

The Effect of Work Environment, Compensation, and Motivation on Employee Job Satisfaction in the Liquiça Municipal Government Office, Timor-Leste

Rogério dos Santos<sup>1</sup>, Tri Kartika Pertiwi<sup>2</sup>, Hesty Prima Rini<sup>3</sup>

<sup>123</sup>Master of Management Program,  
Universitas Pembangunan Nasional “Veteran” Jawa Timur,  
Surabaya, Indonesia

DOI: <https://doi.org/10.56293/IJMSSSR.2026.6117>

IJMSSSR 2026

VOLUME 8

ISSUE 2 MARCH - APRIL

ISSN: 2582 – 0265

**Abstract:** This study examines the determinants of employee job satisfaction within a public sector context, particularly focusing on the Government Office of Liquiça Municipality, Timor-Leste. Job satisfaction is a critical factor in enhancing organizational effectiveness, especially in government institutions where both organizational and psychological aspects play significant roles.

This research adopts a quantitative approach with an explanatory design. The population includes all employees of the Liquiça Municipal Government Office, with a sample of 92 respondents determined based on the total number of research indicators. Data were collected using structured questionnaires and analyzed through Partial Least Squares–Structural Equation Modeling (PLS-SEM) utilizing SmartPLS software.

The findings reveal that the work environment has a positive and statistically significant effect on employee job satisfaction. Similarly, work motivation demonstrates a positive and significant influence and emerges as the most dominant factor affecting job satisfaction. In contrast, compensation does not show a significant effect on job satisfaction.

These results suggest that non-financial factors, particularly a supportive work environment and strong intrinsic motivation, play a more substantial role in shaping employee job satisfaction in public sector organizations. Therefore, improving workplace conditions and strengthening employee motivation are essential strategies for enhancing job satisfaction within local government institutions.

**Keywords:** Work Environment, Compensation, Work Motivation, Job Satisfaction, Public Sector

## 1. INTRODUCTION

Employee job satisfaction is a critical factor in enhancing organizational effectiveness and improving the quality of public services, particularly within government institutions that are required to deliver efficient, transparent, and accountable services to the community (Robbins & Judge, 2017). Job satisfaction reflects employees' positive emotional and attitudinal responses toward their work, which subsequently influence motivation, commitment, discipline, and overall job performance (Locke, 1976). In the public sector context, where service orientation, formal procedures, and bureaucratic structures are dominant, understanding the determinants of employee job satisfaction becomes essential to ensure sustainable organizational performance and service quality (Kreitner & Kinicki, 2014).

In government organizations, job satisfaction is shaped by various organizational and psychological factors, including the work environment, work motivation, and compensation systems (Greenberg & Baron, 2008). The work environment, which includes both physical and non-physical aspects such as workplace facilities, interpersonal relationships, and organizational climate, plays an important role in influencing employees' comfort and sense of security at work (Gibson et al., 2012). A conducive work environment enables employees to perform their duties effectively and contributes positively to job satisfaction (Spector, 1997). Previous empirical studies

have shown that a supportive work environment significantly improves employee satisfaction and organizational outcomes in both public and private sectors (Raziq & Maulabakhsh, 2015).

Work motivation is another important determinant of job satisfaction. It represents both internal and external forces that encourage employees to exert effort, take responsibility, and achieve organizational goals (Herzberg, 1966). According to motivational theories, employees with strong intrinsic motivation tend to demonstrate higher commitment, greater enthusiasm, and more positive attitudes toward their work, which ultimately enhance job satisfaction (Maslow, 1987). In public sector organizations, intrinsic motivation often becomes more dominant due to the relatively limited flexibility of financial rewards (Yukl, 2013). Empirical evidence also confirms that work motivation has a significant positive effect on job satisfaction, particularly in public sector institutions where intrinsic factors play a central role (Ali et al., 2017).

Compensation is generally considered a key factor in fulfilling employees' economic needs and ensuring perceptions of fairness within organizations (Moorman, 1991). A fair and adequate compensation system is expected to increase job satisfaction by strengthening employees' sense of equity and recognition (Luthans, 2011). However, in public sector institutions, compensation systems are typically standardized and regulated, which may reduce their direct influence on job satisfaction compared to non-financial factors such as work environment and motivation (Schultz & Schultz, 2010). Several empirical studies report that compensation does not always significantly affect job satisfaction, especially when employees prioritize psychological and organizational aspects over financial rewards (Nguyen et al., 2019).

