

THE EFFECT OF EMPLOYEE RELATIONS AND MOTIVATION ON EMPLOYEE JOB SATISFACTION WITH WORKVARIABLES AS INTERVENTION ENVIRONMENT AT THE REGIONAL BPJS EMPLOYMENT WEST SUMATRA

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ARTICLE INFO

Article History

Submission : 08/06/2026

Received : 14/06/2026

Revised : 25/06/2026

Accepted : 30/06/2026

Keywords

Employee Relations,
Motivation, Work
Environment, Job
Satisfaction, BPJS
Employment.

ABSTRACT

This study aims to analyze the influence of employee relationships and motivation on employee job satisfaction with the work environment as an intervening variable at BPJS Ketenagakerjaan in the West Sumatra Region. This study uses an associative quantitative approach with a sample of 100 employees from BPJS Ketenagakerjaan offices located in Solok, Bukittinggi, and Padang. The sampling technique used in this study is saturated sampling, where the entire population is used as the research sample. Data were collected through questionnaires. The data analysis method used in this study is Structural Equation Modeling (SEM) with Partial Least Square (PLS) through SmartPLS software. The results of this study are expected to provide information regarding the influence of employee relationships and motivation on job satisfaction, as well as test the mediating role of the work environment on this relationship. This research contributes to the development of human resource management, particularly in creating a conducive work environment and increasing job satisfaction within public service institutions.

Introduction

Human resources are crucial to the success of any organization, whether in the public or private sectors. In public service entities, the quality of human resources is crucial because it directly impacts the public service experience. BPJS Ketenagakerjaan serves as a public body responsible for managing social security for workers, ensuring protection against risks such as work-related injuries, death, aging, and retirement. Fulfilling this responsibility requires effective coordination, integrity, professionalism, and strong internal relationships.

As public service expectations and competition increase, BPJS Ketenagakerjaan must improve organizational efficiency and service quality. This improvement relies on positive employee relations training, increased work motivation, and ensuring job satisfaction. When employees maintain good relationships with the organization, their coworkers, and

their superiors, they tend to communicate easily, demonstrate greater loyalty and commitment, and contribute optimally to achieving organizational goals.

However, improving employee relations is not a standalone effort. Motivation is fundamental in shaping employee behavior and how they view their work roles. In public service organizations, motivation is complex, shaped not only by financial incentives but also by psychological aspects, growth opportunities, recognition, and job security. At BPJS Ketenagakerjaan, factors such as administrative workload, work objectives, clarity in career development, and recognition for achievements influence employee motivation.

Although employee relationships and motivation significantly influence job satisfaction, the effect is often indirect. Many studies have shown that the work environment acts as a mediating factor, either strengthening or diminishing this impact. The work environment encompasses physical aspects such as workspace, comfort, cleanliness, technology, and safety, as well as psychological and social dimensions, such as organizational culture, leadership support, employee interactions, and emotional climate. A positive work environment makes employees feel valued, safe, and able to be more productive. Conversely, an unfavorable work environment can even render high motivational factors ineffective in increasing job satisfaction.

This issue is particularly relevant for BPJS Ketenagakerjaan in the West Sumatra region. This area exhibits diverse geographic and administrative features and provides public services involving various stakeholders, including government entities, private companies, and the working community. The need for extensive coordination between service branches, regional offices, and functional divisions presents unique challenges for employee relations and organizational communication.

In recent years, BPJS Ketenagakerjaan has shifted to a digital service transformation, encompassing systems for registration, claims, data verification, and information services via an app. These changes have impacted employee work habits, task structures, and administrative responsibilities. Staff members now need to familiarize themselves with digital platforms, interact with participants effectively, and complete their work within relatively tight timelines. This adjustment hasn't been entirely easy; some of the issues identified include increased work stress, challenges with digital skills, potential data inaccuracies, and the mental stress of having to address participant issues.

Regarding workplace relations, several issues remain, such as complaints about vertical internal communication, limited employee involvement in operational decisions, inadequate coordination between divisions, and the absence of an organized feedback system between the workforce and management. These issues can reduce the effectiveness of employee relations and affect overall job satisfaction. In terms of motivation, BPJS Ketenagakerjaan employees experience changes in motivation influenced by internal and external factors. Internal motivations include the importance of their work, pride in serving the community, and increasing competence, while external motivations include salary, recognition, performance incentives, promotions, and job security. In some situations, a mismatch between workload and imbalance can lead to dissatisfaction, which in some cases can affect long-term commitment to the job.

