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# The Influence of the Physical Work Environment and Employee Motivation on Job Satisfaction among Administrative Staff at PT XYZ

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**Abstract**

Although employee job satisfaction has received considerable scholarly attention, research examining the combined effects of the physical work environment and work motivation on administrative employees in the cash management service industry remains limited. This study aims to analyze the effects of the physical work environment and work motivation on the job satisfaction of administrative employees at PT XYZ. A quantitative approach with a cross-sectional survey design was employed, involving 40 administrative employees selected through census sampling. Data were collected using structured questionnaires based on a five-point semantic differential scale, supported by preliminary interviews and organizational documentation, and analyzed using descriptive statistics and multiple linear regression with IBM SPSS Statistics version 26. The findings indicate that the physical work environment and work motivation have positive and statistically significant effects on employee job satisfaction, both partially and simultaneously. The physical work environment emerged as the strongest predictor, while the regression model explained 79.8% of the variance in job satisfaction. These


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findings support the applicability of Herzberg's Two-Factor Theory by demonstrating that hygiene and motivational factors jointly contribute to employee job satisfaction within the cash management service industry. This study extends the human resource management literature by providing empirical evidence from administrative employees in a specialized financial service organization. The findings further emphasize the importance of integrating improvements in the physical workplace with organizational motivational practices to enhance employee satisfaction, well-being, and organizational effectiveness. Future research may examine additional determinants of job satisfaction across broader organizational contexts using larger samples and more advanced analytical approaches.

**Keywords:** Administrative Employees; Cash Management Services; Job Satisfaction; Physical Work Environment; Work Motivation

## INTRODUCTION

Employee job satisfaction has become one of the most widely discussed issues in human resource management because it directly influences employee performance, organizational commitment, absenteeism, turnover intention, and organizational productivity. In today's increasingly competitive business environment, organizations are expected not only to achieve operational efficiency but also to create a work environment that supports employees' physical and psychological well-being. Employees who experience high levels of job satisfaction are generally more motivated to perform their responsibilities, demonstrate greater commitment to organizational goals, and contribute positively to organizational performance (Pratama & Padmakusumah, 2026; Rachman & Saluy, 2024). Conversely, dissatisfaction may lead to undesirable work behaviors, including declining productivity, increased absenteeism, tardiness, and reduced work quality. Consequently, improving job satisfaction has become a strategic priority for organizations seeking to maintain sustainable organizational performance (Hanarti et al., 2024; Wicaksono et al., 2023).

This issue is particularly relevant for companies operating in the cash management service (CMS) industry. As strategic partners of banking institutions, CMS companies are responsible for supporting various operational activities, including cash handling, cash distribution, cash-in-transit (CIT), ATM cash replenishment, and other financial support services (Nurhidayanti & Prabowo, 2024; Raziq & Maulabakhsh, 2015). The nature of these

activities requires high operational accuracy, timely service delivery, and effective coordination among organizational units (Chairunnisa et al., 2025; Hikmah et al., 2024). Although frontline operational personnel play an essential role in service delivery, administrative employees also contribute significantly by managing operational documentation, financial records, reporting systems, scheduling, and internal coordination (Aggarwal et al., 2023; Fitriyani et al., 2024; Mohammed, 2024). Errors occurring within administrative functions may indirectly affect operational effectiveness and service quality (Budie et al., 2019; Oyedeji et al., 2025). Therefore, maintaining administrative employees' job satisfaction becomes an important managerial concern because satisfied employees are more likely to perform their responsibilities accurately, consistently, and efficiently (Adnyana et al., 2023; Handiyah et al., 2025).

Preliminary observations conducted at PT XYZ (company name anonymized for confidentiality purposes) indicate several organizational conditions that deserve further academic attention. Internal attendance records during 2025 show that employee absenteeism and tardiness remained relatively frequent among administrative staff. Although attendance behavior cannot solely represent job satisfaction, organizational behavior literature consistently identifies absenteeism and tardiness as behavioral outcomes that are commonly associated with declining employee satisfaction. These conditions suggest that organizational factors influencing employees' workplace experiences require further empirical investigation to better understand the determinants of job satisfaction within the company.

