

How a Company's Physical Work Environment, Leadership Style, and Employee Motivation Affect Job Satisfaction and Performance

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ABSTRACT

The primary aim of this research is to investigate the impact of the physical work environment, leadership, and work motivation on employee job satisfaction, and subsequently, how this affects staff performance at PT. Graha Prima Electrical Ambassador in Jakarta. The physical work environment, leadership, and job motivation are significant factors in an organisational setting that can have a considerable influence on the well-being and performance of employees. The current investigation will utilise quantitative research approaches. The study sample encompasses the entirety of the population, which is composed of a total of 35 employees. Nevertheless, the scope of the sample is restricted to those who are directly engaged in marketing activities, with the intention of enhancing the research results. The study's results suggest that there exists a strong and positive correlation between several aspects, such as the physical work environment, leadership, and work motivation, and the level of job satisfaction experienced by employees. The three independent factors have a substantial influence on the dependent variable, explaining 51.3% of its variability. The present study provides evidence that job satisfaction at PT Duta Listrik Graha Prima in Jakarta is influenced by various elements, including physical work environment characteristics, leadership style, and work motivation. These factors, in turn, have an impact on employee performance.

ABSTRAK

Tujuan utama penelitian ini adalah untuk mengetahui pengaruh lingkungan kerja fisik, kepemimpinan, dan motivasi kerja terhadap kepuasan kerja karyawan, dan selanjutnya bagaimana pengaruhnya terhadap kinerja staf di PT. Duta Listrik Graha Prima di Jakarta. Lingkungan kerja fisik, kepemimpinan, dan motivasi kerja merupakan faktor penting dalam lingkungan organisasi yang dapat mempunyai pengaruh besar terhadap kesejahteraan dan kinerja karyawan. Investigasi saat ini akan menggunakan pendekatan penelitian kuantitatif. Sampel penelitian ini merupakan keseluruhan populasi yang berjumlah 35 orang karyawan. Namun demikian, cakupan sampelnya dibatasi pada mereka yang terlibat langsung dalam kegiatan pemasaran, dengan tujuan untuk meningkatkan hasil penelitian. Hasil penelitian menunjukkan bahwa terdapat korelasi yang kuat dan positif antara beberapa aspek, seperti lingkungan kerja fisik, kepemimpinan, dan motivasi kerja, serta tingkat kepuasan kerja yang dialami karyawan. Ketiga faktor independen tersebut mempunyai pengaruh yang besar terhadap variabel dependen, menjelaskan 51,3% variabilitasnya. Penelitian ini memberikan bukti bahwa kepuasan kerja pada PT Duta Listrik Graha Prima di Jakarta dipengaruhi oleh berbagai elemen, antara lain karakteristik lingkungan kerja fisik, gaya kepemimpinan, dan motivasi kerja. Faktor-faktor ini pada gilirannya berdampak pada kinerja karyawan.



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INTRODUCTION

The significance of human resources in ensuring the effective functioning of a business or organization has been widely acknowledged (Nawawi, 2001). The absence or substandard quality of these components poses a significant challenge to the effective functioning and operation of the organization, despite the fulfillment of other resources. According to Bariqi

(2018), the presence of high-performing human resources can yield optimal outcomes for an organization.

In order to achieve optimal performance outcomes, it is necessary to effectively manage human resources inside an organization. This entails creating an environment where employees feel at ease in fulfilling their responsibilities and may attain maximum productivity (Sedarmayanti, 2011). According to Mangkunegara (2004), the concept of performance is a strategy employed to enhance outcomes in organizations, teams, and individuals. This is achieved through the comprehension and administration of performance within the context of established objectives, standards, and attribute prerequisites.

