



The Effect Of Motivation And Work Environment On Employee Performance Through Job Satisfaction As An Intervening Variable At Pt. Cipta Dlizm Indonesia, Binjai City

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ABSTRACT

This study aims to analyze the effect of motivation and work environment on employee performance through job satisfaction as an intervening variable at PT. Cipta Dlizm Indonesia, Binjai City. A quantitative approach with survey method was employed. The research population consisted of all employees of PT. Cipta Dlizm Indonesia, with a sample of 65 respondents determined through purposive sampling. Data were collected through a questionnaire that had been tested for validity and reliability. Data analysis was performed using the Partial Least Square (PLS) method with SmartPLS 4.0. The results indicate that motivation has a positive and significant effect on job satisfaction; work environment has a positive and significant effect on job satisfaction; motivation has a positive and significant effect on employee performance; work environment has a positive but not significant effect on employee performance; and job satisfaction has a positive and significant effect on employee performance. Additionally, job satisfaction was proven to significantly mediate the effect of motivation on employee performance, but did not significantly mediate the effect of work environment on employee performance. These findings suggest that improving motivation and enhancing the work environment will have a more optimal impact on employee performance when accompanied by increased job satisfaction. The company is expected to provide adequate rewards, career development opportunities, and a conducive work environment to improve employee performance.

Keywords: Motivation, Work Environment, Job Satisfaction, Employee Performance.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi dan lingkungan kerja terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening pada PT. Cipta Dlizm Indonesia, Kota Binjai. Pendekatan kuantitatif dengan metode survei digunakan. Populasi penelitian adalah seluruh pegawai PT. Cipta Dlizm Indonesia, dengan sampel sebanyak 65 responden yang ditentukan melalui teknik purposive sampling. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya. Analisis data dilakukan dengan metode Partial Least Square (PLS) menggunakan software SmartPLS 4.0. Hasil penelitian menunjukkan bahwa motivasi berpengaruh positif dan signifikan terhadap kepuasan kerja; lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja; motivasi berpengaruh positif dan signifikan terhadap kinerja pegawai; lingkungan kerja berpengaruh positif namun tidak signifikan terhadap kinerja pegawai; dan kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Kepuasan kerja terbukti

memediasi secara signifikan pengaruh motivasi terhadap kinerja pegawai, namun tidak memediasi secara signifikan pengaruh lingkungan kerja terhadap kinerja pegawai. Temuan ini mengindikasikan bahwa peningkatan motivasi dan perbaikan lingkungan kerja akan berdampak lebih optimal terhadap kinerja pegawai apabila diiringi dengan peningkatan kepuasan kerja. Perusahaan diharapkan dapat memberikan penghargaan yang layak, peluang pengembangan karier, serta menciptakan lingkungan kerja yang kondusif untuk meningkatkan kinerja pegawai.

Kata Kunci: *Motivasi, Lingkungan Kerja, Kepuasan Kerja, Kinerja Pegawai.*

INTRODUCTION

In the era of globalization and increasingly intense competition, the role of human resources (HR) has become very crucial in achieving organizational goals. HR does not only encompass the number of employees, but also their quality, competence, and motivation in carrying out their duties and responsibilities. From an organizational perspective, HR is not merely labor, but also a strategic factor that plays a role in decision-making and innovation. Hamali (2016) states that human resources are the only resources that possess intellect, feelings, desires, abilities, skills, knowledge, drive, energy, and creativity. The importance of effective HR management is reflected in its impact on organizational productivity and performance. Employees who are motivated and possess the right skills tend to be more productive, innovative, and capable of adapting to change. Therefore, companies need to implement sustainable HR development strategies, starting from recruitment, training, to career development.

