

The Effect of Motivation and Work Environment on Employee Job Satisfaction (Case Study at PT. Latexindo)

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ABSTRACT

Employee job satisfaction is an important factor in achieving productivity and good performance in an organization. This study analyzes the understanding of the factors that affect employee job satisfaction can help companies in improving employee performance and retention. This research uses a case study approach involving employees at PT. Latexindo as a research sample. Data was collected through questionnaires given to employee respondents. The variables studied include motivation, work environment, and job satisfaction. Motivation is measured by the level of needs met and the drive to achieve goals. Work environment is measured by factors such as co-worker support, leadership, and physical condition of the workplace. Job satisfaction is measured based on employees' perceptions of their jobs, including salary, recognition, and career development opportunities. The results of this study are expected to provide a better understanding of the factors that affect employee job satisfaction at PT. Latexindo, so that companies can take appropriate steps to improve job satisfaction and employee performance. The data analysis technique used is the Quantitative method using the help of SPSS version 29. This study used Multiple Linear Regression. Primary data collection using questionnaires. Research shows that motivation partially has a positive and significant effect on job satisfaction at PT. Latexindo where $t_{count} 2.990 > t_{table} 1.687$ and significance $0.005 < 0.05$. The work environment partially has a positive and significant effect on job satisfaction at PT. Latexindo where $t_{count} 0.877 > t_{table} 1.687$ and significance $0.386 < 0.05$. Motivation and Work Environment simultaneously affect and significantly affect job satisfaction at PT. Latexindo Toba Perkasa where $F_{calculate}$ is 5.399 while F_{table} is 3.25 and significant 0.05. The results of the research make an important contribution in the field of human resource management. The research can also provide valuable input for other companies in their efforts to improve employee satisfaction and performance.

Keywords: *Motivation; Work Environment; Job Satisfaction*

1. Introduction

Employees are the point of success in a company. Employee job satisfaction is an important factor that contributes to the productivity and performance of an organization. Employees who are satisfied with their work tend to be more motivated, passionate, and contribute to the maximum.

Conversely, job dissatisfaction can result in decreased motivation, decreased interest in terms of active participation, and even increased risk of employee turnover. Case study conducted at PT. Latexindo, with a good understanding of the factors that affect employee job satisfaction is essential. PT. Latexindo is a company engaged in the production and distribution of latex products. As a company that wants to remain competitive in an increasingly fierce industry, PT. Latexindo needs to make sure that their employees are satisfied with their work. One of the factors that can affect employee job satisfaction is motivation. Motivation is an internal force that drives individuals to achieve goals and meet their needs. If employees feel motivated, they are more likely to have a positive attitude towards their work and feel satisfied with the results they achieve. Therefore, it is important to understand how employee motivation at PT. Latexindo can affect their job satisfaction. In addition to motivation, the work environment is also an important factor in influencing employee job satisfaction. A positive work environment, including peer support, effective leadership, and good physical condition, can create a pleasant atmosphere and build employee job satisfaction. Conversely, an uncondusive work environment can cause dissatisfaction, stress, and discomfort for employees. The working environment at PT. Latexindo, still very lacking as there is a culture of gossip that is commonplace, although not written in work ethics, gossiping tends to lead to negative talk between colleagues. Not only that, the workplace room is still not comfortable, because the room still uses a fan, and of course in this case it creates an atmosphere in the room is less comfortable because of heat and sweat, even though the gloves to be sorted cannot be exposed to sweat or liquids. If exposed to liquid or sweat will cause the gloves to change color to yellow, which of course if the gloves change color, the gloves cannot be sold. This will have a negative impact on the job satisfaction of employees in the company. (Hariyanto & Wade, 2020; Shadow et al., 2021; Wade et al., 2019) (Intimate & Compassion, 2022; Waluyo et al., 2018) (Setiawan et al., 2021).

