

The Effect of the Physical Work Environment and Organizational Support on the Job Satisfaction of Processing Employees at PT Perkebunan Nusantara I Regional 2, West Bandung Regency

Wardah Nur Aziza¹, Khaerul Rizal Abdurahman²

Faculty of Economics and Business, Jenderal Achmad Yani University, Cimahi, Indonesia

E-mail: wardahnur_22p468@mn.unjani.ac.id khaerul.rizal@lecture.unjani.ac.id

Keywords: *Physical Work*

Environment; Organizational Support; Job Satisfaction; Human Resource Management; Plantation Industry.

Abstract

Job satisfaction plays an important role in improving employee productivity and supporting the achievement of organizational goals. To enhance job satisfaction, several supporting factors are essential, including the physical work environment and organizational support. Based on findings at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, the job satisfaction of employees in the processing division has not been optimal, as indicated by negative behaviors such as employee absenteeism, which reflects job dissatisfaction. In addition, inadequate workplace facilities and suboptimal organizational support were identified as factors affecting employee job satisfaction. Interviews also revealed insufficient infrastructure and limited organizational support. This study aims to examine the influence of the physical work environment and organizational support on the job satisfaction of employees in the processing division. This study employed a quantitative research method using questionnaires, interviews, and documentation for data collection. The data were analyzed using multiple linear regression and the coefficient of determination, supported by descriptive and associative analyses. The results indicate that both the physical work environment and organizational support have a significant positive effect on employee job satisfaction, both partially and simultaneously. These findings suggest that providing adequate workplace facilities, creating a comfortable working environment, and strengthening organizational support can enhance the job satisfaction of employees in the processing division.

INTRODUCTION

In the era of globalization and digital transformation, organizations are required to maintain a high-quality workforce to remain competitive and achieve their organizational goals. Organizational success is determined not only by technology and financial resources but also by the quality of its human resources. One of the key factors contributing to organizational success is employee job satisfaction. This is consistent with the view of Robbins and Judge (2022), who define job satisfaction as a positive psychological state resulting from the fulfillment of employees' needs in their work.

Job satisfaction is a crucial aspect of human resource management because it contributes to improved productivity, employee loyalty, organizational commitment, and job performance. A high level of job satisfaction encourages employees to perform their duties optimally, thereby supporting the achievement of organizational objectives. Conversely, low job satisfaction may lead to decreased productivity, higher absenteeism, and increased employee turnover. Therefore, fostering job satisfaction has become a major concern for organizations seeking to retain qualified employees and strengthen their competitive advantage. Robbins and Judge (2022) emphasize that job satisfaction reflects a positive psychological condition arising from the fulfillment of employees' work-related needs. Similarly, Ariani (2023) argues that higher job satisfaction promotes greater productivity, employee loyalty, and job performance. However, based on observations and interviews conducted at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, several issues indicate that the job satisfaction of employees in the processing division has not yet reached an optimal level. This condition is reflected in the relatively high employee absenteeism rate during 2024. The fluctuating attendance records suggest that employee job satisfaction still requires

improvement. Therefore, this study aims to analyze the influence of the physical work environment and organizational support on the job satisfaction of employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency.

The employee attendance records of the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, indicate that absenteeism remained fluctuating throughout the observation period. This condition suggests that employee job satisfaction has not yet reached an optimal level. If left unaddressed, declining job satisfaction may result in reduced productivity, increased absenteeism, and a higher risk of employee turnover. Therefore, it is essential for the company to identify effective strategies to improve employee job satisfaction.

Job satisfaction is influenced by various factors, including the physical work environment and organizational support. A comfortable physical work environment creates a conducive atmosphere that enhances employees' enthusiasm and work performance, while adequate organizational support enables employees to feel valued and appreciated, thereby increasing their motivation and job satisfaction. Accordingly, organizations should provide an adequate physical work environment and optimize organizational support to achieve organizational objectives effectively and sustainably.

The results of field observations revealed several aspects of the physical work environment that require improvement, including inadequate workplace lighting, dusty and deteriorating workspaces, and limited ventilation. These conditions may reduce employee comfort and concentration, thereby negatively affecting productivity and job satisfaction. Consequently, the physical work environment is considered one of the factors influencing employee job satisfaction.

