

Nurturing Job Satisfaction: Social Interactions and Work Environment via Empowering Motivation

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Abstract

This study examined the role of social interactions, the work environment, and work motivation in influencing job satisfaction among employees at the *Sekretariat Daerah Pontianak*. The findings revealed significant relationships and provided insights into the dynamics of these variables. The results indicated that social interactions had a direct and significant impact on job satisfaction. Positive interactions, such as effective communication and collaboration, enhanced job satisfaction levels. Similarly, the work environment was found to influence job satisfaction, with factors such as physical conditions, organizational culture, and leadership practices playing a significant role. Work motivation was identified as another crucial factor affecting job satisfaction. Employees who were motivated and engaged in their work reported higher levels of job satisfaction. However, the study found that work motivation did not fully mediate the relationships between social interactions, the work environment, and job satisfaction. Based on these findings, it is recommended that the *Sekretariat Daerah Pontianak* prioritize fostering positive social interactions, improving the work environment, and promoting work motivation as separate but interconnected factors in enhancing job satisfaction. The study provides valuable insights for organizational leaders and policymakers to understand the factors influencing job satisfaction. By addressing social interactions, the work environment, and work motivation, the organization can create a more satisfying work experience and ultimately improve employee well-being and performance.

Keywords: Work Motivation, Job Satisfaction, Sosial Interaction, Work Environment, *Sekretariat Daerah Pontianak*.

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1. Introduction

The *Sekretariat Daerah Pontianak*, is a governmental organization located in the city of Pontianak, Indonesia. It serves as the administrative hub and support system for the local government in Pontianak, which is the capital city of the West Kalimantan province. The *Sekretariat Daerah Pontianak* plays a vital role in facilitating the coordination and implementation of government policies, programs, and services within the city. It serves as the central point for communication and collaboration between different government departments, assisting in decision-making processes, policy formulation, and ensuring the effective execution of administrative tasks. The *Sekretariat Daerah Pontianak* supports the Mayor's office and other municipal authorities in managing and organizing various administrative functions, including document management, human resources, budgeting, public relations, and legal affairs. It acts as a liaison between the local government and the community, ensuring transparency, accountability, and responsiveness in governance. Moreover, the *Sekretariat Daerah Pontianak* is responsible for maintaining records, archiving important documents, and providing logistical support for meetings, conferences, and other

official events. It plays a significant role in promoting good governance practices, efficiency, and effectiveness in the local government's operations.

The phenomenon observed in this study is the condition of job satisfaction among employees at the *Sekretariat Daerah Pontianak*. The study reveals that the overall level of job satisfaction does not meet the expected standards, as indicated by a significant number of employees expressing dissatisfaction. The data collected indicates that employees at the *Sekretariat Daerah Pontianak* do not consider salary as the sole factor contributing to job satisfaction. Other factors, such as task assignments, guidance from superiors, and the working environment, are also influential in determining their satisfaction levels. Furthermore, the study highlights the significance of social interactions and the work environment in influencing job satisfaction. Positive social interactions, including effective communication, collaboration, and support from colleagues and superiors, were found to be crucial for job satisfaction [1]. Similarly, the work environment, encompassing physical conditions and leadership practices, was found to have a significant impact on how employees perceive their job satisfaction. This phenomenon demonstrates the need to

address the factors influencing job satisfaction at the *Sekretariat Daerah Pontianak*. Improving social interactions, enhancing the work environment, and promoting employee motivation are essential steps towards achieving higher levels of job satisfaction. By recognizing and addressing these factors, the organization can optimize employee performance and contribute to their overall well-being and job satisfaction [2].

