2 = 0.718$). Hypothesis tests indicate positive, significant direct effects of the work environment on job satisfaction ($\beta = 0.304$; $p = 0.002$) and on work motivation ($\beta = 0.410$; $p < 0.001$), as well as of communication on job satisfaction ($\beta = 0.280$; $p = 0.004$) and on work motivation ($\beta = 0.498$; $p < 0.001$). Work motivation also exerts a positive, significant effect on job satisfaction ($\beta = 0.277$; $p = 0.028$). Mediation tests show that work motivation does not mediate the effect of the work environment on job satisfaction ($p = 0.066$), but does mediate the effect of communication on job satisfaction (indirect $\beta = 0.138$; $p = 0.045$). Overall, the findings underscore the importance of strengthening workplace conditions and communication channels, while leveraging motivation pathways specifically for communication-driven improvements in satisfaction.

Keywords: Work Environment, Communication, Job Satisfaction, Work Motivation

INTRODUCTION

In the current era of economic globalization, industries that are trying to survive in an increasingly competitive market are facing new challenges from the consequences of economic globalization. Companies can take advantage of this circumstance to create various products or services to meet human desires. Economic progress causes fierce competition among business actors, especially in the hardware building industry. In order to compete in the industry, every organization must operate and be successful. Competent human resources can develop performance and efficiency for industry. Human resources refer to employees who are directly involved in the planning, implementation and operation of the company's plans. To have trustworthy and high-quality employees, the company must manage its human resources.

Human resource management includes a series of agency activities aimed at attracting, improving and retaining good employees. Thus, managers have an important function to help every individual in the industry to achieve targets that are classified as determining how to make human resources work well. Because human resources are a very important asset, every industry must have them. The development of an industry based on its human resources.

Human resources are an important component to achieve industrial targets. The achievement of industrial targets does not depend on the role of individuals who actively contribute and is very important in all activities that meet the needs and capabilities of the company's workers. The management and utilization of resources contained in each person is known as human resources. Organizations and companies certainly need human resources and employees to achieve targets properly, so that professional resources are a strategic need for every industry and agency.

PT X is one of the market leaders in the building hardware business specializing in 2 product groups, namely Architectural Hardware & Sanitary Hardware. A company engaged in building material hardware. PT X is a company that has a vision and mission that is the foundation for the industry to form the business competition method to be carried out in order to be able to achieve optimal work targets. If employees are able to show maximum work productivity from time to time, it can have a good influence on the success of an institution comprehensively, thus giving rise to a sense of job satisfaction for employees.

Job satisfaction describes an individual's assumption of his or her profession. This is shown through the positive actions of employees for their work and everything they encounter in the work environment. Manda (Manda, 2020) Job satisfaction is what employees get when carrying out their work. Job satisfaction will create a pleasant presumption, motivating employees to do their jobs. On the other hand, if employees feel dissatisfied, they will be lazy when carrying out their responsibilities and not achieving their goals. In essence, an individual's job satisfaction is based on a comparison of expectations, needs or any value that has been achieved from his or her duties. An individual is said to be satisfied if there is no comparison of what he or she wants in his or her opinion with reality because the minimum threshold of desire has been reached.

Based on this, the author conducted an interview about job satisfaction by distributing a research pre-survey of 22 respondents or 20% of the total population of 110 employees of PT X which resulted in PT X employees experiencing problems with job satisfaction.

Based on the findings of the pre-survey job satisfaction, the majority of respondents answered that job satisfaction was low because there were personal problems between fellow employees, resulting in hampered communication. Thus, the author is encouraged to carry out research and make job satisfaction the subject of the problem or dependent variable.

