

# THE EFFECT OF PHYSICAL WORK ENVIRONMENT, WORK MOTIVATION, AND WORKLOAD ON EMPLOYEE SATISFACTION OF SHRIMP CRACKER COMPANY MUNCUL JAYA BREBES REGENCY

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## ABSTRACT

*To determine and analyze the influence of the physical work environment, work motivation, and workload on job satisfaction of employees of the Udang Jaya Shrimp Cracker Company, Brebes Regency. This research is a type of causal associative research with quantitative methods. The population in this study are all employees of the Udang Jaya Shrimp Cracker Company, Brebes Regency with a total of 38 employees using a census or saturated sampling. Data collection techniques in this research using a questionnaire. The data analysis technique used in this research is multiple linear regression analysis. The conclusions of this research are 1) The physical work environment has a effect on job satisfaction at the Muncul Jaya Shrimp Cracker Company, District. 2) Work motivation has an effect on employee job satisfaction at the Muncul Jaya Shrimp Cracker Company, Kab. Brebes. 3) Workload has an effect on job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Kab. Brebes 4) Physical Work Environment, Work Motivation, and Work Load simultaneously have an effect on job satisfaction of employees of the Udang Jaya Shrimp Cracker Company, Muncul Jaya District. Brebes.*

**Keywords:** *Physical Work Environment, Work Motivation, Workload, Job Satisfaction*

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## ABSTRACT

The purpose of this study is to find out the influence of physical work environment, work motivation, and workload on employee job satisfaction Muncul Jaya Shrimp Cracker Company, Brebes Regency. This research is a type of causal associative research with a quantitative method. The population in this study is all employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency, totaling 38 employees using a saturated sampling technique. The data collection technique in this study uses a questionnaire. The data analysis technique used in this study is multiple linear regression analysis. The conclusions of this study are 1) the physical work environment affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. 2) Work motivation affects the Muncul Jaya Shrimp Cracker Company, Brebes Regency. 3) workload affects the Muncul Jaya Shrimp Cracker Company, Brebes Regency. 4) the physical work environment, work motivation, and workload simultaneously affect the job satisfaction of employees of the Shrimp Cracker Company Muncul Jaya Regency Brebes

**Keywords:** *Physical Work Environment, Work Motivation, Workload, Job Satisfaction*

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## **A. Introduction**

### **Background of the Problem**

Companies in reducing labor costs and efficiency use a contract work system. The implementation of the contract work system is because there are production processes in the company that do not take place continuously but only occasionally. By using this system, companies no longer have to take care of various problems related to employees which are usually quite dizzying. This includes career paths, leave rights, severance pay if you quit, retirement rights, and employee behavior issues. The further benefit is that the company's control span is not too long and the company can focus more on the company's strategic aspects, especially on efforts to improve the company's business performance.

In this situation, it is undeniable that employees or employees are the lifeblood and the most important element needed by a company/organization. Without employees or employees, it is difficult to achieve the desired goals, so efforts are needed to create and form employees who have a loyal attitude towards work, have creativity, are able to show work

innovation, and have the ability to think quickly.

To prepare quality resources, an organization must pay attention to the job satisfaction of an employee. According to Luthans (2006), job satisfaction is a happy emotional state or a person's positive or pleasant emotions resulting from the assessment of a job or work experience. Suryaningsih (2012), stated that the factors that affect employee job satisfaction have different levels according to the values that apply to them. The higher the assessment of the activity, felt according to the individual's wishes, the higher the satisfaction with the activity.

Muncul Jaya Shrimp Cracker Company is one of the companies in Brebes engaged in the food sector that produces shrimp crackers. This company is located on Jalan Sunan Bonang, Kaligangsa Kulon, Brebes District, Brebes Regency.

An employee will provide wholehearted service to the organization depends on how the employee feels about the job, colleagues and supervisors. An employee's feelings and satisfaction affect the development of routine interaction patterns. Employee feelings and satisfaction are important factors in determining their behavior and

response to work and through this behavior and response, organizational effectiveness can be achieved (Handoko, 2000). The following is table 1 of employee salary data that is an assessment of job satisfaction at the Muncul Jaya Shrimp Cracker Company, Brebes Regency

**Tabel 1**  
**Data gaji karyawan pada Perusahaan Kerupuk Udang Muncul Jaya Kabupaten Brebes Tahun 2018-2022**

Status Karyawan	Gaji
Karyawan Tetap	Rp. 450.000/Minggu
Karyawan Kontrak	Rp. 360.000/Minggu

Sumber : Perusahaan Kerupuk Udang Muncul Jaya Kabupaten Brebes Tahun 2022

Judging from the table, the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency has decreased, this is because contract employees and employees remain in the same responsibilities and targets and risk levels, but the salaries given to contract and permanent employees are different. To get good job satisfaction, companies need to pay attention to a decent work environment to support and facilitate the work completion process. Supardi (2003:37) defines the work environment as the state around the workplace both physically and non-physically that can give the impression of fun, security, peace of mind and the impression of feeling at home at work and so on. A good work environment creates employee enthusiasm and passion so

that it can increase employee job satisfaction.

