

The Impact of the Work Environment on Employee Job Satisfaction with Motivation as an Intervening Variable of the Garden Office of Pt. Tasma Puja Sei Kuamang Kampar

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Abstract

Keywords:

Work Environment, Work Motivation, Job Satisfaction

This study aims to analyze the influence of the work environment on employee job satisfaction with work motivation as an intervening variable in the Garden Office of PT. Tasma Puja Sei Kuamang Kampar. The phenomenon behind this research is the importance of creating a conducive work environment to increase employee motivation and job satisfaction in supporting the achievement of company goals. The research method used is a quantitative method with a descriptive and causal approach. The population in this study is all employees of the Plantation Office of PT. Tasma Puja Sei Kuamang Kampar. The sampling technique uses saturated sampling, so that the entire population is used as a research sample of 52 employees. The data collection technique was carried out through the distribution of questionnaires. Data analysis was conducted using Structural Equation Modeling-Partial Least Square (SEM-PLS). The results of the study show that the work environment has a positive and significant effect on employee job satisfaction, the work environment has a positive and significant effect on work motivation, and work motivation has a positive and significant effect on employee job satisfaction. In addition, work motivation has been proven to be able to mediate the influence of the work environment on employee job satisfaction at the Garden Office of PT. Tasma Puja Sei Kuamang Kampar. Based on the results of the study, it can be concluded that the work environment and work motivation are important factors in increasing employee job satisfaction. Therefore, companies need to continue to create a comfortable, safe, and conducive work environment and provide support that can increase employee work motivation.

INTRODUCTION

Human Resources (HR) are the main assets in the company which has an important role in achieving organizational goals. Optimal employee performance is not only determined by skills and abilities, but also by the level of job satisfaction they feel. Job satisfaction is an important indicator in assessing the success of human resource management because it is directly related to productivity, loyalty, and employee turnover rates. Therefore, companies need to create the right strategies to maintain and improve employee job satisfaction on an ongoing basis. Good employee management is highly dependent on the role of management in creating a directed and fair work system. Management acts as a liaison between the company's goals and the needs of employees, so that it is able to balance the interests of both parties. This role not only includes managing workloads, but also providing support in the form of facilities and infrastructure, rewards and self-development opportunities for employees. With effective management, employees will feel valued and encouraged to contribute their best work.

Sofyandi (2020:82), job satisfaction is a positive feeling that is felt because of the alignment of expectations with the reality obtained in the company. Employee job satisfaction levels have a strong correlation with the overall performance of the organization. Satisfied employees will work more effectively, have high morale, and be able to provide better service, especially in the service

industry. Mangkunegara (2023:94), organizations that want to maintain a high level of job satisfaction must actively design strategies that are oriented towards employee well-being. Some effective strategies include work flexibility (such as hybrid or *work from home* systems), career development training, and *work-life balance programs*. Additionally, it's also important to provide a two-way communication line that allows employees to safely convey aspirations or complaints. The development of an inclusive culture that respects diversity has also been shown to increase a sense of belonging and job satisfaction.

Table 1.
Problems of Work Environment, Motivation, and Employee Job Satisfaction

Yes	Indicator	Ideal Conditions	Actual Condition	Problems
1	Physical Work Environment	Comfortable, clean, lighting and temperature to standard	There are still workspaces with less lighting and unstable temperatures	Employees feel uncomfortable at work
2	Work Facilities	Complete work facilities and support work	Some work facilities are inadequate	Hindering employee work effectiveness
3	Employment Relations	Harmonious relationship between employees and leaders	Communication has not been optimally	Miscommunication occurs at work
4	Work Motivation	Employees have high morale and work drive	There are still employees who are less enthusiastic	Decreased work motivation
5	Awards	There are rewards for employee performance	Awards have not been given to the maximum	Employees feel underappreciated
6	Job Satisfaction	Employees feel satisfied with their work	Some employees are not satisfied	Potentially lowering performance and loyalty

Source: Processed Data

Based on the table above, it can be seen that there are still some gaps between ideal conditions and actual conditions in the field. These problems show that the work environment and employee work motivation are not fully optimal, thus having an impact on the level of employee job satisfaction. Therefore, further research is needed to find out the extent of the influence of the work environment on job satisfaction with motivation as an intervening variable.