Among various organizational factors, the physical work environment has frequently been identified as one of the most influential determinants of employee job satisfaction. Physical workplace conditions such as workspace layout, lighting, ventilation, cleanliness, noise level, workplace facilities, and occupational safety influence employees' comfort, concentration, and overall working experience. A workplace providing adequate physical support enables employees to perform their duties more comfortably and efficiently, whereas an inadequate work environment may generate physical fatigue, stress, and reduced work effectiveness. Preliminary observations at PT XYZ revealed several workplace conditions, including relatively limited workspace, dense workstation arrangements, inadequate supporting facilities, and parking capacity that may reduce employees' physical comfort during daily activities. These findings indicate that the physical work environment deserves further examination as a potential determinant of job satisfaction.

Besides workplace conditions, work motivation represents another important factor influencing employees' attitudes toward their jobs. Motivation reflects employees' willingness to exert effort in achieving organizational objectives and is influenced by both intrinsic and extrinsic factors. Organizational recognition, appreciation, career development opportunities, supervisory support, and employee involvement in organizational decision-making may strengthen employees' motivation and enhance positive work attitudes. During preliminary interviews conducted with several administrative employees, respondents acknowledged that management had provided various motivational practices, including evaluation meetings and verbal appreciation. However, some employees perceived that recognition for routine work contributions remained relatively limited. Such perceptions may influence employees' psychological attachment to their work and eventually affect their overall job satisfaction.

Previous empirical studies have consistently demonstrated that both the physical work environment and work motivation significantly influence employee job satisfaction. Handiyah et al. (2025), Oyedeji et al. (2025), Fitriyani et al. (2024), and Fitriyani et al. (2024) reported that work environment and work motivation positively contribute to employee job satisfaction across various organizational settings. Similarly, Pratama and Padmakusumah (2026), Rachman and Saluy (2024), Hanarti et al. (2024), and Raziq and Maulabakhsh (2015) emphasized that physical workplace conditions substantially affect employees' psychological well-being, work attitudes, and job satisfaction. These findings collectively suggest that organizations should simultaneously improve workplace conditions and motivational practices to achieve higher employee satisfaction.

Despite the growing body of literature, several research gaps remain apparent. First, previous studies have predominantly examined manufacturing companies, educational institutions, healthcare organizations, construction companies, and public-sector organizations, while empirical evidence from the cash management service industry remains relatively limited. Second, many previous studies conceptualized the work environment broadly by combining physical and non-physical dimensions, thereby providing limited understanding of how physical work environment specifically influences employee job satisfaction. Third, administrative employees have received relatively less scholarly attention despite their strategic role in maintaining organizational coordination and operational accuracy. Considering the unique characteristics of administrative work within cash

management companies, further investigation is necessary to determine whether previous empirical findings remain applicable within this organizational context.

This study therefore seeks to extend previous literature by focusing specifically on the influence of the physical work environment and work motivation on the job satisfaction of administrative employees working in a cash management service company. Unlike previous studies that primarily investigated broader organizational contexts, the present study emphasizes administrative personnel whose work performance depends heavily on workplace comfort, concentration, and organizational support. The study adopts job satisfaction as the primary organizational outcome because employee satisfaction represents an important indicator of organizational effectiveness and sustainable human resource management. The conceptual framework of this study is grounded in organizational behavior theory, which argues that employees' attitudes toward their jobs are shaped by interactions between environmental conditions and motivational factors within the workplace.

Based on these considerations, this study aims to examine the influence of the physical work environment and work motivation on the job satisfaction of administrative staff at PT XYZ. The findings are expected to contribute to the human resource management literature by providing empirical evidence from the cash management service industry while offering practical recommendations for organizations seeking to improve employee job satisfaction through workplace improvement and effective motivational practices.

## METHODS

This study employed a quantitative research approach to examine the influence of the physical work environment and work motivation on employee job satisfaction. A quantitative approach was selected because it enables the empirical testing of relationships among variables using statistical analysis (Sugiyono, 2024). The study adopted a cross-sectional survey design, in which data were collected from respondents at a single point in time through structured questionnaires. This design was considered appropriate because the research aimed to measure employees' perceptions regarding the physical work environment, work motivation, and job satisfaction, as well as to examine the influence of the independent variables on the dependent variable (Romi et al., 2021).

