Enhancing Employee Satisfaction through Cultural, Motivational, and Environmental Drivers: A Case Study of PLN ULP Singaraja

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Abstract:

This study aims to analyze the influence of work culture, work motivation, and work environment on employee job satisfaction at PT PLN (Persero) Customer Service Unit (ULP) Singaraja. The phenomenon underlying this research is the mismatch between the company's promoted work culture values and actual practices in the field, the decline in employee motivation due to heavy workloads, and the suboptimal physical work environment conditions. This research employs a quantitative approach with a survey method. The study population consists of all 121 employees of PLN ULP Singaraja, with a total sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS version 21. The results show that work culture and work motivation have a positive and significant effect on job satisfaction, while the work environment has a positive but insignificant effect. Simultaneously, the three variables significantly affect job satisfaction, with work motivation being the most dominant factor. These findings emphasize that improving employee job satisfaction is more effectively achieved through strengthening individual motivation and internalizing work culture values, accompanied by maintaining the existing work environment. This study is expected to serve as a strategic reference for management in designing policies to enhance employee well-being and productivity.

Keywords: Job Satisfaction, Work Culture, Work Motivation, Work Environment, PLN ULP Singaraja

1. Introduction

A company is a business entity established by individuals or organizations with the aim of generating profit, enabling long-term operations and avoiding bankruptcy. Amidst the intense competition in today's globalization era, companies are indirectly required to achieve high effectiveness and efficiency, as these serve as advantages for surviving in an increasingly rapid competitive environment. The progress of a company or organization is strongly influenced by various factors, one of which is human resources (HR).

High-quality human resources are a key determinant of corporate success, as a company's achievements depend on the quality, competence, and commitment of its employees. Companies that are able to address the needs and expectations of their employees will enhance job satisfaction, which in turn drives motivation, loyalty, and optimal contributions toward organizational goals (Abd Jalil & Yuniara, 2022). Job satisfaction reflects an individual's assessment of their feelings and attitudes toward their work, whether they feel happy or dissatisfied (Irma & Yusuf, 2020). Low job satisfaction may result in high absenteeism,

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declining performance, low morale, and high turnover, whereas high job satisfaction fosters employee commitment and productivity.

One company that must pay attention to employee job satisfaction is PT PLN (Persero) Customer Service Unit (ULP) Singaraja. PLN ULP Singaraja plays a crucial role in ensuring reliable and adequate electricity services to its customers. The work culture at PLN is founded on AKHLAK values (Amanah/Trustworthy, Kompeten/Competent, Harmonis/Harmonious, Loyal, Adaptif/Adaptive, and Kolaboratif/Collaborative), which apply to all state-owned enterprises. These values guide employees' behavior in performing their duties. However, in practice, there are phenomena such as heavy workloads, especially among technical staff who must remain on standby 24 hours to handle disturbances.

Preliminary interviews revealed that some employees feel that recognition of performance is not fairly distributed, as rewards are often granted to the unit collectively without adequately considering individual contributions. Moreover, there is a decline in work motivation due to heavy workloads and limited staffing.

The work environment has also become a concern, given that the ULP Singaraja building is relatively old, with several facilities such as chairs and desks in need of repair. The social environment and organizational culture play an important role in shaping individual performance and satisfaction. Widiastini, Mudana, Karta, and Arsa (2022) emphasized that social and cultural capital can influence community participation and the success of tourism development in Bali. This indicates that a conducive work environment—both in community and formal organizational contexts—serves as a vital factor in fostering satisfaction and engagement. A good work environment is not only related to physical conditions but also to organizational attention to employee and community well-being. Rahmawati (2023) showed that the implementation of CSR during the COVID-19 pandemic in Bali significantly contributed to social resilience through direct aid, collaboration with the government, and support for basic needs. This reinforces the view that organizational attention to the social work environment can enhance employees' sense of security and satisfaction.

The work environment is influenced by various factors, including external conditions that may exert pressure on employees. Rahmawati, Trianasari, and Martin (2019) showed that the eruption of Mount Agung had a significant impact on Bali's tourism industry, resulting in decreased hotel occupancy, declining income, and reduced worker motivation. This suggests that stressful environmental conditions can lower employee satisfaction and performance, underscoring the importance for organizations to create adaptive and supportive work environments. A well-managed work environment will positively impact both performance and employee satisfaction. Rahmawati and Arsudipta (2022) emphasized that professional governance and strategic management can create favorable conditions for tourism sector development in Singaraja City. This implies that in a formal organization like PLN ULP Singaraja, good governance and a supportive work environment are also essential for enhancing employee job satisfaction.