Employee job satisfaction is influenced by various factors, one of which is the work environment. A conducive, safe, and comfortable work environment can increase employee morale so that it has a positive impact on job satisfaction. Conversely, a less supportive work environment can cause discomfort, work stress, and lower employee satisfaction levels. Mangkunegara (2018:91), the work environment is the overall condition around employees when carrying out tasks that can affect the way they work, either directly or indirectly. The work environment includes physical and non-physical factors inherent in the company, ranging from 31 from the layout of the room, lighting, cleanliness, room temperature, to social relations between employees and communication patterns with superiors. Alma (2020:187), the physical work environment is the easiest aspect to observe because it is related to the real conditions around the

workplace. Things such as adequate lighting, good air circulation, room cleanliness, facility safety, equipment layout, and the availability of modern technology are important factors that determine employee comfort and safety.

In addition to the work environment, motivation is a factor in job satisfaction, Work motivation is an internal and external drive that affects employee behavior at work. Highly motivated employees tend to be more passionate, responsible, and have better job satisfaction compared to employees who are less motivated. Sutrisno (2019:81), work motivation is an internal motivation that arises from within employees to voluntarily carry out the tasks and responsibilities given, without always having to be supervised or forced. This motivation reflects a positive attitude towards work and the work environment, and shows the extent to which employees are committed to their roles and contributions to the organization. Employees who have high work motivation generally show enthusiasm, initiative, and a willingness to complete tasks even in challenging situations. Work motivation is an important foundation for the creation of productivity, efficiency, and operational sustainability.

The research gap in this study is similar to the study conducted by Sinaga et al. (2024), which concluded that the work environment does not have a significant effect on the job satisfaction of plantation employees at PT. A Prosperous Source of Palm Oil. Furthermore, in a study conducted by Shavira & Febrian (2023), it was also concluded that work motivation does not have a significant effect on the job satisfaction of plantation employees at PT. Sri Rejeki Isman, Tbk

Based on this description, the researcher is interested in conducting a study entitled "The impact of the work environment and workload on employee job satisfaction with motivation as an intervening variable in the garden office of pt. Tasma Puja will be kuamang kampar."

Based on the background that has been described, the formulation of the problem in this study is as follows:

1. Does the work environment affect the work motivation of employees at the PT. Tasma Puja Sei Kuamang Kampar?
2. Does the work environment affect employee job satisfaction at the PT. Tasma Puja Sei Kuamang Kampar?
3. Does work motivation affect employee job satisfaction at the PT. Tasma Puja Sei Kuamang Kampar?
4. Whether work motivation is able to mediate the influence of the work environment on employee job satisfaction at the PT. Tasma Puja Sei Kuamang Kampar?

METHODS

This study uses a quantitative approach with the type of associative research. The quantitative approach was chosen because this study aims to examine the relationship and influence between the variables studied, namely the work environment, motivation, and employee job satisfaction. Associative research was used to determine the extent of the influence of the work environment on employee job satisfaction with motivation as an intervening variable in the Garden Office of PT. Tasma Puja Sei Kuamang Kampar.

This research was carried out at the Garden Office of PT. Tasma Puja Sei Kuamang Kampar in the time determined by the researcher. The population in this study is all employees totaling 52

people. Because the population is relatively small, the sampling technique used is saturated sampling (census), where the entire population is used as a research sample. Thus, the number of samples in this study is 52 respondents. The type of data used in this study is quantitative data obtained through the distribution of questionnaires to respondents. The data source consists of primary data obtained directly from employees as respondents, as well as secondary data obtained from company documents, books, and journals relevant to the research. The data collection techniques used include questionnaires, observations, and documentation.

The variables in this study consisted of work environment as an independent variable, motivation as an intervening variable, and job satisfaction as a dependent variable. Variable measurements were carried out using a Likert scale with five levels of assessment, namely strongly disagree to strongly agree. The data analysis techniques used include instrument tests consisting of validity and reliability tests, as well as classical assumption tests which include normality tests, multicollinearity tests, and heteroscedasticity tests. Furthermore, path analysis is used to determine the direct and indirect influences between variables. Hypothesis testing is carried out through a t-test to see the influence partially, an F test to see the influence simultaneously, and a determination coefficient to determine the amount of contribution of independent variables to dependent variables. In addition, the Sobel test was used to test whether motivation plays a role as an intervening variable in the relationship between the work environment and employee job satisfaction.