The research was conducted at PT XYZ, a company operating in the cash management service industry in Bandung, Indonesia. The target population consisted of all

employees working in the administrative division because they are directly involved in administrative activities and experience the physical work environment and organizational motivational practices in their daily work. Since the total population comprised only 40 administrative employees, this study employed a census sampling technique, whereby all members of the population were included as research respondents. The census approach was selected to obtain comprehensive information from the entire population and eliminate sampling error resulting from sample selection.

Primary data were collected using a structured questionnaire designed to measure three research variables: physical work environment, work motivation, and job satisfaction. The physical work environment was operationalized through seven dimensions, namely lighting, air comfort, noise, odor, workplace color, safety, and workplace cleanliness. Work motivation was measured through five dimensions consisting of cooperation, communication, recognition, delegation, and managerial concern for employees. Meanwhile, job satisfaction was assessed through four dimensions covering turnover intention, absenteeism, job level, and organizational characteristics. All measurement indicators were adapted from established literature and adjusted to the organizational context of the study.

All questionnaire items were measured using a five-point semantic differential scale, where higher scores indicated more positive perceptions toward the measured construct (Aprila et al., 2023). Prior to the main survey, the research instrument was evaluated through validity and reliability testing. Construct validity was assessed using the Pearson Product-Moment correlation, while internal consistency reliability was examined using Cronbach's Alpha. Questionnaire items with correlation coefficients exceeding the minimum acceptable threshold were considered valid, whereas Cronbach's Alpha values greater than 0.60 indicated satisfactory instrument reliability (Sugiyono, 2024).

To complement the questionnaire findings, preliminary interviews were conducted with the administrative manager and several administrative employees to obtain contextual information regarding workplace conditions and organizational motivational practices (Aprila, Biswan, et al., 2026; Aprila & Dwiharyadi, 2026). Organizational documents, including attendance records and company documents related to the work environment, were also reviewed to support the interpretation of the quantitative findings. These qualitative inputs were used solely to strengthen the background and interpretation of the results rather than as the primary source of analysis (Aprila, Surbakti, et al., 2026).

Data analysis was performed using IBM SPSS Statistics version 26. Descriptive statistical analysis was first conducted to describe respondents' perceptions regarding the physical work environment, work motivation, and job satisfaction. Subsequently, multiple linear regression analysis was employed to examine the effects of the physical work environment and work motivation on employee job satisfaction, both individually and simultaneously. Prior to regression analysis, the classical assumptions of multiple regression were evaluated through normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model satisfied the assumptions of ordinary least squares (OLS). Model significance was evaluated using the t-test for partial effects and the F-test for simultaneous effects, while the coefficient of determination ($R^2$) was calculated to determine the proportion of variance in job satisfaction explained by the independent variables. Statistical significance was determined at the 5% significance level ($\alpha = 0.05$) (Sugiyono, 2024).

## RESULTS

### Respondent Characteristics

This study involved 40 administrative employees of PT XYZ who participated as respondents. Since the study employed a census sampling approach, all members of the target population were included in the analysis. Consequently, the findings presented in this study represent the perceptions of the entire administrative workforce within the organization, thereby providing comprehensive empirical evidence regarding employees' evaluations of the physical work environment, work motivation, and job satisfaction.

### Descriptive Statistics of the Physical Work Environment

Descriptive analysis was conducted to examine employees' perceptions of the physical work environment based on seven dimensions: lighting, air comfort, noise, odor, workplace color, safety, and cleanliness. The descriptive results indicate that respondents generally evaluated the physical work environment positively, as reflected by an overall mean score of 3.93, which falls within the good category. These findings suggest that, overall, the existing workplace conditions adequately support employees in performing their administrative responsibilities. Table 1 summarizes the descriptive statistics of each dimension of the physical work environment.

**Table 1. Descriptive Statistics of the Physical Work Environment**

| Dimension | Mean | Category |
|---|---|---|
| Lighting | 3.91 | Good |
| Air Comfort | 3.84 | Good |
| Noise | 3.79 | Good |
| Odor | 3.76 | Good |
| Workplace Color | 4.19 | Good |
| Safety | 4.05 | Good |
| Cleanliness | 3.94 | Good |
| Overall Mean | 3.93 | Good |

*Source: Processed data, 2026*

As presented in Table 1, all dimensions were evaluated positively by the respondents, with mean scores consistently exceeding the threshold for the good category. Among the evaluated dimensions, workplace color obtained the highest mean score (M = 4.19), indicating that respondents expressed the most favorable perception toward the visual appearance of the workplace. This was followed by workplace safety (M = 4.05) and cleanliness (M = 3.94), both of which also received favorable evaluations. Meanwhile, odor recorded the lowest mean score (M = 3.76), followed by noise (M = 3.79) and air comfort (M = 3.84). Although these dimensions received comparatively lower evaluations than the remaining dimensions, their scores nevertheless remained within the good category.