Employees are a crucial component of an organization or corporation, serving as individuals who engage in the processes of planning, implementing, and controlling, thereby actively contributing to the achievement of organizational objectives (Wijayanto & Dotulong, 2017). In the context of organizational dynamics, employees play a crucial role in facilitating the attainment of organizational objectives. It is important to acknowledge that employees possess thoughts, emotions, and aspirations that undeniably shape their attitudes towards the tasks and responsibilities entrusted to them. The phenomenon of employee attitudes towards work is commonly referred to as job satisfaction, which is influenced by various factors such as the nature of the task, the quality of equipment and resources available, the work environment, and individual needs (Mariyanti & Saputri, 2019).

Job satisfaction refers to the assessment of employees' fulfillment in fulfilling their job responsibilities. When employees experience job satisfaction, they are more likely to exhibit elevated levels of morale and enthusiasm when commencing their work. Conversely, in instances where job satisfaction is not attained, employees may engage in behaviors aimed at avoiding social interactions within their work environment. These behaviors can include resigning from the company, absenteeism, engaging in acts of sabotage, intentionally making errors in their work, disregarding the directives of superiors, participating in strike activities, and other actions that are inclined towards evading organizational activities (Sutrisno, 2009). Consequently, it is imperative to foster positive employee relationships in order to facilitate job satisfaction among employees (Harumi & Riana, 2019).

The physical work environment is identified as a significant determinant of worker satisfaction. The relationship between a favorable physical work environment and job satisfaction or employee performance outcomes has been found to exhibit a positive correlation (Bakotic & Babic, 2013). In order to establish a favorable climate, it is important to effectively manage and oversee several aspects of the work environment, including workplace lighting, noise levels, air quality, cleanliness, and safety measures. According to Suprayitno and Sukir (2007), when the work environment is enjoyable, employees are more likely to exhibit a greater level of dedication and seriousness in their work. Hence, it can be posited that a favorable work environment exerts a positive influence on employee performance.

The influence of the leader's position in guiding the path of the company is integral to the concept of job satisfaction. Leadership can be defined as the capacity of an individual to exert influence over others, either by direct or indirect means of communication, with the objective of inspiring individuals to comprehend, become aware, and willingly adhere to the leader's intentions (Sutrisno, 2009). Leadership, as defined by Rumada and Utama (2013), refers to the manner in which leaders exert their influence on employee behavior, fostering a collaborative and productive work environment conducive to the successful completion of tasks.

Work motivation is an additional determinant that exerts an impact on job satisfaction. Work motivation refers to a state that stimulates or instigates an individual to engage in a specific job or activity, characterized by conscious volition (Bangun, 2012). According to Wijaya's (2015) study, work motivation refers to the internal drive that propels individuals to strive towards attaining their anticipated objectives within the context of their professional endeavors. Work motivation can be defined as a dynamic process that stimulates and propels individuals to engage in work activities with the aim of attaining predetermined objectives.

PT. Duta Listrik Graha Prima (DLGP) is a panel maker company to meet customer needs based on the large number of requests from the market. Thus, PT. DLGP is committed in accordance with its Vision and Mission to become a reckoned electricity company in Indonesia. As an electrical panel company whose marketing area has reached outside Java Island, it needs to maintain the trust given by consumers. All of that requires human resources that are reliable and have high performance. Employee performance towards their work is inseparable from job satisfaction at work, some of which are influenced by a supportive work environment, the leadership style that is set in the company and the motivation of the leadership and co-workers.

The significance of the work environment within an organization is a crucial consideration for management. Despite the fact that the work environment does not directly engage in the execution of the production process. A work environment that prioritizes the well-being and satisfaction of employees has the potential to enhance their performance, whereas an unsatisfactory work environment may have a detrimental effect on employee performance. According to Sedarmayanti (2011), the work environment encompasses the many tools and materials utilized, the surrounding physical setting in which an individual carries out their work, the methods employed, and the organizational arrangements implemented, both at an individual and group level. In a study conducted by Mulyadi (2015), it is contended that the work environment of an organization encompasses all factors that have the potential to influence the company's sustainability, existence, and overall operations. These factors might originate from both internal and external sources.