Job satisfaction refers to the level of pleasant feelings derived from an individual's assessment of their job or work experience. In other words, job satisfaction reflects how we feel about our work and what we think about it. Job satisfaction is a complex construct influenced by various factors, including the nature of the work itself, the work environment, relationships with colleagues and superiors, compensation and benefits, opportunities for growth and development, and work-life balance. When these factors align with an individual's needs, values, and expectations, it leads to a higher level of job satisfaction [3]. The characteristics of a job play a crucial role in shaping job satisfaction. Factors such as autonomy, meaningfulness, task variety, skill utilization, and opportunities for advancement can contribute to positive feelings about the job. When individuals have a sense of control over their work, perceive their tasks as meaningful and important, and have opportunities to develop and grow professionally, it enhances their overall job satisfaction [4]. Additionally, the work environment, including the organizational culture, communication channels, support systems, and work-life balance policies, significantly impact job satisfaction. A positive and supportive work environment fosters collaboration, teamwork, and a sense of belonging, which contributes to job satisfaction. On the other hand, a negative work environment characterized by poor communication, lack of support, or excessive workload can lead to dissatisfaction and decreased job satisfaction [5]. It's important to note that job satisfaction is subjective and varies from person to person. What may contribute to job satisfaction for one individual may not necessarily apply to another. It is influenced by personal preferences, values, and individual needs. Organizations can strive to enhance job satisfaction by creating a positive work environment, providing opportunities for growth and development, recognizing and rewarding employee contributions, fostering effective communication and collaboration, and addressing work-life balance issues. By understanding and addressing the factors that influence job satisfaction, organizations can promote a more fulfilling and productive work experience for their employees.

Interaction is a series of behaviors that occur between two or more individuals, involving reciprocal responses. In other words, interaction can be understood as the mutual influence of behaviors

between individuals [6]. This can happen between individuals and other individuals, between individuals and groups, or between groups themselves. Employee interaction refers to the relationships between individuals, where one person can influence another, and vice versa, creating a mutual connection. These relationships can occur between individuals and individuals, individuals and groups, or between groups and other groups [7]. Employee interactions play a crucial role in the workplace. They facilitate collaboration, communication, and teamwork, which are essential for achieving common goals and objectives. Positive interactions among employees foster a supportive and harmonious work environment, leading to increased job satisfaction, productivity, and overall organizational success [8]. Interactions between individuals allow for the exchange of ideas, knowledge, and expertise. Through collaborative problem-solving and brainstorming, employees can pool their talents and skills to find innovative solutions to challenges.[9] Moreover, interactions promote a sense of belonging and camaraderie, enhancing employee engagement and motivation. Effective interactions also contribute to building strong interpersonal relationships. By fostering open and respectful communication, employees can develop trust, understanding, and empathy for one another [10]. This promotes a positive work culture where conflicts can be resolved constructively, and teamwork can thrive. Furthermore, interactions between individuals and groups or between different groups within an organization enable the sharing of diverse perspectives and insights. This can lead to better decision-making, as a broader range of ideas and viewpoints are considered. To foster positive employee interactions, organizations can promote a supportive and inclusive work environment. This can be achieved through team-building activities, training programs that enhance communication and collaboration skills, and establishing channels for open dialogue and feedback. Encouraging a culture of respect, appreciation, and recognition can also contribute to fostering positive employee interactions. The work environment is a concept applied by analyzing the surrounding factors that employees experience, including meeting their intrinsic and extrinsic needs, social needs, and the reasons why employees choose to remain in the organization they work for [11].

The work environment encompasses all the forces, actions, and other factors that can influence the current and potential challenges to employees' activities and performance [5]. The work environment consists of three components: the physical or technical environment, the human environment, and the organizational environment [12]. The physical or technical environment refers to the tangible aspects of the workplace, such as the layout, equipment, tools, and facilities available to employees. It includes factors like the ergonomic design of workstations, safety measures,

and the availability of resources needed to perform tasks effectively. The human environment focuses on the social aspects of the workplace, including relationships with colleagues, superiors, and subordinates. It encompasses aspects such as communication patterns, teamwork, leadership styles, and the overall culture and atmosphere within the organization. A positive human environment fosters cooperation, collaboration, and mutual support among employees, contributing to a healthy and productive work environment [13]. The organizational environment encompasses the policies, procedures, and practices that shape the work environment. This includes factors such as the organization's mission, values, goals, and strategies, as well as its structure, decision-making processes, and performance management systems. The organizational environment influences employee motivation, engagement, and the overall effectiveness of the work environment [14]. The work environment within an organization is crucial and should be a priority for organizational leaders. It directly affects the well-being and performance of employees [15], [16]. A positive work environment enhances job satisfaction, employee morale, and productivity. It also contributes to attracting and retaining talented individuals who are aligned with the organization's goals and values. To create a positive work environment, leaders should consider various factors. This includes promoting open communication, fostering a culture of respect and inclusivity, providing opportunities for professional growth and development, recognizing and rewarding employee contributions, and ensuring a healthy work-life balance. By paying attention to the work environment, organizations can cultivate a positive atmosphere where employees feel motivated, supported, and valued. This, in turn, leads to improved job satisfaction, increased productivity, and overall organizational success.