The descriptive findings further indicate variation in respondents' evaluations across individual workplace dimensions. Nevertheless, the relatively narrow range of mean scores demonstrates that respondents consistently perceived the physical work environment positively. Overall, these results suggest that the physical conditions of the workplace were generally regarded as supportive of employees' daily administrative activities.

## Descriptive Statistics of Work Motivation

Employees' perceptions of work motivation were measured using five dimensions consisting of cooperation, communication, recognition, delegation, and managerial concern for employees. The descriptive analysis revealed an overall mean score of 4.05, indicating that respondents generally perceived the motivational practices implemented by the organization positively. Overall, the results suggest that employees considered the existing motivational climate within the organization to be satisfactory. The descriptive statistics for each dimension of work motivation are presented in Table 2.

**Table 2. Descriptive Statistics of Work Motivation**

| Dimension | Mean | Category |
|---|---|---|
| Cooperation | 4.05 | Good |
| Communication | 4.07 | Good |
| Recognition | 4.01 | Good |
| Delegation | 4.09 | Good |
| Employee Concern | 4.02 | Good |
| Overall Mean | 4.05 | Good |

*Source: Processed data, 2026*

As shown in Table 2, all dimensions achieved mean scores above 4.00, demonstrating consistently favorable perceptions across the different aspects of work motivation. Delegation received the highest evaluation (M = 4.09), closely followed by communication (M = 4.07) and cooperation (M = 4.05). These findings indicate that respondents expressed positive evaluations across multiple dimensions of organizational motivational practices. By comparison, recognition recorded the lowest mean score (M = 4.01), although the difference among the five dimensions remained relatively small.

The relatively homogeneous distribution of mean scores indicates that respondents consistently perceived work motivation positively across all evaluated dimensions. Overall, the descriptive results demonstrate that employees reported favorable perceptions regarding the motivational practices implemented within the organization.

## Descriptive Statistics of Job Satisfaction

Employee job satisfaction was measured using four dimensions: turnover intention, absenteeism, job characteristics, and organizational characteristics. The descriptive analysis produced an overall mean score of 4.04, indicating that respondents generally reported a high level of job satisfaction. These findings suggest that employees expressed positive evaluations of their overall work experience within the organization. The descriptive statistics for each dimension of job satisfaction are presented in Table 3.

**Table 3. Descriptive Statistics of Job Satisfaction**

| Dimension | Mean | Category |
|---|---|---|
| Turnover Intention | 4.12 | Low Turnover Intention |
| Absenteeism | 4.19 | Low Absenteeism |
| Job Characteristics | 3.92 | Appropriate |
| Organizational Characteristics | 3.95 | High |
| Overall Mean | 4.04 | Satisfied |

*Source: Processed data, 2026*

As presented in Table 3, absenteeism achieved the highest mean score (M = 4.19), followed by turnover intention (M = 4.12). These results indicate that respondents reported favorable evaluations for both dimensions. Meanwhile, organizational characteristics obtained a mean score of 3.95, while job characteristics recorded the lowest mean score (M = 3.92). Despite being the lowest among the four dimensions, the mean score for job characteristics remained within the positive evaluation category.

Overall, the descriptive analysis demonstrates that respondents consistently reported positive perceptions across all dimensions of job satisfaction. Although slight variations were observed among individual dimensions, the overall mean score indicates that employees generally experienced satisfactory levels of job satisfaction within the organization.

**Classical Assumption Tests**

Prior to estimating the regression model, a series of classical assumption tests were performed to ensure that the data satisfied the assumptions required for multiple linear regression analysis. The assessment included normality, multicollinearity, and heteroscedasticity tests.

The normality test produced a significance value of 0.200, which exceeded the significance threshold of 0.05. This result indicates that the regression residuals were normally distributed and that the normality assumption was satisfied.

