

The effect of work environment and motivation on job satisfaction levels among generation Z in Bandar Lampung



¹Carolyn Sintia Wibowo, ^{2*}Berlintina Permatasari

^{1,2}Department of Management, Faculty of Economics and Business,
Teknokrat University - Indonesia

e-mail:

¹sintiacarolin97@gmail.com

^{2*}berlintina@teknokrat.ac.id (corresponding author)

ABSTRACT

This study investigates the influence of work environment and work motivation on the job satisfaction of Generation Z employees in Bandar Lampung, both individually and collectively. Employing a quantitative research design, data were collected through structured questionnaires administered to 240 respondents and subsequently analysed using statistical techniques. The findings reveal that both the work environment and work motivation exert positive and significant effects on employee job satisfaction. A supportive work environment, characterised by favourable interpersonal relationships, comfortable working conditions, and organisational support, was found to enhance employees' sense of satisfaction and well-being. Similarly, work motivation contributed significantly to increasing employee enthusiasm, engagement, and positive attitudes toward work. The combined influence of these factors demonstrates their strategic importance in improving job satisfaction among Generation Z employees, a workforce cohort known for its distinct expectations regarding workplace culture, flexibility, and career fulfilment. These findings highlight the need for organisations to develop supportive workplace environments and effective motivational practices in order to strengthen employee satisfaction and retention. Nevertheless, the study is limited to respondents located in Bandar Lampung, which may restrict the broader generalisability of the findings. Future research is therefore recommended to expand the geographical scope and incorporate additional variables, such as organisational commitment, leadership style, or employee engagement, as mediating or moderating factors to provide a more comprehensive understanding of Generation Z workplace dynamics.

Keywords: Work Environment; Work Motivation; Work Satisfaction



©2026 Copyright : Authors

Published by : Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia.

This is an open access article under license:

CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

Job satisfaction is an important indicator in assessing organizational health and employee well-being because high levels of job satisfaction are closely related to increased productivity, reduced turnover, and loyalty to the organization (Locke, 1976; Herzberg, 1968). In a global context, many organizations strive to maintain employee job satisfaction in order to cope with an increasingly complex and competitive world of work. This shows that job satisfaction is not only an internal issue for companies, but also a global challenge in human resource management.

Generation Z, the generation born between the mid-1990s and early 2010s, has unique characteristics in the workplace. They tend to demand flexibility, work-life balance, opportunities for self-development, and a work environment that is in line with their personal values (Twenge et al., 2010; Schroth, 2019). Recent studies show that this generation's job satisfaction is greatly influenced by the extent to which organizations are able to meet their expectations, including the need for meaning in work, opportunities for continuous learning, and a work climate that supports career growth (Goh, 2023). These differences in characteristics mean that Generation Z requires a different management approach than previous generations.

Although research on Generation Z's job satisfaction is growing at the global and national levels, specific studies in certain regions, including Bandar Lampung, is still very limited. Bandar Lampung, as the capital of Lampung province, has different socio-economic dynamics from other major cities in Indonesia. The diversity of job types, ranging from the government sector, education, to private business, presents a unique challenge in understanding how Generation Z feels about job satisfaction. The lack of local data on Generation Z's job satisfaction in Bandar Lampung necessitates more in-depth research to provide a picture that is relevant to the conditions in the region.

A good work environment can increase comfort, reduce stress, and encourage employee loyalty (Khairunnisa & Murwaningsih, 2025). Research by Khairunnisa & Murwaningsih (2025) proves that the one important factor believed to influence job satisfaction is the work environment, which includes the physical atmosphere, organizational culture, interpersonal relationships, and psychological security. A work environment has a significant positive influence on employee job satisfaction, indicating that improving working conditions can directly increase feelings of satisfaction with work.

In addition to the work environment, motivation is also a major factor that determines the level of job satisfaction. Work motivation, whether intrinsic or extrinsic, plays an important role in shaping employees' perceptions of their jobs (Herzberg, 1968; Ginting & Siagian, 2021). Ginting & Siagian (2021) found that work motivation contributes positively to teacher job satisfaction, even in challenging situations such as the Covid-19 pandemic. Hidayat et al. (2021) and Hamdan et al., (2022) also emphasize that the combination of work environment, discipline, and motivation are the dominant factors that determine employee satisfaction levels in various sectors. These findings indicate that work motivation is an independent variable worthy of further study in relation to Generation Z's job satisfaction.