The Government Office of Liquiça Municipality, Timor-Leste, plays a strategic role in managing local governance, public administration, and service delivery. Employees in this institution come from diverse educational backgrounds, job positions, and lengths of service, resulting in different expectations regarding working conditions, motivation, and rewards. In practice, several challenges such as limited workplace facilities, coordination issues among organizational units, leadership support, and standardized compensation systems may influence employees' levels of job satisfaction. These conditions reflect common characteristics of public sector organizations in developing countries, where organizational effectiveness is strongly influenced by human resource management practices (Sekaran & Bougie, 2016).

Previous empirical studies have reported inconsistent findings regarding the effects of work environment, work motivation, and compensation on employee job satisfaction. Some studies indicate that a supportive work environment and strong intrinsic motivation have a significant positive effect on job satisfaction (Spector, 1997; Raziq & Maulabakhsh, 2015; Ali et al., 2017). In contrast, other studies suggest that compensation does not always significantly influence job satisfaction in public sector settings (Luthans, 2011; Nguyen et al., 2019). These mixed findings indicate that the influence of organizational factors on job satisfaction may vary depending on institutional context and organizational characteristics (Hair et al., 2017).

Despite the growing body of literature on job satisfaction, empirical studies focusing on local government institutions in developing countries, particularly in Timor-Leste, remain limited. Most previous studies have concentrated on private sector organizations or central government institutions, leaving a gap in understanding job satisfaction within regional government offices. This gap highlights the need for further empirical investigation to examine how work environment, work motivation, and compensation influence employee job satisfaction in the context of local government institutions in Timor-Leste (Ghozali, 2015).

Therefore, this study aims to analyze the effects of work environment, work motivation, and compensation on employee job satisfaction at the Government Office of Liquiça Municipality, Timor-Leste. By employing a quantitative approach using Partial Least Squares–Structural Equation Modeling (PLS-SEM), this study seeks to provide empirical evidence regarding the dominant factors influencing job satisfaction in public sector organizations. The findings are expected to contribute both theoretically to the development of organizational behavior literature and practically to policymakers and local government leaders in formulating effective strategies to enhance employee job satisfaction and organizational performance (Hair et al., 2017).

## 2. LITERATURE REVIEW AND HYPOTHESES

## 2.1 Job Satisfaction

Job satisfaction refers to a positive emotional state resulting from an individual's evaluation of job experiences and work conditions (Locke, 1976). It reflects the extent to which employees feel satisfied, valued, and fulfilled in performing their work. In organizational behavior, job satisfaction is considered an important indicator of employees' attitudes toward their jobs and organizations, influencing motivation, commitment, and performance (Robbins & Judge, 2017). In public sector organizations, job satisfaction is closely associated with service quality, accountability, and organizational effectiveness (Kreitner & Kinicki, 2014). Employees with higher levels of satisfaction are more likely to demonstrate positive work behaviors and contribute to organizational goals. Empirical studies also confirm that job satisfaction significantly influences employee performance and organizational outcomes across various sectors (Brahmasari & Suprayetno, 2008; Paripurna, 2015).

In this study, job satisfaction is measured using several indicators, including: (1) satisfaction with the work itself, (2) satisfaction with supervision, (3) satisfaction with co-workers, (4) satisfaction with promotion opportunities, and (5) satisfaction with compensation (Greenberg & Baron, 2008).

## 2.2 Work Environment

The work environment refers to all physical and non-physical conditions surrounding employees while performing their duties, including workspace conditions, facilities, and social interactions within the organization (Gibson et al., 2012). A supportive work environment enhances employees' comfort, safety, and effectiveness in completing their tasks (Spector, 1997).

Empirical evidence indicates that a conducive work environment has a significant positive effect on employee job satisfaction, as it improves psychological well-being and reduces work-related stress (Raziq & Maulabakhsh, 2015). Other studies also show that a supportive work environment significantly improves employee satisfaction and performance (Riansari, 2012; Parlinda & Wahyuddin, 2008).