The work environment in a company or organization is very important to pay attention to, as a leader, of course, it is necessary to pay attention to the work environment for its employees, both physical and non-physical environments. An environment is said to be good if employees can carry out their duties optimally, comfortably and safely. The working environment at the Muncul Jaya Shrimp Cracker Company has several unsatisfactory things such as the humid factory environment and strong odor due to factory waste. As well as a dark and hot room. And in the factory machines room, many are damaged and lack light, so technicians who want to repair are disturbed and difficult to do their work. All of this makes it difficult for employees to fulfill their tasks and even as a barrier to doing them, so employees cannot do the work to achieve and become the target expected by the company, causing employee dissatisfaction.

**Tabel 2**  
**Kondisi lingkungan Perusahaan Kerupuk Udang Muncul Jaya Kabupaten Brebes Tahun 2022**

No	Lingkungan kerja	Keterangan
1.	Penerangan cahaya di tempat kerja	Terdapat 20 lampu (8 tidak berfungsi)
2.	Udara tempat kerja	Bercampur dengan bau-bauan udang
3.	Mesin pabrik	Memiliki 6 mesin dan 2 diantaranya rusak

Sumber : Perusahaan Kerupuk Udang Muncul Jaya Kabupaten Brebes Tahun 2022

Based on the table above, it can be seen that the work environment is still uncomfortable, where there are 20 lights

and 8 that do not work. Smelly and humid workplace air due to lack of air ventilation. Many factory machines are damaged so that they can interfere with the production process. Another factor that affects job satisfaction besides the work environment is the need for motivation, motivation itself means that an impulse that makes a person do something to achieve a certain goal. Motivation comes from the word motive which means "encouragement" or "stimulation" or "driving force" that exists in a person. Motivation is the driving force that makes a person do an activity to get the best results. Therefore, it is not surprising that usually employees with high work motivation also have high results. Therefore, employee motivation must be increased so that employees can achieve the best results.

To carry out tasks and good work requires motivation, employees who have high motivation are able to do a better job than those who are not motivated. Motivation can affect a person's effectiveness in carrying out certain activities, if employees have high work motivation, they will be motivated and ambitious to improve their skills so that maximum work results are obtained.

The phenomenon that occurs at the Muncul Jaya Shrimp Cracker Company,

Brebes Regency, is that there is still a lack of motivation given by the superiors, which makes employees lazy to work, which results in employees being slow to complete their work.

In addition to the physical work environment and work motivation, what makes employee job satisfaction decrease is workload. According to (Permendagri No. 12/2008), workload is the amount of work carried by a position/organizational unit and is the product of the work volume and normal time. Workload shows the average performance of a job for a certain period of time. Workload can be seen from physical and mental workload, if the workload borne by an employee is too heavy or weak physical ability will cause obstacles at work so that the employee feels sick because of a job. A workforce must certainly be able to pay attention to their workload to get a harmony in work so that it will be in line with high productivity without additional burdens from the work environment and work ability.

Referring to the explanation above, the phenomenon that occurs related to the workload at the Muncul Jaya Shrimp Cracker Company is that the excess workload that often occurs is experienced by employees that they are often faced with tasks that exceed their

abilities for a longer period of time without providing adequate incentives. Dissatisfaction with work and working conditions also affects employees, they feel that the increased workload received is not in accordance with the standard number of employees and available time so that during holidays employees must still come to the company to complete the work that has been *on the deadline*. This affects the physical fatigue of employees because it reduces rest time for employees, so it will have the effect of employee dissatisfaction with their work.