Interview findings also revealed gaps in work culture indicators, including integrity, collaboration, innovation, and excellent service. Suboptimal interdepartmental communication hampers coordination, heavy workloads reduce motivation, and the lack of appreciation for employee initiatives leaves some employees feeling undervalued. Motivation and environmental support have been proven to be important factors in increasing individual contributions to organizational performance. Sirad, Widiastini, and Karta (2025) found that women in tourism villages significantly contribute to economic development through MSMEs

when provided with motivation, social support, and adequate business environments. This reinforces the notion that in formal organizations such as PLN ULP Singaraja, work motivation and a good work environment can also enhance employee job satisfaction. If left unaddressed, these conditions could lead to declines in productivity, loyalty, and service quality to customers.

Job satisfaction has been shown to be a critical factor in ensuring employee sustainability and loyalty. Heryanda (2019) found that job insecurity negatively affects job satisfaction, which in turn increases turnover intention. This highlights the close relationship between employees' psychological aspects, such as a sense of security at work, and their level of satisfaction. Based on these phenomena, this study is crucial in analyzing the extent to which work culture, work motivation, and work environment influence employee job satisfaction at PLN ULP Singaraja, thereby serving as a foundation for management in formulating strategies to improve employee well-being and performance.

2. Theoretical Background

Work Culture and Job Satisfaction : Work culture represents a set of values, norms, and behaviors embraced within an organization that influence employees' attitudes and satisfaction. Previous studies have shown that a strong organizational culture is positively associated with job satisfaction (Tsai, 2011). A healthy work culture fosters collaboration and a sense of belonging, thereby enhancing employees' comfort at work (Körner et al., 2015). Similarly, research in the Indonesian hospitality sector found that a conducive organizational culture significantly contributes to job satisfaction and employee performance (Pawirosumarto et al., 2017). Thus, work culture is considered an important determinant of job satisfaction.

Work Motivation and Job Satisfaction : Work motivation has also been proven to have a close relationship with job satisfaction. High motivation drives enthusiam, loyalty, and employee productivity (Pancasila et al., 2020). Sudibjo et al. (2022) further highlighted that motivation, when supported by effective communication, enhances both job satisfaction and performance. Likewise, Bashir et al. (2020) found that supportive working conditions increase motivation, which in turn strengthens job satisfaction. These findings confirm that the higher the employees' motivation, the higher their level of satisfaction.

Work Environment and Job Satisfaction : The work environment, both physical and social, also influences job satisfaction. A comfortable and conducive workplace has a positive impact on employee satisfaction and performance (Raziq & Maulabakhsh, 2015). Other studies revealed that the work environment affects employee happiness, which has implications for organizational performance (Sudibjo et al., 2022). Research in Indonesia's tourism sector also emphasized that a well-managed work environment significantly affects job satisfaction (Rahmawati & Arsudipta, 2022, in a different context). Furthermore, during the COVID-19 pandemic, organizational attention to work environment and employee welfare was proven to maintain job satisfaction and loyalty (Irawanto et al., 2021).

Simultaneous Influence of Work Culture, Motivation, and Work Environment
Several studies have confirmed that work culture, work motivation, and work environment simultaneously have a significant effect on job satisfaction. Research at PT PLN Bali Transmission showed that these three variables collectively influence employee job satisfaction (Mantrawan et al., 2024). Likewise, a study in the Indonesian banking sector emphasized that work culture and work environment affect performance through motivation and job satisfaction as mediators (Prillia, 2024). Pancasila et al. (2020) also found a simultaneous relationship among motivation, leadership, and organizational culture on job satisfaction and employee

performance. This reinforces the assumption that the combination of these three independent variables has a stronger influence on job satisfaction than their partial effects.

Based on the literature above, the hypotheses can be formulated as follows:
H1: Work culture has a positive effect on job satisfaction.
H2: Work motivation has a positive effect on job satisfaction.
H3: Work environment has a positive effect on job satisfaction.
H4: Work culture, work motivation, and work environment simultaneously have a positive effect on job satisfaction.