The concept of leadership style can be defined as a systematic arrangement of actions and behaviors that are strategically linked with the objectives of the organization and the welfare of its employees, with the ultimate aim of accomplishing predetermined goals (Riyadi, 2011). In accordance with Kouzes and Posner (2015), leadership can be defined as the dynamic interaction between a leader and followers, wherein the leader exerts influence to motivate and guide others towards willingly engaging in tasks that align with the leader's objectives. Leadership, therefore, encompasses the process of fostering enthusiasm and providing assistance to individuals in their pursuit of goal attainment.

Rivai, as cited in Marliani (2016), asserts that work motivation serves as a catalyst for individuals' desire and impetus to engage in work, since it is driven by specific objectives that need to be attained. Work motivation is considered a fundamental human requirement and is perceived as a driving force that is anticipated to satisfy essential wants. Consequently, the fulfillment of such demands is believed to contribute to the achievement of success in various endeavors. As stated by Sutrisno (2011), work motivation may be defined as a psychological condition that stimulates, initiates, or guides an individual's conduct, mindset, and behaviors towards the attainment of objectives. Based on the perspectives shared by many specialists, it can be inferred that work motivation entails a sequential progression wherein individual demands serve as catalysts for engaging in a range of activities aimed at attaining certain

organizational objectives and fulfilling personal requirements. The magnitude of an individual's accomplishments is contingent upon the potency and limitations of their work motivation.

Robbins and Judge (2014) provide a definition of job satisfaction as the perceived discrepancy between the actual benefits obtained by employees and the rewards they believe they have earned. The level of job satisfaction experienced by individuals is a crucial component of their employment. According to Priansa (2018), job satisfaction refers to an individual's emotional response towards their work, indicating whether they have a positive or negative attitude towards it. This response is influenced by various factors, such as the employee's relationship with their work environment and their subjective judgment of their employment. The attitudes and behaviors exhibited by employees in the workplace are indicative of their sentiments about their employment. Based on the assertions made by multiple experts pertaining to the notion of job satisfaction, it can be inferred by researchers that job satisfaction is a favorable disposition exhibited by employees towards their work, enabling them to engage in their tasks with a sense of contentment and without experiencing excessive strain. to get the most favorable outcomes for the organization.

Kasmir (2016) posits that performance can be understood as the outcome of efforts expended in successfully fulfilling assigned tasks and obligations within a specified timeframe. Moreover, according to Mulyadi (2015), performance can be defined as the outcome of the efforts exerted by individuals or employees in terms of both quality and quantity, in accordance with their assigned duties and obligations. Performance refers to the outcomes achieved by an organization, regardless of whether it operates with a profit or non-profit motive, within a specific timeframe. Armstrong and Baron (year) assert that performance is an outcome derived from efforts that exhibit a robust alignment with an organization's strategic objectives, customer happiness, and the generation of economic value. Based on the various definitions proposed by experts, it can be inferred that performance refers to the execution of work tasks and the outcomes accomplished by individuals, which encompass both the quantity and quality of their work, in alignment with the obligations assigned to them.

H1: There is an effect of the physical work environment on job satisfaction

H2: There is an influence of leadership style on job satisfaction

H3: There is an effect of physical motivation on job satisfaction

H4: There is an effect of job satisfaction on employee performance

RESEARCH METHOD

This study employs a quantitative methodology, specifically focusing on the degree of explanation. Consequently, it falls within the category of associative research, which aims to investigate the relationships and influences among variables. The study encompassed the entire personnel population of the marketing department at PT Duta Listrik Graha Prima located in Jakarta. This study employed a census sampling method, wherein the overall sample size consisted of 35 individuals, representing the entire population under investigation. The data collection process involved the distribution of questionnaires to gather information. Specifically, this method involved presenting a set of questions to respondents using a questionnaire guide that was designed based on the proposed indicators. The employed analytical methodology involves the utilization of multiple regression analysis, facilitated by the SPSS for Windows 26.0 software.

RESULTS AND DISCUSSION

This research has passed the validity test because the value of each indicator is greater than the critical r 0.344.