Furthermore, the work environment is crucial to this equation. Administrative and bureaucratic tasks combined with target-oriented work can lead to psychological stress if a supportive organizational culture isn't present. Physical working conditions, such as the

availability of work facilities, comfortable workspaces, confined space design, and inconsistent information technology systems, can also negatively impact job satisfaction. Job satisfaction is a crucial metric in public sector organizations because it is linked to productivity, employee loyalty, absenteeism, retention, and the quality of services provided to the public. Satisfied employees are less likely to leave their jobs, have a greater commitment to the organization, and are more effective in providing services. Given these observations, it is important to examine how employee relationships and motivation influence job satisfaction, with the work environment acting as a mediating factor. This study not only offers academic insights to enhance public sector human resource management research but also provides practical assistance to BPJS Ketenagakerjaan in developing more effective human resource strategies.

Formulation of the problem

Taking into account the context described previously, the research questions are as follows:

1. Does Employee relations have a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region?
2. Does Motivation have a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region?
3. Does Employee relations have a positive and significant effect on the Work environment at BPJS Ketenagakerjaan West Sumatra Region?
4. Does motivation have a positive and significant effect on the Work environment at BPJS Ketenagakerjaan West Sumatra Region?
5. Does the Work environment have a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region?
6. Does Employee relations have a positive and significant effect on Job Satisfaction with the Working environment as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region?
7. Does Motivation have a positive and significant effect on Job Satisfaction with the Working environment as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region?

Research purposes

In line with the problem formulation above, the objectives of this research are to:

1. To test and analyze the effect of Employee relations on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region.
2. To test and analyze the effect of Motivation on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region.
3. To test and analyze the effect of Employee relations on the Work environment at BPJS Ketenagakerjaan West Sumatra Region.
4. To test and analyze the effect of Employee relations on the Work environment at BPJS Ketenagakerjaan West Sumatra Region.
5. To test and analyze the effect of the Work environment on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region.

6. To test and analyze the effect Employee relations on Job Satisfaction with the Working environment as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region
7. To test and analyze the effect Motivation on Job Satisfaction with the Working environment as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region

Job Satisfaction

According to Luthans (2019), job satisfaction is an attitude formed from the sum of various liked and disliked aspects of one's job. According to Paul E. Spector (2019), job satisfaction is the extent to which a person likes or dislikes their job, covering various aspects such as salary, coworkers, supervision, and promotion opportunities.

Job Satisfaction Indicators

According to Paul E. Spector (2019), job satisfaction indicators are:

1. Pay
2. Promotion
3. Supervision
4. Fringe Benefits
5. Contingent Rewards
6. Operating Conditions
7. Coworkers
8. Nature of Work
9. Communication

Benefits of research

This study is expected to provide theoretical and practical advantages, as described below:

1. Theoretical Benefits

This study aims to enhance the existing knowledge base, particularly in human resource management, by offering empirical insights into how rewards and competencies influence employee performance, along with the influence of punishment as a moderating factor. The findings of this study can also serve as a resource for future researchers interested in exploring similar factors across various organizational settings.

2. Practical Benefits

On a practical level, this research is projected to offer valuable suggestions for BPJS Ketenagakerjaan West Sumatra Region administration in developing more effective strategies to improve employee performance.

- a. For organizational leaders, the results of this study can serve as a guide to maintaining a balanced reward and punishment system, as well as to improve employee skills.
- b. For workers, this research is expected to highlight the importance of skills, discipline in the workplace, and how reward systems can effectively influence performance.

- c. For government agencies and other public service organizations, the findings of this study can play an important role in establishing performance-oriented human resource management policies.

Job satisfaction

Job satisfaction is a positive attitude toward work, shaped by working conditions, the nature of tasks, and opportunities for development. (Amelia, 2021)

It can also be seen as an individual's level of emotional comfort related to their work, including responsibility, imbalance, supervision, and relationships with coworkers. (Arif, 2020)

Job satisfaction indicators:

1. Satisfaction with the task
2. Satisfaction with imbalance
3. Satisfaction with supervision
4. Satisfaction with relationships with coworkers

(Arif, 2020)

Employee Relations

According to Armstrong and Taylor (2018), employee relations are the approaches and methods adopted by an employer to deal with employees either collectively through their trade unions or individually. According to Awan and Tahir (2017), employee relations are the relationship between employer and employee managed through communication, mutual trust, fair treatment, and employee involvement in the decision-making process to create a productive and harmonious work environment.