3. Methodology

This study employs a quantitative approach with a survey method to analyze the influence of work culture, work motivation, and work environment on employee job satisfaction at PT PLN (Persero) Customer Service Unit (ULP) Singaraja. The research population consists of all 121 employees of PLN ULP Singaraja, with a total sampling technique applied so that the entire population was included as respondents. The research instrument used was a questionnaire with a five-point Likert scale, which had been tested for validity and reliability to ensure measurement accuracy.

Data analysis was carried out using SPSS version 21, beginning with validity and reliability tests, followed by classical assumption tests including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was then conducted using multiple linear regression analysis to examine both the partial effects (t-test) and simultaneous effects (F-test) of the three independent variables on the dependent variable, with a significance level set at 5%.

4. Empirical Findings/Result

This section presents the demographic characteristics of respondents who participated in the study, along with descriptive statistics. The characteristics analyzed include gender, age, and educational background, which provide a clearer understanding of the respondents' profiles. Examining these characteristics is important because they can influence employees' perceptions of work culture, motivation, work environment, and ultimately, job satisfaction.

Table 1. Respondent Demographics

Characteristics	Category	Frequency	Percentage
Gender	Male	112	92.56%
	Female	9	7.44%
Age	20–29 years	20	16.53%
	30–39 years	41	33.88%
	40–49 years	42	34.71%
	50 years and above	18	14.88%
Education	High School/Vocational (SMA/SMK)	94	77.69%
	Diploma (D1/D3)	12	9.92%
	Bachelor/Master (S1/S2)	15	12.39%
Total Respondents		**121**	**100%**

Source: Processed Data, 2025

The demographic data in Table 1 indicates that the workforce at PLN ULP Singaraja is predominantly male, accounting for 92.56% of the respondents. This reflects the nature of the jobs at PLN, which are often field-based and technical, thereby being male-dominated. In terms

of age, the majority of employees fall within the 40–49 year range (34.71%), suggesting that most respondents are in their productive years—an age associated with strong career development, adaptability, and motivation. From the educational perspective, most employees (77.69%) hold a high school or vocational qualification, with fewer holding diplomas (9.92%) or higher education degrees (12.39%). This educational profile highlights the operationally focused nature of the workforce.

Overall, these demographic characteristics provide valuable context for interpreting the findings of this study, as they shape how employees perceive work culture, motivation, and their work environment, which ultimately influence job satisfaction.

Validity Test

A validity test is a method used to measure the extent to which a research instrument can accurately capture what it is intended to measure (Ghozali, 2018). Validity is crucial in research to ensure that the data collected truly reflects the variables under investigation (Sugiyono, 2021). Several types of validity can be applied, such as construct validity, content validity, and criterion-related validity, each offering a different approach to evaluating measurement accuracy (Sekaran & Bougie, 2019).

Before data processing, all responses were subjected to a validity test using a trial sample of 30 respondents. The validity test was conducted using the product-moment correlation method, with calculations performed through SPSS version 21. An item is considered valid if the correlation value (r-count) is greater than the r-table value at a significance level of 0.05. Conversely, if the r-count is smaller than the r-table, the item is deemed invalid and requires revision (Ghozali, 2018).

Table 2. Validity Test Results

Variable	Item	Sig.	Alpha	Condition	Conclusion
Work Culture (X1)	1	0.000	0.05	Sig < Alpha	Valid
	2	0.000	0.05	Sig < Alpha	Valid
	3	0.000	0.05	Sig < Alpha	Valid
Work Motivation (X2)	1	0.000	0.05	Sig < Alpha	Valid
	2	0.000	0.05	Sig < Alpha	Valid
	3	0.000	0.05	Sig < Alpha	Valid
	4	0.000	0.05	Sig < Alpha	Valid
	5	0.000	0.05	Sig < Alpha	Valid
	6	0.000	0.05	Sig < Alpha	Valid
	7	0.000	0.05	Sig < Alpha	Valid
	8	0.000	0.05	Sig < Alpha	Valid
Work Environment (X3)	1	0.000	0.05	Sig < Alpha	Valid
	2	0.000	0.05	Sig < Alpha	Valid
	3	0.000	0.05	Sig < Alpha	Valid
	4	0.000	0.05	Sig < Alpha	Valid
	5	0.000	0.05	Sig < Alpha	Valid
	6	0.000	0.05	Sig < Alpha	Valid
Job Satisfaction (Y)	1	0.000	0.05	Sig < Alpha	Valid
	2	0.000	0.05	Sig < Alpha	Valid
	3	0.000	0.05	Sig < Alpha	Valid
	4	0.000	0.05	Sig < Alpha	Valid
	5	0.000	0.05	Sig < Alpha	Valid

