



The Influence of Motivation, Physical Work Environment, and Job Satisfaction on Employee Performance in the Rehabilitation Center Work Unit of the Ministry of Defense of the Republic of Indonesia

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Abstract: This study analyzes the influence of work motivation, physical work environment, and job satisfaction on employee performance in the Rehabilitation Center Work Unit of the Ministry of Defense of the Republic of Indonesia (Satker Pusrehab Kemhan RI). A quantitative approach with descriptive and causal associative methods was used. Data were collected through questionnaires distributed to 49 employees selected via random sampling. The analysis employed multiple linear regression with a t-test for hypothesis testing. The results showed that work motivation, physical work environment, and job satisfaction significantly influence employee performance. Partial hypothesis testing found that work motivation ($t = 2.504 > 2.012$), physical work environment ($t = 3.514 > 2.012$), and job satisfaction ($t = 2.786 > 2.012$) had significant effects. Simultaneous testing revealed that work motivation and job satisfaction together significantly influence performance ($F = 2.506 > 1.83$, $p = 0.006 < 0.05$). This study highlights the importance of enhancing work motivation, optimizing the work environment, and improving job satisfaction to boost employee performance. A human resource management strategy focusing on these factors is essential for increasing organizational effectiveness.

Keywords: Employee Performance, Work Motivation, Physical Work Environment, Job Satisfaction.

INTRODUCTION

Employees have a crucial role in ensuring the success and effectiveness of an organization, especially in public service institutions. The success of an organization is not only determined by the policies and strategies implemented, but also by employee motivation, work environment, and job satisfaction (Robbins & Judge, 2021). In the context of government organizations such as the Rehabilitation Center Work Unit of the Ministry of Defense of the Republic of Indonesia (Satker Pusrehab Kemhan RI), employee performance is the main factor in supporting the effectiveness of rehabilitation services for military personnel

and the general public. Employees who have high performance will contribute to the smooth and efficient of service, while decreased performance can negatively impact the achievement of organizational goals.

Employee performance is a fundamental aspect of the success of an organization and is influenced by various internal factors, including work motivation, physical work environment, and job satisfaction. According to Mangkunegara (2017), employee performance reflects the results of work achieved based on quality and quantity in accordance with the responsibilities given. Employees who are highly motivated, work in a conducive environment, and are satisfied with their work tend to be more productive. On the other hand, low motivation and unsupportive work environment conditions can reduce productivity, increase attendance rates, and weaken employee commitment to the organization (Herzberg, 2017).

A number of studies have shown that work motivation has a significant influence on employee performance, where employees who feel motivated tend to have higher loyalty and work more efficiently (Deci & Ryan, 2018). In addition, a comfortable physical work environment, such as the availability of adequate facilities and conducive workspaces, contributes to improving employee welfare and reducing stress levels (Chandrasekar, 2018). Job satisfaction is also the main factor in determining the quality of employee performance. Employees who are satisfied with their jobs tend to have greater attachment to the organization and show higher productivity (Locke, 2019). Employees who feel appreciated for their contributions will be more enthusiastic about their work and committed to the organization's goals.

Although these factors are very important, initial observations at the Indonesian Ministry of Defense's Pusrehab Task Force show that there are several challenges related to decreased work motivation, suboptimal work environment conditions, and suboptimal employee job satisfaction. Internal data reveals an increasing trend in employee attendance in the last three years, which has a direct impact on the effectiveness of rehabilitation services. In 2022, 8% of employees took leave or leave, increased to 10% in 2023, and continue to rise to 12% in 2024. Meanwhile, the number of employees who were absent without information increased from 4% in 2022 to 8% in 2024, indicating a decrease in employee involvement and work discipline. In addition, the results of interviews with several employees show that work environment factors, recognition of work achievements, and workload distribution are still concerns that affect overall employee job satisfaction (Yacinda, 2014).