Tabel 3  
Data Jumlah Karyawan & Target Produksi Pada Perusahaan Kerupuk  
Udang Muncul Jaya Kabupaten Brebes Tahun 2018-2022

Tahun	Jumlah Karyawan	Target (kg)	Realisasi (kg)	Waktu Pengerjaan
2018	53	795 kg	760 kg	1 minggu
2019	51	969 kg	927 kg	1 minggu
2020	47	658 kg	598 kg	1 minggu
2021	41	821 kg	793 kg	1 minggu
2022	38	646 kg	612 kg	1 minggu

Sumber : Perusahaan Kerupuk Udang Muncul Jaya Kab. Brebes Tahun 2018-2022

Based on the background that has been described above, this shows that the importance of this research is carried out in order to know the various factors that must be considered by the Muncul Jaya Shrimp Cracker Company in maintaining and increasing employee job satisfaction, so the researcher is interested in conducting research at the Muncul Jaya Shrimp Cracker Company in Brebes Regency with the title "*The*

## ***Effect of Physical Work Environment, Work Motivation, and Workload on Employee Job Satisfaction of Shrimp Cracker Company Muncul Jaya Brebes Regency".***

### **Problem Formulation**

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

- 1) Does the physical work environment affect the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency?
- 2) Does work motivation affect the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency?
- 3) Does workload affect the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency?
- 4) Does the physical work environment, work motivation, and workload simultaneously affect the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency?

### **Research Objectives**

Based on the formulation of the problem above, the purpose to be

achieved in this study is to find out and analyze:

- 1) To find out and analyze the influence of the physical work environment on the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.
- 2) To find out and analyze the influence of work motivation on employee job satisfaction of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.
- 3) To find out and analyze the influence of workload on employee job satisfaction of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.
- 4) To find out and analyze the influence of the physical work environment, work motivation, internal communication and workload on the job satisfaction of employees of the Shrimp Cracker Company Muncul Jaya, Brebes Regency.

## **B. LITERATURE REVIEW**

### **Theoretical Foundations**

#### **1) Job Satisfaction**

According to Edy (2016:74), job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and other

things related to physical and psychological matters.

#### **2) Physical Work Environment**

According to Sedarmayanti (2013:26), the physical work environment is all physical conditions that exist around the workplace that can affect employees directly or indirectly.

#### **3) Work Motivation**

According to Samsudin (2014:281) stated that motivation is the process of influencing or encouraging from the outside to a person or work group so that they want to carry out something that has been determined.

#### **4) Workload**

According to (Permendagri No. 12/2008), workload is the amount of work carried by a position/organizational unit and is the product of the work volume and normal time.

### **Previous Research**

Previous research used by the researcher is the basis for the preparation of research aimed at finding out the results of previous research, as well as part of the comparison and description to support the next similar research.

### **The Effect of the Physical Work Environment on Employee Job Satisfaction**

Research conducted by Kromei L. Aritonang, Nira Fadilah, Tomy A.

Aritonang, Okta V. Saragih (2019) entitled "The Influence of Career Development and Physical Work Environment on Employee Job Satisfaction of PT. Sinar Sosro" The research method carried out is quantitative, the sample in this study is a saturated sample, the analysis tool used is multiple linear regression analysis. The result of this study is that career development has a positive and significant effect on employee job satisfaction. The physical work environment has a positive and significant effect on employee job satisfaction. Career development and the physical work environment simultaneously have a positive and significant effect on employee job satisfaction.

#### **The Effect of Work Motivation on Employee Job Satisfaction**

Research conducted by Mada Ganiya (2021) entitled "The Influence of Leadership. Internal Communication and Motivation for Job Satisfaction Study at PT. Borneo Crossing Buana Export" The research method used is quantitative, the data analysis used is multiple linear regression analysis. The result of this study is that leadership has a positive and significant effect on job satisfaction, meaning that the better the

leadership felt by employees, the higher the level of satisfaction felt by employees. On the other hand, if the leadership is bad felt by employees, the level of job satisfaction felt by employees will be lower. Internal communication has a positive and significant effect on job satisfaction, meaning that the better the internal communication, the higher the level of employee job satisfaction, on the contrary, the worse the internal communication, the lower the level of employee job satisfaction. Motivation has a positive and significant effect on job satisfaction, meaning that the better the work motivation, the higher the level of satisfaction felt by PT. Borneo crosses Buana Export, on the other hand, if the worse the work motivation, the lower the level of job satisfaction felt by employees.