Research by Marjaya and Pasaribu (2019) shows that motivation has a strong influence on leadership. Motivation, according to Hasibuan (2016), is the driving force that creates enthusiasm in a person so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. Thus, motivation addresses how to direct the energy and potential of subordinates so they are willing to work productively, succeed in achieving and realizing the predetermined goals. Motivation largely involves the behavior of people driven by their internal physical conditions, such as the drive to work well, have a sense of responsibility, and strive to improve work performance. Fei et al. (2018) also affirm that work motivation has a significant impact on employee performance, especially when basic needs such as recognition, security, and acknowledgment are met.

Supriyanto (2017) also shows that a supportive work environment improves work morale, thereby impacting the overall improvement of employee performance. According to Robbins & Judge (2017), job satisfaction is the positive feeling experienced by employees toward their work. This satisfaction arises when their needs are fulfilled, both in terms of motivation and work environment. Research by Agus Wijaya (2020) shows that job satisfaction strengthens the influence of motivation and work environment on employee performance across various sectors.

In recent years, PT. Cipta Dlizm Indonesia, Binjai City has faced challenges in maintaining and improving employee performance. There has been a decline in productivity, low work motivation, and employee dissatisfaction with the work environment and the existing reward system. This phenomenon is suspected to be

the cause of declining individual and team performance, so further study is needed to understand the role of job satisfaction as a variable that connects the influence of motivation and work environment on employee performance.

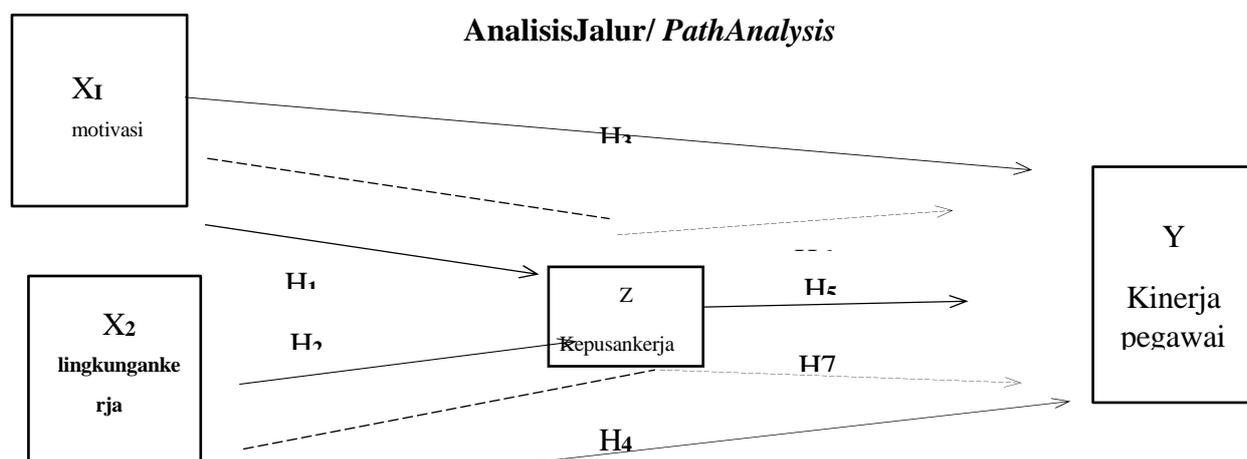
In this regard, at PT. Cipta Dlizm Indonesia, it is important to understand how motivation and work environment can be managed to improve employee performance through job satisfaction. By creating effective motivation programs and providing a supportive work environment, the company can significantly improve employee satisfaction and productivity.