Based on these problems, this study aims to analyze the influence of work motivation, physical work environment, and job satisfaction on employee performance at the Ministry of Defense Pusrehab Task Force. Specifically, this study seeks to answer the following questions: (1) How much does work motivation affect employee performance? (2) To what extent does the physical work environment contribute to employee performance? (3) How does job satisfaction affect employee performance? (4) Does work motivation and job satisfaction simultaneously have an impact on improving employee performance? By answering these questions, this study is expected to provide empirical insights into the main factors that affect employee performance as well as recommendations for government agencies in improving the effectiveness of human resource management.

METHOD

Research Design

This study uses descriptive and causal associative methods to analyze the influence of work motivation, physical work environment, and job satisfaction on employee performance at the Ministry of Defense Task Force. The descriptive method is used to provide a comprehensive overview of the research variables, while the causal associative method is

used to determine the relationship and influence between the variables studied. The approach used in this study is quantitative, with statistical analysis to test previously formulated hypotheses.

Population and Sample

The population in this study is all employees working at the Indonesian Ministry of Defense Pusrehab Task Force, with a total of 96 employees. The research sample was determined using the Slovin formula, with an error tolerance rate of 10%, so that the number of samples obtained was:

$$n = \frac{N}{1+N(e)^2}$$
$$n = \frac{96}{1+96(0,1)^2}$$
$$n = 48,97$$

Thus, the sample in this study is 49 employees who are selected by proportional random sampling, so that employees from various departments or work units have a proportional chance to be selected as respondents.

Data Collection Techniques

This study uses primary and secondary data to obtain relevant information related to the research variables.

1. Primary data were obtained through a questionnaire compiled with a Likert scale (1 = Strongly Disagree to 10 = Strongly Agree). This questionnaire measures work motivation, physical work environment, job satisfaction, and employee performance.
2. Secondary data is obtained from organizational documents, personnel reports, and literature related to human resource management in government institutions.
3. Interviews and observations were conducted on several selected employees to gain deeper insight into the conditions of the work environment and the challenges faced in improving performance.

Research Variables and Their Measurements

This study analyzed four main variables:

1. Independent Variables:
 - a. Work motivation (X_1): Internal and external factors that encourage employees to work optimally. Indicators: physiological needs, security, social, appreciation, and self-actualization (Suwatno, 2011).
 - b. Physical work environment (X_2): External conditions that affect employee comfort and productivity. Indicators: lighting, air temperature, noise, workspace, and occupational safety (Sedarmayanti, 2013).
 - c. Job satisfaction (X_3): The level of employee satisfaction with the work environment and facilities provided. Indicators: nature of the job, salary, promotion opportunities, supervision, and relationships with colleagues (Locke, 2019).
2. Dependent Variables:

Job Satisfaction Employee Performance (Y): The ability of employees to achieve work targets and carry out tasks effectively. Indicators: quantity of work, quality of work, independence, initiative, and teamwork (Suwanto & Donni, 2016).

Data Analysis Techniques

Data analysis was carried out by descriptive and inferential statistical methods, using Multiple Linear Regression Analysis with the help of SPSS software.

1. Descriptive Statistics
 - a. Presenting the characteristics of respondents based on age, length of service, level of education, and position.
 - b. Displaying the distribution of respondents' answers related to research variables in the form of averages, standard deviations, and frequency distributions.
2. Inferential Statistics
 - a. Validity and Reliability Test:
 1. Validity is tested with Pearson correlation, with valid criteria if the correlation value is more than 0.3.
 2. Reliability is tested using Cronbach's Alpha, with a reliability criterion if the value is ≥ 0.7 .
 - b. Classic Assumption Test:
 1. Normality Test: Using the Kolmogorov-Smirnov test, with normal criteria if the p value > 0.05 .
 2. Multicollinearity Test: Uses Variance Inflation Factor ($VIF < 10$) to ensure there is no relationship between independent variables.
 3. Heteroskedasticity Test: Using the Glejser test, with the result said to be homoskedastic if $p > 0.05$.
 - c. Hypothesis Test (t-Test and F-Test):
 1. The t-test was carried out to measure the influence of each independent variable on the dependent variable.
 2. The F test is used to determine the simultaneous influence between independent variables on dependent variables.