In addition to the physical work environment, organizational support is also expected to influence employee job satisfaction. Based on the observations, PT Perkebunan Nusantara I Regional 2, West Bandung Regency, has provided various forms of organizational support, such as official housing, educational facilities, employee training, a safe and comfortable working environment, and opportunities for career promotion as part of its commitment to employee welfare. Nevertheless, several aspects still require improvement, particularly direct support from supervisors in the form of attention, guidance, constructive feedback, and assistance when employees encounter work-related problems. These findings indicate that organizational support has not yet been perceived as optimal by all employees, which may affect their level of job satisfaction.

Previous studies have reported that job satisfaction is influenced by both the physical work environment and organizational support. Sennang et al. (2025) found that the physical work environment has a positive and significant effect on job satisfaction, while Fitriana and Muslim (2024) concluded that organizational support also has a positive and significant effect on employee job satisfaction. However, empirical studies examining the influence of the physical work environment and organizational support on job satisfaction in the plantation industry, particularly at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, remain limited. Therefore, this study aims to examine employees' perceptions of the physical work environment, organizational support, and job satisfaction, as well as to analyze the effects of the physical work environment and organizational support on the job satisfaction of employees in the processing division, both partially and simultaneously.

LITERATURE REVIEW

Physical Work Environment

The physical work environment refers to all physical conditions surrounding the workplace that may influence employees' comfort, safety, and ability to perform their tasks effectively. According to Sedarmayanti (2017), the physical work environment encompasses all physical conditions in and around the workplace that directly or indirectly affect employees while carrying out their work. Mangkunegara (2017) identifies six indicators of the physical work environment: (1) lighting, (2) comfort, (3) noise, (4) color arrangement, (5) occupational safety, and (6) cleanliness.

A comfortable physical work environment creates a conducive atmosphere that enables employees to perform their duties more effectively and efficiently. Conversely, an inadequate physical work environment may cause discomfort, reduce employees' concentration, and ultimately decrease job satisfaction. Ramdani and Abdurahman (2024) found that the physical work environment has a positive and significant effect on employee job satisfaction. This finding indicates that the better the physical work environment provided by the organization, the higher the level of job satisfaction experienced by employees. Based on the theoretical framework and previous empirical findings, the following hypothesis is proposed:

H1: The physical work environment has a positive effect on the job satisfaction of employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency.

Organizational Support

Organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. According to Rhoades and Eisenberger, as cited in Edison et al. (2022), perceived organizational support reflects employees' beliefs that the organization appreciates their contributions and is concerned about their needs and welfare. Eisenberger et al. identify three primary dimensions of organizational support: **fairness, supervisor support, and organizational rewards and job conditions.**

Strong organizational support encourages employees to feel valued, respected, and motivated to contribute to organizational success. In contrast, inadequate organizational support may reduce employee motivation and job satisfaction. Novanto and Abdurahman (2026) reported that organizational support has a positive and significant effect on job satisfaction. This finding suggests that greater organizational support leads to higher levels of employee job satisfaction. Based on the theoretical framework and previous empirical findings, the following hypothesis is proposed:

H2: Organizational support has a positive effect on the job satisfaction of employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency.

Job Satisfaction

Job satisfaction refers to employees' positive attitudes or feelings toward their jobs, which arise from their evaluation of various aspects of their work. According to Mangkunegara (2017), job satisfaction is an employee's favorable or unfavorable feeling toward both the job itself and personal work conditions. Similarly, Hasibuan (2022) defines job satisfaction as a positive emotional attitude that reflects employees' attachment to and appreciation of their work. Based on Mangkunegara (2017), job satisfaction is measured using four indicators: turnover, absenteeism, job level, and organizational size.

Employees with high levels of job satisfaction are more likely to demonstrate greater work enthusiasm, loyalty, productivity, and organizational commitment. Conversely, low job satisfaction

may increase absenteeism and turnover while reducing employee productivity. Therefore, organizations should establish a supportive physical work environment and provide optimal organizational support to enhance employee job satisfaction. Based on the theoretical framework and previous empirical findings, the following hypothesis is proposed:

H3: The physical work environment and organizational support have a significant effect on the job satisfaction of employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency.