METHODS

This study uses a quantitative approach to measure the relationship between independent variables (motivation and work environment) and the dependent variable (employee performance), with job satisfaction as the intervening variable, according to Kasmir (2016). The research location is the place to facilitate, observe, and directly examine the activities carried out by the object being studied. To facilitate understanding of the research, the research location was determined to be PT. Cipta Dlizm Indonesia, located at Jl. Gatot Subroto Km 11.5, Binjai City. In the context of this study, the sample used is a saturated sample taken from the total number of employees at PT. Cipta Dlizm Indonesia, totaling 65 people. Sutarna (2016) states that operational definition is "the assignment or establishment of meaning for a variable with the specification of activities or procedures required to measure, categorize, or manipulate the variable." The variables in this study are: 1. Independent Variable (X): The independent variable is the variable that influences or causes changes in or the emergence of the dependent variable. In this study, the independent variables are Motivation (X1) and Work Environment (X2). 2. Dependent Variable (Y): The dependent variable is the variable that is influenced or is the result of the independent variable. In this study, the dependent variable is Employee Performance (Y). 3. Intervening Variable (Z): The intervening variable is a variable that theoretically influences the relationship between the independent and dependent variable into an indirect relationship that cannot be observed and measured. In this study, the intervening variable is Job Satisfaction (Z).

RESULTS AND DISCUSSION

Path Analysis / Path Analysis



Gambar 1: PathAnalysis

Based on the diagram above, the path analysis diagram model can be explained as follows:

$$Z = b_1X_1 + b_2X_2 + e_1 \quad \text{Sub Model I}$$

$$Y = b_1X_1 + b_2X_2 + b_3Z + e_2 \quad \text{Sub Model II}$$

Normality Test

The basis for decision-making in the one-sample Kolmogorov-Smirnov test according to Siregar (2016:256): If the significance value > 0.05 , then the research data are declared to be normally distributed. If the significance value < 0.05 , then the research data are declared not to be normally distributed.

Table :1 One-Sample Kolmogorov-Smirnov Test Results

| One-Sample Kolmogorov-Smirnov Test | | |
|--|-------------------------|-------------------------|
| | | Unstandardized Residual |
| N | | 65 |
| Normal Parameters ^{ay} | Mean | .0000000 |
| | Std. Deviation | 5.39772170 |
| Most Extreme Differences | Absolute | .066 |
| | Positive | .066 |
| | Negative | -.063 |
| Test Statistic | | .066 |
| Asymp. Sig. (2-tailed) ^c | | .200 ^d |
| Monte Carlo Sig. (2-tailed) ^e | Sig. | .679 |
| | 99% Confidence Interval | |
| | Lower Bound | .667 |
| | Upper Bound | .691 |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed Data SPSS V.25

From this normality test table using the Kolmogorov-Smirnov method, a significant result of the normality test of 0.152 was obtained. This result is greater than the significance threshold of 0.05, so it can be concluded that the normality test in this study is normally distributed.

Hypothesis Testing t-Test

Table : 2 Results of t-Test Equation 1

| Model | Coefficients ^a | | | T | Sig. |
|------------------|-------------------------------|------------|--------------------------------|-------|-------|
| | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | | |
| 1 (Constant) | 8.265 | 2.259 | | 3.658 | <.001 |
| Motivation | .293 | .085 | .354 | 3.470 | <.001 |
| Work Environment | .418 | .084 | .508 | 4.974 | <.001 |

a. Dependent Variable: Job Satisfaction

Source: Processed Data SPSS V.25

Based on the table, the t-test values for Equation 1 are as follows:

1. For the hypothesis testing on this variable, the t-count is 3.470. Sig vs Alpha = 0.001 < 0.05. Conclusion: t-count vs t-table = 3.470 > 2.051, while based on Sig vs Alpha = 0.001 < 0.05. Therefore Ho is rejected and H1 is accepted, meaning there is a significant effect between the Motivation variable (X1) on Job Satisfaction (Z) at PT. Cipta Dlimz Indonesia.

2. For the hypothesis testing on this variable, the t-count is 4.974. Sig vs Alpha = 0.001 < 0.05. Conclusion: t-count vs t-table = 4.974 > 2.051, while Sig vs Alpha = 0.001 < 0.05. Therefore Ho is rejected and H2 is accepted, meaning there is a significant effect between the Work Environment variable (X2) on Job Satisfaction (Z) at PT. Cipta Dlimz Indonesia.