The regression model in this study is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

where:

Y = Employee Performance	a	= Constant
X ₁ = Work Motivation	b ₁ , b ₂ , b ₃	= Regression coefficients
X ₂ = Physical Work Environment	ε	= Error term
X ₃ = Job Satisfaction		

RESULTS AND DISCUSSION

This study involved 49 employees who were selected as a sample at the Indonesian Ministry of Defense's Pusrehab Task Force. Respondents were classified based on gender, age, education level, and length of service to provide an overview of the demographics of the employees studied. Table 1 shows that the majority of employees are male, the more dominant age is 26-30 years old. This means that the age of the respondents is still classified as a fresh graduate (energetic) and indicates that the level of thinking and emotional maturity in making a decision is good enough that it is expected to have good performance as well. Based on the level of education, the majority of employees are high school graduates. Thus, the employees are considered mature to be able to complete the work. Based on the classification of working years, respondents are dominated by those whose working period has not been too long.

Table 1. Demographic data of respondents

Characteristic	Description	Frequency	Percentage (%)
Gender	Man	36	73,4
	Woman	13	26,6
Age	< 25 Years	13	26,6
	26-30 Years	23	47
	31-35 Years	9	18,4
	>36 Years	4	8
Education Level	Junior High School	6	12,3
	High School	38	77,5
	Diploma / Bachelor	3	6,1
	And Others	2	4,1
Working period	1-7 Years	41	83,7
	8-15 Years	5	10,2
	15 Years	3	6,1

Data analysis can be carried out to present empirical findings in the form of descriptive statistical data that explain the characteristics of the respondents, especially in relation to the research variables used in the Sugiono hypothesis test (2013). The type of statistics presented in this study is index numbers. According to Ferdinand (2013), the respondents' answer numbers do not start from 0, but start from 1 to 10. The resulting index number shows a score between 49 – 4.9 with a range of 44.1. Using the Three Box Method, the range of 44.1 is divided into 3 parts resulting in a range for each part of 14.7 as an interpretation of the index value, as shown in Table 2.

Table 2. Index number analysis

Interval Indeks	Value Interpretation
4,9 – 19,6	Low
>19,6 – 34,3	Medium
>34,3 – 49	High

1. Description of Motivational Variables (X_1)

Table 3 shows that the motivation variable has an average index value of 41.02 so it can be concluded that the motivation variable is in the high category. This indicates that the motivation in the organization is very good.

Table 3. Respondents' responses to motivational variables (X_1)

Indicator	Respondent's Answer Frequency										Sum	Index	category
	1	2	3	4	5	6	7	8	9	10			

X _{1.1}	0	0	0	0	0	0	1	21	15	3	49	40,3	High
	0	0	0	0	0	0	0	7	168	135	30		
X _{1.2}	0	0	0	0	0	0	1	20	11	5	49	40,0	High
	0	0	0	0	0	0	3	9	160	99	50		
X _{1.3}	0	0	0	0	0	0	4	15	19	11	49	42,9	High
	0	0	0	0	0	0	2	120	171	110	429		
X _{1.4}	0	0	0	0	0	0	7	23	11	8	49	41,2	High
	0	0	0	0	0	0	4	184	99	80	412		
X _{1.5}	0	0	0	0	0	0	9	20	16	4	49	40,7	High
	0	0	0	0	0	0	6	160	144	40	407		
Average											41,02	High	

2. Description of Physical Work Environment Variables (X₂)

Table 4 shows that the Physical Work Environment variable has an average perception index of 40.12. So it can be concluded that the variables of the physical work environment are in the high category. This indicates that the physical work environment that exists in the organization is very good.