Source: Processed Data, 2025

Based on Table 2, all items related to work culture, work motivation, work environment, and job satisfaction variables show significance values less than alpha (0.05). This indicates that every statement item is valid and can be used in the study. This also confirms that the research instruments accurately measure the intended constructs. With strong validity across all items, the collected data reliably reflects respondents' perceptions of work culture, motivation, work environment, and job satisfaction, providing a solid foundation for further hypothesis testing.

Reliability Test
Following the validity test, a reliability test was conducted to measure the consistency of each research instrument using Cronbach's Alpha, with calculations performed through SPSS version 21. The interpretation of reliability coefficients was based on standard classification ranges.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	r Coefficient Range	Conclusion
Work Culture	0.743	0.6000 – 0.7999	High
Work Motivation	0.823	0.8000 – 1.0000	Very High
Work Environment	0.678	0.6000 – 0.7999	High
Job Satisfaction	0.711	0.6000 – 0.7999	High

Source: Processed Data, 2025

The results in Table 3 reveal differences in reliability levels across variables. Work motivation shows the highest Cronbach's Alpha (0.823), falling in the very high category, indicating that the instrument for this variable is the most consistent and reliable in measuring its indicators. In contrast, the work environment variable records the lowest value (0.678), though still categorized as high, suggesting relatively weaker consistency compared to other variables. Work culture (0.743) and job satisfaction (0.711) both fall within the high reliability category, indicating stable measurement performance.

These findings imply that work motivation is the most dominant and reliable factor in the study, while the work environment shows relatively weaker consistency, though it remains valid and reliable. Thus, the research instruments as a whole are dependable for measuring the variables under investigation. Before proceeding with hypothesis testing, prerequisite assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure data suitability for regression analysis.

Normality Test
To determine whether the data are normally distributed or approximately normal, a non-parametric one-sample Kolmogorov–Smirnov test was conducted using SPSS version 21. The results of the normality test are presented below:

Table 4. Results of Normality Test (One-Sample Kolmogorov–Smirnov Test)

	Unstandardized Residual
N	121
Normal Parameters	Mean = .0000000
	Std. Deviation = .12624688
Most Extreme Differences	Absolute = .069
	Positive = .055
	Negative = -.069
Test Statistic	.069
Asymp. Sig. (2-tailed)	.200[c],[d]
a. Test distribution is Normal.	
b. Calculated from data.	

| c. Lilliefors Significance Correction. |
| d. This is a lower bound of the true significance. |

Source: Processed Data, 2025

Based on the results of the one-sample Kolmogorov–Smirnov test, the significance value is greater than the alpha level (0.05). This indicates that the variables of work culture, work motivation, work environment, and job satisfaction are normally distributed.

Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a strong correlation among the independent variables. The results are as follows:

Table 5. Results of Multicollinearity Test

Variable	VIF	Condition	Conclusion
Work Culture → Job Satisfaction	1.178	VIF < 10	No multicollinearity
Work Motivation → Job Satisfaction	1.194	VIF < 10	No multicollinearity
Work Environment → Job Satisfaction	1.077	VIF < 10	No multicollinearity

Source: Processed Data, 2025

The table shows that all VIF values for the independent variables (work culture, work motivation, and work environment) are less than 10. Therefore, there is no indication of multicollinearity among the independent variables in relation to job satisfaction.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is inequality of variance in the residuals across observations in the regression model. A good regression model should show homoscedasticity, meaning there is no heteroscedasticity.

Table 6. Results of Heteroscedasticity Test

Variable	Sig.	Alpha	Condition	Conclusion
Work Culture (X1)	0.316	0.05	Sig. > Alpha	No heteroscedasticity
Work Motivation (X2)	0.898	0.05	Sig. > Alpha	No heteroscedasticity
Work Environment (X3)	0.077	0.05	Sig. > Alpha	No heteroscedasticity

Source: Processed Data, 2025

The table shows that the Glejser significance values for Work Culture (0.316), Work Motivation (0.898), and Work Environment (0.077) are all greater than 0.05. Therefore, it can be concluded that no heteroscedasticity occurs. This conclusion is further supported by the scatterplot test, where the distribution of points is random and spread above and below the zero line on the Y-axis, confirming that the regression model does not exhibit heteroscedasticity.