Based on the proposed hypotheses, the conceptual framework of this study is presented as follows:

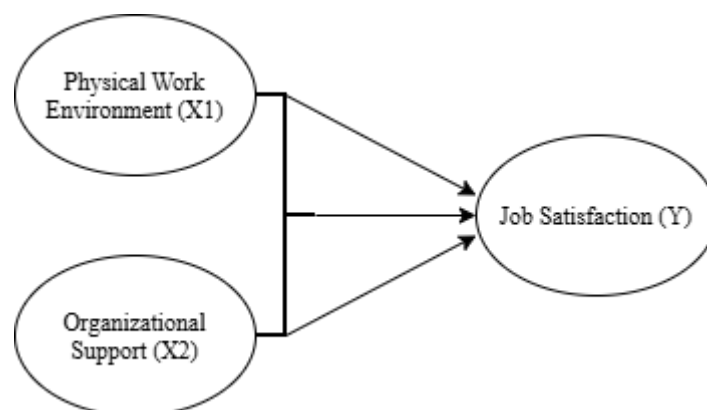


Figure 1. Conceptual Framework

METHOD

This study employed a quantitative research approach to examine the effects of the physical work environment and organizational support on the job satisfaction of employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency. The population consisted of all employees in the processing division who had worked at the company for at least five years, totaling 44 employees. Due to the relatively small population size, a census sampling technique was employed. Consequently, all 30 eligible employees were selected as the research respondents.

Data were collected through observations, interviews, documentation, and questionnaires administered to the respondents. The research instrument utilized a Semantic Differential Scale with a five-point rating scale ranging from 1 to 5. The data were analyzed using quantitative descriptive and associative statistical analyses. The data analysis procedures included validity testing, reliability testing, descriptive statistical analysis, classical assumption tests, multiple linear regression analysis, and hypothesis testing using IBM SPSS Statistics Version 27.

RESULT AND DISCUSSION

Validity and Reliability Tests

To collect the research data, questionnaires were distributed to 44 respondents from the processing division to gather their perceptions of the physical work environment, organizational support, and overall job satisfaction within the company. The collected data were subsequently analyzed using **IBM SPSS Statistics Version 27** to evaluate the validity and reliability of the

research instrument.

Table 1. Validity Test Results

Statment	rhitung	rtabel	Information
Physical Work Environment			
X1.1	0,862	0,297	Valid
X1.2	0,919		Valid
X1.3	0,913		Valid
X1.4	0,890		Valid
X1.5	0,912		Valid
X1.6	0,898		Valid
X1.7	0,933		Valid
X1.8	0,925		Valid
X1.9	0,903		Valid
X1.10	0,489		Valid
X1.11	0,462		Valid
Organizational Support			
X2.1	0,601	0,297	Valid
X2.2	0,823		Valid
X2.3	0,847		Valid
X2.4	0,764		Valid
X2.5	0,794		Valid
X2.6	0,656		Valid
X2.7	0,478		Valid
Job Satisfaction			
Y1.1	0,665	0,297	Valid
Y1.2	0,564		Valid
Y1.3	0,580		Valid
Y1.4	0,505		Valid
Y1.5	0,807		Valid
Y1.6	0,624		Valid
Y1.7	0,488		Valid
Y1.8	0,640		Valid
Y1.9	0,553		Valid

Based on the validity test results presented in **Table 1**, all questionnaire items were found to be valid, as the calculated correlation coefficient ($r_{calculated}$) for each item exceeded the critical value of r_{table} (0.361). These results indicate that the research instrument is valid and capable of accurately measuring the variables examined in this study.

Table 2. Reliability Test Results

Variabel	Cronhbach's Alpha	N Of Items	Keterangan
Physical Work Environment (X1)	0,951	11	Reliabel
Organizational Support (X2)	0,831	7	Reliabel
Job Satisfaction (Y)	0,786	9	Reliabel

Table 2 also presents the results of the reliability test using Cronbach's alpha. All variables obtained Cronbach's alpha values greater than 0.60, indicating that the questionnaire demonstrated good internal consistency. Therefore, the research instrument was considered reliable and suitable for data collection.

Respondents' Perceptions of the Physical Work Environment of Employees in the Processing Division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency
The results of the questionnaire analysis regarding the physical work environment are presented below.

Table 3. Reliability Test

SUB VARIABEL	MEAN	CRITERI A
Lighting	3,12	Sufficiency
Comfort	3,14	Sufficiency
Noise	3,14	Sufficiency
Coloring	3,25	Sufficiency
Safety	3,22	Sufficiency
Cleanliness	3,53	Good
TOTAL	19,4	
MEAN	3,23	
CRITERIA	ENOUGH	

Based on Table 3, the overall mean score for respondents' perceptions of the physical work environment in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, falls within the moderate category. This finding indicates that the physical work environment generally provides adequate support for employees in performing their job responsibilities, enabling them to work more comfortably and effectively.