Table 1. Validity Test

No	Variable	Indicator	R-count	Information
1	Physical work environment	1	0.830	Valid
		2	0.898	Valid
		3	0.928	Valid
		4	0.932	Valid
2	Leadership style	1	0.887	Valid
		2	0.816	Valid
		3	0.917	Valid
		4	0.658	Valid
3	Work motivation	1	0.624	Valid
		2	0.628	Valid
		3	0.723	Valid
		4	0.666	Valid
4	Job satisfaction	1	0.500	Valid
		2	0.830	Valid
		3	0.790	Valid
		4	0.649	Valid
5	Employee performance	1	0.845	Valid
		2	0.833	Valid
		3	0.828	Valid
		4	0.730	Valid

Source: Primary Data Processed, 2023

Table 1 displays the values of the instruments utilized for each variable in the present investigation, all of which exceed the threshold of 0.344. The validity of all indicators in the research variables can be inferred from the bigger Validation Coefficient value.

The reliability test was conducted with the Alpha Cronbach formula. The assessment criteria employed for evaluating reliability are derived from the outcomes of the reliability coefficient, which is considered significant at a 5% level of significance with a probability of 0.5.

Table 2. Reliability Test

No	Variable	coefficients	Cronbach Alpha	Information
1	Physical work environment	0.918	0.60	Reliable
2	Leadership style	0.841	0.60	Reliable
3	Work motivation	0.671	0.60	Reliable
4	Job satisfaction	0.648	0.60	Reliable
5	Employee performance	0.825	0.60	Reliable

Source: Primary Data Processed, 2023

Based on the data shown in the table, it is evident that the alpha coefficient values of the work environment variable (X1), leadership style (X2), work motivation (X3), work discipline (Y1), and employee performance (Y) exceed 0.60, indicating a high level of reliability for all variables. After conducting an analysis using SPSS software version 26, the normality test results were found as follows:

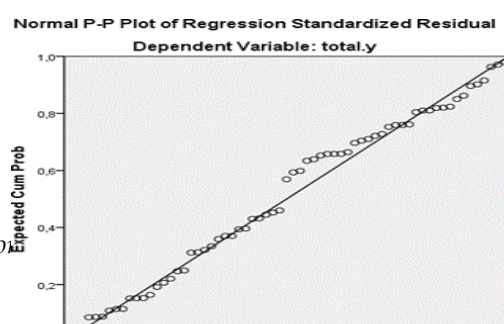


Figure 1. Normality test results

Based on the visual representation provided, it is evident that the graph has a linear relationship, as it forms a straight line along the diagonal axis. Hence, it can be observed that the residuals have a normal distribution, thereby satisfying the assumption of normality. Based on the tests that have been carried out using SPSS version 26, the results of the multicollinearity test are as follows:

Table 3. Multicollinearity Test Results

Variable	tolerance	VIF
Work environment	0.986	1,010
Leadership style	0.679	1,467
Work motivation	0.683	1,459

Source: Primary Data Processed, 2023

Based on the results obtained, the variables of work motivation, leadership style and environment have a tolerance value of not less than 0.1 and a VIF value of not more than 10. This means that the regression model is free from multicollinearity problems. After running the analysis with the help of SPSS software version 26, the results of the heteroscedasticity test were found as follows:

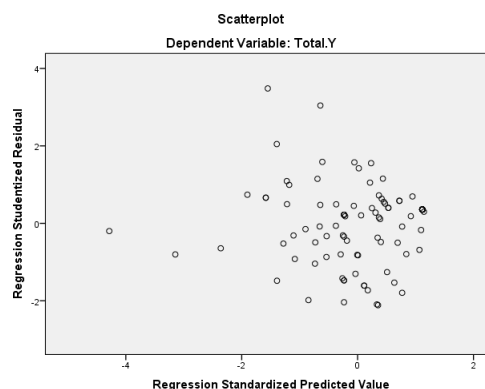


Figure 2 Heteroscedasticity Test Results

It appears that there is no specific pattern at the points on the graph. All dots spread randomly both above zero and below zero. Thus it can be concluded that there is no Heteroscedasticity symptom in the equation. Based on SPSS processed data, it is known that the results of multiple linear regression in this study are as follows:

Table 4. Multiple Linear Test results

Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	b	std. error	Betas		
1. Constant	.463	2,826		.162	.869
Work environment	.264	.097	.337	2,693	.009
Leadership style	.363	.149	.363	2,410	.020
Work motivation	.373	.180	.309	2059	.046

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2023

The multiple linear regression equation model of the research results obtained

$$Y = 0.463 + 0.264X1 + 0.363X2 + 0.373X3 + e \dots\dots\dots(1)$$

Work Environment (X1): The analysis revealed that the t-value for the work environment factor (X1) was 2.693, more significant than the critical t-table value of 2.04. Additionally, the significance level (Sig) was 0.009, less than the commonly accepted threshold of 0.05. As a result, the null hypothesis (Ho) was rejected in favor of the alternative hypothesis (Ha). Therefore, it can be concluded that the physical work environment significantly and positively impacts employee job satisfaction. Leadership Style (X2): The analysis showed that the t-value for the leadership style factor (X2) was 2.410, exceeding the t-table value of 2.04. The significance level was 0.020, which is lower than 0.05. However, the null hypothesis (Ho) was accepted in this case, while the alternative hypothesis (Ha) was rejected. Therefore, the conclusion is that the leadership style variable does not have a significant positive effect on employee job satisfaction. Work Motivation (X3): The analysis indicated that the t-value for the work motivation factor (X3) was 2.057, which surpassed the t-table value of 2.04. The significance level was 0.046, falling below 0.05. Similarly, to the leadership style factor, the null hypothesis (Ho) was accepted, and the alternative hypothesis (Ha) was rejected. Consequently, the work motivation variable does not have a significant positive effect on employee job satisfaction. The table provided below explains the impact of the work discipline variable (Y1) on employee performance (Y2).

Table 5. Job satisfaction test results on employee performance
Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	b	std. error	Betas		
1. Constant	6,307	1,425		4.4719	.000
Job satisfaction	.651	.084	.795	7,589	.000

b. Dependent Variable: Employee Performance

Source: Primary Data Processed, 2023

The calculated t value of the effect of the job satisfaction variable on employee performance is 7,589 > t table = 2.04 with a significance number = 0.000 < 0.05, The null hypothesis (Ho) is accepted, while the alternative hypothesis (Ha) is rejected. The findings of this study indicate that there is a positive and statistically significant relationship between the variable of work discipline and employee performance. Based on the processed results of SPSS 26, the coefficient of determination (R²) is obtained as follows:

Table 6. Results of the Coefficient of Determination

Model	R	R Square	Adj R Square	Std Error of the estimate
1	.716	.513	.465	1.760

Source: Primary Data Processed, 2023

According to the statistical analysis conducted using the SPSS 26.0 software for Windows, the coefficient of determination (R^2) is determined to be 0.513, which corresponds to 46.8% of the variance explained. This implies that the collective influence of the independent variables on the dependent variable accounts for 51.3% of the observed variation. While the remainder 50.7 percent. The findings of this study were potentially influenced by additional factors that were not accounted for in the analysis.

Discussion

The study's findings indicate that H1, which posits a strong positive link between the physical work environment variable (X1) and employees' job satisfaction level at PT Duta Listrik Graha Prima, were supported. Various factors, including sufficient illumination, pleasant temperatures, effective arrangement, and appropriate amenities, can contribute to the establishment of an environment that fosters optimal performance and psychological well-being. An optimal work environment has the potential to mitigate stress and alleviate physical discomfort, thereby fostering a sense of appreciation and recognition among employees. This, in turn, can enhance work motivation and cultivate a favorable perception of their professional endeavors. The findings presented in this study align with the research conducted by Hayati (2018), which posits a significant relationship between the physical work environment and job happiness.