Table 4. Respondents' responses to physical work environment variables (X₂)

Indicator	Respondent's Answer Frequency										Sum	Index	category
	1	2	3	4	5	6	7	8	9	10			
X _{2.1}	0	0	0	0	0	0	7	20	18	4	49	41,1	High
	0	0	0	0	0	0	4	160	162	40	403		
X _{2.2}	0	0	0	0	0	0	1	18	9	10	49	35,3	High
	0	0	0	0	0	0	2	144	81	100	353		
X _{2.3}	0	0	0	0	0	0	1	13	19	6	49	41,2	High
	0	0	0	0	0	0	7	104	171	60	412		
X _{2.4}	0	0	0	0	0	0	1	23	10	4	49	39,8	High

	0	0	0	0	0	0	8	184	90	40	398		
							4						
X _{2.5}	0	0	0	0	0	0	9	16	19	7	49	43,2	High
	0	0	0	0	0	0	6	128	171	70	432		
Average											40,12	High	

3. Description of Job Satisfaction Variable (X₃)

Table 5 shows that the job satisfaction variable has an average perception index of 41.1 so it can be concluded that the job satisfaction variable is in the high category. This indicates that the job satisfaction that exists in the organization is very good.

Table 5. Respondents' responses to job satisfaction variables (X₃)

Indicator	Respondent's Answer Frequency										Sum	Index	category
	1	2	3	4	5	6	7	8	9	10			
X _{3.1}	0	0	0	0	0	0	5	23	18	3	49	41,1	High
	0	0	0	0	0	0	35	184	162	30	411		
X _{3.2}	0	0	0	0	0	0	13	20	5	11	49	40,6	High
	0	0	0	0	0	0	91	160	45	110	406		
X _{3.3}	0	0	0	0	0	0	19	15	11	4	49	39,2	High
	0	0	0	0	0	0	133	120	99	40	392		
X _{3.4}	0	0	0	0	0	0	7	11	23	8	49	42,4	High
	0	0	0	0	0	0	49	88	207	80	424		
X _{3.5}	0	0	0	0	0	0	4	20	16	9	49	42,2	High
	0	0	0	0	0	0	28	160	144	90	422		
Average											41,1	High	

4. Description of Employee Performance Variable (Y)

Table 6 shows that the employee performance variable has a perception index of 41.08 so it can be concluded that the employee performance variable is in the high category. This indicates that the organization has excellent employee performance.

Table 6. Response of respondents to employee performance variables (Y)

Indicator	Respondent's Answer Frequency										Sum	Index	category
	1	2	3	4	5	6	7	8	9	10			
Y.1	0	0	0	0	0	0	6	18	22	3	49	41,4	High
	0	0	0	0	0	0	42	144	198	30	414		
Y.2	0	0	0	0	0	0	3	22	19	5	49	High	

	0	0	0	0	0	0	21	176	171	50	418	41,8	
Y. 3	0	0	0	0	0	0	14	23	4	8	49	39,8	High
	0	0	0	0	0	0	98	184	36	80	398		
Y. 4	0	0	0	0	0	0	7	23	11	8	49	41,2	High
	0	0	0	0	0	0	49	184	99	80	412		
Y. 5	0	0	0	0	0	0	8	20	14	7	49	41,2	High
	0	0	0	0	0	0	56	160	126	70	412		
Average											41,08	High	

The reliability test used *the Alpha Cronbach* method to see the consistency level of variable X_1 obtained an alpha value of 0.249, variable X_2 obtained an alpha value of 0.411, and variable X_3 obtained an alpha value of 0.486. And in the variable Y obtained a value of 0.296, this can be seen in Table 7 that the alpha value obtained from the variable is more than 0.2377 and is declared reliable Ghozali (2016).

Table 7. Reliability test results

Variable	Cronbach's Alpha Values	Criterion	Conclusion
X_1	0,249	>0,2377	Reliable
X_2	0,411	>0,2377	Reliable
X_3	0,486	>0,2377	Reliable
Y	0,296	>0,2377	Reliable

To test the normally distributed data in this study, a normality test tool will be used. There are two ways to detect whether or not the residual is normally distributed, namely by graph analysis and statistical test. From Figure 1, it can be seen that the data (points) spread around the diagonal line and follow the direction of the diagonal line, so the data has been distributed normally, then the regression model has met the assumption of normality.