Several previous studies have examined the relationship between work environment and motivation with job satisfaction. Khairunnisa & Murwaningsih (2025) studied the influence of work motivation and work environment on employee job satisfaction in various industrial sectors and found that both factors had a significant positive influence. Ginting & Siagian (2021) focused on teachers in Medan during the Covid-19 pandemic, where motivation and work environment were proven to play an

important role in increasing the job satisfaction of educators. Meanwhile, Hidayat et al. (2021) conducted research in the small and medium enterprise (SME) sector and found that a combination of a good work environment and high motivation can increase employee job satisfaction. These three studies reinforce the evidence that work environment and motivation are relevant variables that influence job satisfaction.

However, these three studies have not specifically addressed the job satisfaction of Generation Z and have not been conducted in Bandar Lampung. This research gap is important to fill because understanding the factors that influence the job satisfaction of Generation Z at the local level will help organizations formulate more targeted human resource policies, improve young employee retention, and create a work environment that is more suited to the needs of this generation.

The urgency of this research lies in the need for organizations in Bandar Lampung to understand the factors that influence Generation Z's job satisfaction in order to design appropriate human resource management strategies, increase young talent retention, and create a more productive work climate. This research is not only useful for HR managers in designing appropriate work policies, but also important for academics as a basis for developing local generation research, as well as for policymakers to support the development of the quality of the young workforce.

Based on this explanation, the objectives of this study are to 1) determine the influence of the work environment on the job satisfaction of Generation Z in Bandar Lampung, 2) determine the influence of motivation on the job satisfaction of Generation Z in Bandar Lampung, and 3) determine the simultaneous influence of the work environment and motivation on the job satisfaction of Generation Z in Bandar Lampung.

LITERATURE REVIEW

Work Environment

The work environment is all conditions surrounding employees that affect their ability to perform their jobs (Khairunnisa & Murwaningsih, 2025). The work environment is also understood as physical and non-physical aspects that can increase comfort, encourage motivation, and impact performance and job satisfaction (Yusuf & Yee, 2023).

According to Krismawati and Manuaba (2022), the work environment has two dimensions, namely the physical work environment related to the actual conditions of the workplace and the non-physical work environment related to social relationships and organizational climate. The indicators of the work environment in this study include the comfort of work facilities, harmonious working relationships among employees, and support from superiors in completing tasks (Krismawati & Manuaba, 2022).

Work Motivation

Work motivation is an internal driving force within individuals that influences their willingness to achieve organizational goals (Hidayat et al., 2021). Work motivation can also be defined as an external drive arising from factors such as rewards, compensation, or career opportunities that encourage employees to work more optimally (Makhamreh et al., 2022).

According to Krismawati & Manuaba (2022), work motivation has two dimensions, namely internal motivation that stems from personal needs and external motivation that is influenced by factors outside the individual. The indicators of work motivation in this study include enthusiasm in carrying out work, the drive to achieve optimal performance, and satisfaction with the rewards or compensation received (Krismawati & Manuaba, 2022).

Work Satisfaction

Job satisfaction is an employee's positive feelings toward their work when the results obtained are in line with their expectations and needs (Ginting & Siagian, 2021). Job satisfaction can also be defined as an emotional state that indicates the extent to which employees feel valued and satisfied with their work environment, tasks, and rewards received (Pang & Lu, 2018).

According to Krismawati and Manuaba (2022), job satisfaction is measured through five indicators: the job itself, quality of supervision, relationships with coworkers, promotion opportunities, and wages and salaries.

Hypothesis

The work environment is one of the main factors that determine employee comfort and performance, which ultimately affects job satisfaction levels. Krismawati & Manuaba (2022) show that a well-organized work environment, both physically and non-physically, encourages employees to be more focused and feel valued. Yusuf & Yee (2023) prove that a supportive work environment can reduce stress and increase feelings of satisfaction, especially among healthcare workers. Kim & Oh (2024) find that social support in the workplace increases job satisfaction among male nurses. Hidayat et al. (2021) also reveal that a comfortable work environment strengthens job satisfaction in the small business sector. Rasyid & Tanjung (2020) emphasized that good working conditions can increase the job satisfaction of private school teachers. These findings indicate that Generation Z who work in a conducive and well-managed environment will have higher job satisfaction. Based on the discussion above, the following hypothesis was formulated:

H1: The work environment has a positive and significant effect on the job satisfaction of Generation Z in Bandar Lampung.