Motivation is the driving force that leads an employee to willingly and enthusiastically utilize their abilities to the fullest extent, including their energy and time, in carrying out tasks, responsibilities, and fulfilling obligations to achieve organizational goals and objectives [17]. Motivation is what causes, channels, and supports human behavior to work together in order to achieve optimal results. A company can thrive and achieve its goals based on motivation. Motivation can be intrinsic, arising from the personal drive and satisfaction that individuals find in performing the work itself [18]. Motivation is what causes and supports human behavior to work diligently and enthusiastically in order to achieve optimal results. Motivation also applies to a leader themselves. With motivation, a leader has the drive to lead the organization towards growth and success [19]. Motivation plays a vital role in the workplace as it influences employee engagement, commitment, and performance. When employees are motivated, they are more likely to be proactive, take

initiative, and go the extra mile to accomplish their tasks and contribute to the organization's success. Motivated employees are driven by their own desires for personal growth, recognition, achievement, and a sense of purpose [1]. Organizations can foster and enhance employee motivation through various strategies. This includes providing clear goals and expectations, offering opportunities for skill development and career advancement, recognizing and rewarding achievements, creating a positive and inclusive work environment, and promoting open communication and feedback. Leaders also play a crucial role in motivating employees. They can inspire and motivate their teams by setting a positive example, providing support and guidance, offering opportunities for autonomy and decision-making, and effectively communicating the organization's vision and goals. Motivation is a dynamic process that needs to be nurtured and sustained over time [20]. It requires a deep understanding of individual needs, desires, and aspirations. By aligning organizational objectives with employee motivations, organizations can create a work environment that encourages and enhances employee motivation, leading to increased job satisfaction, productivity, and organizational success.

The purpose of this study is to investigate the relationship between social interactions, the work environment, work motivation, and job satisfaction among employees at the *Sekretariat Daerah Pontianak*. The study aims to assess the current level of job satisfaction among employees and examine how social interactions and the work environment impact their overall satisfaction. Additionally, the study aims to explore the mediating role of work motivation in this relationship. It seeks to understand how employees' motivation to perform their tasks and meet organizational goals can influence their job satisfaction. By investigating the mediating effect of work motivation, the study aims to provide a deeper understanding of the underlying mechanisms through which social interactions and the work environment affect job satisfaction. The findings of this study will contribute to the existing body of knowledge on employee satisfaction and provide valuable insights for the *Sekretariat Daerah Pontianak* in enhancing employee well-being and performance. The results may help identify areas for improvement in social interactions, the work environment, and work motivation, leading to interventions and strategies that promote higher levels of job satisfaction among employees.

2. Research Method

The study aimed to investigate the role of social interactions and the work environment in influencing job satisfaction through work motivation as an intervening variable at the *Sekretariat Daerah Pontianak*. The research employed multiple linear

regression and path analysis, distributing questionnaires to 90 respondents. The collected data will be analyzed using appropriate statistical techniques. Descriptive statistics will be employed to summarize the demographic characteristics of the participants. Regression analysis will be used to examine the relationships between social interactions, the work environment, work motivation, and job satisfaction. Additionally, path analysis or structural equation modeling (SEM) may be employed to explore the mediating effect of work motivation on the relationship between social interactions, the work environment, and job satisfaction. Ethical considerations will be followed throughout the study, including obtaining informed consent from participants and ensuring the privacy and confidentiality of their responses. The study will acknowledge potential limitations, such as the use of self-report measures and the specific context of the *Sekretariat Daerah Pontianak*, and address these limitations in the interpretation and discussion of the results. By following this methodology, the study aims to provide valuable insights into the factors influencing job satisfaction at the *Sekretariat Daerah Pontianak* and inform strategies for enhancing employee well-being and performance.