Table:3 Results of t-Test Equation 2

| Model | Coefficients ^a | | | T | Sig. |
|------------------|-------------------------------|------------|--------------------------------|-------|-------|
| | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | | |
| 1 (Constant) | 4.769 | 2.374 | | 2.009 | .049 |
| Motivation | .041 | .088 | .048 | .467 | .642 |
| Work Environment | .137 | .095 | .160 | 1.446 | .153 |
| Job Satisfaction | .692 | .121 | .665 | 5.716 | <.001 |

a. Dependent Variable: Employee Performance

Source: Processed Data SPSS V.25

Based on the table, the t-test values for Equation 2 are as follows:

1. For the hypothesis testing on this variable, the t-count obtained is 0.467. Sig. value = 0.001 > 0.05. Conclusion: t-count vs t-table = 0.467 > 2.051, while Sig. vs α = 0.642 > 0.05. Therefore Ho is rejected and H1 is accepted, meaning there is a significant effect between the Motivation variable (X1) on Employee Performance (Y) at PT. Cipta Dlimz Indonesia.

2. For the hypothesis testing on this variable, the t-count is 1.446. Sig vs Alpha = $0.001 < 0.05$. Conclusion: t-count vs t-table = $1.446 > 2.051$, while based on Sig vs Alpha = $0.001 < 0.05$. Therefore H_0 is rejected and H_1 is accepted, meaning there is a significant effect between the Work Environment variable (X2) on Employee Performance (Y) at PT. Cipta Dlimz Indonesia.
3. For the hypothesis testing on this variable, the t-count is 5.716. Sig vs Alpha = $0.001 < 0.05$. Conclusion: t-count vs t-table = $5.716 > 2.051$, while Sig vs Alpha = $0.001 < 0.05$. Therefore H_0 is rejected and H_1 is accepted, meaning there is a significant effect between the Job Satisfaction variable (Z) on Employee Performance (Y) at PT. Cipta Dlimz Indonesia.

Coefficient of Determination Test

The basis for decision-making in the coefficient of determination test: a. If $R^2 < 1$, then there is an effect between the independent variable partially/simultaneously on the dependent variable. b. If $R^2 > 1$, then there is no effect between the independent variable partially/simultaneously on the dependent variable.

Table :4Results of Coefficient of Determination Test Equation 1

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .781 ^a | .610 | .598 | 5.484 |

a. Predictors: (Constant), Work Environment, Motivation

Source: Processed Data SPSS V.25

Based on the Model Summary table, the R Square value of 0.610 indicates that 61.0% of the variation in Job Satisfaction (Z) can be explained by the Motivation variable (X1) and Work Environment variable (X2) together. The remaining 22.4% variance in Job Satisfaction is influenced by other factors outside this research model.

Table:5Results of Coefficient of Determination Test Equation 2

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .824 ^a | .678 | .662 | 5.226 |

a. Predictors: (Constant), Job Satisfaction, Motivation, Work Environment

Source: Processed Data SPSS V.25

Based on the Model Summary table, the R Square value of 0.678 indicates that 6.78% of the variation in Employee Performance (Y) can be explained jointly by the Motivation variable (X1), Job Satisfaction (Z), and Work Environment variable (X2). The remaining 15.8% variance in Employee Performance is influenced by other factors outside this research model.

Discussion

The Effect of Motivation on Job Satisfaction at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Motivation variable (X1) has a significant effect on Job Satisfaction (Z). This is indicated by the t-count value of 3.470, which is greater than t-table 0.240, and a significance value of $0.001 < 0.05$. Thus, hypothesis one (H1), namely "Motivation has an effect on job satisfaction at PT. Cipta Dlimz Indonesia, Binjai City" is accepted. This is consistent with previous research conducted by Rahayu and Aprianti in 2020 entitled the effect of work motivation on job satisfaction at PT. Perum Pegadaian Selama Branch Bima, which shows that motivation has a positive and significant effect on job satisfaction. In addition, the questionnaire findings show that 29 out of 65 respondents stated strongly agree.