Work motivation is an internal and external drive that makes employees enthusiastic about working and achieving, while also increasing their satisfaction with their work. Khairunnisa & Murwaningsih (2025) found that work motivation has a significant effect on employee job satisfaction. Makhamreh et al., (2022) showed that strong motivation increases job satisfaction and organizational performance. Hidayat et al. (2021) emphasized that high motivation increases job satisfaction among SME employees. Pang & Lu (2018) also revealed that intrinsic and extrinsic motivation play an important role in building job satisfaction in the shipping industry. Waskito & Sumarni (2023) support the notion that sustained motivation can increase employees' satisfaction with their work. These results show that Generation Z with high work motivation, whether due to personal drive or organizational support, tends to be more satisfied with their work. Based on the discussion above, the following hypothesis was formulated:

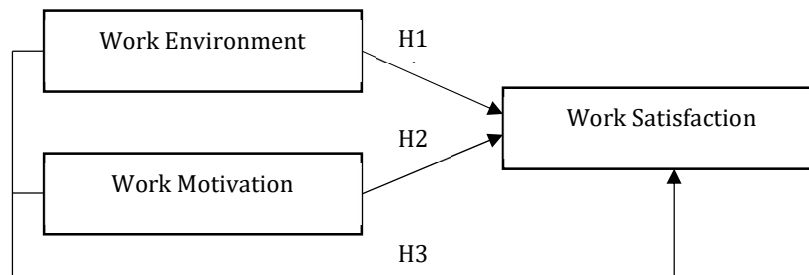
H2: Work motivation has a positive and significant effect on the job satisfaction of Generation Z in Bandar Lampung.

Job satisfaction is generally influenced by a combination of various factors, not just a single variable. Ginting & Siagian (2021) proved that the work environment and work motivation simultaneously have a significant effect on teacher job satisfaction. Pradana & Santoso (2022) also found a similar effect on manufacturing sector employees. Waskito & Sumarni (2023) reinforce that a combination of a good work environment and high motivation increases employee job satisfaction. Hamdan et al., (2022) add that the integration of work environment, discipline, and motivation has a real impact on

employee job satisfaction in the service sector. Khairunnisa & Murwaningsih (2025) support this finding with evidence that the work environment and motivation jointly influence employee job satisfaction. All of these research results show that for Generation Z in Bandar Lampung, if these two factors are managed well, they will have a stronger positive impact on job satisfaction. Based on the discussion above, the following hypothesis was formulated:

H3: The work environment and work motivation simultaneously have a positive and significant effect on the job satisfaction of Generation Z in Bandar Lampung.

The following is the framework for this study:



Source: Constructed by researchers, 2025

Figure 1
Research Framework

METHOD

This study uses a quantitative approach to examine the influence of work environment and motivation on the job satisfaction of Generation Z in Bandar Lampung. The quantitative approach focuses on collecting numerical data through questionnaires and analyzing it using statistical procedures to test hypotheses (Creswell, 2014).

The research population consists of all Gen Z individuals working in Bandar Lampung. Since the exact number is unknown, purposive sampling was used with the criteria of respondents aged 18–27 years who are currently working and willing to fill out the questionnaire. The sample size follows the rules of Hair et al. (2014), which is 5–10 times the number of indicators. With a total of 24 indicators, the minimum number of respondents was set at 240 people.

The questionnaire was compiled based on the indicators of each variable and used a 1–5 Likert scale. Data were collected online and offline. The validity test was conducted by comparing the calculated r and the table r at a significance level of 5%, while reliability was measured using Cronbach's alpha, where a value >0.7 indicates a reliable instrument. Valid and reliable data were analyzed using multiple linear regression with the model:

$$Y = a + b_1X_1 + b_2X_2 + e.$$

The t-test was used to examine the effect of each independent variable on job satisfaction, the F-test to assess the simultaneous effect, and the coefficient of determination (R^2) to determine the contribution of X_1 and X_2 to Y . A significance value <0.05 indicates a significant effect.

RESULTS AND DISCUSSION

Validity Test

According to Sugiyono (2016), the validity test shows the extent to which the actual data on the object matches the data collected by the researcher. To determine the validity of an item, its value is correlated with the total score of all items. The validity test evaluates whether the data obtained in the study is valid and aligns with the measurement instrument used, which in this case is the questionnaire.