Next, the author carried out a pre-survey related to variables that affect job satisfaction issues. Based on (Hamdan et al., 2022) stated that the variables that affect job satisfaction are work environment, discipline and work motivation, while other researchers such as (Dewi & David, 2023) stated that the variables that affect job satisfaction are performance assessments and work discipline, (Firdaus et al., 2024) stating that the variables that affect job satisfaction are the work environment, work experience and compensation, (Pally & Septyarini, 2022) stated that the variables that affect job satisfaction are leadership style, organizational commitment and work motivation, (Nauval & Yusuf, 2023) stated that the variables that affect job satisfaction are communication and organizational culture, (Basri & Razak, 2023) stated that the variables that affect job satisfaction are organizational commitment and organizational culture, (Simarmata & Munthe, 2024) stated that the variables that affect job satisfaction are work facilities, (Rahellea et al., 2024) stated that the variables that affect job satisfaction are work stress, work discipline and competence, (Angga et al., 2022) stated that the variables that affect job satisfaction are job placement and (Manda, 2020) stated that the variables that affect job satisfaction are work ethics and work stress. The pre-survey was conducted on 22 people or 20% of the 110 employees population of PT X. The results of the pre-survey regarding each variable that affects job satisfaction, it was found that the 3 most variables were Work Environment as many as 7 respondents, Motivation variable as many as 5 respondents and communication variable as many as 4 respondents.

The work environment is one of the first aspects that affects employee job satisfaction at PT X. Based on the results of the interview, it was found that problems in the work environment at PT X, namely, the lack of equipment to support work such as office stationery, compliance with documents and files whose placement is not in accordance with their position due to the lack of existing file storage containers, making employees store documents and files on the desk because the file archiving container is full, this aspect makes the workspace full.

The second factor that affects employee job satisfaction at PT X is Motivation. According to (Noviherni & Kristofeny, 2023) work motivation is a state to encourage and motivate internally and externally in terms of skills and abilities needed to carry out activities to achieve good results in working to achieve goals. Based on the results of the interview, it was found that the problem in employee motivation at PT X was the lack of support and appreciation for the tasks given to PT X employees.

The third factor that affects employee job satisfaction at PT X is Communication. Based on the results of the interview, it was found that problems in employee communication at PT X were not involved or ignored, thereby reducing the sense of the organization, the existence of unclear instructions that had an impact on work conflicts and decreased productivity on the performance of PT X employees.

Based on the explanation of the variables that affect employee job satisfaction, the author further distributed the pre-questionnaire back to 22 respondents of PT X employees. The results of the pre-

survey showed that the work environment variable had a mean value of 3.47 which was good. For the communication variable, it has a mean value of 3.33 which is quite good. For the work motivation variable, it has a mean of 3.00 which is also quite high. For the variable job satisfaction, the mean is 2.40, which means low. This means that at PT X, employee satisfaction is minimal.

LITERATURE REVIEW

Job Satisfaction

(Suryani, 2022) he stated that employee job satisfaction is an emotional expression they feel in the organization which is reflected in their work attitude. The positive and negative responses shown reflect how far they feel satisfied or dissatisfied with the experience at work. Then (Jahidah Islamy, 2019) stated that job satisfaction is a psychological reflection of employees on their work results. Individual satisfaction levels are actually influenced by the value system that each one has. Thus, the measure of satisfaction can vary from one person to another.

Meanwhile (Agus Setiono & Sustiyatik, 2020) stated that job satisfaction is an emotional condition that can calm and does not affect employees' efforts to respond to their duties. Based on this study, it can be described if employee job satisfaction is an emotional expression that is reflected in their behavior, showing how satisfied they are with their experience and work results with varying levels of satisfaction based on individual values.

Work Environment

In the opinion (Muhammad Iqbal, 2022) he stated that the work environment is an area where employees carry out their duties every day. A supportive work environment is able to create a sense of comfort and encourage workers to perform optimally. In addition, the condition of the work environment can also affect employee emotions. If they feel comfortable in the work area, they will feel more at home doing activities so that work time can be used properly and employee performance increases as well.

Then (Marisyah, 2022) stated that the work environment is a necessary element for employees when carrying out work activities. By reviewing or creating good working conditions and can motivate, this aspect will later have a good effect on employee performance. Meanwhile (Hamdan et al., 2022) define the work environment as including all the equipment, materials and surrounding conditions experienced by a person while working, as well as work methods and arrangements, whether it is individually or in groups.

Based on these theories, it can be described if the work environment is a place where employees carry out their duties. A supportive work environment creates a sense of calm, increases comfort and has a positive impact on performance.

Communication

In the opinion of (Engkus Kurniawan et al., 2023) he states that communication is the process of interaction or exchange of information from communicators who provide messages and communicators who receive messages. This process can take place verbally, both verbally and in

writing, without words or with gestures through certain media. The purpose of this communication is to influence the communicator's behavior according to the communicator's wishes.