In this study, the work environment is measured using the following indicators: (1) physical working conditions, (2) availability of work facilities, (3) workplace safety and comfort, (4) relationships among employees, and (5) organizational communication (Gibson et al., 2012).

A conducive work environment is expected to improve employees' psychological well-being and job satisfaction.

Therefore, the following hypothesis is proposed:

H1: Work environment has a positive effect on employee job satisfaction.

## 2.3 Work Motivation

Work motivation refers to the internal and external forces that initiate, direct, and sustain work-related behavior (Herzberg, 1966). Motivation influences the level of effort, persistence, and commitment employees exhibit in performing their duties.

Employees who are intrinsically motivated tend to demonstrate stronger engagement, responsibility, and enthusiasm toward their work, which contributes to higher job satisfaction (Maslow, 1987). In public sector organizations, intrinsic motivation often plays a more dominant role than extrinsic rewards (Yukl, 2013).

Previous empirical studies confirm that work motivation has a significant positive effect on job satisfaction, particularly in public sector organizations where intrinsic motivation plays a crucial role (Ali et al., 2017). Other studies also support that motivation significantly influences employee satisfaction and performance (Rozzaid et al., 2015; Ramadhani, 2016).

In this study, work motivation is measured using the following indicators: (1) intrinsic motivation, (2) recognition, (3) opportunities for self-development, (4) job security, and (5) organizational support (Herzberg,

1966).

Based on these arguments, the following hypothesis is formulated:

H2: Work motivation has a positive effect on employee job satisfaction.

## 2.4 Compensation

Compensation refers to all forms of financial and non- financial rewards provided to employees in return for their contributions to the organization (Moorman, 1991). It is designed to ensure fairness, fulfill employees' needs, and support organizational objectives.

In theory, appropriate compensation can enhance employee satisfaction by meeting economic expectations and reinforcing perceptions of equity within the organization (Luthans, 2011). However, in public sector organizations, compensation systems are often standardized and regulated, which may limit their influence on employees' attitudes.

Empirical studies indicate that compensation does not always have a significant effect on job satisfaction, particularly when employees prioritize intrinsic and organizational factors over financial rewards (Nguyen et al., 2019). Other studies also report mixed results regarding the effect of compensation on job satisfaction (Octaviane, 2013).

In this study, compensation is measured using the following indicators: (1) salary and wages, (2) incentives and bonuses, (3) allowances and benefits, (4) fairness of compensation, and (5) timeliness of payment (Moorman, 1991).

Based on these arguments, the following hypothesis is proposed:

H3: Compensation has an effect on employee job satisfaction.

## 2.5 Research Hypotheses

Based on the theoretical framework and empirical evidence, the hypotheses of this study are formulated as follows:

H1: Work environment has a positive effect on employee job satisfaction.

H2: Work motivation has a positive effect on employee job satisfaction.

H3: Compensation has an effect on employee job satisfaction.

## 3. METHODOLOGY

This study employs a quantitative research approach with an explanatory research design to examine the causal relationships between work environment, work motivation, and compensation on employee job satisfaction at the Liquiça Municipality Government Office, Timor-Leste. The quantitative approach was selected to enable objective measurement of variables and hypothesis testing based on empirical data (Sekaran & Bougie, 2016).

The population of this study consists of all civil servants employed at the Liquiça Municipality Government Office, totaling approximately 426 employees. Data were collected using a survey questionnaire distributed to employees, and 92 valid responses were obtained for analysis. The sampling technique applied in this study followed quantitative survey procedures commonly used in organizational research (Sekaran & Bougie, 2016).

The research variables include work environment (X1), work motivation (X2), and compensation (X3) as exogenous variables, and employee job satisfaction (Y) as the endogenous variable. The indicators for each variable were adapted from established measurement scales in previous studies related to organizational behavior and human resource management (Gibson et al., 2012; Herzberg, 1966; Moorman, 1991).

All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Primary data were obtained directly from respondents through structured questionnaires, while secondary data were used to support contextual analysis related to organizational conditions.