Employee Relations Indicators

According to Awan and Tahir (2017), employee relations indicators are:

1. Effective Communication
2. Conflict Resolution
3. Employee Involvement
4. Trust and Respect
5. Fair Treatment

Working Environment

According to Oswald (2018), the work environment is "The setting, social characteristics, and physical conditions where employees perform their work, including factors such as lighting, noise, cleanliness, safety, and relationships with coworkers and supervisors." According to Sedarmayanti (2018), the work environment (working environment) is everything surrounding workers that can influence them in carrying out their assigned tasks. That is, the work environment includes all physical and non-physical conditions in the workplace that can affect employee comfort, efficiency, and productivity.

Working Environment Indicators

According to Oswald (2018), Working Environment indicators are:

1. Physical Workplace Conditions Including lighting, noise, ventilation, room temperature, and workspace layout.
2. Work Safety and Security Factors Availability of protection against work accident risks and adequate occupational safety standards.
3. Cleanliness and Tidiness of the Environment A clean and tidy work environment supports comfort and employee health.
4. Social Relationships in the Workplace Positive interactions between employees with coworkers and with supervisors.
5. Work Support Facilities Availability of work facilities and infrastructure such as work equipment, rest areas, toilets, and drinking water access.

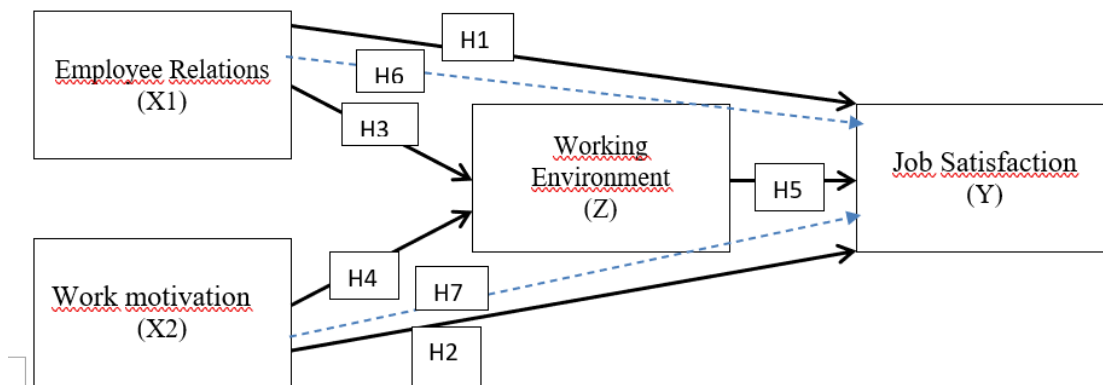
Work motivation

Work motivation refers to the internal desires that influence how enthusiastic and persistent a person is in completing their tasks. (Pratama, 2020)

It can also be defined as an internal force that guides and sustains individual work behavior to achieve organizational goals. (Suryadi, 2021)

Work motivation indicators:

1. Need for achievement
 2. Acknowledgement
 3. Affiliation
 4. Self-improvement
- (Primary, 2020)



Hypothesis

Based on the theoretical basis and problem statement that have been described, the hypothesis for this research is as follows:

1. Employee relations have a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region
2. Motivation have a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region
3. Employee relations have a positive and significant effect on the Work environment at BPJS Ketenagakerjaan West Sumatra Region

4. Motivation have a positive and significant effect on the Work environment at BPJS Ketenagakerjaan West Sumatra Region
5. Work environment have a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan West Sumatra Region
6. Employee relations have a positive and significant effect on Job Satisfaction with the Working environment as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region
7. Motivation have a positive and significant effect on Job Satisfaction with the Working environment as an intervening variable at BPJS Ketenagakerjaan West Sumatra Region

Method

According to Sugiyono (2019), quantitative research is defined as a research method based on the philosophy of positivism, used to study specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses. According to Sugiyono (2019), associative research is a research problem formulation that asks about the relationship between two or more variables.

Research Time and Location

This research was conducted from October to December 2025. This research was conducted at the offices of BPJS Ketenagakerjaan West Sumatra Region (BPJS Ketenagakerjaan Solok, Bukittinggi, Padang).