#### **The Effect of Workload on Employee Job Satisfaction**

Research conducted by Wachid Hasyim (2020) entitled "The Effect of Workload and Compensation on Employee Job Satisfaction of PT. Yaskawa Electric Indonesia" The research method used is a quantitative method, the sample used is a saturated sample technique, the data analysis tool used is multiple linear regression analysis. The result of this study is that

the workload has a negative and significant effect on the job satisfaction of employees of PT. Yaskawa Electric Indonesia, meaning that the higher the workload owned by employees, the lower the employee's job satisfaction. Compensation has a positive and significant effect on the job satisfaction of employees of PT. Yaskawa Electric Indonesia, meaning that the higher the compensation given to employees, the higher the employee's job satisfaction. workload and compensation simultaneously affect the job satisfaction of employees of PT. Yaskawa Electric Indonesia, meaning that the higher the compensation given to employees and the less workload given to employees, the more employee job satisfaction will increase.

### **C. RESEARCH METHODS**

#### **Type of Research**

The type of research used in this study is quantitative research. According to Umar (2008:68) quantitative research is carried out by defining, measuring quantitative data and objective statistics through scientific calculations derived from a sample of people who are asked to answer a number of questions about the survey to determine the frequency and percentage of their responses.

#### **Population and Sample**

According to Sugiyono (2009:80) population is a generalization area consisting of subjects who have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions, while the sample is part of the number and characteristics possessed by the population.

The population in this study is all employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency, totaling 38 people, consisting of 33 women and 5 men. Because the population is less than 100. Therefore, the sampling technique uses *Non Probability Sampling* with a *saturated* sampling technique.

#### **Data Collection Methods**

The data used in this study are sourced from primary data and secondary data. According to Suliyanto (2018:156) Primary data is data collected by direct researchers. Secondary data is data obtained indirectly from research subjects, such as journals, printed books and so on. The data collection technique in this study uses a questionnaire. According to Sugiyono (2009:142), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. The questionnaire used was in the form of a

list of questions (*checklist*) using a Likert scale.

### **Data Analysis Methods**

#### **1. *Succesive Interval Method* (MSI)**

Suliyanto (2018:142) Often the data obtained in research is ordinal scale (e.g. Likert's), so it cannot be directly analyzed using parametric statistics such as regression or path analysis, therefore, the ordinal data must first be transformed into an interval scale using the *Succesive Interval Method* (MSI).

#### **2. Classical Assumption Test**

##### **a) Normality Test**

The normality test is intended to test whether the residual values that have been standardized in the regression model are normally distributed or not (Suliyanto, 2011:69).

##### **b) Multicollinearity Test**

According to Suliyanto (2011:81), the multicollinearity test aims to test whether in the regression model formed there is a high or perfect correlation between independent variables or not.

##### **c) Heteroscedasticity Test**

Heteroscedasticity means that there are variable variants in the regression model that are not the same (constant). On the other

hand, if the variable variants in the regression model have the same value (constant), it is called homoscedasticity. What is expected in the regression model is homoscedasticity (Suliyanto, 2011:95).

#### **3. Multiple Linear Regression Analysis**

Multiple linear regression analysis is used in a much more complex reality, where one dependent variable can be affected by two or more independent variables (Suliyanto, 2011:53).

#### **4. Hypothesis Test**

##### **a) Partial test (t-test)**

Partial tests are used to test whether these variables have a significant effect on dependent variables or not. A variable will have a significant influence if the t-value of the variable is greater than the t-value of the table (Suliyanto, 2011:62).

##### **b) Simultaneous Test (test F)**

Simultaneous tests are used to test the accuracy of the model (*goodness of fit*). The simultaneous test or F test is used to test whether the free variable used in the model is able to explain the change in the

value of the dependent variable or not (Suliyanto, 2011:61).

#### 5. Coefficient of Determination

The determination coefficient is the amount of contribution of the independent variable to its dependent variable. The higher the determination coefficient, the higher the ability of the independent variable to explain the variation of changes in the dependent variable (Suliyanto, 2011:55).

### D. RESEARCH RESULTS AND DISCUSSION

#### Classical Assumption Test

#### Normality Test

**Tabel 16**  
**Uji Kolmogorov Smirnov Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		38
Normal Parameters <sup>ab</sup>	Mean	.0000000
	Std. Deviation	4.03016515
Most Extreme Differences	Absolute	.140
	Positive	.089
	Negative	-.140
Test Statistic		.140
Asymp. Sig. (2-tailed)		.057 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Sumber : Data diolah SPSS 25

Based on the output of the normality test data processing using the Kolmogorov-Smirnov test, the Asymp value can be obtained. Sig. (2-tailed) of 0.057 is greater than  $\alpha$ , which is  $0.057 >$