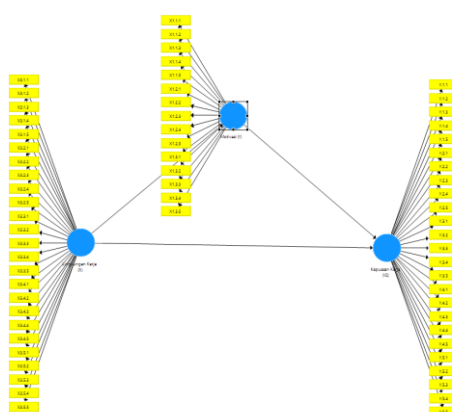


Figure 1. Research Model

RESULTS AND DISCUSSION

Table 1

Respondent Profile Analysis Results Displayed

Ye s	Criteria	Number (People)	Percentage (%)
1	Gender:		
	a. Male	38	73.1
	b. Women	14	26.9

	Quantity	52	100,0
2	Age:		
	a. 20-30 Years	6	11.5
	b. 31-40 Years	31	59.6
	c. 41-50 Years	12	23.1
	d. >50 Years	3	5.8
	Quantity	52	100,0
3	Field:		
	a. Administration & Logistics	12	23.1
	b. Finance & Accounting	3	5.8
	c. HRD	5	9.6
	d. Production & Operations	6	11.5
	e. Engineering & Infrastructure	7	13.5
	f. K3L	11	21.2
	g. IT & Technology	8	15.4
	Quantity	52	100,0
4	Working Period:		
	a. <5 Years	7	13.5
	b. 5-10 Years	25	48.1
	c. 11-15 Years	16	30.8
	d. >15 Years	4	7.7
	Quantity	52	100,0
5	Education:		
	a. High School/Equivalent	18	34.6
	b. DIII	5	9.6
	c. S1	27	51.9
	d. S2	2	3.8
	Quantity	52	100,0

Source: Processed Data, 2026

Evaluation of Measurement Models (Outer Model)

Convergent Validity

Convergent validity used for outer loading values can be used to evaluate the representation of the variables of each indicator. The outer loading value must exceed 0.70 for Motivational Satisfaction.

Table 2

Convergent Validity Results

Statement Items	Outer Loading	Statement Items	Outer Loading
X1.1.1	0,718	X3.4.4	0,714
X1.1.2	0,722	X3.4.5	0,787
X1.1.3	0,741	X3.5.1	0,710
X1.1.4	0,756	X3.5.2	0,747
X1.1.5	0,722	X3.5.3	0,787
X1.2.1	0,745	X3.5.4	0,710
X1.2.2	0,712	X3.5.5	0,787
X1.2.3	0,763	Y.1.1	0,711
X1.2.4	0,711	Y.1.2	0,733
X1.2.5	0,751	Y.1.3	0,723
X1.3.1	0,751	Y.1.4	0,786
X1.3.2	0,715	Y.1.5	0,737
X1.3.3	0,744	Y.2.1	0,709

Statement Items	Outer Loading	Statement Items	Outer Loading
X1.3.4	0,710	Y.2.2	0,737
X1.3.5	0,704	Y.2.3	0,788
X3.1.1	0,791	Y.2.4	0,707
X3.1.2	0,723	Y.2.5	0,731
X3.1.3	0,794	Y.3.1	0,826
X3.1.4	0,790	Y.3.2	0,790
X3.1.5	0,811	Y.3.3	0,761
X3.2.1	0,766	Y.3.4	0,767
X3.2.2	0,744	Y.3.5	0,7633
X3.2.3	0,742	Y.4.1	0,781
X3.2.4	0,752	Y.4.2	0,795
X3.2.5	0,776	Y.4.3	0,744
X3.3.1	0,732	Y.4.4	0,751
X3.3.2	0,742	Y.4.5	0,742
X3.3.3	0,756	Y.5.1	0,746
X3.3.4	0,710	Y.5.2	0,721
X3.3.5	0,760	Y.5.3	0,749
X3.4.1	0,711	Y.5.4	0,761
X3.4.2	0,710	Y.5.5	0,763
X3.4.3	0,802		

Source: Processed Data, 2026

The results showed that all indicators for each variable had an outer loading value that exceeded 0.70. All research variables can be explained by their respective indicators and have met the criteria of convergent validity.

Discriminant Validity

Next, we test the validity of the discriminant to ensure each latent model idea is different from the other study variables. This study assessed the validity of the discriminant using Average Variance Extracted (AVE), Fornell-Larcker criteria, and cross-loading.

Table 3

Instrument Reliability		
	Cronbach's Alpha	rho_A
Job Satisfaction (Y2)	0,933	0,950
Work Environment (X)	0,948	0,952
Motivation (Y)	0,806	0,844

Source: Processed Data, 2026

Based on the results of the composite reliability test and Cronbach's alpha above, it can be concluded that all constructs > 0.70 which indicates that the data in the study is reliable. That way, further analysis tests can be continued, namely to see whether there is a relationship or not between the research variables.