Population

The research population used is 109 employees of the BPJS Ketenagakerjaan West Sumatra Region (BPJS Ketenagakerjaan Solok, Bukittinggi, Padang). Population is a general area consisting of objects or subjects that have specific quantities and characteristics determined by the researcher to be studied and then conclusions are drawn (Sugiyono, 2017).

Sample

This research uses a sample where the entire population of 109 employees will be sampled, using a saturated sampling technique. According to Sugiyono (2017), a sample is part of the number and characteristics possessed by the population.

Data collection technique

The method used to collect data in this study was a questionnaire, which was given to participants to fill out honestly in order to obtain findings. Primary data sources were used in this study. Sugiyono (2019) defines a questionnaire as a data collection method that involves presenting statements about the research subject, which are delivered one by one to participants. In addition, Sugiyono (2019) explains that primary data refers to information directly provided to data collectors. Scoring for research in personal questionnaires is as follows:

Table 1. Scoring for questionnaire answers

Answer	Code	Score
Strongly agree	SS	5
Agree	S	4
Neutral	N	3
Don't agree	TS	2
Strongly Disagree	STS	1

Definition of Operational Variables

As stated by (Sugiyono 2019), research variables are defined as traits, characteristics, or values associated with a person, an object, or an action that show specific differences chosen by the researcher to study, from which findings can be obtained. This research includes independent and dependent variables. Sugiyono (2019) notes that independent variables (often referred to as dependent variables) are variables that influence or cause the development of the dependent variable. Conversely, dependent variables are variables that influence or are a consequence of the existence of the independent variable. The indicators used to compile the research questionnaire are presented in the table below:

Table 2. Operational Definition

Variables	Definition	Indicator	Scale
Employee Relations (X1)	Employee Relations is the relationship between a company and employees that is managed to create productive communication, trust, and collaboration (Rahmawati, 2020).	1) Effective communication 2) Work trust 3) Conflict resolution Reference: Rahmawati (2020)	Likert
Work Motivation (X2)	Work motivation is an internal and external drive that influences individual behavior to achieve work goals (Putra, 2020).	1) The drive to achieve goals 2) The need to be rewarded 3) The will to work hard Reference: Putra (2020)	Likert
Work Environment (Z)	The work environment is the physical, social, and psychological conditions where employees work which can affect comfort and performance (Kurniawan, 2020).	1) Physical working conditions 2) Relationships between employees 3) Work facilities Reference: Kurniawan (2020)	Likert
Job Satisfaction (Y)	Job satisfaction is a positive feeling towards work as a result of evaluating work experience (Hapsari, 2020).	1) Job satisfaction 2) Satisfaction with rewards 3) Satisfaction with work relationships Reference: Hapsari (2020)	

Data Analysis Techniques

For data processing in this study, SmartPLS (Partial Least Squares – Structural Equation Modeling) software was used. PLS effectively performs analysis in a single examination and can describe the relationship between variables. The goal is to assist researchers in validating hypotheses and clarifying whether or not a relationship between latent variables exists. Imam Ghozali (2016) stated that the PLS approach can represent latent variables, which cannot be measured directly, through predetermined indicators. Partial Least Squares was chosen for this analysis because it includes latent variables that can be measured with their indicators, thus allowing for a clear and comprehensive assessment.

Data Presentation Techniques

To improve understanding in a structured manner, the findings of this study are displayed using tables and figures.

Statistical Data Analysis

Statistical data evaluation using the SEM PLS method. The following is the PLS analysis method:

1. External Model Evaluation

Husein (2015) points out that external evaluation models are conducted to ensure that the measurements used are appropriate and reliable. This evaluation includes several calculations:

- A. Convergent validity assesses the factor loading value of the latent variable together with its indicators, where a value greater than 0.7 is desired.
- B. Discriminant validity examines the cross-loading factor values, which help determine whether a construct has sufficient discriminatory power. This assessment is done by comparing the value of the target construct, which should exceed the value of the other construct.
- C. Composite reliability serves as a measure; a reliability value exceeding 0.7 indicates strong reliability for the construct.
- D. Average Variance Extracted (AVE) must have an average variance of not less than 0.5.
- e. Cronbach's Alpha calculates the composite reliability results and requires a minimum value of 0.6.