Therefore, this research is very important because of employee job satisfaction in achieving organizational goals, in-depth research on the influence of motivation and work environment on employee job satisfaction at PT. Latexindo. With a better understanding of these factors, companies can identify areas for improvement and implement relevant strategies to improve employee job satisfaction. In addition, this research can also contribute to a general understanding of the factors that affect employee job satisfaction in the manufacturing industry.

2. Methods

This study was conducted with the aim to investigate the influence of motivation and work environment on employee job satisfaction at PT. Latexindo. The method used is a case study approach involving employees at PT. Latexindo as a research subject. The sample of this study was selected using purposive sampling method. The inclusion criteria for research participants were permanent employees at PT. Latexindo who has been working for at least one year. The number of samples required is determined based on statistical considerations adequate for the analysis to be performed. The research data were collected using specially designed questionnaires. The questionnaire consists of three parts that include the variables studied, namely motivation, work environment, and job satisfaction. The first part of the questionnaire focuses on motivational aspects, including questions about the needs met and the drive to achieve goals. The second section contains questions about the

work environment, including peer support, leadership, and the physical condition of the workplace. The final section of the questionnaire evaluates employee job satisfaction, with questions covering aspects such as salary, recognition, and career development opportunities. Before the distribution of the questionnaire, a validity and reliability test stage is carried out to ensure that the questionnaire has good quality. After that, questionnaires were distributed to employees at PT. Latexindo. A brief description of the purpose of the study and expectations for voluntary participation is provided to employees. The confidentiality and anonymity of respondents is maintained by keeping their identities confidential. After data collection is completed, data analysis is carried out using statistical methods. Multiple linear regression is used to analyze the effect of motivation and work environment on employee job satisfaction. The data analysis steps include data processing, assumption testing, regression analysis, and interpretation of results. The results of the study will be presented in the form of a report that includes the main findings, statistical analysis, and interpretation of the results. The practical implications of this research will be discussed, including recommendations for PT. Latexindo in improving employee motivation and work environment to achieve better job satisfaction.

The type of probability sampling used by the authors is saturated sampling or census sampling, in which all members of the population are sampled, this is done if the population is relatively small. Here is the data from the sample used: (R et al., 2024)

Table 1. Sample Data

No	Part	Number of samples
1	Sort materials (sort)	30
2	Packing	8
3	Lift material	2
Total sample		40

1. Data quality test

- a. Validation Test, Items in a list of questions (questionnaires) that will be presented to respondents are required to test the validity of each question greater ($>$) 0.30 then the question items are considered valid.
- b. Reliability Test, reliability measurement in this study is carried out using a one-time measurement technique. The original measurement results were compared using other statements using Cronbach's Alpha (α) statistical test. A variable is said to be reliable if it has a Cronbach's Alpha value of > 0.60 .

2. Classic Assumption Test

- a. Data Normality Test, normality test can be done using Kolmogorov Smirnov's one sample test, which uses the provision that if the significant value is above 5% or 0.05, the data has a normal distribution. Meanwhile, if the test results of one sample Kolmogorov Smirnov form a significant value below 5% or 0.05, it does not have a normal distribution.
- b. Multicollinearity Test, In finding the presence or absence of multicollinearity in the regression model, it can be known from the tolerance value and variance inflation factor (VIF) value. So

a low tolerance value equals a high VIF value, because $VIF = 1/\text{tolerance}$, and indicates that there is a high collinearity. The cut-off value used means that the tolerance value is 0.10 or the VIF value is above 10.