The multicollinearity test showed a tolerance value of 0.421, exceeding the minimum acceptable value of 0.10, while the Variance Inflation Factor (VIF) was 2.377, remaining well below the critical value of 10.00. These findings indicate that no multicollinearity was detected between the independent variables included in the regression model.

The heteroscedasticity test further demonstrated significance values of 0.565 for the physical work environment variable and 0.271 for the work motivation variable. Since both significance values exceeded 0.05, the regression residuals were considered homoscedastic, indicating that the variance of the residuals remained constant across observations.

Overall, the results of the classical assumption tests indicate that the proposed regression model fulfilled the assumptions of normality, absence of multicollinearity, and homoscedasticity. Accordingly, the data were considered appropriate for subsequent multiple linear regression analysis.

## Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the simultaneous effects of the physical work environment and work motivation on employee job satisfaction. The regression coefficients are presented in Table 4.

**Table 4. Multiple Linear Regression Results**

| Variable | Unstandardized Coefficient (B) |
|---|---|
| Constant | 2.124 |
| Physical Work Environment | 0.369 |
| Work Motivation | 0.272 |

*Source: Processed data, 2026*

The estimated regression equation is expressed as follows:

$$\mathbf{Y = 2.124 + 0.369}X_1\mathbf{ + 0.272}X_2$$

As presented in Table 4, both independent variables produced positive regression coefficients, indicating positive relationships with employee job satisfaction. The regression coefficient of the physical work environment was 0.369, whereas work motivation produced a regression coefficient of 0.272. These coefficients indicate that increases in either independent variable were associated with increases in employee job satisfaction while holding the other predictor constant.

A comparison of the regression coefficients further indicates that the physical work environment exhibited a relatively larger coefficient than work motivation. This finding suggests that, within the estimated regression model, variations in employees' perceptions of the physical work environment were associated with greater changes in job satisfaction than equivalent variations in work motivation.

## Coefficient of Determination

The explanatory power of the regression model was evaluated using the coefficient of determination ($R^2$). The results are presented in Table 5.

**Table 5. Coefficient of Determination**

| R | $R^2$ | Adjusted $R^2$ |
|---|---|---|
| 0.893 | 0.798 | 0.787 |

*Source: Processed data, 2026*

The regression model produced an $R^2$ value of 0.798, indicating that 79.8% of the variation in employee job satisfaction was jointly explained by the physical work environment and work motivation. The remaining 20.2% of the variation was attributable to other

variables not included in the present research model. Furthermore, the Adjusted $R^2$ value of 0.787 indicates that the explanatory capability of the model remained relatively stable after adjusting for the number of predictor variables included in the analysis. Overall, these findings demonstrate that the proposed regression model possessed substantial explanatory power in explaining variations in employee job satisfaction among administrative employees at PT XYZ.

## Hypothesis Testing

Hypothesis testing was conducted using partial (t-test) and simultaneous (F-test) analyses to determine whether the proposed research hypotheses were statistically supported.

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

The results of the partial hypothesis testing are presented in Table 6.

**Table 6. Partial Hypothesis Testing**

| Hypothesis | t-value | Sig. | Decision |
|---|---|---|---|
| Physical Work Environment → Job Satisfaction | 5.904 | 0.000 | Supported |
| Work Motivation → Job Satisfaction | 2.341 | 0.025 | Supported |

*Source: Processed data, 2026*

As presented in Table 6, the physical work environment produced a t-value of 5.904 with a significance value below 0.001, indicating a statistically significant effect on employee job satisfaction. Likewise, work motivation generated a t-value of 2.341 with a significance value of 0.025, which also remained below the 0.05 significance level. Accordingly, both independent variables demonstrated statistically significant effects on employee job satisfaction. Among the two predictors, the physical work environment exhibited a larger t-value than work motivation, indicating a stronger statistical contribution within the estimated regression model.

### *Simultaneous Effect (F-test)*

The simultaneous effect of the independent variables was evaluated using the F-test. The results are presented in Table 7.

**Table 7. Simultaneous Hypothesis Testing**

| F-value | Sig. | Decision |
|---|---|---|
| 72.941 | 0.000 | Supported |

*Source: Processed data, 2026*

The simultaneous hypothesis test produced an F-value of 72.941 with a significance value below 0.001, indicating that the physical work environment and work motivation jointly exerted a statistically significant effect on employee job satisfaction. These findings

demonstrate that the regression model was statistically significant in explaining employee job satisfaction based on the two independent variables included in the analysis. Collectively, the results of both the partial and simultaneous hypothesis tests indicate that all proposed research hypotheses were empirically supported by the data.