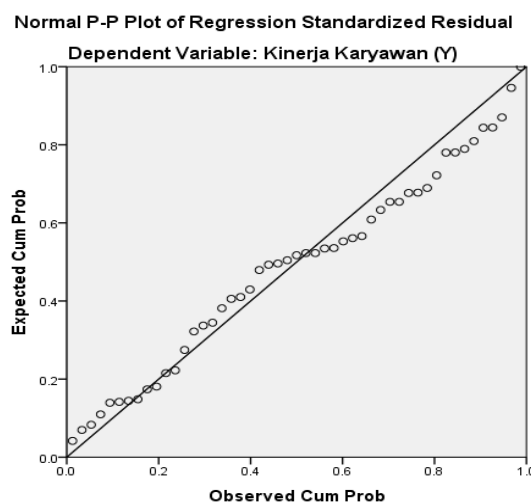


Figure 1. P-Plot Normality Test Curve

In the multiple linear test, the determination coefficient is used to determine the percentage of simultaneous contribution of independent variables to the bound variable, for that the number in the summary model is used. Table 8 shows that the R value is 0.783. This shows that motivation (X₁), physical work environment (X₂) and Job Satisfaction (Y) have an influential relationship with Employee Performance (Y), which is 78.3%. Meanwhile, the R square value is 0.618 meaning Motivation (X₁), Physical Work Environment (X₂) and Job Satisfaction (X₃) of 61.8% which has an influential relationship with employee performance (Y). While the remaining 38.2% was explained by other factors that were not discussed in this study. The value of adjust R Square is 0.619, meaning that the contribution of motivation (X₁), physical work environment (X₂) and job satisfaction (X₃) is 61.9% and there are no other values that have an effect because they are constant or adjusted.

Table 8. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783a	.618	.619	.561

Based on the multiple linear regression test in Table 9, it can be concluded that:

$$Y = 1,408 + 0,105 X_1 + 0,327 X_2 + 0,553 X_3 + e$$

Constant of 1,408: meaning if Motivation (X₁), Physical Work Environment (X₂), Job Satisfaction (X₃), the value is considered constant. then Employee Performance (Y) is 1,408. The value of the multiple regression coefficient of the Motivation variable (X₁). positive value, which is 0.105, meaning that every Employee Performance increases by 1%, the Motivation variable will increase by 0.105. The value of the multiple regression coefficient of the Physical Work Environment variable (X₂). has a positive value, which is 0.327, meaning that each employee's performance will increase by 1%, then the physical work environment variable will increase by 0.327. The value of the multiple regression coefficient of the job satisfaction variable (X₃). has a positive value, which is 0.553, meaning that every employee's performance increases by 1%, the job satisfaction variable will increase by 0.553.

Table 9. Multiple linear regression test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.408	6.262		3.225	.823
Motivation (x1)	.105	.208	.076	2.504	.017
Physical Work Environment (X2)	.327	.216	.221	3.514	.037
Job Satisfaction (x3)	.553	.703	.119	2.786	.046

Based on the results of the t-test with output, the tcount value for the motivation variable is 2.504 while the ttable is 2.012. The results showed that the tcount > the table, and had a significant value < 0.05 (0.017 < 0.05), then significant. Based on the results of the multiple regression test, the coefficient value of the regression value of the Motivation variable (X₁) can be interpreted. A positive value, which is 0.105, means that every Employee Performance increases by 1%, then the Motivation variable will increase by 0.105. And based

on KD (0.783 or 78.3%) stated that there was a relationship between Motivation (X_1) and Employee Performance (Y). Figure 2 shows the curve of the shaded area is an acceptance area that has a t-count value of 2.504 that motivation has a positive and significant effect on employee performance (Fadhil and Mayowan, 2017).