3. Multiple Linear Regression Analysis with multiple linear regression equation as follows.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

With: Y = Job Satisfaction (dependent variable), X_1 = Work motivation (independent variable), X_2 = Work Environment (independent variable), α = Constant, β = Multiple linear regression coefficient, ϵ = Error

4. Uji Hipotesis

- a. T test, Testing is performed using significant 5% . Acceptance and rejection are carried out with hypotheses carried out in the following ways:
 - If the significant value > 0.05 then the hypothesis rejected (not significant) means that partially motivated, the work environment does not have a significant effect on employee job satisfaction.
 - If the significant value < 0.05 then the hypothesis is accepted (significant regression coefficient). This means that partial motivation, the work environment, has a significant influence on employee job satisfaction.
- b. Test F, this test is carried out by looking at a significant probability value of 5% or 0.05. If the probability value is significant < 0.05 and the F-table then simultaneously there is a significant influence between motivation, work environment and employee job satisfaction. If the significant probability value > 0.05 and f-count $<$ f-table, there is simultaneously no significant effect between motivation and work environment on job satisfaction.
- c. Test Coefficient of Determination (R^2), A small R^2 value indicates that the ability of the independent variable to explain dependent variation is very limited. A value close to one means the independent variable provides almost all the information needed to predict the variation of the dependent variable.

3. Results and Discussion

1. From the Employee Job Satisfaction Variable (Y)

Table 2. Employees who are never absent will be given bonuses and additional Company salaries
Y1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak setuju	1	2,5	2,5	2,5
	Kurang setuju	5	12,5	12,5	15,0
	setuju	15	37,5	37,5	52,5
	Sangat setuju	19	47,5	47,5	100,0
	Total	40	100,0	100,0	

Table 3. Employees who are often absent then the boss has the right to fire the employee

Y2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	4	10,0	10,0	10,0
	setuju	20	50,0	50,0	60,0
	Sangat setuju	16	40,0	40,0	100,0
	Total	40	100,0	100,0	

Table 4. Overtime alternately to other employees

Y3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak setuju	2	5,0	5,0	5,0
	Kurang setuju	8	20,0	20,0	25,0
	Setuju	22	55,0	55,0	80,0
	Sangat setuju	8	20,0	20,0	100,0
	Total	40	100,0	100,0	

Table 5. Employees are dissatisfied with their current jobs

Y4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	9	22,5	22,5	22,5
	Setuju	22	55,0	55,0	77,5
	Sangat setuju	9	22,5	22,5	100,0
	Total	40	100,0	100,0	

Table 6. Employees must be disciplined in working and comply with company regulations

Y5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak setuju	6	15,0	15,0	15,0
	Kurang setuju	12	30,0	30,0	57,5
	Setuju	17	42,5	42,5	87,5
	Sangat setuju	5	12,5	12,5	100,0
	Total	40	100,0	100,0	

Table 7. Employees who do not comply with company regulations will be penalized
 Y6

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Tidak setuju	9	22,5	22,5	22,5
	Kurang setuju	7	17,5	17,5	40,0
	Setuju	22	55,0	55,0	95,0
	Sangat setuju	2	5,0	5,0	100,0
	Total	40	100,0	100,0	

Table 8. Fellow co-workers can help each other or help each other
 Y7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak setuju	1	2,5	2,5	2,5
	Kurang setuju	6	15,0	15,0	17,5
	Setuju	27	67,5	67,5	85,0
	Sangat setuju	6	15,0	15,0	100,0
	Total	40	100,0	100,0	

Table 9. There is envy with colleagues who always get support from the leadership
 Y8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak setuju	1	2,5	2,5	2,5
	Kurang setuju	1	2,5	2,5	5,0
	setuju	13	32,5	32,5	37,5
	Sangat setuju	25	62,5	62,5	100,0
	Total	40	100,0	100,0	

b. Work motivation variable (X1)

Table 10. Employees strive to develop creativity at work

X1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	4	10,0	10,0	10,0
	Setuju	17	42,5	42,5	52,5
	Sangat setuju	19	47,5	47,5	100,0
	Total	40	100,0	100,0	

Table 11. Employees always set high targets while working
 X1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	2	5,0	5,0	5,0
	setuju	15	37,5	37,5	42,5
	Sangat setuju	23	57,5	57,5	100,0
	Total	40	100,0	100,0	