Andriana F., Matondang S. & Hendry H. (2023) define motivation as a factor that drives a person to take action or achieve certain goals. Motivation can come from within oneself (intrinsic motivation) or from outside (extrinsic motivation). Intrinsic motivation involves the desire to achieve personal satisfaction or pleasure, while extrinsic motivation. Motivation is the driving force behind individual behavior that is dynamic and multidimensional. Understanding motivation includes analysis of basic needs, factors that drive job satisfaction, and the difference between intrinsic and extrinsic drives.

The Effect of Work Environment on Job Satisfaction at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Work Environment variable (X2) has a significant effect on Job Satisfaction (Z). This is indicated by the t-count value of 4.974, which is greater than t-table 0.240, and a significance value of $0.001 < 0.05$. Thus, hypothesis two (H2), namely work environment has an effect on job satisfaction at PT. Cipta Dlimz Indonesia, Binjai City. The research results are consistent with previous research conducted by Aruan and Fakhri in 2015, entitled the effect of work environment on employee job satisfaction in the field department of Grasberg Power Distribution PT. Freeport Indonesia, which shows that work environment has a positive and significant effect on job satisfaction. In addition, the questionnaire findings show that 33 out of 65 respondents stated strongly agree.

According to Rahmawati et al. (2021), work environment is a social, psychological, and physical life that exists within a company that affects employees in carrying out their duties. Work environment is one of the important factors in creating employee performance. Because the existence of a clean environment will affect employees in completing their work and will improve organizational performance (Nurjaya, 2021).

The Effect of Motivation on Employee Performance at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Motivation variable (X1) has a significant effect on Employee Performance (Y). This is indicated by the t-count value of 0.467, which is greater than t-table 0.240, and a significance value of $0.642 < 0.05$. Thus, hypothesis three (H3), namely Motivation has an effect on employee performance at PT. Cipta Dlimz Indonesia, Binjai City. The research results are consistent with previous research conducted by Sutanjar and Sariono in 2019, entitled the effect of motivation, leadership, and employee discipline on employee performance at the Civil Service Police Unit of Banjar City, which shows that motivation has a positive and significant effect on employee performance. In addition, the questionnaire findings show that 29 out of 65 respondents stated strongly agree.

Motivation is the provision of driving force that creates enthusiasm in a person so they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction (Hasibuan, 2019:143; 2017:143).

The Effect of Work Environment on Employee Performance at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Work Environment variable (X2) has a significant effect on Employee Performance (Y). This is indicated by the t-count value of 1.446, which is greater than t-table 0.240, and a significance value of $0.153 < 0.05$. Thus, hypothesis four (H4), namely work environment has an effect on employee performance at PT. Cipta Dlimz Indonesia, Binjai City. The research results are consistent with previous research conducted by Yudiningsih et al. in 2016, entitled the effect of work environment and work discipline on employee performance at Distanak Buleleng Regency, which shows that work environment has a positive and significant effect on employee performance. In addition, the questionnaire findings show that 33 out of 65 respondents stated strongly agree. According to Hasibuan (2017), performance is the work result achieved by employees in carrying out the tasks assigned to them based on ability, experience, and accuracy in completing their tasks.

The Effect of Job Satisfaction on Employee Performance at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Job Satisfaction variable (Z) has a significant effect on Employee Performance (Y). This is indicated by the t-count value of 5.716, which is greater than t-table 0.240, and a significance value of $0.001 < 0.05$. Thus, hypothesis five (H5), namely Job Satisfaction has an effect on employee performance at PT. Cipta Dlimz Indonesia, Binjai City. The research results are consistent with previous research conducted by Paparang et al. in 2021, entitled the effect of job satisfaction on employee performance at PT. POSP Indonesia in Manado, which shows that work environment has a positive and significant effect on employee performance. In addition, the questionnaire findings show that 29 out of 65 respondents stated strongly agree. Zulham Z., Lubis Y., & Lubis S. (2020) define job satisfaction as a general attitude resulting from various specific traits of the

individual toward work factors, individual characteristics, and the individual's social relationships outside the job itself.