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The analysis included evaluation of the measurement model (outer model) and the structural model (inner model). Indicators with loading factors greater than 0.50 were considered valid, while reliability was assessed using Composite Reliability and Cronbach’s Alpha values. The structural model was used to test the proposed hypotheses and determine the relationships between variables (Ghozali, 2015; Hair et al., 2017).

## 4. RESULTS

### 4.1 Respondent Profile

The respondent profile describes the demographic characteristics of employees at the Liqueça Municipal Government Office who participated in this study.

The majority of respondents are male (71.58%), while female respondents account for 28.42%, indicating a male-dominated workforce. In terms of age, most respondents are between 36–45 years (37.89%), followed by those above 45 years (28.42%) and 25–35

years (24.21%), with only 9.47% under 25 years old. Regarding tenure, 69.47% of respondents have more than 10 years of service, indicating substantial work experience. In terms of education, most respondents hold a Bachelor’s degree (60.00%), followed by Senior High School (22.11%) and Diploma (13.68%), while only 4.21% hold a Master’s degree.

Overall, the respondent characteristics indicate that the sample is dominated by experienced and adequately educated employees, supporting the reliability of the data for further analysis.

### 4.2 Construct Validity and Reliability

Table 1 presents the results of the reliability and convergent validity assessment indicate that all constructs meet the required criteria. Cronbach’s Alpha values range from 0.827 to 0.874, while Composite Reliability values range from 0.878 to 0.909, indicating good internal consistency.

Convergent validity was assessed using the Average Variance Extracted (AVE), with values for all variables exceeding 0.50. These results confirm that the measurement model is both reliable and valid, and suitable for further structural model analysis.

**Table 1. Construct Validity and Reliability**

Variable	Cronbach’s Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average variance extracted (AVE)
X1_Work Environment	0.863	0.885	0.901	0.646
X2_Work Motivation	0.863	0.900	0.902	0.655
X3_Compensation	0.827	0.847	0.878	0.593
Y_Employee Satisfaction	0.874	0.875	0.909	0.665

### 4.3 Indicator Loadings

The evaluation of indicator loadings was conducted to examine how well each measurement indicator represents its corresponding latent construct in the model.

The results show that all indicators have satisfactory loading values, indicating that each indicator is able to

represent its respective construct adequately.

For the Work Environment variable (X1), the loading values range from 0.731 to 0.879, showing that all indicators contribute strongly to the construct. The Work Motivation variable (X2) has loading values between 0.565 and 0.895, indicating that all indicators are still acceptable and can be retained in the model.

For the Compensation variable (X3), the loading values range from 0.621 to 0.852, while the Job Satisfaction variable (Y) shows loading values ranging from 0.784 to 0.845. These results indicate that all indicators consistently reflect their respective constructs.

Overall, all indicators are retained in the measurement model and are considered adequate for further analysis.