Table 12. Employees strive to be acceptable to others
 X1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	3	7,5	7,5	7,5
	setuju	12	30,0	30,0	37,5
	Sangat setuju	25	62,5	62,5	100,0
	Total	40	100,0	100,0	

Table 13. Employees personally want to be valued at work
 X1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	4	10,0	10,0	10,0
	Setuju	13	32,5	32,5	42,5
	Sangat setuju	23	57,5	57,5	100,0
	Total	40	100,0	100,0	

Tabel 14. Karyawan Menggunakan kemampuan semaksimal mungkin untuk mencapai kekuasaan
 X1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	4	10,0	10,0	10,0
	Setuju	14	35,0	35,0	45,0
	Sangat setuju	22	55,0	55,0	100,0
	Total	40	100,0	100,0	

Table 15. Employees are satisfied with the position that has been achieved
 X1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Setuju	13	32,5	32,5	32,5
	Sangat setuju	27	67,5	67,5	100,0
	Total	40	100,0	100,0	

c. Work Environment Variable (X2)

Table 16. Noise can make ears hurt and reduce employee hearing
 X2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	8	20,0	20,0	20,0
	Setuju	31	77,5	77,5	97,5
	Sangat setuju	1	2,5	2,5	100,0
	Total	40	100,0	100,0	

Table 17. Noise in the workplace affects concentration while working
 X2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	5	12,5	12,5	12,5
	Setuju	16	40,0	40,0	52,5
	Sangat setuju	19	47,5	47,5	100,0
	Total	40	100,0	100,0	

Table 18. Fellow co-workers must be able to help each other at work
 X2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	10	25,0	25,0	25,0
	Setuju	30	75,0	75,0	100,0
	Total	40	100,0	100,0	

Table 19. Employees must be tidier in doing work
 X2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	9	22,5	22,5	22,5
	Setuju	31	77,5	77,5	100,0
	Total	40	100,0	100,0	

Table 20. Gloves that are moist due to exposure to sweat or water will turn yellow causing gloves to be unsellable

X2.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	12	30,0	30,0	30,0
	Setuju	28	70,0	70,0	100,0
	Total	40	100,0	100,0	

Table 21. The temperature or temperature in the room is quite good

X2.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	8	20,0	20,0	20,0
	setuju	31	77,5	77,5	97,5
	Sangat setuju	1	2,5	2,5	100,0
	Total	40	100,0	100,0	

Table 22. No greeting from superiors makes employees feel comfortable at work

X2.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	10	25,0	25,0	25,0
	setuju	30	75,0	75,0	100,0
	Total	40	100,0	100,0	

Table 23. The feeling of employees in an uncomfortable work environment is also uncomfortable when working

X2.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang setuju	9	22,5	22,5	22,5
	Setuju	31	77,5	77,5	100,0
	Total	40	100,0	100,0	

Validation and Reliability Testing

1. Validation testing

Table 24. Job Satisfaction Validity Test (Y)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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Y1	27,53	11,128	,386	,750
Y2	27,53	11,794	,353	,753
Y3	27,93	11,148	,392	,748
Y4	27,83	11,276	,450	,738
Y5	28,43	10,610	,404	,749
Y6	28,40	9,528	,618	,703
Y7	27,88	11,394	,461	,737
Y8	27,28	10,461	,655	,704

Table 25. Motivation Validity Test (X1)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	22,67	6,840	,821	,901
X1.2	22,53	7,281	,777	,907
X1.3	22,50	7,128	,767	,908
X1.4	22,57	6,712	,847	,897
X1.5	22,60	6,913	,780	,907
X1.6	22,37	8,087	,682	,921