Then (Hamka et al., 2023) stated that organizational communication is a way to assess the behavior, views, and satisfaction of the agency, so it can produce insights into the communication that occurs in it. Meanwhile, (Mirnasari & Sari, 2020) define communication as a process that involves a person's thoughts that can influence the thinking of others and bring about social change.

Work Motivation

In the opinion of (Sumiati & Purbasari, 2019) he states that work motivation is an attitude that arises from a person's personality and from outside that encourages them to act by utilizing abilities and skills to achieve predetermined targets. Then (Wijaya et al., 2023) stated that work motivation is a condition in an individual that supports a person's willingness to carry out special activities in order to achieve personal goals and obtain certain satisfaction.

Meanwhile (Mubarak et al., 2022) define work motivation as an aspect that encourages a person to carry out an activity, so it is often seen as the main support for human actions. Based on such theories, it can be described if work motivation includes attitudes that arise from within and outside that encourage individuals to act using abilities to achieve personal goals and satisfaction.

Research Hypothesis

H₀₁: The Work Environment (X1) has no effect on Job Satisfaction (Y) of employees of PT X.

Ha₁: The Work Environment (X1) has an influence on the Job Satisfaction (Y) of PT X employees.

H₀₂: Communication (X2) has no effect on the Job Satisfaction (Y) of PT X employees.

Ha₂: Communication (X2) has an influence on the Job Satisfaction (Y) of PT X employees.

H₀₃: Work Environment (X1) has no influence on the Work Motivation (Z) of PT X employees.

Ha₃: Work Environment (X1) has an influence on the Work Motivation (Z) of PT X employees.

H₀₄: Communication (X2) has no effect on the Work Motivation (Z) of PT X employees.

Ha₄: Communication (X2) has an influence on the Work Motivation (Z) of PT X employees.

H₀₅: Work Motivation (Z) has no effect on Job Satisfaction (Y) of PT X employees.

Ha₅: Work Motivation (Z) has an effect on Job Satisfaction (Y) of PT X employees.

H₀₆: Work Environment (X1) has no influence on Job Satisfaction (Y) with Work Motivation (Z) as an intervening variable at PT X.

Ha₆: Work Environment (X1) has an influence on Job Satisfaction (Y) with Work Motivation (Z) as an intervening variable at PT X.

H₀₇: Communication (X2) has no effect on Job Satisfaction (Y) with Work Motivation (Z) as an intervening variable at PT X.

Ha₇: Communication (X2) has an influence on Job Satisfaction (Y) with Work Motivation (Z) as an intervening variable at PT X.

METHOD

In this study, a quantitative method is used. The quantitative method is a research model based on the philosophy of positivism, applied to research populations and special samples. Data was collected using research instruments and analyzed quantitatively and statistically in testing the hypothesis that had been formulated (Sugiyono, 2019) The research began on October 10, 2024 until December 31, 2024. The location as the research area by the author is PT X.

In this study, the author uses quantitative research, because the data obtained is in the form of numbers that can be calculated, which are produced based on questionnaire calculations and related to the problems being studied. Based on the data obtained, it was then analyzed in depth using the Smart PLS program.

(Vianitati, 2021) data includes a type of data collected directly based on the subject or source person in the study. The author's method of collecting data directly was the use of research instruments. In this aspect, primary data is data obtained based on the findings of interviews and the findings of questionnaires distributed to PT X employees.

In the opinion of (Sugiyono, 2019) population includes generalization areas that are divided into subjects and objects that have special qualities and characteristics that are chosen from the researcher to be understood and later taken statements. In this case, as a population, namely PT X employees which totals 110 individual employees. The sampling procedure used in this study is non-probability sampling using a saturated sampling technique. (Sugiyono, 2019) elaborates that saturated sampling is a method of determining samples if all parts of the population are used as samples, while the sampling technique that will be applied in this study is: Non probability Sampling Technique using saturated samples.

In the opinion (Sugiyono, 2019) he explained that the data collection technique is a very appropriate stage to achieve the study target, because the main target of this study is to produce the right data. The data acquisition method used in this study was data acquisition through the application of interviews and questionnaires. When responding to answers based on each question in the questionnaire, so the Likert scale method is applied. (Taqwin, 2022) likert scale is a scale used in estimating the behavior, views, and assumptions of an individual or a group of people regarding an event in society. The questionnaire was divided into variables of work environment (X1), communication (X2), job satisfaction (Y) and work motivation (Z).