Among the dimensions of the physical work environment, cleanliness obtained the highest mean score (3.53), indicating that the cleanliness of both the work areas and restroom facilities was perceived as well maintained. This condition contributes to a more comfortable workplace, promotes employee health, and supports the smooth execution of work activities. In contrast, the lighting dimension recorded the lowest mean score (3.12), suggesting that although the lighting in work areas and restroom facilities was considered moderately adequate, improvements are still needed to further enhance employee comfort and minimize work disruptions caused by insufficient illumination.

Overall, the findings suggest that improvements in the physical work environment—including cleanliness, lighting, comfort, workplace safety, and supporting facilities—can create a more conducive working environment, enhance employee comfort and work motivation, and ultimately improve job satisfaction. Such conditions are expected to encourage employees to perform more effectively, thereby supporting the achievement of organizational goals in an efficient and sustainable manner.

Respondents' Perceptions of Organizational Support among Employees in the Processing Division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency

Table 4. Mean Scores of Respondents' Perceptions of Organizational Support

SUB VARIABEL	MEAN	CRITERIA
<i>Fairness</i>	3,44	Currently
<i>Supervisor Support</i>	3,40	Currently
<i>Organizational Reward and Job</i>	3,54	Suitability
TOTAL	10,06	
MEAN		3,46
CRITERIA		STRONG

Based on Table 4, the overall mean score for respondents' perceptions of organizational support in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, falls within the **high** category. This finding indicates that organizational support in the processing division is generally perceived as strong, as reflected in appropriate organizational rewards and job conditions, as well as adequate supervisor support and organizational fairness.

Among the dimensions of organizational support, Organizational Rewards and Job Conditions obtained the highest mean score (3.54), indicating that the company provides adequate recognition and favorable working conditions, which contribute to improving employee comfort and work motivation. In addition, the provision of training opportunities, a safe and comfortable working environment, and career promotion opportunities further enhance employees' motivation and enthusiasm for work. In contrast, the Supervisor Support dimension recorded the lowest mean score (3.40), suggesting that although supervisors generally provide sufficient support, particularly by showing concern for employees' well-being and offering assistance in dealing with work-related problems, there is still room for improvement.

Overall, the findings indicate that stronger organizational support enhances employees' sense of being valued, strengthens the relationship between employees and the organization, increases work motivation and job satisfaction, and fosters employee loyalty. Consequently, enhanced organizational support encourages employees to perform more effectively, improves work productivity, and contributes to the achievement of organizational goals in an effective and sustainable manner.

Respondents' Perceptions of Job Satisfaction among Employees in the Processing Division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency

Table 5. Mean Scores of Respondents' Perceptions of Job Satisfaction

SUB VARIABEL	MEAN	CRITERIA
Turnover	3,43	Low
Absence	3,56	Low
Job Level	3,45	Suitable
Organisational size	3,58	High
TOTAL	14,02	
MEAN	3,50	
CRITERIA		SATISFIED

Based on **Table 5**, the overall mean score for respondents' perceptions of job satisfaction among employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, falls within the **satisfied** category. This finding indicates that employees generally experience a favorable level of job satisfaction, as reflected in supportive organizational characteristics, appropriate job levels, and a low tendency toward employee turnover.

Among the dimensions of job satisfaction, **organizational size** obtained the highest mean score (3.58), indicating that the company has demonstrated a strong commitment to employee development by providing training opportunities, fostering a conducive work environment, and offering career development opportunities. These initiatives contribute positively to enhancing employees' job satisfaction. In contrast, the **turnover** dimension recorded the lowest mean score (3.43). Nevertheless, this result suggests that employees' intention to leave the organization remains relatively low, thereby supporting workforce stability. It also indicates that employees feel attached to and comfortable working within the organization.

Overall, the findings suggest that higher levels of job satisfaction enhance employee motivation, loyalty, and organizational commitment. Greater job satisfaction also encourages employees to perform more effectively, reduces absenteeism and turnover intentions, and improves productivity, thereby contributing to the achievement of organizational goals in an effective and sustainable manner.