3. Result and Discussion

The variables in this study are abbreviated as follows: Original Sample (OS), Social Interactions (SI), Work Environment (WE), Job Satisfaction (JS), and Work Motivation (WM). Table 1 presents the results of data tabulation using Smart-PLS software.

Table 1. Direct Effects

Path	OS	T Statistic	P-Values	Decision
SI>WM	0.447	4.990	0.000	Accepted
WE>WM	0.309	3.448	0.001	Accepted
SI>JS	0.582	8.639	0.000	Accepted
WE>JS	0.140	2.210	0.030	Accepted
WM>JS	0.347	4.881	0.000	Accepted

The obtained result of the t-test for the variable of social interactions (SI), with a t-value of 4.990 exceeding the critical t-value of 1.987 (at a significance level of 0.05), indicates a statistically significant relationship between social interactions and job satisfaction. The p-value of 0.000 further supports this finding, indicating that the likelihood of observing such a significant relationship by chance alone is extremely low. This significant relationship highlights the importance of social interactions in influencing job satisfaction among employees at the *Sekretariat Daerah Pontianak*. Positive social interactions, including effective communication, collaboration, and support from colleagues and superiors, have a substantial impact on how employees perceive their job satisfaction. When employees have opportunities for positive social interactions, it creates a supportive work environment where they feel valued, engaged, and

connected to their colleagues. Such an environment fosters teamwork, cooperation, and mutual support, ultimately contributing to higher job satisfaction levels. The result suggests that efforts to enhance social interactions within the organization can yield positive outcomes in terms of job satisfaction. Implementing initiatives such as team-building activities, promoting open communication channels, and fostering a culture of collaboration and support can create a more positive work environment. This, in turn, can have a direct positive impact on employee job satisfaction [21].

By recognizing the significance of social interactions and their influence on job satisfaction, the *Sekretariat Daerah Pontianak* can prioritize initiatives that foster positive social interactions among employees. Investing in building strong relationships and promoting a supportive work culture can enhance job satisfaction levels, leading to improved employee well-being and increased overall organizational performance. It is important for the organization to continuously monitor and address factors that can hinder positive social interactions, such as communication barriers, conflicts, or a lack of teamwork. Regular assessments and interventions to promote positive social interactions can create a work environment where employees feel valued, motivated, and satisfied with their work.

The obtained t-value of 3.448 for the variable of the work environment (WE) exceeds the critical t-value of 1.987 (at a significance level of 0.05). This indicates a statistically significant relationship between the work environment and job satisfaction at the *Sekretariat Daerah Pontianak*. The low p-value of 0.001 further supports this finding, suggesting that the observed relationship is unlikely due to chance. The significant relationship between the work environment and job satisfaction implies that the physical conditions, organizational culture, and leadership practices within the *Sekretariat Daerah Pontianak* have a significant impact on employees' overall satisfaction with their job. A positive work environment characterized by favorable physical conditions, such as a well-equipped workspace and a safe and comfortable atmosphere, contributes to employee satisfaction. Additionally, a supportive organizational culture that values employee well-being, provides opportunities for growth and development, and fosters open communication can have a positive influence on job satisfaction [10]. Leadership practices also play a crucial role in shaping the work environment and, consequently, job satisfaction. When leaders effectively communicate expectations, provide guidance and support, and promote a positive work culture, it enhances employee satisfaction and engagement. The acceptance of the second hypothesis highlights the importance of creating and maintaining a conducive work environment at the *Sekretariat Daerah Pontianak*. By addressing factors that contribute to a positive work environment, such as improving physical conditions, fostering a supportive

organizational culture, and enhancing leadership practices, the organization can enhance job satisfaction among its employees. Efforts to improve the work environment should be an ongoing process, with regular assessments, feedback mechanisms, and interventions to address any areas of improvement. By investing in creating a positive work environment, the *Sekretariat Daerah Pontianak* can promote higher levels of job satisfaction, employee well-being, and overall organizational success.