Tabel 26. Uji validitas Lingkungan Kerja (X₂)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	26,93	5,558	,669	,821
X2.2	26,40	5,477	,366	,878
X2.3	27,00	5,487	,724	,815
X2.4	26,98	5,666	,657	,823
X2.5	27,05	5,946	,444	,847
X2.6	26,93	5,558	,669	,821
X2.7	27,00	5,487	,724	,815
X2.8	26,98	5,666	,657	,823

1. Reliability Testing

Table 27. Reliability Test Job satisfaction (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,761	8

Table 28. Motivational Reliability Test (X₁)

Reliability Statistics

Cronbach's Alpha	N of Items
,921	6

Table 29. Work Environment Reliability Test (X₂)

Reliability Statistics	
Cronbach's Alpha	N of Items
,848	8

Classical Assumption Testing

1. Data Normality Test

- Uji Histogram

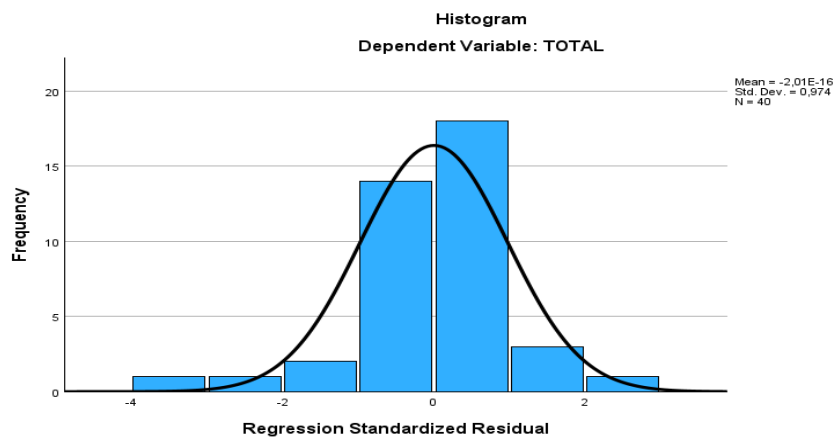


Figure 1. Data Normality Graph

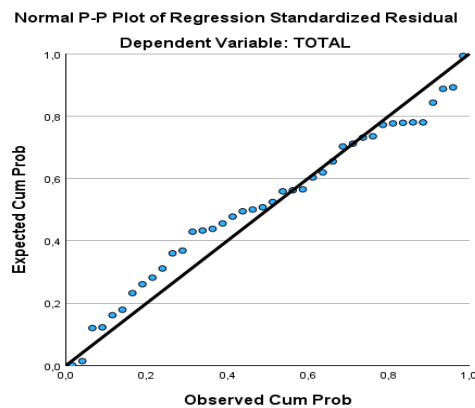


Figure 2. Pp plot Data normality test

1. Uji Kolmogorov Smirnov

Tabel 30 One-Sample Kolmogorov-Smirnov Test

		Unstandardized residual
N		40
Normal Parameters ^{a,b}	Mean	31,83
Most Extreme	Std.	3,713
Differences	Deviation	,137
	Absolute	,096
	Positive	-,137
	Negative	,137

Test Statistic	
Asymp. Sig. (2-tailed)	,058 ^c

a. Uji Multikolinearitas

Table 31. Uji Multikolinearitas

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,937	16,001		,246	,807		
	Motivasi	,510	,171	,438	2,990	,005	,975	1,025
	Lingkungan Kerja	,436	,497	,128	,877	,386	,975	1,025