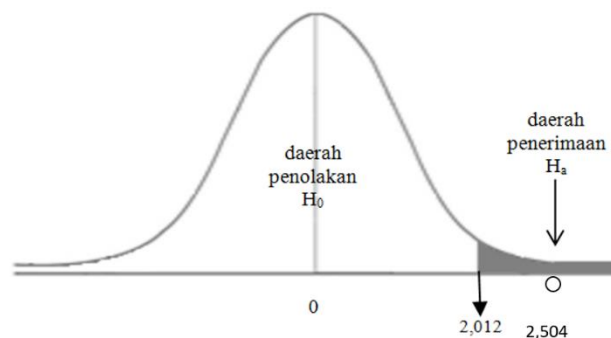


Figure 2. Test Curve t (X_1)

Based on the results of the multiple regression test, the regression coefficient value of the Physical Work Environment variable (X_2) can be interpreted. A positive value, which is 0.327, means that every Employee Performance increases by 1%, the Physical Work Environment variable will increase by 0.327. And based on KD (0.783 or 78.3%) stated that there was a relationship between the Physical Work Environment (X_2) and Employee Performance (Y). Figure 3 shows the curve of the shaded area is an area of receipt that has a t-count value of 3.514. A positive t-value shows that variable X_2 has a relationship in the same direction as Y. Physical Work Environment has a positive and significant effect on employee performance.

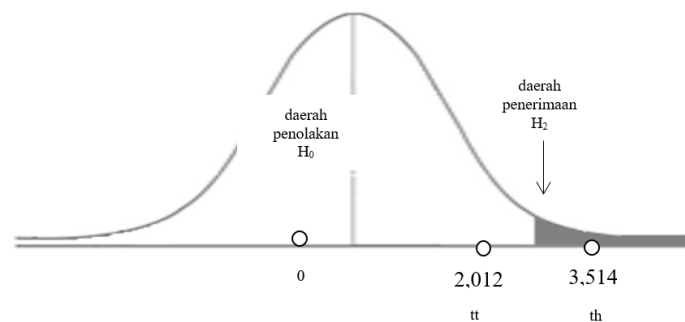


Figure 3. Test Curve t (X_2)

Based on the output results, the tcount value for the Job Satisfaction variable is 2.786 while the ttable is 2.012. The results showed that the tcount > ttable, and had a significant value < 0.05 ($0.046 < 0.05$), then significant. The results of the multiple regression test can be interpreted as the coefficient value of the Job Satisfaction variable (X_3). A positive value, which is 0.553, means that for each Employee Performance increases by 1%, the Job Satisfaction variable will increase by 0.553. And based on KD (0.783 or 78.3%) stated that there was a relationship between Job Satisfaction (X_3) and Employee Performance (Y) (Sari and Susilo, 2018). Figure 4 shows the curve of the shaded area is an area of receipt that has a t-count value of 2.786. A positive t-value indicates that variable X_3 has a relationship in the same direction as Y.

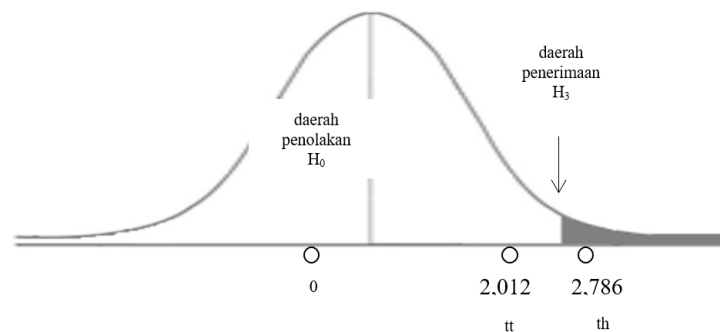


Figure 4. Test curve t (X₃)

Based on the output obtained, the F-Calculate value is 2.506 with a significant level of 0.006. This significant value is less than 0.05 which means that, simultaneously the Motivation and Job Satisfaction variables have a significant effect on Employee Performance to a significant level of 5%. The curve in Figure 5 can be interpreted to show that the shaded area is an receiving area that has an F-count value of 2.506. A positive F value indicates that the Motivation and Job Satisfaction variables have a relationship in the same direction as the employee performance variables.