The Effect of Motivation on Employee Performance Through Job Satisfaction as an Intervening Variable at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Motivation variable (X1) and Job Satisfaction (Z) have a significant effect on Employee Performance (Y). This is indicated by the t-count value of the Motivation variable (X1) of 0.467, which is greater than t-table 0.240, and a significance value of $0.642 < 0.05$. Meanwhile, the Job Satisfaction variable (Z) t-count is 5.716, which is greater than t-table 0.240, and a significance value of $0.001 < 0.05$. Thus, hypothesis six (H6), namely Motivation has an effect on employee performance through job satisfaction as an intervening variable at PT. Cipta Dlimz Indonesia, Binjai City, is accepted. The research results are consistent with previous research conducted by Medah et al. in 2024, entitled the effect of motivation, mutation, and quality of public services on employee performance through job satisfaction as an intervening variable at the Department of Population and Civil Registration of Kupang Regency, which shows that the employee performance variable of the Dukcapil Office of Kupang Regency is influenced by job satisfaction. In addition, the questionnaire findings show that 29 out of 65 respondents stated strongly agree. Edy Sutrisno (2019): Job satisfaction is an employee's attitude toward work related to the work situation, cooperation among employees, compensation received at work, and matters concerning physical and psychological factors.

The Effect of Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable at PT. Cipta Dlimz Indonesia, Binjai City

Based on the statistical test results, the Work Environment variable (X2) and Job Satisfaction (Z) have a significant effect on Employee Performance (Y). This is indicated by the t-count value of the Work Environment variable (X2) of 1.446, which is greater than t-table 0.240, and a significance value of $0.153 < 0.05$. Meanwhile, the Job Satisfaction variable (Z) t-count is 5.716, which is greater than t-table 0.240, and a significance value of $0.001 < 0.05$. Thus, hypothesis seven (H7), namely work environment has an effect on employee performance through job satisfaction as an intervening variable at PT. Cipta Dlimz Indonesia, Binjai City, is accepted. The research results are consistent with previous research conducted by Handoko et al. in 2021, entitled analysis of the effect of work environment, leadership, and compensation on employee performance through job satisfaction at the Land Office of Ponorogo Regency, which shows that job satisfaction has a significant effect on employee performance. In addition, the questionnaire findings show that 33 out of 65 respondents stated strongly agree.

CONCLUSION

Based on the data obtained in the research on the effect of Motivation and Work Environment on Employee Performance through Job Satisfaction as an intervening variable at PT. Cipta Dlim Indonesia, with 65 respondents, and after

analysis, it is concluded as follows: (1) There is a significant effect of the Motivation variable (X1) on Job Satisfaction (Z) at PT. Cipta Dlimz Indonesia. (2) There is a significant effect of the Work Environment variable (X2) on Job Satisfaction (Z) at PT. Cipta Dlimz Indonesia. (3) There is a significant effect of the Motivation variable (X1) on Employee Performance (Y) at PT. Cipta Dlimz Indonesia. (4) There is a significant effect of the Work Environment variable (X2) on Employee Performance (Y) at PT. Cipta Dlimz Indonesia. (5) There is a significant effect of the Job Satisfaction variable (Z) on Employee Performance (Y) at PT. Cipta Dlimz Indonesia. (6) There is a significant effect of the Motivation variable (X1) on Employee Performance (Y) Through Job Satisfaction (Z) as an Intervening Variable at PT. Cipta Dlimz Indonesia. (7) There is a significant effect of the Work Environment variable (X2) on Employee Performance (Y) through Job Satisfaction (Z) as an intervening variable.

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