RESULTS AND DISCUSSION

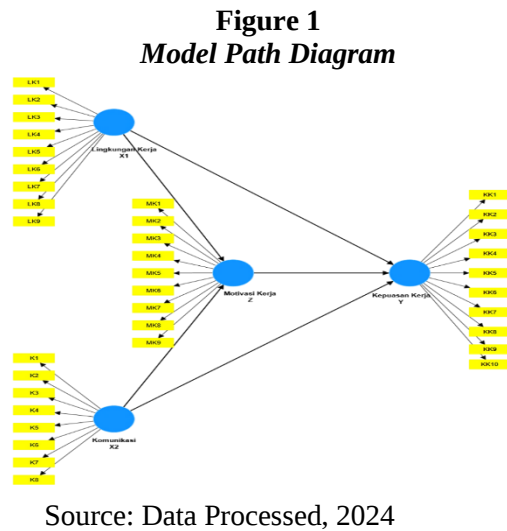
Evaluation of Measurement Model (*Outer model*)

In this study, the media used to test a hypothesis is using the PLS method. PLS is a method that minimizes predictors as a set of uncorrelated elements, which tend to be low and performs the lowest quadratic regression in these elements, not in the original data. The auxiliary media used by the author in estimating a model is SmartPLS version 4.0.9.9.

Model Measurements

In measurement, this model indicates that each indicator used in a study shows that it is valid and reliable or not. Based on figure 4.2, the work environment variable (X1) is measured by 8 indicators with 9 questions in the questionnaire, namely LK1-LK9, then the communication variable (X2) is

measured by 7 indicators with 8 questions in the questionnaire, namely K1-K8, then the work motivation variable (Z) is measured by 9 indicators with 9 questions in the questionnaire, namely MK1-MK8 and the job satisfaction variable (Y) is measured by 10 indicators with 10 questions in the questionnaire, namely KK1-KK10. The test results of the *model path diagram* in the study can be seen as follows:



1. Convergent Validity Test

Table 1
Initial Results of Outer Loading

	Work Environment (X1)	Communicat ion (X2)	Job Satisfaction (Y)	Work Motivation (Z)
LK1	0,620			
LK2	0,807			
LK3	0,737			
LK4	0,752			
LK5	0,778			
LK6	0,814			
LK7	0,756			
LK8	0,734			
LK9	0,527			
K1		0,658		
K2		0,731		
K3		0,831		
K4		0,838		
K5		0,793		
K6		0,784		
K7		0,780		
K8		0,848		
KK1			0,849	
KK10			0,823	
KK2			0,860	
KK3			0,868	

KK4	0,828	
KK5	0,827	
KK6	0,688	
KK7	0,797	
KK8	0,803	
KK9	0,854	
MK1		0,862
MK2		0,882
MK3		0,884
MK4		0,660
MK5		0,876
MK6		0,918
MK7		0,813
MK8		0,902
MK9		0,755

Source: Data processed, SmartPLS (2024)

Based on the findings of the outer loading value in table 1, a number of items in each variable are still found that do not have sufficient convergent validity or are concluded to be invalid because they have an outer loading value below 0.7. Next, the researcher conducts follow-up testing until all the items from each variable that are concluded to be valid are obtained without including invalid items in the next test.

2. Discriminant Validity Test

Discriminant Validity is a construct that is assumed to be different from other constructs based on empirical standards, the discriminant validity model also considers the AVE value, the AVE value is concluded to be valid if it has a > value of 0.05. The following includes the AVE values by each variable.

Tabel 2
Average Variance Extracted (AVE)

Average variance extracted (AVE)	
Work Environment	0,610
Communication	0,650
Job Satisfaction	0,699
Work Motivation	0,749

Source: Data processed, 2024

Table 2 shows that the calculation results of all variables have an AVE value above 0.5 so that all instruments in the indicator are valid.

3. Reliability Test

Reliability testing is carried out to reveal the accuracy and accuracy when calculating each construct, Cronbach's Alpha and Composite Reliability values are declared reliable if > 0.7. The following are the results of Cronbach's Alpha and Composite Reliability values by each variabel.