The Effects of the Physical Work Environment and Organizational Support on the Job Satisfaction of Employees in the Processing Division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency

To examine the effects of the physical work environment and organizational support on the job satisfaction of employees in the processing division at PT Perkebunan Nusantara I Regional 2, West Bandung Regency, multiple linear regression analysis was employed. This analytical method was used to estimate the relationship between the independent and dependent variables while ensuring that the regression model satisfied the assumptions of the Best Linear Unbiased Estimator (BLUE) under the Ordinary Least Squares (OLS) approach. To meet these assumptions, classical assumption tests were conducted, including the normality, multicollinearity, and heteroscedasticity tests.

The results of the normality test using the Kolmogorov–Smirnov method showed a significance value (p) of 0.200, which is greater than 0.05. This result indicates that the data are normally distributed, confirming that the assumptions for multiple linear regression analysis have been satisfied.

Furthermore, the multicollinearity test results for the physical work environment and organizational support variables showed a Tolerance value of 0.966 (> 0.10) and a Variance Inflation Factor (VIF) value of 1.035 (< 10). These findings indicate that no multicollinearity exists among the independent variables, suggesting that the predictor variables are not highly correlated with one another in the regression model.

The heteroscedasticity test results revealed significance values of 0.768 (> 0.05) for the physical work environment variable and 0.457 (> 0.05) for the organizational support variable. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity, indicating that the residual variance is constant and that the model satisfies the homoscedasticity assumption.

Table 6. Multiple Linear Regression Analysis Results

Variabel	Unstandardized coefficients
	B
Constant	14.590
Physical Work Environment	0,188
Organizational Support	0,426
<i>Dependent Variable: Job Satisfaction</i>	

Based on the results of the multiple linear regression analysis, the following regression equation was obtained:

$$Y = 14.590 + 0.188X_1 + 0.426X_2$$

The regression equation can be interpreted as follows:

1. The regression coefficient for the physical work environment variable (X_1) is positive; this indicates that an improvement in the physical work environment along with organizational support leads to increased job satisfaction.
2. The regression coefficient for the organizational support variable (X_2) is positive; this indicates that an increase in organizational support leads to an increase in job satisfaction within the physical work environment.

Table 7. Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,733 ^a	,538	,515	2.40678

A Predictors (Constant), Physical Work Environment, Organizational Support

B. Dependent Variable: Y

The coefficient of determination (R^2) value of 0.538 indicates that 53.8% of the variance in employee job satisfaction can be explained by the physical work environment and organizational support. This finding suggests that these two independent variables have a strong explanatory power in predicting employee job satisfaction. The remaining 46.2% of the variance is explained by other factors that were not included in the present study.

T-Test Results

Hypothesis testing was conducted using the t-test with the assistance of IBM SPSS Statistics Version 27 to examine the partial effects of each independent variable, namely the physical work environment (X_1) and organizational support (X_2), on the dependent variable, employee job satisfaction

(Y). The decision to accept or reject each hypothesis was based on a comparison between the calculated t-value ($t_{\text{calculated}}$) and the critical t-value (t_{critical}).

Prior to determining the critical t-value, the degrees of freedom (df) were calculated by subtracting the number of research variables (k) from the total number of respondents (N). Based on a sample of 44 respondents and three research variables, the degrees of freedom were 41, resulting in a critical t-value of 1.683.

Table 8. Partial t-Test Results

Variabel	Thitung	Ttabel	Sig	Prob	Information
Physical Work Environment	4,564	1,683	0,001	0,05	Influence
Organizational Support	4,254	1,683	0,001	0,05	Influence

- a) The results indicate that the calculated t -value for the physical work environment is 4.564, which is greater than the critical t -value of 1.683 ($t_{\text{calculated}} > t_{\text{critical}}$). Therefore, H_1 is accepted and H_0 is rejected, indicating that the physical work environment has a positive and significant effect on employee job satisfaction. These findings suggest that improvements in workplace lighting, workspace comfort, noise control, color arrangement, occupational safety, and workplace cleanliness are associated with higher levels of employee job satisfaction. This finding is consistent with the study conducted by Faturrohman and Abdurahman (2025), which reported that employees are more likely to experience higher job satisfaction when they work in an environment that adequately supports their physical needs and motivates them to perform at their best.
- b) The results further show that the calculated t -value for organizational support is 4.254, which exceeds the critical t -value of 1.683 ($t_{\text{calculated}} > t_{\text{critical}}$). Therefore, H_2 is accepted and H_0 is rejected, indicating that organizational support has a positive and significant effect on employee job satisfaction. This finding implies that greater organizational support—reflected in consistent organizational fairness, adequate supervisor support, and favorable organizational rewards and job conditions—is associated with higher levels of employee job satisfaction. These results are consistent with the findings of Novanto and Abdurahman (2026), who concluded that employees who perceive that their organization values their contributions, recognizes their efforts, and cares about their well-being tend to report higher levels of job satisfaction. This evidence highlights the important role of organizational support in fostering positive work attitudes and enhancing the quality of human resources within an organization.