0.05. So it can be concluded that the data is distributed normally.

#### Multicollinearity Test

**Tabel 17**  
**Uji Multikolinieritas**  
**Coefficients<sup>a</sup>**

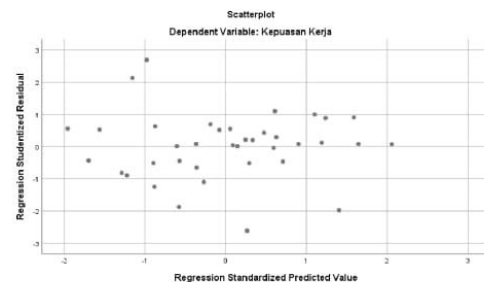
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Lingkungan Kerja Fisik	.806	1.240
Motivasi Kerja	.724	1.382
Beban Kerja	.883	1.133

a. Dependent Variable: Kepuasan Kerja

Sumber : Data diolah SPSS 25

Based on the output results of the multicollinearity test above, it shows that all independent variables in this study have a *Tolerance* value of  $> 0.10$  and a VIF number of  $< 10$ , it can be concluded that in this study there are no symptoms of multicollinearity in the regression model used.

#### Heteroscedasticity Test



**Gambar 5**  
**Grafik Scatter Plot**

Based on the results of the data distribution output, the heteroscedasticity test with scatterplot graphs shows that no specific pattern is found and the plots are randomly distributed above or below the number 0 on the *Regression Studentized Residual axis*. Therefore, the

heteroscedasticity test uses the scatterplot graph analysis method, in the regression model formed it is stated that no heteroscedasticity symptoms occur.

### Autocorrelation Test

**Tabel 18**  
**Uji Autokorelasi**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692 <sup>a</sup>	.479	.433	4.20421	2.220
a. Predictors: (Constant), Beban Kerja, Lingkungan Kerja Fisik, Motivasi Kerja					
b. Dependent Variable: Kepuasan Kerja					

Sumber : Data diolah SPSS 25

Based on table 18, it shows the value of  $d = 2.220$ , the value of  $dU = 1.656$  and the value of  $dL = 1.318$ . Where if the  $dU$  is  $< d < 4-dU$  ( $1,656 < 2,220 < 2,344$ ). It can be concluded that there is no positive and negative autocorrelation in the study.

### Multiple Linear Regression Analysis

**Tabel 19**  
**Analisis Regresi Linear Berganda**

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	
1 (Constant)	6.709	4.817		
Lingkungan Kerja Fisik	.351	.167		.290
Motivasi Kerja	.913	.249		.534
Beban Kerja	-.257	.120		-.283

a. Dependent Variable: Kepuasan Kerja  
Sumber : Data diolah SPSS 25

The value of the regression equation is interpreted as follows:

1. The constant value of 6.709 means that if the variables of physical work environment (X1), work motivation (X2), and workload (X3) are 0 or constant, then job satisfaction has a value of 6.709.
2. The regression coefficient value for the physical work environment variable is 0.351, this shows that the physical work environment has an effect on the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. This means that if the physical work environment is supportive, employee job satisfaction will also increase. On the other hand, if the physical work environment is not supportive, job satisfaction will also decrease.
3. The regression coefficient value for the work motivation variable is 0.913, this shows that work motivation has an effect on the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. This means that if the employee's work motivation increases, the employee's job satisfaction also increases. On the other hand, if work motivation decreases, job satisfaction decreases
4. The regression coefficient value for the workload variable is - 0.257, this shows that the workload has an effect on the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. This means that if the

workload increases, employee job satisfaction decreases. On the other hand, if the workload decreases, job satisfaction increases.

5. The value of the multiple regression coefficient of 1.007 shows that if the physical work environment (X1), work motivation (X2) and workload (X3) increase together, then employee job satisfaction will increase.

## Hypothesis Test

### Partial Test (t-Test)

**Tabel 20**  
**Uji t (parsial)**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.709	4.817		1.393	.173
Lingkungan Kerja Fisik	.351	.167	.290	2.104	.043
Motivasi Kerja	.913	.249	.534	3.671	.001
Beban Kerja	-.257	.120	-.283	-2.148	.039

a. Dependent Variable: Kepuasan Kerja  
Sumber : Data diolah SPSS 25

Based on the results of data analysis using the t-test, it is known that:

1. The physical work environment variable (X1) obtained t calculation greater than t table  $2.104 > 2.032$  and the significant value was smaller than 0.05 i.e.  $0.043 < 0.05$  thus  $H_0$  was rejected  $H_1$  accepted. This means that the physical work environment affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.
2. The work motivation variable (X2) obtained t calculation greater than t table  $3.671 > 2.032$  and the

significant value was smaller than 0.05 i.e.  $0.001 < 0.05$  thus  $H_0$  was rejected  $H_2$  accepted. This means that work motivation affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.