Evaluation of Structural Models (Inner Model)

Final stage: assessment of the structural model (inner model), including model fit testing and hypothesis evaluation. The R-Square value is used to test the model's suitability, while the path coefficient is used to test the hypothesis. At this stage, the inner model is executed using the bootstrapping method; The results are as follows:

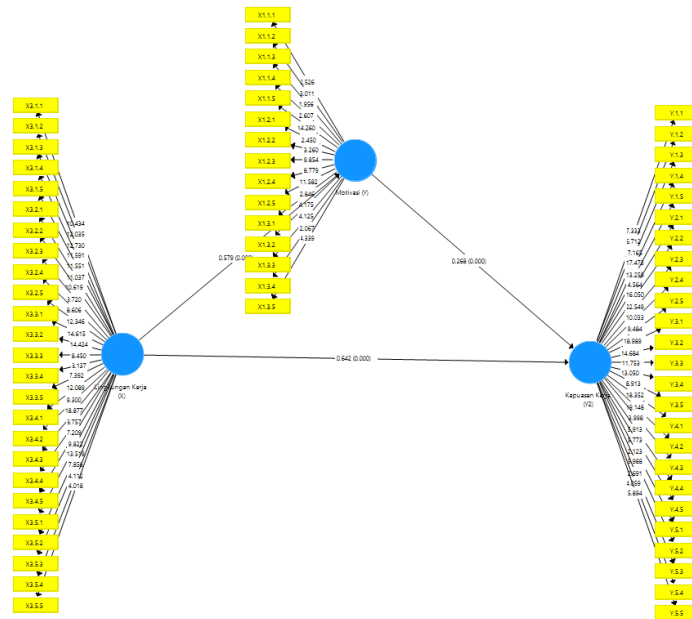


Figure 2 : Bootstrapping Results

Test Model Fit

The fit model test in this study uses the R-square value which aims to determine the predictive strength of the structural model. The decision-making criteria are if the R-square value is between 0.75 (strong); 0.50 (moderate); and 0.25 (weak).

Table 4
R-Square Results

	R Square	R Square Adjusted
Job Satisfaction (Y2)	0,685	0,678
Motivation (Y1)	0,336	0,328

Source: Processed Data, 2026

The right model gives the Job Satisfaction R-Square score of 68.5% External factors not included in this study account for 31.5%. The Motivation variable showed an R-Square of 33.6%, while 66.4% was controlled by factors outside of this study.

Hypothesis Test

The final part of the study is to test the hypothesis, which is to see if the dependent and independent variables are indeed related. Using a tolerance threshold of 5% (0.05), where a p value

of less than 0.05 indicates a significant influence, the path coefficient findings were used to analyze this hypothesis test.

Table 5
Hypothesis Test Results

Influence Between Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Work Environment (X) -> Job Satisfaction (Y2)	0,642	0,655	0,059	10,952	0,000	Influence
Work Environment (X) -> Motivation (Y)	0,579	0,609	0,078	7,442	0,000	Influence
Motivation (Y) -> Job Satisfaction (Y2)	0,268	0,262	0,064	4,212	0,000	Influence
Work Environment (X) -> Motivation (Y) -> Job Satisfaction (Y2)	0,155	0,159	0,041	3,767	0,000	Influence

Source: Processed Data, 2026

DISCUSSION

1. The Influence of the Work Environment on Employee Job Satisfaction

Based on the results of hypothesis testing, it is known that the work environment has a positive and significant effect on employee job satisfaction at the PT. Tasma Puja Sei Kuamang Kampar. This shows that the better the work environment that employees feel, the higher the level of job satisfaction they have. According to Kasmir (2022), the work environment is all facilities, infrastructure, physical and non-physical conditions in the workplace that can affect the implementation of employee work. A comfortable, safe, and supported work environment that is supported by harmonious working relationships is able to create a sense of comfort so as to increase job satisfaction. The results of this study are in line with the research of Vanessa and Nawawi (2022) which found that the work environment has a positive and significant effect on employee job satisfaction at PT Bank Central Asia. In addition, research by Tanod et al. (2024) also shows that the work environment has an influence on employee job satisfaction. Thus, the working environment conditions at PT. Tasma Puja Sei Kuamang Kampar is conducive, such as

adequate work facilities, good relationships between employees, and a comfortable working atmosphere, proven to be able to increase employee job satisfaction.