F-Test Results

This study aims to examine and analyze the simultaneous effect of the physical work environment and organizational support on the job satisfaction of employees in the Processing Division of PT Perkebunan Nusantara I Regional 2, West Bandung Regency.

Table 10. F-Test Results (Simultaneous Test)

Variabel	Fhitung	Ftabel	sig	Prob.	Information
The Effect of Physical Work Environment and Organizational Support on Employee Job Satisfaction	23,828	3,230	0,001	0,05	Influence

Based on the results of the F-test, the significance value was 0.001, which is lower than 0.05. This indicates that H_0 was rejected and H_a was accepted. The results were supported by the IBM SPSS analysis, which showed that the calculated F-value (F-count) was 23.828, exceeding the critical F-value (F-table) of 3.23. Therefore, it can be concluded that the physical work environment and organizational support simultaneously have a significant effect on the job satisfaction of employees in the Processing Division of PT Perkebunan Nusantara I Regional 2, West Bandung Regency.

CONCLUSION AND SUGGESTIONS

CONCLUSION

1. Based on the findings and discussion regarding the effect of the physical work environment and organizational support on the job satisfaction of employees in the Processing Division of PT Perkebunan Nusantara I Regional 2, West Bandung Regency, it can be concluded that the physical work environment was classified as moderate, with cleanliness representing the highest-rated sub-dimension and lighting the lowest-rated sub-dimension. Organizational support was categorized as strong, with organizational rewards and job conditions receiving the highest score, while supervisor support received the lowest score. Employee job satisfaction was categorized as high (satisfied), with organizational size as the highest-rated sub-dimension and turnover as the lowest-rated sub-dimension.
2. The results indicate that the physical work environment and organizational support have a positive and significant effect on employee job satisfaction, both partially and simultaneously, with a strong level of influence. These findings suggest that the job satisfaction of employees in the Processing Division of PT Perkebunan Nusantara I Regional 2, West Bandung Regency, is likely to improve when the company provides a comfortable physical work environment and strong organizational support. Both factors contribute to enhancing employees' comfort, motivation, loyalty, and overall job satisfaction, thereby encouraging better work performance and strengthening employees' commitment to remain with the organization.
3. The physical work environment and organizational support have a strong influence on employee job satisfaction, indicating that a substantial proportion of the variation in job satisfaction can be explained by these two variables.

SUGGESTIONS

Based on the results of the data analysis, discussion, and conclusions, the researcher recommends that PT Perkebunan Nusantara I Regional 2, West Bandung Regency, continue to improve the quality of its physical work environment by enhancing the lighting system, maintaining workplace facilities, and preserving workplace cleanliness to create a more comfortable and conducive working environment. In addition, the company should strengthen organizational support by optimizing the role of supervisors in providing guidance, attention, and constructive feedback to employees, while implementing a fair reward system, offering career development opportunities, and improving working conditions. The company is also encouraged to enhance employee job satisfaction through continuous training programs, effective communication between supervisors and employees, and equitable opportunities for career advancement. These efforts are expected to further improve employee job satisfaction, thereby increasing productivity and supporting the achievement of the company's organizational goals in an effective and sustainable manner.

Recommendations for Future Research

This study was conducted only among employees in the Processing Division of a single company; therefore, the findings cannot be generalized to a broader population. Future research is recommended to expand the scope of the study by involving different organizations and incorporating additional variables related to employee job satisfaction, such as work discipline,

work motivation, employee performance, the non-physical work environment, and compensation, to provide a more comprehensive understanding of the factors influencing job satisfaction. Furthermore, future studies are encouraged to examine organizations from different industries or sectors to obtain more comprehensive and generalizable findings.

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