An item is considered valid if the calculated *r* value (*r* count) exceeds the *r* table value; conversely, it is considered invalid if the *r* count is less than the *r* table value (Helwig et al., 2021). The validity test in this research was conducted using SPSS version 22 with 240 respondents, resulting in an *r* table value of 0.165 at a 5% significance level (0.05). The following is a table of the validity test results:

Table 1
Validity Test Result

Variable	Item	r count	r table	Description
Work Environment (X1)	WE1	0,513	0,165	Valid
	WE2	0,468	0,165	Valid
	WE3	0,476	0,165	Valid
	WE4	0,571	0,165	Valid
	WE5	0,518	0,165	Valid
	WE6	0,501	0,165	Valid
	WE7	0,573	0,165	Valid
	WE8	0,487	0,165	Valid
Work Motivation (X2)	WM1	0,303	0,165	Valid
	WM2	0,337	0,165	Valid
	WM3	0,269	0,165	Valid
	WM4	0,354	0,165	Valid
	WM5	0,373	0,165	Valid
	WM6	0,271	0,165	Valid
	WM7	0,285	0,165	Valid
	WM8	0,279	0,165	Valid
	WM9	0,602	0,165	Valid
	WM10	0,416	0,165	Valid
	WM11	0,493	0,165	Valid
Work Satisfaction	WS1	0,308	0,165	Valid
	WS2	0,255	0,165	Valid
	WS3	0,356	0,165	Valid
	WS4	0,337	0,165	Valid
	WS5	0,316	0,165	Valid

Source: Data analysis results using SPSS version 22, 2025

Based on the analysis of the validity test results presented in Table 1, all statement items from the Work Environment (X1), Work Motivation (X2), and Work Satisfaction (Y) variables have *r* count values greater than the *r* table value of 0.165. For the Work Environment variable, item correlations range from 0.468 to 0.573, all classified as valid. For the Work Motivation variable, item correlations range from 0.269 to 0.602, also indicating validity. Similarly, for the Work Satisfaction variable, item correlations range from 0.255 to 0.356, confirming that all items are valid.

Reliability Test

A reliability test is conducted to determine whether a research instrument consistently produces stable results when measured repeatedly under the same conditions (Helwig et al., 2021). In quantitative research, reliability is commonly assessed using Cronbach's Alpha, particularly for questionnaires containing multiple items. According to Sekaran and Bougie (2016), a research instrument is considered reliable if the Cronbach's Alpha value exceeds 0.60. The following is a table of the reliability test results :

Table 2
Reliability Test Result

Variable	Cronbach's Alpha	Limit Value	Description
Work Environment (X1)	0,794	0,60	Reliable
Work Motivation (X2)			
Work Satisfaction (Y)			

Source: Data analysis results using SPSS version 22, 2025

Based on Table 2, the reliability test shows that each variable has a value exceeding 0.60, indicating that all items within the instrument are deemed reliable.

Research Hypothesis Testing

Partial Test (T-Test)

The T-Test evaluates how each independent variable individually influences the dependent variable. This assessment is carried out by comparing the obtained t-value to the critical t-value from the table or by analyzing the significance level associated with each t-value (Septiani, 2018). The following is a table of the results of the partial test (t-test):

Table 3
Partial Test Result

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.561	1.455		3.134	.002
	Total_X1	.338	.045	.486	7.576	.000
	Total_X2	.110	.038	.185	2.881	.004

a. Dependent Variable: Total_Y

Source: Data analysis results using SPSS version 22, 2025

1. For the Work Environment (X1) variable, the significance value obtained is $0.000 < 0.05$ and the t-count value is $7.576 > t\text{-table } 1.651$. Therefore, H1 is accepted, indicating that the Work Environment variable (X1) has a positive and significant partial effect on the Work Satisfaction variable (Y).
2. For the Work Motivation (X2) variable, the significance value obtained is $0.004 < 0.05$ and the t-count value is $2.881 > t\text{-table } 1.651$. Therefore, H2 is accepted, indicating that the Work Motivation variable (X2) has a positive and significant partial effect on the Work Satisfaction variable (Y).