Table 3
Cronbach's Alpha and Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)
Work Environment	0,893	0,899
Communication	0,909	0,913
Job Satisfaction	0,946	0,951
Work Motivation	0,952	0,954

Source: Data processed, 2024

Based on the findings of Cronbach's Alpha and Composite Reliability tests, it indicates that each construct in this study meets the minimum value requirement limit of 0.7. So it can be concluded that every construct in this study is reliable and can carry out an in-depth analysis test.

4. Hypothesis Test and SEM Analysis with mediation effect

Table 4
T-statistical results

	Original sample (O)	T statistics (O/STDEV)	P values
Work Environment - > Job Satisfaction	0,304	3,083	0,002
Work Environment - > Work Motivation	0,410	4,313	0,000
Communication - > Job Satisfaction	0,280	2,892	0,004
Communication - > Work Motivation	0,498	5,096	0,000
Work Motivation - > Job Satisfaction	0,277	2,193	0,028

Source: Data processed, 2024

Table 5
T-statistical results with intervening effects

	Original sample (O)	T statistics (O/STDEV)	P values
Work Environment -> Work Motivation - > Job Satisfaction	0,113	1,842	0,066
Communication -> Work Motivation -> Job Satisfaction	0,138	2,001	0,045

Source: Data processed, 2024

5. R-square

The determination coefficient (R^2) is a benchmark that is very often used in updating the *inner model*. R^2 includes a strength prediction model that is calculated to be a square correlation of the actual value as well as the approximate value of the construct in endogenous specification, R^2 shows the effect of combining exogenous latent variables in endogenous latent variables. Therefore, R^2 shows the total variant in the endogenous construct described from each exogenous construct connected to it. The R^2 value is 0.75 (strong), 0.50 (moderate) and 0.25 (weak). Below including the value of R^2 including:

Table 6
R-Square Value

	R-square	R-square adjusted
Job Satisfaction	0,628	0,617
Work Motivation	0,718	0,713

Source: Data processed, 2024

Based on the results of the R^2 test, the work environment and communication affected the work satisfaction variable of 0.628 (moderate) and the work environment and communication also affected work motivation with an R^2 value of 0.718 (strong).

Work Environment to Job Satisfaction

Based on the *p values* which indicate that the value of the work environment variable (X_1) is $0.002 < 0.05$ and the t-statistical value is $3.083 > 1.96$. This aspect shows that there is a positive influence of the work environment variable (X_1) on job satisfaction (Y) at PT X. It can be stated that the more effective the work environment is so that job satisfaction can increase.

Communication on Job Satisfaction

Based on the *p values* which show that the value of the communication variable (X_2) is $0.004 < 0.05$ and the t-statistical value is $2.892 > 1.96$. Such an aspect shows that there is a positive influence by the communication variable (X_2) on job satisfaction (Y) at PT X. Thus, it can be concluded that the better the communication is so that job satisfaction can continue to increase.

Work Environment to Work Motivation

The *p values* indicate that the value of the work environment variable (X_1) is $0.000 < 0.05$ as well as the t-statistical value of $4.313 > 1.96$. This aspect shows that there is a positive influence of the variable work environment (X_1) on work motivation (Z) at PT X. This means that an effective work environment can have an influence on employee work motivation.

Communication on Work Motivation

It can be seen from the *p values* which show that the value of the communication variable (X_2) is $0.000 < 0.05$ and the t-statistical value is $5.096 > 1.96$. This shows that there is a positive influence of the communication variable (X_2) on work motivation (Z) at PT X. So based on these results, it shows that communication at PT X is good and can affect employee work motivation.

Work Environment on Job Satisfaction with Work Motivation as *Intervening*

It can be seen from the value of *p Values* in Table 4.12 direct influence indicating if the value of the working environment variable (X_1) on job satisfaction (Y) of $0.002 < 0.05$ and t-statistical value of $3.083 > 1.96$. While the indirect influence on *intervening* From work motivation, the results indicate that the *p-Values* obtained was $0.066 > 0.05$ and the t-statistic value was $1.842 < 1.96$ with a coefficient of 0.113. So it can be stated if there is a positive and significant influence directly from the work environment on job satisfaction. Then, if through the variable *intervening* indicates that the influence of the work environment on job satisfaction is not positive and insignificant, work motivation is a variable *intervening*. Thus, work motivation does not mediate the influence of the work environment on employee job satisfaction at PT X. This study is not in line with the (Jasmine & Edalmen, 2020) which explains that work motivation can mediate the work environment for job satisfaction.