2. Internal Model Evaluation

This assessment model examines the interactions between latent constructs. Several calculations are involved in this evaluation:

- A. Determining the R-squared value for each dependent variable is the initial stage in testing through a structural model, also known as an internal model. This aims to identify relationships between constructs. Interrelationships between constructs reveal the degree of impact of one variable on other variables in the model. To assess the influence of a particular independent latent variable on the dependent latent variable, we can observe the shift in the R-squared value. This indicates that the R-squared value has a significant effect. In this internal model evaluation, there should be no errors due to multicollinearity, where two or more variables are highly susceptible, which causes the prediction model to be ineffective (Ghozali et al., 2015). The next stage is bootstrapping, which is used to

confirm the path relationship coefficients in the structure. If the t-statistic value exceeds 1.96, each path relationship is considered significant (Ghozali et al., 2015).

Hypothesis Validation

In his book, Hussein (2015) explains that hypothesis validation can be measured through t-statistic values and probability values. The criteria for hypothesis validation are:

1. Based on the statistical figures, for a significance level of 5%, the applied t-value is 1.96.
2. Guidelines for determining whether to approve or reject a hypothesis can be explained if the t value gives a result greater than 1.96.
3. At the same time, to accept or reject a hypothesis using probability, it is assumed that the hypothesis is accepted if the p-value is less than 0.05.

Results and Discussion

External Model Inspection

The measurement framework (outer model) aims to identify the precise relationship between latent variables and observable variables. This analysis consists of evaluating convergent validity, discriminant validity, and reliability.

1. Convergent Validity

The convergent validity of a measurement framework using reflective indicators can be evaluated by examining the relationship between item/indicator scores and their respective construct scores. Indicators showing individual correlation values exceeding 0.7 are considered valid; however, during the research development stage, values between 0.5 and 0.6 remain acceptable. Based on findings regarding external loadings, several indicators showed loadings lower than 0.60, indicating that they are not significant. The structural model used in this study is illustrated in the figure below:

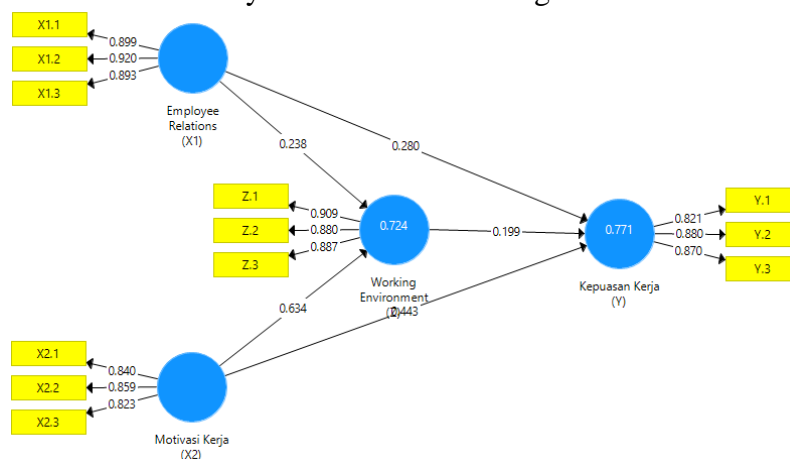


Figure 1. External Model

Source : Smart PLS 3.3.3

The Smart PLS output for the loading factors provides the results in the table below: External Loading In this study, there is a relationship consisting of two substructures.

for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.238 + 0.634 + e_1$$

For substructure 2

$$Y = b_3X_2 + b_4X_1 + b_5Z + e_2$$

$$Y = 0.280 + 0.443 + 0.199 + e_2$$

Table 3. Outer Loadings

	Employee Relations_(X1)	Job Satisfaction_(Y)	Work Motivation_(X2)	Work Environment_(Z)
X1.1	0.899			
X1.2	0.920			
X1.3	0.893			
X2.1			0.840	
X2.2			0.859	
X2.3			0.823	
Year 1		0.821		
2nd year		0.880		
3rd year		0.870		
Z.1				0.909
Z.2				0.880
Z.3				0.887