3. The workload variable (X3) obtained t calculation is greater than t table  $-2.148 > 2.032$  and the significant value is less than 0.05 i.e.  $0.039 < 0.05$  thus  $H_0$  is rejected  $H_3$  is accepted. This means that the workload affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.

### Simultaneous Test (Test F)

**Tabel 21**  
**Uji F (simultan)**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	552.776	3	184.259	10.425	.000 <sup>b</sup>
Residual	600.963	34	17.675		
Total	1153.738	37			

a. Dependent Variable: Kepuasan Kerja  
b. Predictors: (Constant), Beban Kerja, Lingkungan Kerja Fisik, Motivasi Kerja  
Sumber : Data diolah SPSS 25

Based on the table above, the F value is greater than the F table, which is  $10.425 > 2.88$  and the significant value is smaller than 0.05, namely  $0.000 < 0.05$  so that  $H_0$  is rejected  $H_4$  is accepted, meaning that the physical work environment, work motivation, and workload affect the job satisfaction of employees of the Shrimp Cracker Company Muncul Jaya, Brebes Regency.

## Coefficient of Determination

Tabel 22  
Analisis Koefisien Determinasi

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692 <sup>a</sup>	.479	.433	4.20421	2.220

a. Predictors: (Constant), Beban Kerja, Lingkungan Kerja Fisik, Motivasi Kerja

b. Dependent Variable: Kepuasan Kerja

Sumber : Data diolah SPSS 25

From table 22, the results of the determination coefficient show that *Adjusted R Square* = 0.433 or 43.3%. This shows that the total variation of job satisfaction variables influenced by the variables of physical work environment, work motivation and workload together is 43.3%. While the remaining 56.7% were influenced by other factors that could not be explained.

## DISCUSSION

1. The physical work environment affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. This is because the working environment at the Muncul Jaya Shrimp Cracker Company, Brebes Regency is quite adequate. This is in line with research conducted by Aritonang, *et al* (2019) which stated that there is an influence of the physical work environment on job satisfaction.
2. Work motivation affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. This is because the leadership at the Muncul Jaya Shrimp Cracker Company, Brebes Regency, has motivated its employees to always be enthusiastic in doing their duties or work. This is in line with research conducted by Mada Ganiya (2021) which states that there is an influence of work motivation on job satisfaction.
3. Workload affects the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency. This is because the workload at the Muncul Jaya Shrimp Cracker Company in Brebes Regency is too heavy because it must be in accordance with the deadline given. This is in line with research conducted by Wachid Hasyim (2020) which states that there is an influence of workload on job satisfaction.
4. The physical work environment, work motivation and workload simultaneously affect the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.

## **E. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

The conclusion of this study is as follows:

1. Physical work environment affects employee job satisfaction of Muncul Jaya Shrimp Cracker Company, Brebes Regency
2. Work motivation affects employee job satisfaction of the Muncul Jaya Shrimp Cracker Company, Brebes Regency
3. Workload affects employee satisfaction of Muncul Jaya Shrimp Cracker Company, Brebes Regency
4. The physical work environment, work motivation and workload simultaneously affect the job satisfaction of employees of the Muncul Jaya Shrimp Cracker Company, Brebes Regency.

### **Suggestion**

1. To improve the physical work environment, managers must rejuvenate work equipment that is already in a damaged condition by repairing it or it can be by procuring new work equipment that supports it. With supportive work equipment, it shows that the company's physical work environment is in good condition and supports employees

at work so that it can increase employee job satisfaction.

2. To increase employee work motivation, managers must provide more motivation to employees so that the level of employee effort at work is always in good and high condition. With a high level of employee effort, it shows that the employee's work motivation is in very good condition at work so that it can increase employee job satisfaction.
3. To pay attention and reduce the workload, managers must pay attention to the targets that must be achieved with the *deadline* or deadline because with a high target with a short deadline will cause employees to be dissatisfied at work. With the workload considered, it shows that the workload of employees can be reduced so that it can increase employee job satisfaction.
4. For the next researcher, it is expected to be able to use other objects, further expand the research population used and include other independent variables such as teamwork, work discipline, bonuses.

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