## DISCUSSION

### Physical Work Environment and Job Satisfaction

The findings demonstrate that the physical work environment exerted a statistically significant positive influence on employee job satisfaction. This result indicates that employees who perceived their workplace conditions more favorably also reported higher levels of job satisfaction. Within the context of administrative work, employees spend most of their working hours performing activities that require continuous concentration, visual attention, and interaction with physical workplace facilities. Consequently, improvements in workplace conditions are likely to enhance employees' overall work experience, which is subsequently reflected in greater job satisfaction.

From a theoretical perspective, these findings are consistent with Herzberg's Two-Factor Theory, which classifies the physical work environment as a hygiene factor. Herzberg argues that adequate workplace conditions do not necessarily motivate employees to achieve extraordinary performance; however, inadequate physical conditions may create dissatisfaction. The positive regression coefficient observed in this study therefore suggests that employees perceived the existing physical workplace conditions as sufficiently supportive to minimize dissatisfaction while simultaneously contributing to favorable job attitudes.

The relatively larger regression coefficient of the physical work environment compared with work motivation also indicates that physical workplace conditions represented the strongest predictor of job satisfaction among administrative employees. This finding may be explained by the nature of administrative work, which depends heavily on physical workplace characteristics such as lighting, cleanliness, workspace organization, thermal comfort, and workplace safety. Employees performing administrative tasks generally remain within office environments throughout the working day; therefore, workplace conditions directly influence their daily work experience.

The descriptive statistics further reinforce this interpretation. Among the evaluated dimensions, workplace color and workplace safety obtained the highest mean scores, whereas odor recorded the lowest evaluation. Although all dimensions remained within the positive category, these findings suggest that employees perceived certain aspects of the physical work environment more favorably than others. Such variation indicates potential opportunities for organizations to improve specific workplace conditions without overlooking the generally positive workplace environment reported by respondents.

These findings are consistent with previous studies conducted by Handika and Padmakusumah (2026), Oyedeji et al. (2025), and Chairunnisa et al. (2025), all of which concluded that improvements in physical workplace conditions contribute positively to employee job satisfaction. The present study extends this body of literature by providing empirical evidence from the cash management service industry, particularly among administrative employees whose work characteristics require sustained concentration and procedural accuracy. Consequently, the study contributes additional empirical evidence supporting the importance of physical workplace conditions in shaping employees' job satisfaction across different organizational contexts.

**Work Motivation and Job Satisfaction**

The findings indicate that work motivation exerted a positive and statistically significant influence on employee job satisfaction, suggesting that employees who perceived higher levels of organizational motivation also reported greater job satisfaction. Although the regression coefficient of work motivation was lower than that of the physical work environment, the statistical significance of the relationship confirms that motivational practices remain an important determinant of employees' overall work experience. This finding implies that employees' perceptions of organizational support, recognition, communication, cooperation, and delegation contribute positively to how they evaluate their jobs and working environment.

From a theoretical perspective, these findings support Herzberg's Two-Factor Theory, particularly the motivational factors that emphasize achievement, recognition, responsibility, and opportunities for personal growth as essential drivers of positive work attitudes. Herzberg argues that while hygiene factors prevent dissatisfaction, motivational factors encourage employees to develop stronger psychological attachment to their work and derive greater satisfaction from their occupational roles. In the present study, the positive

relationship between work motivation and job satisfaction indicates that employees who perceived organizational motivational practices more favorably were more likely to experience positive emotional evaluations of their work.

The significance of work motivation may also be understood in relation to the characteristics of administrative work within the cash management service industry. Administrative employees routinely perform structured tasks requiring precision, coordination, and adherence to organizational procedures. Under such working conditions, managerial support, effective communication, recognition of employee contributions, and appropriate delegation of responsibilities become increasingly important because they strengthen employees' sense of involvement within the organization. When employees perceive that their contributions are acknowledged and that supervisors maintain effective communication and cooperation, they are more likely to develop positive attitudes toward their work, thereby enhancing overall job satisfaction.