Source : Smart PLS 3.3.3

The results of the outer loading show that each indicator in the Employee Relations (X1), Work Motivation (X2), Job Satisfaction (Y), and Work Environment (Z) variables has a loading value exceeding 0.80. The Employee Relations (X1) variable has the highest loading value at X1.2 of 0.920, followed by X1.1 of 0.899 and X1.3 of 0.893. In the Work Motivation (X2) variable, indicator X2.2 has the strongest value of 0.859, followed by X2.1 of 0.840 and X2.3 of 0.823. For the Job Satisfaction (Y) variable, the largest loading value is at Y.2, which is 0.880, followed by Y.3 of 0.870 and Y.1 of 0.821. In the Work Environment (Z) variable, the highest value was recorded at Z.1, reaching 0.909, followed by Z.3 at 0.887, and Z.2 at 0.880. Overall, loading values exceeding 0.80 indicate that each indicator adequately represents the measured variable and meets the convergent validity criteria.

2. Discriminant Validity

The next examination focused on discriminant validity. This evaluation aims to assess whether the reflective indicators serve as effective measures of their constructs, based on the assumption that the indicators are highly related to those constructs. The table below displays the cross-loading results from the discriminant validity assessment:

Table 4. Discriminant Validity

	Employee Relations_(X1)	Job Satisfaction_(Y)	Work Motivation_(X2)	Work Environment_(Z)
X1.1	0.899	0.736	0.743	0.636
X1.2	0.920	0.710	0.808	0.765
X1.3	0.893	0.801	0.836	0.754
X2.1	0.749	0.718	0.840	0.677
X2.2	0.789	0.708	0.859	0.696
X2.3	0.692	0.738	0.823	0.751
Year 1	0.668	0.821	0.758	0.696
2nd year	0.755	0.880	0.748	0.632
3rd year	0.710	0.870	0.700	0.720
Z.1	0.672	0.673	0.780	0.909
Z.2	0.696	0.696	0.734	0.880
Z.3	0.763	0.759	0.744	0.887

Source : Smart PLS 3.3.3

The results related to discriminant validity show that each indicator shows the highest loading value with its related construct compared to the others. This can be seen in the higher diagonal values than the cross-correlation between constructs. For example, an indicator from Employee Relations (X1), such as X1.2, shows the highest loading value of 0.920 for its construct, which exceeds the values for Y, X2, and Z. Similarly, in Job Satisfaction (Y), indicator Y.2 shows a value of 0.880, exceeding the other constructs. In addition, for Work Motivation (X2) and Work Environment (Z), indicators such as X2.2 with a value of 0.859 and Z.1 at 0.909 show the highest loading values for their respective constructs. Overall, these findings indicate that each construct meets the requirements of discriminant validity, as the indicator more accurately represents its construct than the others.

3. Composite Reliability

Further examination yields a reliability value through the composite reliability of the indicator group assessing the construct. A construct is considered reliable if its composite reliability value exceeds 0.60. In addition to the composite reliability figure, reliability can also be evaluated by looking at the Cronbach's alpha value of the construct variable for the indicator group assessing the construct. A construct is considered reliable if the Cronbach's alpha value is greater than 0.7. The following table displays the loading values for the research variable constructs generated using the Smart PLS program:

Table 5. Reliability and Validity of Constructs

	Cronbach's alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Relations_(X1)	0.888	0.931	0.817
Job Satisfaction_(Y)	0.819	0.893	0.735
Work Motivation_(X2)	0.793	0.879	0.707
Work Environment_(Z)	0.872	0.921	0.796

Source : Smart PLS 3.3.3

The assessment results showed that each construct achieved a Cronbach's Alpha score and composite reliability exceeding 0.70, along with an AVE figure greater than 0.50. Consequently, all variables analyzed in this study met the standards of reliability and convergent validity, indicating that the instrument is reliable and valid for further analysis.

Inner Model Analysis

Structural model evaluation (internal model) is performed to verify that the structural model is robust and accurate. The steps in structural model evaluation are examined using several metrics, specifically:

1. Coefficient of Determination (R²)

According to the analysis conducted with SmartPLS 3.0, the R-Square value is determined as follows:

Table 6. R Square Results

	R Square	Adjusted R Squared
Job Satisfaction_(Y)	0.771	0.764
Work Environment_(Z)	0.724	0.719

Source : Smart PLS 3.3.3

The R-squared value indicates that the Job Satisfaction (Y) variable is explained by the independent variable by 0.771, or 77.1%, while the Work Environment (Z) variable is explained by 0.724, or 72.4%. The adjusted R-squared value indicates that the model effectively and reliably fits the dependent variable.