Simultaneous Test (F Test)

Subsequently, this study performs a simultaneous test to evaluate whether the independent variables jointly influence the dependent variable (Selfia & Adlina, 2023). As stated by Nurhalima et al. (2024), if the calculated F value exceeds the F table or the significance level (sig) is below 0.05, it indicates a significant simultaneous effect on the dependent variable. Conversely, if the calculated F value is lower than the F table or the sig value exceeds 0.05, it suggests no significant simultaneous effect on the dependent variable. The following is a table of the results of the simultaneous test (F-test):

Table 4
Simultaneous Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	397.413	2	198.706	72.076	.000 ^b
	Residual	653.383	237	2.757		
	Total	1050.796	239			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X2, Total_X1

Source: Data analysis results using SPSS version 22, 2025

Based on Table 6, with $n = 240$, the degrees of freedom are calculated as $df = 240 - 2 - 1 = 237$, resulting in an F table value of 3.04. The data show a significance value of $0.000 < 0.05$ and a calculated F value of $72.076 > 3.04$. Therefore, H_0 is rejected and H_a is accepted, indicating that H_4 in this study demonstrates that the Work Environment (X1) and Work Motivation (X2) variables simultaneously have a positive and significant effect on the Work Satisfaction (Y) variable.

The Effect of Work Environment on Work Satisfaction

According to the results of the T-Test calculation, the work environment variable has a positive and significant impact on job satisfaction. This is evidenced by the t-test result, where the calculated t for the work environment variable (X1) is 7.576, which exceeds the t-table value of 1.651, with a significance value of $0.000 < 0.05$. Therefore, H_1 is accepted, indicating that a better work environment contributes to higher job satisfaction among Generation Z employees in Bandar Lampung.

These findings are consistent with previous studies. Krismawati & Manuaba (2022) demonstrated that a well-organized work environment, both physical and non-physical, encourages employees to stay focused and feel appreciated. Yusuf & Yee (2023) proved that a supportive workplace can reduce stress and enhance job satisfaction, particularly in the healthcare sector. Kim & Oh (2024) showed that social support within the workplace increases satisfaction among male nurses. Hidayat et al. (2021) found that a comfortable work environment strengthens job satisfaction in small businesses, while Rasyid & Tanjung (2020) emphasized that favorable working conditions boost satisfaction among private school teachers. These studies collectively suggest that Generation Z employees who work in a conducive and well-managed environment tend to experience higher job satisfaction.

The Effect of Work Motivation on Work Satisfaction

According to the results of the T-Test calculation, the work motivation variable has a positive and significant impact on job satisfaction. This is demonstrated by the t-test result, where the calculated t for the work motivation variable (X2) is 2.881, exceeding

the t-table value of 1.651, with a significance value of $0.004 < 0.05$. Therefore, H2 is accepted, indicating that higher work motivation leads to increased job satisfaction among Generation Z employees in Bandar Lampung.

These findings are supported by previous research. Khairunnisa & Murwaningsih (2025) found that work motivation significantly affects employee job satisfaction. Makhamreh et al., (2022) showed that strong motivation improves both job satisfaction and organizational performance. Hidayat et al. (2021) emphasized that high motivation increases job satisfaction among SME employees. Pang & Lu (2018) revealed that intrinsic and extrinsic motivation play an important role in enhancing job satisfaction in the shipping industry, while Waskito & Sumarni (2023) confirmed that sustained motivation contributes to greater employee satisfaction. Collectively, these studies indicate that Generation Z employees with high levels of motivation whether driven by personal ambition or organizational support tend to be more satisfied with their work.

The Influence of Work Environment and Work Motivation on Work Satisfaction

According to the results of the F-Test calculation, the work environment (X1) and work motivation (X2) variables simultaneously have a positive and significant effect on job satisfaction. This is shown by the calculated F value of 72.076, which is greater than the F table value of 3.04, with a significance value of $0.000 < 0.05$. Therefore, H3 is accepted, confirming that these two factors together have a strong influence on the job satisfaction of Generation Z employees in Bandar Lampung.

These findings align with previous research. Ginting & Siagian (2021) proved that the work environment and work motivation jointly have a significant effect on teacher job satisfaction. Pradana & Santoso (2022) reported similar results for manufacturing sector employees. Waskito & Sumarni (2023) reinforced that a combination of a supportive work environment and strong motivation increases employee satisfaction. Hamdan et al., (2022) further showed that integrating work environment, discipline, and motivation significantly impacts employee satisfaction in the service sector. Khairunnisa & Murwaningsih (2025) also confirmed that these two variables collectively enhance job satisfaction. These studies consistently indicate that when both the work environment and motivation are effectively managed, Generation Z employees in Bandar Lampung are more likely to achieve higher levels of job satisfaction.