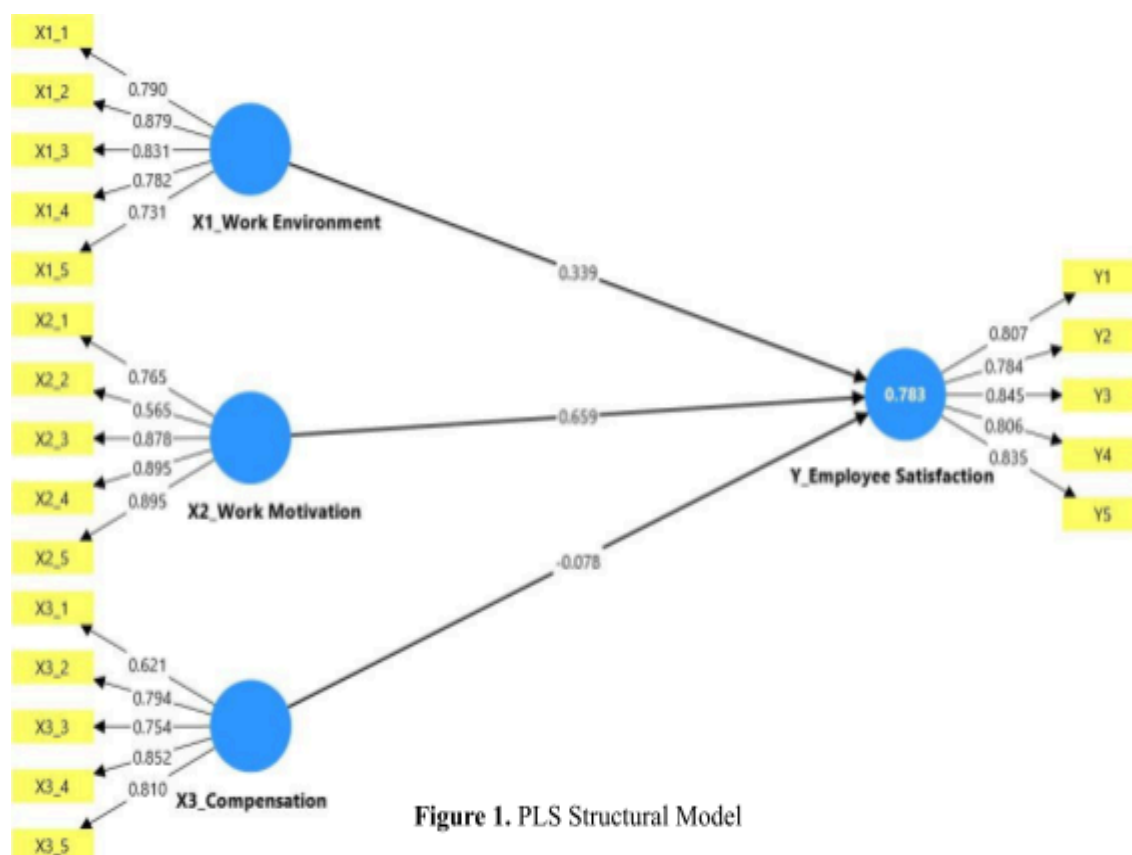


Figure 1. PLS Structural Model

#### 4.4 Hypothesis Testing Results

Table 2 presents the results of hypothesis testing based on the structural model analysis using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach. The relationships between variables were evaluated using path coefficients and p-values.

The results indicate that Work Environment (X1) has a positive and significant effect on Job Satisfaction (Y), with a path coefficient of 0.339 and a p-value of 0.004. This finding suggests that a more supportive work environment contributes to higher employee job satisfaction.

Work Motivation (X2) also shows a positive and significant effect on Job Satisfaction (Y), with a path coefficient of 0.659 and a p-value of 0.000. This variable has the strongest influence, indicating that motivation is the dominant factor affecting job satisfaction.

In contrast, Compensation (X3) has a negative and insignificant effect on Job Satisfaction (Y), with a path coefficient of  $-0.078$  and a p-value of 0.273. This result indicates that compensation does not significantly

influence employee job satisfaction in this study.

Overall, the results show that H1 and H2 are supported, while H3 is not supported.

**Table 2. Hypothesis Testing Results**

Relationship between Variables	Path Coefficient	P-values	Remark
X1_Work Environment -> Y_Employee Satisfaction	0.339	0.004	Significant
X2_Work Motivation -> Y_Employee Satisfaction	0.659	0.000	Significant
X3_Compensation -> Y_Employee Satisfaction	-0.078	0.273	Not significant

## 5. DISCUSSION

This study examines the effects of work environment, work motivation, and compensation on employee job satisfaction in a public sector context. The findings are discussed by linking empirical results with relevant theories and previous empirical studies (Robbins & Judge, 2017; Raziq & Maulabakhsh, 2015; Ali et al., 2017; Paripurna, 2015).

### 5.1 Work Environment and Employee Job Satisfaction

The findings indicate that the work environment has a positive and significant effect on job satisfaction. This demonstrates that both physical and social working conditions play an important role in shaping employees' attitudes toward their work.

A supportive work environment provides comfort, safety, and effective coordination, which enhances employees' ability to perform their tasks and increases their level of satisfaction (Locke, 1976). This result is consistent with previous empirical studies showing that a conducive work environment significantly contributes to job satisfaction (Raziq & Maulabakhsh, 2015; Riansari, 2012; Parlinda & Wahyuddin, 2008).