b. Uji Heteroskedastisitas

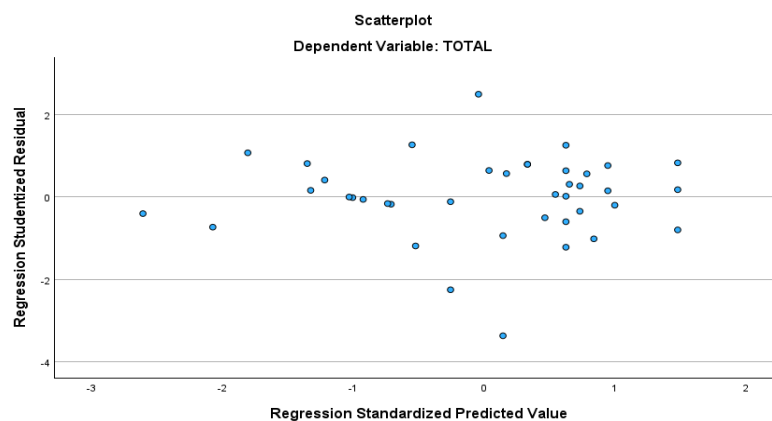


Figure 3. Scatterplot Uji Heteroskedastisitas

1. Regresi Linear Berganda

Table 32. Regresi Linear Berganda

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,937	16,001		,246	,807		
	Motivasi	,510	,171	,438	2,990	,005	,975	1,025

	Lingkungan Kerja	,436	,497	,128	,877	,386	,975	1,025
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1. Uji Hipotesis

a. Uji simultan F

Table 33. Uji simultan F

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	121,489	2	60,744	5,399	,009 ^b
Residual	416,286	37	11,251		
Total	537,775	39			

b. Uji Parsial t

Table 34. Uji Parsial t

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,937	16,001		,246	,807		
	Motivasi	,510	,171	,438	2,990	,005	,975	1,025
	Work Environment	,436	,497	,128	,877	,386	,975	1,025

It can be seen in table 34. Based on the above results it can be seen that.

1. The effect of motivation on job satisfaction

The results of the discussion showed that $t_{count} 2,990 > t_{table} 1,687$

And the significance of $0.005 < 0.05$, then H_a is accepted and H_0 is rejected, which states motivation has a positive and partially significant effect on job satisfaction.

2. The effect of the work environment on job satisfaction

The results of the discussion showed that $t_{count} 0.877 > t_{table} 1.687$ and significance $0.386 < 0.05$, then H_a was accepted and H_0 was rejected, which stated that the work environment had a positive and partially significant effect on job satisfaction.

1. Coefficient of Determination

A small R^2 value indicates that the ability of the independent variable to explain is very limited. If the determination (R^2) is greater or closer to one, then it can be said that the independent variable has a greater influence on the following variables:

Table 35. Koefisien Determinasi

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,475 ^a	,226	,184	3,354

4. Conclusion

Based on the data obtained from the results of the analysis, several conclusions can be drawn as follows:

1. Motivation partially has a positive and significant effect on employee job satisfaction at PT. Latexindo Toba Perkasa, where $t_{count} 2.990 > t_{table} 1.687$ and significance $0.009 < 0.05$.
2. The work environment partially has a positive and significant effect on job satisfaction at PT. Latexindo Toba Perkasa, where $t_{count} 0.877 > t_{table} 1.687$ and significance $0.386 < 0.05$.
3. Motivation and work environment simultaneously affect and significantly affect employee job satisfaction at PT. Latexin do Toba Perkasa, where that $F_{calculate}$ is 5.399 while F_{table} is 3.25 which can be seen in $\alpha = 0.05$. A significant probability is much smaller than 0.05 i.e. $0.009 < 0.05$ or where $Df(1) = k-1 (3-1)$, $Df(2) = n-k (40-3) = 37$, then the value of the F_{table} coefficient 3.25 is obtained at a significant 0.05.

Based on the results of research, discussion and conclusions that have been obtained, the person gains knowledge that can be used as suggestions as follows:

1. Recommended to the company PT. Latexindo so as not to immediately fire employees and to provide waivers or give dispensation to employees who are absent a lot.
2. Recommended to the company PT. Latexindo to better appreciate the ability and performance of employees so that the level of employee job satisfaction increases.
3. Recommended to the company PT. Latexindo in order to further increase his attention to the work environment such as noise at the work site can affect concentration while working.

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