Communication on Job Satisfaction with Work Motivation as an Intervening

The direct effect indicated that the value of the communication variable (X_2) on job satisfaction (Y) was $0.004 < 0.05$ and the t-statistical value was $2.892 > 1.96$. While the direct influence by *intervening* by work motivation, the results indicated that the p-values obtained were $0.045 < 0.05$ and the t-statistical value was $2.001 > 1.96$ along with a coefficient of 0.138. So it can be stated if there is a positive and significant influence directly from communication on job satisfaction. Then, if through *the intervening variable*, it indicates that the positive and significant influence of communication on job satisfaction in terms of work motivation becomes an *intervening variable*. Therefore, work motivation mediates the influence of communication on employee job satisfaction at PT X.

CONCLUSION

1. The Work Environment has a positive and significant influence on the job satisfaction of PT X employees.
2. Communication has a positive and significant influence on employee job satisfaction. Which means that communication is carried out well and professionally, the job satisfaction of its employees increases.
3. The work environment has a positive and significant influence on the work motivation of PT X employees.
4. Communication has a positive and significant influence on the work motivation of PT X employees.
5. Work motivation has a positive and significant influence on employee job satisfaction. With the encouragement of a leader to influence his subordinates can increase employee morale, the higher the level of employee job satisfaction.
6. Work motivation does not mediate the influence of the work environment on the job satisfaction of PT X employees. So that the work environment has no relation to work motivation.
7. Work motivation mediates the influence of communication on the job satisfaction of PT X employees. If an employee's work motivation level is high, it can increase employee job satisfaction.

REFERENCES

- Agus Setiono, B., & Sustiyatik, E. (2020). *Manajemen Sumber Daya Manusia, Pendekatan Teoritis dan Praktis*. CV.Berkah Wisnu.
- Angga, J., Hanafi, A., & Santati, P. (2022). Pengaruh Penempatan Kerja terhadap Kepuasan Kerja Karyawan PT Waskita Sriwijaya Tol. *Transformasi Manageria: Journal of Islamic Education Management*, 3(2), 218–230. <https://doi.org/10.47467/manageria.v3i2.2383>
- Basri, S., & Razak, M. (2023). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan Pada PT. Gas Kima Prima Kencana. *Jurnal Riset Manajemen*, 1(4), 382–393. <https://doi.org/10.54066/jurma.v1i4.1652>