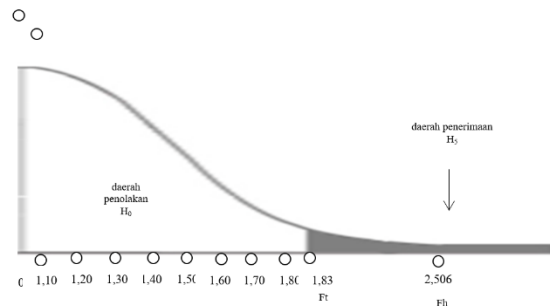


Figure 5. Test curve t (Y)

Testing of work motivation shows that employees who have a high level of motivation tend to show better performance. This is in accordance with the results of the hypothesis test which shows the t_{cal} value (2.504) > t_{table} (2.012) with $p = 0.017 < 0.05$, which means that work motivation has a significant effect on employee performance. High motivation is influenced by factors of physiological needs, sense of security, social, appreciation, and self-actualization, which provide encouragement for employees to work more optimally (Ridwan, 2014).

The influence of the physical work environment on employee performance was also proven to be significant, with t_{cal} (3.514) > t_{table} (2.012) and $p = 0.037 < 0.05$. A comfortable work environment, including lighting, air temperature, noise, adequate workspace, and occupational safety factors, contributes to increasing employee productivity and efficiency (Virgiyanti, 2018). These results confirm that supportive work environment factors will increase employee comfort and concentration in completing tasks (Sitinjak, 2018).

In addition, job satisfaction has a positive relationship with employee performance, as shown by t_{count} (2.786) > t_{table} (2.012) and $p = 0.046 < 0.05$. Factors such as job satisfaction, salary, promotions, supervision, and relationships with colleagues affect employee satisfaction levels, which ultimately impacts their performance improvement. Employees who are satisfied tend to have higher commitment and work more effectively (Ririn and Hadi, 2016).

The results of the simultaneous analysis also showed that work motivation and job satisfaction together had a significant influence on employee performance, with F_{cal} (2.506)

$> F_{table}$ (1.83) and $p = 0.006 < 0.05$. This shows that the combination of motivation and job satisfaction can create a more conducive work environment and encourage employees to work more optimally (Damayanti, 2018).

The results of this study show that work motivation, physical work environment, and job satisfaction have a positive effect on employee performance at the Ministry of Defense Task Force. Employees who have high motivation tend to be more disciplined and have better work morale. A comfortable work environment, especially related to lighting, noise, and safety, supports employee productivity. In addition, high job satisfaction contributes to increased employee loyalty, which has an impact on overall work efficiency. This study supports previous findings that work motivation, optimal work environment conditions, and job satisfaction can improve employee performance (Robbins & Judge, 2021; Locke, 2019). Therefore, the Indonesian Ministry of Defense Pusrehab Task Force is advised to continue to improve these factors to optimize employee performance.

CONCLUSION

This study shows that work motivation, physical work environment, and job satisfaction have a positive and significant influence on employee performance at the Ministry of Defense Pusrehab Task Force. Highly motivated employees tend to be more productive and disciplined, while a comfortable work environment contributes to increased work efficiency. Job satisfaction has also been proven to increase employee commitment in carrying out their duties. The results of this study also confirm that work motivation and job satisfaction simultaneously have a significant effect on employee performance, which shows that the combination of these two factors can create more optimal working conditions. Therefore, policies that focus on increasing motivation, providing better work facilities, and improving employee welfare are strategic steps in supporting employee performance improvement in this work unit. The results of these findings can be the basis for the Indonesian Ministry of Defense Pusrehab Task Force in designing more effective policies to improve employee performance in a sustainable manner.

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