Partial Test (t-test)

The partial t-test is used to examine whether an independent variable has a significant influence on the dependent variable. The results of the partial hypothesis test (t-test) are presented below:

Table 7. Results of Partial Test (t-test)

Variable	Sig.	Alpha	Condition	Conclusion
Work Culture → Job Satisfaction	0.000	0.05	Sig. < Alpha	Significant
Work Motivation → Job Satisfaction	0.000	0.05	Sig. < Alpha	Significant
Work Environment → Job Satisfaction	0.118	0.05	Sig. > Alpha	Not Significant

Source: Processed Data, 2025

1. Based on the table, the effect of work culture on job satisfaction shows a significance value of 0.000 < 0.05. Therefore, H$_0$ is rejected and H$_a$ is accepted, meaning that work culture significantly affects employee job satisfaction at PLN ULP Singaraja.
2. The effect of work motivation on job satisfaction shows a significance value of 0.000 < 0.05. Therefore, H$_0$ is rejected and H$_a$ is accepted, meaning that work motivation significantly affects employee job satisfaction at PLN ULP Singaraja.
3. The effect of work environment on job satisfaction shows a significance value of 0.118 > 0.05. Therefore, H$_a$ is rejected and H$_0$ is accepted, meaning that the work environment does not significantly affect employee job satisfaction at PLN ULP Singaraja.

Simultaneous Test (F-test)

The F-test is used to determine whether the independent variables collectively (simultaneously) have a significant effect on the dependent variable. The F-test was conducted by comparing the calculated F-value with the F-table. The guideline for accepting or rejecting the hypothesis is based on whether work culture, work motivation, and work environment simultaneously affect job satisfaction.

Table 8. Results of Simultaneous Test (F-test)

Variables	Sig.	F-Value	Condition	Conclusion
Work Culture, Work Motivation, and Work Environment → Job Satisfaction	0.000	20.512	F-calculated > F-table	Significant

Source: Processed Data, 2025

The F-test results indicate that the significance value is 0.000 < 0.05, and the calculated F-value of 20.512 is greater than the F-table value. Thus, it can be concluded that work culture, work motivation, and work environment simultaneously have a significant effect on employee job satisfaction at PLN ULP Singaraja.

Multiple Linear Regression

Multiple linear regression analysis is used to analyze the effect of two or more independent variables on one dependent variable. This differs from simple linear regression, which involves only one independent variable (Yudiaatmaja, 2013).

Table 9. Results of Multiple Linear Regression Analysis

Variable	B
(Constant)	1.643
Work Culture	0.542
Work Motivation	0.202
Work Environment	0.144

Source: Processed Data, 2025

The regression equation derived from the results is:

Y = 1.643 + 0.542X₁ + 0.202X₂ + 0.144X₃

1. The constant value is 1.643, which means that in the absence of work culture, work motivation, and work environment, the job satisfaction level is 1.643 units.
2. The coefficient for work culture is 0.542, meaning that if work culture increases by one unit, job satisfaction will increase by 0.542 units.
3. The coefficient for work motivation is 0.202, meaning that if work motivation increases by one unit, job satisfaction will increase by 0.202 units.
4. The coefficient for work environment is 0.144, meaning that if the work environment improves by one unit, job satisfaction will increase by 0.144 units.

Model Summary Test

Table 10. Results of Model Summary Test

Variables	R (Correlation)	R Square (Determination)
Work Culture, Work Motivation, and Work Environment → Job Satisfaction	0.616	0.384

Source: Processed Data, 2025

The model summary shows that the correlation coefficient (R) is 0.616, indicating a moderately strong relationship between the independent variables (work culture, work motivation, and work environment) and the dependent variable (job satisfaction). The coefficient of determination (R Square) is 0.384, which means that 38.4% of the variation in job satisfaction can be explained by work culture, work motivation, and work environment collectively, while the remaining 61.6% is explained by other factors.