In the context of the Liquiça Municipal Government Office, a well-organized work environment supports coordination, reduces work-related stress, and enhances employees' overall work experience. This finding strengthens previous research results and confirms that improving workplace conditions is essential for increasing employee satisfaction and organizational effectiveness.

### 5.2 Work Motivation and Employee Job Satisfaction

The results show that work motivation has a positive and significant effect on job satisfaction and is the most dominant factor influencing it. This indicates that employees with higher motivation tend to experience greater satisfaction in their work.

Motivation plays a key role in shaping employee behavior, effort, and commitment (Spector, 1997). Employees who feel motivated are more likely to perceive their work as meaningful and fulfilling, leading to higher job satisfaction (Herzberg, 1966). This finding is supported by empirical studies confirming that work motivation significantly influences job satisfaction (Ali et al., 2017; Rozzaid et al., 2015; Ramadhani, 2016).

This result reinforces previous studies and highlights that strengthening intrinsic motivation—such as recognition, achievement, and self-development—is crucial for improving job satisfaction in government institutions.

### 5.3 Compensation and Employee Job Satisfaction

The results indicate that compensation does not have a significant effect on job satisfaction. This suggests that compensation is not a primary factor influencing employee satisfaction in this context.

In public sector organizations, compensation systems are generally standardized and regulated, which may reduce

their impact on employee attitudes (Luthans, 2011). Employees tend to perceive compensation as a fixed entitlement rather than a motivating factor. This finding is consistent with previous empirical studies indicating that compensation does not always significantly influence job satisfaction (Nguyen et al., 2019; Octaviane, 2013). This result confirms that non-financial factors, such as work environment and motivation, play a more dominant role in shaping job satisfaction within public sector institutions.

#### **5.4 Implications of the Findings**

The findings indicate that job satisfaction in public sector organizations is more strongly influenced by non-financial factors. Work environment and work motivation play a more important role compared to compensation. These results suggest that organizational strategies should focus on improving workplace conditions and strengthening employee motivation to enhance job satisfaction and organizational effectiveness (Robbins & Judge, 2017; Ali et al., 2017; Rozzaid et al., 2015). Policymakers and organizational leaders should prioritize human resource management practices that foster a supportive work environment and promote intrinsic motivation among employees.

### **6. CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 Conclusions**

This study examines the effects of work environment, work motivation, and compensation on employee job satisfaction at the Liquiça Municipal Government Office, Timor-Leste.

First, the work environment has a positive and significant effect on employee job satisfaction, indicating that supportive physical and social working conditions play an important role in enhancing employees' satisfaction.

Second, work motivation has a positive and significant effect and emerges as the most dominant factor influencing job satisfaction. This highlights the importance of motivation in shaping employees' attitudes and behaviors.

Third, compensation does not have a significant effect on job satisfaction, suggesting that financial rewards are not the primary determinant of employee satisfaction in public sector organizations.

Overall, employee job satisfaction is more strongly influenced by non-financial factors, particularly work environment and work motivation.

#### **6.2 Recommendations**

Based on the findings, several recommendations are proposed.

First, organizational leaders should prioritize improving the work environment by ensuring adequate facilities, maintaining safety and cleanliness, and fostering a supportive organizational climate. Attention to both physical and social aspects is essential for enhancing employee comfort and productivity.

Second, efforts should focus on strengthening employee motivation through recognition, career development opportunities, and supportive leadership practices. Given that motivation is the most dominant factor, organizations should emphasize intrinsic motivation to improve job satisfaction.

Third, although compensation does not significantly influence job satisfaction, organizations should maintain fair and transparent compensation systems to sustain employee trust and prevent dissatisfaction.

Finally, future research is recommended to include additional variables such as leadership style, organizational culture, and work-life balance to provide a more comprehensive understanding of job satisfaction across different institutional contexts.

## Acknowledgements

The authors would like to express their sincere gratitude to the Liqueça Municipal Government Office for supporting the implementation of this research. Appreciation is also extended to all respondents for their valuable participation and contribution to the data collection process. The authors also acknowledge the Master of Management Program, Universitas Pembangunan Nasional “Veteran” Jawa Timur, for providing academic support throughout the research process.

## Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this study.

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