- Dewi, A. S., & David. (2023). Pengaruh Penilaian Kinerja Dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan Di Pizza Hut Ahmad Yani Padang. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 3, 578–592.
- Engkus Kurniawan, Oyon Saryono, & Irma Darmawati. (2023). Pengaruh Dimensi Komunikasi Dan Motivasi Kerja Terhadap Efektivitas Pencapaian Target Pajak Bumi Dan Bangunan (PBB). *Jurnal of Management and Social Sciences*, 1(2), 87–99. <https://doi.org/10.59031/jmsc.v1i2.144>
- Firdaus, Kusuma, & Sari. (2024). Pengaruh Lingkungan Kerja, Pengalaman Kerja Dan Kompensasi Terhadap Kepuasan Kerja Karyawan PT. X. *Management Studies and Entrepreneurship Journal*, 5(2), 4294–4303.
- Hamdan, Amarul, & Gentari, R. E. (2022). Pentingkah Pengaruh Lingkungan Kerja Disiplin Dan Motivasi Terhadap Kepuasan Kerja Karyawan. *Jurnal Akuntansi Manajemen (JAKMEN)*, 1(2), 110–125. <https://doi.org/10.30656/jakmen.v1i2.5686>
- Hamka, N., Ardiansyah, M., & Basri, S. (2023). Pengaruh Komunikasi Organisasi Terhadap Kinerja Guru SMP Negeri di Wilayah III Kabupaten Sidenreng Rappang. *Pedagogi : Jurnal Ilmu Pendidikan*, xx(x), 1–19. <https://doi.org/10.24036/XXXXXXXXXX-X-XX>
- Jahidah Islamy, F. (2019). Pengaruh Kepuasan Kerja Kayawan Terhadap Kinerja Dosen Tetap Sekolah Tinggi Ilmu Ekonomi Indonesia Membangun (Studi Kasus pada Dosen Tetap Sekolah Tinggi Ilmu Ekonomi Indonesia Membangun Tahun 2019). *Jurnal Indonesia Membangun*, 18(2), 30–44.
- Jasmine, I., & Edalmen, E. (2020). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Dengan Motivasi Sebagai Mediasi. *Jurnal Manajerial Dan Kewirausahaan*, 2(2), 450. <https://doi.org/10.24912/jmk.v2i2.7938>
- Manda, B. D. (2020). Pengaruh Etika Kerja dan Stres Kerja Terhadap Kepuasan Kerja Karyawan. *Manegggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 160–170.
- Marisya, F. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Al Bilad Tour And Travel, Sumatra Selatan. *MAMEN: Jurnal Manajemen*, 1(4), 553–562. <https://doi.org/10.55123/mamen.v1i4.1065>
- Mirnasari, T., & Sari, N. S. (2020). Pengaruh Komunikasi Terhadap Kinerja Pegawai Pada Bagian Aspirasi Humas Dan Protokol Sekretariat Dprd Provinsi Lampung. *Jurnal Manajemen Mandiri Saburai (JMMS)*, 4(3), 37–44. <https://doi.org/10.24967/jmms.v4i3.798>
- Mubarak, M., Remmang, H., & Ruslan, M. (2022). *Gaya Kepemimpinan, Tekanan Kerja & Motivasi Kerja*. Chakti Pustaka Indonesia.
- Muhammad Iqbal. (2022). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt Sriwijaya Sumatra Selatan. *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen Dan E-Commerce*, 1(4), 12–19. <https://doi.org/10.30640/digital.v1i4.359>
- Nauval, M., & Yusuf, M. (2023). Pengaruh Komunikasi dan Budaya Organisasi terhadap Kepuasan Kerja Pegawai pada Dinas Pariwisata Kota Bima. *Jurnal Riset Ekonomi Dan Akuntansi*, 1(4), 40–55.
- Noviherni, & Kristofeny, A. C. (2023). Pengaruh Lingkungan Kerja, Stres Kerja dan Motivasi Kerja Terhadap Kinerja Pada PT. Askrindo. *Jurnal Bisnis Dan Manajemen*, 1(4), 16–28.

- Pally, Y., & Septyarini, E. (2022). Pengaruh gaya kepemimpinan, komitmen organisasi, dan motivasi kerja terhadap kepuasan kerja pegawai. *Jurnal Manajemen*, 14(1), 140–147. <https://doi.org/10.37476/jbk.v10i1.3136>
- Rahellea, S. L., Sawitri, N. N., Fikri, A. W. N., Faeni, D. P., & Maulia, I. R. (2024). Pengaruh Stres Kerja , Disiplin Kerja , dan Kompetensi Terhadap Kepuasan Kerja Karyawan Kopi Kenangan di Cikarang Utara. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 2(2), 346–356.
- Simarmata, L. A., & Munthe, R. (2024). Pengaruh Fasilitas Kerja Terhadap Kepuasan Kerja Karyawan PT. Anugrah Kreasindo Tama Kota Medan. *Psikologika Journal*, 1(1), 29–41.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R & D*.
- Sumiati, M., & Purbasari, R. N. (2019). Pengaruh motivasi kerja, kepuasan kerja dan kemampuan kerja terhadap kinerja karyawan pada PT. Iron Bird Transport. *Jurnal Bisnis Dan Akutansi*, 21(1), 211–220.
- Suryani, N. K. (2022). Kepuasan Kerja: Pengaruhnya Dalam Organisasi. *Jurnal Imagine*, 2(2), 71–77. <https://doi.org/10.35886/imagine.v2i2.491>
- Taqwin. (2022). *Metodologi Penelitian Kuantitatif*. Yayasan Penerbit Muhammad Zaini.
- Vianitati, P. (2021). *Metode Penelitian Pendekatan Kuantitatif*. CV. Media Sains Indonesia.
- Wijaya, R. S., Siska, E., & Indra, N. (2023). Pengaruh Motivasi Kerja dan Kepuasan Kerja terhadap Kinerja Pegawai PT Fasen Creative Quality. *Jurnal Manajemen Dan Bisnis Ekonomi*, 1(3), 200–212. <https://doi.org/10.54066/jmbe-itb.v1i3.296>