CONCLUSION AND SUGGESTION

Based on the findings of the hypothesis testing and discussion, this study concludes that both the work environment and work motivation exert positive and significant influences on the job satisfaction of Generation Z employees in Bandar Lampung. A supportive work environment was found to enhance employee comfort, engagement, and overall workplace satisfaction, while strong work motivation contributed to increased enthusiasm and positive work attitudes among employees. Furthermore, the combined influence of the work environment and work motivation demonstrates a substantial contribution to improving job satisfaction among Generation Z employees, highlighting the importance of organisational efforts to create conducive workplace conditions and maintain employee motivation in order to strengthen workforce satisfaction and organisational effectiveness.

This study was limited to respondents who are members of Generation Z working in Bandar Lampung. Future research is recommended to broaden the geographical scope to other regions or cities to enhance the generalizability of these findings. Additionally, further studies may examine these variables in greater depth by

incorporating mediating or moderating variables such as organizational commitment, employee engagement, or leadership style to provide a more comprehensive understanding of the factors influencing job satisfaction among Generation Z. Comparative studies across different age groups, industries, or organizational settings are also suggested to determine whether the effects of work environment and motivation vary among diverse employee demographics.

REFERENCES

- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Ginting, G., & Siagian, V. (2021). Pengaruh motivasi dan lingkungan kerja terhadap kepuasan kerja guru di Sekolah Advent Air Bersih Medan saat pandemi Covid-19. *Jurnal Ilmiah Manajemen Ubhara*, 3(2), 96–107. DOI: <https://doi.org/10.31599/jmu.v3i2.965>
- 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. DOI: <https://doi.org/10.30656/jakmen.v1i2.5686>
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53–62.
- Hidayat, F., Suryaman, M., Fitriani, R., & Nugraha, B. (2021). Pengaruh motivasi dan lingkungan kerja terhadap kepuasan kerja di UKM Nahla Toys Cikampek. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 5(1), 31–38. DOI: <https://doi.org/10.31294/widyacipta.v5i1.9827>
- Khairunnisa, A. K., & Murwaningsih, T. (2025). Pengaruh motivasi kerja dan lingkungan kerja terhadap kepuasan kerja karyawan. *Masip: Jurnal Manajemen Administrasi Bisnis dan Publik Terapan*, 3(1), 54–62. DOI: <https://doi.org/10.59061/masip.v2i3.771>
- Kim, D., & Oh, H. (2024). Influence of the nursing work environment on job satisfaction in male nurses: The mediating effect of social support. *Journal of Nursing Research*, 32(6), 1–7. DOI: <https://doi.org/10.1097/jnr.0000000000000647>
- Krismawati, N. K. A., & Manuaba, I. B. S. (2022). Kontribusi lingkungan kerja dan motivasi kerja terhadap kepuasan kerja guru. *Indonesian Journal of Instruction*, 3(2), 92–104. DOI: <https://doi.org/10.23887/iji.v3i2.44517>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Makhamreh, H. Z., Alsakarneh, A., Eneizan, B., & Ngah, A. H. (2022). Employee motivation, job satisfaction, customer satisfaction, and firm performance: The moderating role of employee empowerment. *Business: Theory and Practice*, 23(2), 357–364. DOI: <https://doi.org/10.3846/btp.2022.15316>
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan. *Maritime Business Review*, 3(1), 36–52. DOI: <https://doi.org/10.1108/MABR-03-2018-0007>
- Pradana, R. A., & Santoso, B. (2022). Pengaruh gaya kepemimpinan, lingkungan kerja, dan motivasi kerja terhadap kepuasan kerja karyawan bagian produksi PT Harapan Sejahtera Karya Utama Sidoarjo. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 4(3), 686–699. DOI: <https://doi.org/10.47467/alkharaj.v4i3.714>

Rasyid, M. A., & Tanjung, H. (2020). Pengaruh kompensasi, lingkungan kerja dan motivasi terhadap kepuasan kerja guru pada SMA Swasta Perkumpulan Amal Bakti 4 Sampali Medan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 60–74. DOI: <https://doi.org/10.30596/maneggio.v3i1.4698>