The obtained t-value of 8.639 for the variable of social interactions (SI) is significantly higher than the critical t-value of 1.987 (at a significance level of 0.05). The low p-value of 0.000 further supports this finding, indicating a strong and statistically significant relationship between social interactions and job satisfaction at the *Sekretariat Daerah Pontianak*. Consequently, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_3), suggesting that the third hypothesis is supported. The significant relationship between social interactions and job satisfaction highlights the importance of positive interactions among employees within the organization. Effective communication, collaboration, and support from colleagues and superiors have a profound impact on employees' overall satisfaction with their job. When employees experience positive social interactions, it fosters a sense of camaraderie, teamwork, and mutual support. This, in turn, contributes to higher levels of job satisfaction. Employees feel valued, engaged, and motivated when they have positive relationships with their colleagues and when they receive support and recognition for their work. By accepting the third hypothesis, the study emphasizes the significance of promoting and enhancing social interactions within the *Sekretariat Daerah Pontianak*. Implementing strategies such as team-building activities, fostering open communication channels, and encouraging collaboration can help create a positive social environment that promotes job satisfaction [16]. Furthermore, the findings suggest that fostering positive social interactions should be a priority for the organization's leaders. Leaders play a crucial role in setting the tone for social interactions by modeling positive behavior, promoting a supportive work culture, and providing opportunities for employees to interact and collaborate effectively. By investing in initiatives that enhance social interactions, the *Sekretariat Daerah Pontianak* can create a more positive work environment and foster higher levels of job satisfaction among its employees. This, in turn, can lead to increased productivity, employee well-being, and overall organizational success.

The obtained t-value of 2.210 for the variable of the work environment (WE) is lower than the critical t-value of 1.987 (at a significance level of 0.05). However, the significance level (p-value) of 0.030 suggests that there is still a statistically significant

relationship between the work environment and job satisfaction at the *Sekretariat Daerah Pontianak*. Consequently, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_4), indicating that the fourth hypothesis is supported. Although the t-value does not exceed the critical value, the statistically significant relationship revealed by the p-value suggests that the work environment does have an impact on job satisfaction at the *Sekretariat Daerah Pontianak*. The work environment, including physical conditions, organizational culture, and leadership practices, plays a role in influencing how employees perceive their job satisfaction [14]. The results suggest that improving the work environment can have a positive impact on employees' job satisfaction. By addressing factors such as providing a comfortable and conducive physical workspace, fostering a positive organizational culture, and implementing effective leadership practices, the organization can enhance job satisfaction levels among its employees. It is recommended that the *Sekretariat Daerah Pontianak* continues to focus on improving the work environment to enhance employee job satisfaction. This can be achieved through initiatives such as providing ergonomic workstations, ensuring a safe and pleasant physical environment, promoting a positive and inclusive organizational culture, and providing leadership training to enhance the skills and practices of managers and supervisors. By prioritizing the improvement of the work environment, the organization can create a more satisfying and engaging workplace that positively influences employee well-being, productivity, and overall organizational performance.

The obtained t-value of 4.881 for the variable of work motivation (WM) is significantly higher than the critical t-value of 1.987 (at a significance level of 0.05). The low p-value of 0.000 further supports this finding, indicating a strong and statistically significant relationship between work motivation and job satisfaction at the *Sekretariat Daerah Pontianak*. Therefore, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_5), suggesting that the fifth hypothesis is supported. The significant relationship between work motivation and job satisfaction highlights the importance of employees' motivation in influencing their overall satisfaction with their job. When employees are motivated, they exhibit greater enthusiasm, dedication, and commitment towards their work, leading to higher levels of job satisfaction [22]. The findings suggest that intrinsic and extrinsic factors that contribute to work motivation, such as recognition, opportunities for growth, meaningful work, and rewards, play a crucial role in enhancing job satisfaction among employees at the *Sekretariat Daerah Pontianak*. Organizations can foster work motivation by implementing strategies such as providing clear goals and expectations, offering

opportunities for skill development and advancement, recognizing and rewarding achievements, and promoting a positive work culture that values employee contributions. By accepting the fifth hypothesis, the study emphasizes the significance of work motivation in driving job satisfaction at the *Sekretariat Daerah Pontianak*. The organization should invest in initiatives to enhance and sustain employee motivation, as it directly impacts their level of job satisfaction. Leaders and managers have a vital role to play in nurturing work motivation among employees. By providing guidance, support, and opportunities for autonomy and decision-making, leaders can create a motivational work environment that fosters job satisfaction.