5. Discussion

The Influence of Work Culture on Job Satisfaction

The t-test results indicate that work culture has a positive and significant effect on employee job satisfaction at PLN ULP Singaraja, with a value of $t = 4.379$ and Sig. $= 0.000 < 0.05$. The regression coefficient of 0.542 shows that each increase in work culture will enhance employee job satisfaction. This finding confirms that the implementation of AKHLAK values and the habituation of harmonious, trustworthy, competent, and collaborative work behaviors create a more conducive work atmosphere, making employees feel more valued and satisfied with their jobs. This result is consistent with Meitriana and Irwansyah (2017), who found that organizational culture has a significant effect on employee performance. Thus, a positive work culture not only improves performance but also contributes to employee job satisfaction.

The Influence of Work Motivation on Job Satisfaction

The analysis results show that work motivation has a positive and significant effect on job satisfaction, with a value of $t = 3.661$ and Sig. $= 0.000 < 0.05$. The regression coefficient of 0.202 indicates that an increase in motivation, both intrinsic and extrinsic, can improve employee job satisfaction. This suggests that PLN ULP Singaraja employees feel more satisfied when they receive appropriate recognition, clear career paths, and support in achieving work targets. Work motivation becomes an important factor as it drives enthusiasm, loyalty, and improved performance in serving customers. Motivation plays a crucial role in encouraging individuals to act, both in organizational contexts and public services. Irwansyah (2017) found that promotion factors, member satisfaction, and employee performance significantly influence public interest in using cooperative services. This finding shows that motivation and

satisfaction are not only relevant in the cooperative service context but also vital in shaping employee job satisfaction within organizations such as PLN ULP Singaraja.

The Influence of Work Environment on Job Satisfaction
The research results show that the work environment does not have a significant effect on the job satisfaction of PLN ULP Singaraja employees (Sig. = 0.118 > 0.05), even though work facilities and infrastructure such as service rooms, computers, operational vehicles, and PPE are adequately provided. This finding is consistent with the study of Baktiar, Muttaqin, & Mubarok (2024) and indicates that employee job satisfaction is more determined by psychological and social factors, such as intrinsic motivation, supervisor support, team cohesion, open communication, and recognition of performance. Employees also understand the limitations of facilities influenced by budgetary policies, so they do not consider them the main benchmark in assessing satisfaction. Instead, aspects such as clarity of workload, career advancement, and self-development opportunities play a greater role in shaping job satisfaction, suggesting that non-physical factors are more dominant than physical work conditions.
However, Rahmawati and Trianasari (2021) emphasized that drastic changes in the work environment can reduce individual motivation and satisfaction. Therefore, creating a stable, comfortable, and supportive work environment cannot be overlooked for employee job satisfaction at PLN ULP Singaraja, even though the effect was not found to be statistically significant.

The Influence of Work Culture, Work Motivation, and Work Environment Simultaneously on Job Satisfaction
Based on the analysis, the job satisfaction of PLN ULP Singaraja employees is significantly influenced by work culture, work motivation, and work environment. The F-test results show that work culture, work motivation, and work environment simultaneously have a significant effect on job satisfaction, with a value of F = 20.512 and Sig. = 0.000 < 0.05. The coefficient of determination (R^2) of 0.384 indicates that these three independent variables can explain 38.4% of the variation in employee job satisfaction, while the remaining 61.6% is influenced by other factors outside this study. This finding confirms that although the work environment does not have a significant partial effect, collectively, work culture, motivation, and work environment still play an important role in improving employee job satisfaction at PLN ULP Singaraja.

6. Conclusion

Based on the results of the analysis, it can be concluded that work culture and work motivation have a positive and significant effect on the job satisfaction of employees at PLN ULP Singaraja, with work motivation emerging as the most dominant factor. Meanwhile, the work environment, although showing a positive effect, was not statistically significant and therefore is not a primary determinant of job satisfaction. Collectively, the three variables significantly influence job satisfaction, contributing 38.4%, while the remaining 61.6% is influenced by other factors not examined in this study, such as compensation, career advancement opportunities, or job involvement. This indicates that employee job satisfaction is more strongly determined by motivational aspects and organizational culture rather than physical work environment factors.

For future research, it is recommended to include additional variables such as compensation, leadership style, career development, and employee engagement to gain a more comprehensive understanding of the factors affecting job satisfaction. Expanding the scope of research to different organizational contexts or larger populations could also enhance the generalizability

of the findings. Furthermore, applying longitudinal methods may provide deeper insights into how these factors evolve over time and their sustained impact on employee job satisfaction.

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