2. Hypothesis Testing

After evaluating the internal model, the next task is to examine the relationships between the latent constructs as proposed in this study. Hypothesis testing for this study uses the T statistic and P value. The hypothesis is supported when the T statistic is greater than 1.96 and the P value is less than 0.05. The following are the results of the direct effect coefficients:

Table 7. Path Coefficient (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P value	Results
Employee Relationship_(X1) -> Job Satisfaction_(Y)	0.280	2,636	0.004	Accepted
Employee Relations_(X1) -> Work Environment_(Z)	0.238	1,974	0.024	Accepted
Work Motivation_(X2) -> Job Satisfaction_(Y)	0.443	3,919	0.000	Accepted
Work Motivation_(X2) -> Work Environment_(Z)	0.634	5,472	0.000	Accepted
Work Environment_(Z) -> Job Satisfaction_(Y)	0.199	2,322	0.010	Accepted

Source : Smart PLS 3.3.3

1. Employee Relations and Job Satisfaction

The hypothesis was validated with a coefficient of 0.280 and a T-statistic of 2.636 (p-value of 0.004). This indicates that improved employee relations leads to greater job satisfaction among employees.

2. Employee Relations and Work Environment

This hypothesis was confirmed with a coefficient of 0.238 and a T-statistic of 1.974 (p-value of 0.024). This indicates that strong employee relationships can improve the human work environment perceived by employees.

3. Work Motivation and Job Satisfaction

The hypothesis was confirmed with a coefficient of 0.443 and a T-statistic of 3.919 (p-value of 0.000). This indicates that work motivation plays a significant role in increasing employee job satisfaction.

4. Work Motivation and Work Environment

The hypothesis was validated with a coefficient of 0.634 and a T-statistic of 5.472 (p-value of 0.000). This indicates that higher levels of work motivation significantly improve perceptions of the work environment.

5. Work Environment and Job Satisfaction

The hypothesis was accepted with a coefficient of 0.199 and a T-statistic of 2.322 (p-value of 0.010). This confirms that a supportive work environment can increase job satisfaction among employees.

Table 8. Path Coefficient (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P value	Results
Employee Relationship_(X1) -> Work Environment_(Z) -> Job Satisfaction_(Y)	0.047	1,353	0.088	Rejected
Work Motivation_(X2) -> Work Environment_(Z) -> Job Satisfaction_(Y)	0.126	2,154	0.016	Accepted

Source : Smart PLS 3.3.3

1. Employee Relationship through Work Environment to Job Satisfaction

The hypothesis was not supported, with a coefficient of 0.047 and a T-statistic of 1.353 (p-value of 0.088). This indicates that the work environment does not effectively mediate how employee relationships affect job satisfaction.

2. Work Motivation through Work Environment on Job Satisfaction

The hypothesis was confirmed, with a coefficient of 0.126 and a T-statistic of 2.154 (p-value of 0.016). This indicates that the work environment can function as a mediating element in the relationship between work motivation and job satisfaction, producing a significant effect.

Conclusion

The findings of this study are explained below:

1. Employee Relations and Job Satisfaction

In conclusion, employee relations have a positive and significant impact on job satisfaction. Thus, stronger relationships between organizations and employees result in higher levels of job satisfaction.

2. Employee Relations and Work Environment

In short, employee relations have a positive impact on the work environment, meaning that positive work relationships can foster a more pleasant and supportive work atmosphere.

3. Work Motivation and Job Satisfaction

In short, work motivation stands out as a major factor in increasing job satisfaction; thus, as employee motivation increases, so does their perceived job satisfaction.

4. Work Motivation and Work Environment

In short, work motivation has the potential to improve and strengthen employees' views of the work environment, which means that good motivation can result in a better work atmosphere.

5. Work Environment and Job Satisfaction

In short, a positive work environment can increase job satisfaction among employees, so comfortable and supportive working conditions become a priority in increasing satisfaction.

6. Employee Relationship through Work Environment to Job Satisfaction

In short, the work environment does not mediate the relationship between employee relations and job satisfaction, which means that the influence of employee relations on job satisfaction is direct.

7. Work Motivation through Work Environment on Job Satisfaction

In short, the work environment can mediate the influence of work motivation on job satisfaction. Therefore, work motivation has a direct influence on satisfaction and an indirect influence through improvements in the work environment.

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