2. The Influence of Work Environment on Work Motivation

Based on the results of the study, the work environment has been proven to have a positive and significant effect on employee work motivation. This shows that a good work environment is able to encourage employee enthusiasm and work drive. According to Afandi (2021), the work environment is everything around the worker that can influence him or her in carrying out his duties, so that a supportive work environment will increase work motivation. The results of this study are supported by a 2025 study on the influence of the work environment on work motivation in startup companies which shows that the work environment has a positive and significant effect on employee work motivation. This shows that the better the working environment conditions at PT. Tasma Puja Sei Kuamang Kampar, the higher the work motivation that employees have in completing their work.

3. The Effect of Motivation on Employee Job Satisfaction

The test results show that work motivation has a positive and significant effect on employee job satisfaction. This means that the higher the employee's work motivation, the higher the job satisfaction felt. According to Robbins and Judge (2022), motivation is a process that explains an individual's intensity, direction, and perseverance in achieving goals. High motivation will encourage individuals to work optimally and obtain satisfaction from their work. The results of this study are supported by research by Khairunnisa and Murwaningsih (2024) which found that work motivation has a positive and significant effect on employee job satisfaction. Research by Mandjar and Turangan (2023) also showed similar results that work motivation can increase employee job satisfaction.

Thus, the motivation of PT. Tasma Puja, whether in the form of encouragement to achieve, awards, or support from leaders, can increase job satisfaction.

4. The Influence of Work Environment on Job Satisfaction through Motivation as an Intervening Variable

Based on the results of the mediation test, it is known that motivation is able to mediate the influence of the work environment on employee job satisfaction. This means that a good work environment not only has a direct effect on job satisfaction, but also indirectly through increased work motivation. According to Stephen P. Robbins (2022), motivation is a psychological factor that is able to bridge the influence of organizational conditions on individual behavior and satisfaction. The results of this study are in line with the research of Raihan and Sumartik (2023) which states that the work environment can affect job satisfaction through mediation variables.

Recent research by Febby and Nawawi (2024) also shows that work environment and motivation have an indirect relationship with job satisfaction variables. Thus, it can be concluded that the conducive work environment at PT. Tasma Puja Sei Kuamang Kampar is able to increase employee work motivation, which ultimately has an impact on increasing employee job satisfaction.

CONCLUSION

Conclusion

Based on the results of research that has been conducted on employees of the Garden Office of PT. Tasma Puja Sei Kuamang Kampar, it can be concluded that the work environment has a positive and significant influence on employee job satisfaction. This shows that the better the condition of the work environment, both from physical aspects such as facilities, comfort, security, and non-physical aspects such as relationships between employees and communication with leaders, the higher the level of job satisfaction felt by employees. In addition, the work environment has also been proven to have a positive and significant effect on employee work motivation. Comfortable, conducive, and supportive work conditions can encourage enthusiasm and increase employee motivation in carrying out their duties and responsibilities. Work motivation in this study was also proven to have a positive and significant effect on employee job satisfaction, which means that the higher the work motivation that employees have, the higher the job satisfaction felt. The results of the study further showed that work motivation can play a role as an intervening variable in the relationship between the work environment and employee job satisfaction. This means that a good work environment is not only directly able to increase employee job satisfaction, but can also increase work motivation first, which ultimately has an impact on increasing employee job satisfaction. Thus, the work environment and work motivation are important factors that need to be considered by the management of PT. Tasma Puja Sei Kuamang Kampar in an effort to increase employee job satisfaction and support the achievement of company goals.

Recommendations

Based on the results of the research that has been carried out, the researcher provides several suggestions that are expected to be considered for the Garden Office of PT. Tasma Puja Sei Kuamang Kampar. The company is expected to continue to improve the quality of the work environment, both from physical and non-physical aspects, such as providing more adequate work facilities, maintaining the cleanliness and comfort of the work area, and creating a safe and conducive work atmosphere so that employees can work more comfortably and optimally. In addition, the company is also expected to increase employee work motivation through awarding

work achievements, career development opportunities, support from leaders, and building more open communication between leaders and employees. With increased work motivation, it is hoped that employees will have a higher morale so that they can increase job satisfaction. For company management, the results of this research are expected to be evaluation materials in policy-making related to human resource management, especially in creating a work environment that supports and increases employee work motivation. For future researchers, it is recommended to develop this study by adding other variables that can affect job satisfaction, such as compensation, leadership, organizational culture, or workload, as well as expanding the research object to obtain more comprehensive results.

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