Furthermore, this study also examines the indirect effects or interventions of the Work Motivation variable, which are presented in Table 2.

Table 2. Indirect Effects

Path	OS	T Stat	P-Values	Decision
SI > WM > JS	0.155	1.263	0.000	Accepted
WE > WM > JS	0.107	4.070	0.000	Accepted

Based on the obtained results, it can be concluded that the indirect effect of social interactions (SI) on job satisfaction (JS) mediated by work motivation is smaller compared to the direct effect of social interactions on job satisfaction. This is supported by the values of the indirect effect (0.155) being smaller than the direct effect (0.582). The finding suggests that while social interactions have a significant direct impact on job satisfaction, the influence of work motivation as a mediating variable is relatively smaller. This means that work motivation does not fully mediate the relationship between social interactions and job satisfaction at the *Sekretariat Daerah Pontianak*. It is important to note that although the indirect effect may be smaller, it does not diminish the significance of work motivation in the overall relationship. Work motivation still plays a significant role in influencing job satisfaction, but its impact is partially explained by other factors not considered in this study. The findings suggest that while social interactions directly contribute to job satisfaction, there may be other factors beyond work motivation that also play a role in explaining the relationship. These factors could include individual characteristics, job design, career development opportunities, and organizational support. Therefore, the organization should not solely focus on work motivation as a means to enhance job satisfaction. It should also consider the importance of fostering positive social interactions and addressing other relevant factors that contribute to job satisfaction.

It can be concluded that the indirect effect of the work environment (WE) on job satisfaction (WM) mediated by work motivation is smaller compared to the direct effect of the work environment on job satisfaction. This is supported by the values of the indirect effect (0.107)

being smaller than the direct effect (0.140). The finding suggests that while the work environment has a significant direct impact on job satisfaction, the influence of work motivation as a mediating variable is relatively smaller. This indicates that work motivation does not fully mediate the relationship between the work environment and job satisfaction at the *Sekretariat Daerah Pontianak*. It is important to note that although the indirect effect may be smaller, it does not diminish the significance of work motivation in the overall relationship. Work motivation still plays a significant role in influencing job satisfaction, but its impact is partially explained by other factors not considered in this study. The findings imply that while the work environment directly contributes to job satisfaction, there may be other factors beyond work motivation that also play a role in explaining the relationship. These factors could include job design, leadership practices, organizational support, and individual characteristics. Therefore, the organization should not solely focus on work motivation as a means to enhance job satisfaction. It should also pay attention to improving the work environment and addressing other relevant factors that contribute to job satisfaction.

4. Conclusion

In conclusion, this study examined the role of social interactions, the work environment, and work motivation in influencing job satisfaction among employees at the *Sekretariat Daerah Pontianak*. The findings revealed significant relationships and shed light on the dynamics of these variables. Firstly, the study confirmed that social interactions have a direct and significant impact on job satisfaction. Positive interactions among employees, such as effective communication, collaboration, and support, were found to enhance job satisfaction levels. This emphasizes the importance of fostering a positive social environment within the organization. Secondly, the work environment was identified as another significant factor influencing job satisfaction. The physical conditions, organizational culture, and leadership practices within the *Sekretariat Daerah Pontianak* were found to have a direct impact on employees' satisfaction with their job. Improving the work environment by addressing these factors can contribute to higher levels of job satisfaction among employees. Furthermore, work motivation was found to have a direct influence on job satisfaction. Employees who are motivated and engaged in their work tend to experience higher levels of job satisfaction. This highlights the importance of providing opportunities for growth, recognition, and rewards to enhance work motivation. It is worth noting that the study also examined the mediating role of work motivation in the relationships between social interactions, the work environment, and job satisfaction. However, the results showed that the indirect effects of these variables through work motivation were relatively smaller compared to their

direct effects. This suggests that work motivation does not fully mediate the relationships between these variables and job satisfaction. In light of these findings, it is recommended that the *Sekretariat Daerah Pontianak* pays attention to fostering positive social interactions, improving the work environment, and promoting work motivation as separate but interconnected factors in enhancing job satisfaction. By implementing initiatives that enhance these aspects, the organization can create a more satisfying and motivating work environment for its employees.

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