The study's findings indicate that H2 was supported, as a statistically significant positive correlation was seen between the leadership style variable (X2) and employees' degree of job satisfaction at PT Duta Listrik Graha Prima. The impact of leadership style on employee job satisfaction is significant, since it encompasses the leader's manner of interaction, provision of guidance, and team management, all of which have the potential to shape work dynamics and the psychosocial environment. A leadership style characterized by supportiveness, openness to communication, and the provision of employee autonomy has been found to foster a heightened sense of trust and engagement among individuals inside an organization. Conversely, a leadership style characterized by authoritarianism or lack of support can result in team members experiencing feelings of frustration, diminished motivation, and interpersonal conflict. Consequently, leaders who possess the ability to effectively deploy a leadership style that aligns with the requirements of their team can cultivate a favorable work environment, foster enhanced cooperation, and promote heightened levels of employee job satisfaction. The findings presented align with the research conducted by Sinurat (2017), indicating a significant relationship between leadership style and employee work satisfaction.

The study's findings indicate that H3 was supported, as a statistically significant positive correlation was seen between the work motivation variable (X3) and the level of job satisfaction among employees at PT Duta Listrik Graha Prima. The influence of work motivation on employee job satisfaction is of paramount importance, as a heightened degree of motivation has been found to yield good effects on employee attitudes, behavior, and performance. When employees experience motivation, they have a strong emotional connection with their work and are more inclined to perceive their achievements as significant and worthwhile. A high level of motivation is associated with increased levels of effort, inventiveness, and enthusiasm in the

execution of activities, resulting in a heightened sense of achievement and contentment. Therefore, the presence of strong work motivation can play a pivotal role in fostering a favorable work atmosphere, enhancing overall productivity, and ultimately leading to heightened levels of job satisfaction among individuals in the workforce. The findings presented in this study align with the research conducted by Mubaroqah and Yusuf (2020), which posits that work motivation exerts a significant impact on job satisfaction.

The findings of the study indicate that H4 has been supported, suggesting that there is a significant relationship between employee work satisfaction and employee performance at PT Duta Listrik Graha Prima. The amount of employee job satisfaction at PT Duta Listrik Graha Prima significantly impacts their performance, as it tends to foster dedication, intrinsic motivation, and a heightened sense of responsibility towards their work. There is a positive correlation between employee satisfaction with the work environment, recognition, and self-development chances and their level of task involvement. This phenomenon can lead to enhanced work quality, increased productivity, and a more favorable impact on the overall organizational objectives and accomplishments. Consequently, the correlation between job satisfaction and enhanced performance would yield a favorable influence on the market expansion and triumph of PT Duta Listrik Graha Prima. The findings presented in this study align with the research conducted by Nurrohmat and Lestari (2021), which posits that job happiness has a significant impact on employee performance.

CONCLUSIONS

The impact of the physical work environment on job satisfaction is both positive and substantial. Enhancing factors such as lighting, ventilation, temperature, noise, color, work equipment, and cleanliness has the potential to foster an increase in levels of job satisfaction. The impact of leadership style on job satisfaction is both positive and significant. This phenomenon suggests that enhancing leadership qualities, such as meeting personality expectations and exhibiting superior behavior, adhering to task requirements, fostering a positive organizational climate and implementing favorable policies, as well as promoting positive expectations and behavior among colleagues, can effectively stimulate an elevation in job satisfaction. Undoubtedly, this outcome is advantageous for both employees and the company. The impact of work motivation on job satisfaction is both positive and significant. Efforts aimed at enhancing motivation encompass strategies such as fostering improved performance, attentively considering comments from peers and supervisors, and maintaining a goal-oriented mindset. The findings of the study demonstrate that the satisfaction component exerts a favorable and statistically significant impact on performance. This phenomenon suggests that enhancing job happiness through factors such as the physical work environment, leadership style, and work motivation might potentially stimulate improved performance, hence yielding advantages for both people and the organization.

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