The descriptive analysis provides additional insight into respondents' perceptions of organizational motivational practices. The overall mean score of 4.05 indicates that respondents generally perceived work motivation positively across all evaluated dimensions. Among these dimensions, delegation achieved the highest mean score, followed closely by communication and cooperation, whereas recognition recorded the lowest mean score, although it remained within the positive category. These findings suggest that respondents generally viewed managerial practices favorably while simultaneously indicating that employee recognition represented the relatively weakest aspect of organizational motivation. Although this dimension still received positive evaluations, its comparatively lower mean score suggests that opportunities remain for strengthening recognition practices within the organization.

The present findings are consistent with previous empirical studies reporting that work motivation positively influences employee job satisfaction across various organizational contexts. Earlier studies demonstrated that employees receiving higher levels of motivational support generally reported stronger organizational commitment, greater work engagement, and higher job satisfaction. The consistency between the present findings and previous empirical evidence suggests that work motivation remains a robust predictor of job satisfaction despite differences in organizational settings and employee characteristics. However, the present study extends existing literature by providing empirical evidence from

the cash management service industry, a sector that has received relatively limited attention in previous human resource management research. By focusing specifically on administrative employees, this study demonstrates that motivational practices remain highly relevant even in occupations characterized by standardized procedures and routine administrative responsibilities.

From a managerial perspective, these findings suggest that organizations should not rely solely on improvements in physical workplace conditions to enhance employee satisfaction. Instead, organizational efforts to strengthen communication, encourage cooperation, recognize employee contributions, and implement appropriate delegation practices should also be maintained as integral components of human resource management. Since employees' perceptions of work motivation were found to contribute significantly to job satisfaction, maintaining a supportive motivational climate may help organizations foster a more positive working environment while strengthening employees' commitment to their organizational responsibilities.

**Simultaneous Effect of the Physical Work Environment and Work Motivation on Job Satisfaction**

The findings of this study demonstrate that the physical work environment and work motivation simultaneously exert a positive and statistically significant influence on employee job satisfaction. The results of the F-test indicate that the proposed regression model is statistically significant, while the coefficient of determination ($R^2 = 0.798$) shows that approximately 79.8% of the variation in employee job satisfaction can be explained jointly by the two independent variables included in the model. This substantial explanatory power indicates that employees' evaluations of their physical workplace conditions and organizational motivational practices collectively represent the primary determinants of job satisfaction among the administrative employees who participated in this study.

The simultaneous significance of both variables suggests that employee job satisfaction should not be viewed as the outcome of a single organizational factor. Rather, job satisfaction emerges from the interaction of multiple organizational conditions that shape employees' daily work experiences. Within the context of administrative work, employees continuously interact with both the physical characteristics of the workplace and the managerial practices implemented by the organization. Consequently, improvements in only

one aspect may not be sufficient to maximize employee satisfaction if other supporting organizational conditions remain inadequate. This finding therefore emphasizes the multidimensional nature of job satisfaction as an organizational outcome.

From a theoretical perspective, these findings further reinforce Herzberg's Two-Factor Theory, which distinguishes between hygiene factors and motivational factors in explaining employees' work attitudes. The physical work environment represents an important hygiene factor because adequate workplace conditions reduce dissatisfaction and create a supportive working environment. At the same time, work motivation functions as a motivational factor that strengthens employees' psychological attachment to their work through recognition, responsibility, communication, and managerial support. The present findings suggest that these two categories of organizational factors should not be considered independently. Instead, both contribute simultaneously to shaping employees' evaluations of their work, resulting in higher levels of job satisfaction when implemented together.

The statistical results also reveal that the physical work environment produced a relatively larger regression coefficient than work motivation, indicating that workplace conditions constituted the strongest predictor of job satisfaction within the estimated model. Nevertheless, the significant contribution of work motivation demonstrates that favorable workplace conditions alone are insufficient to fully explain employee satisfaction. Employees also require organizational practices that encourage participation, effective communication, recognition, and managerial concern. Therefore, the findings indicate that both physical and psychological aspects of the work environment should be managed simultaneously to achieve optimal levels of employee satisfaction.

These findings are consistent with previous empirical studies reporting that the work environment and work motivation jointly influence employee job satisfaction across various organizational settings. While earlier studies generally confirmed the importance of these variables individually or simultaneously, the present study extends the existing literature by providing empirical evidence from the cash management service industry, particularly among administrative employees whose work is characterized by standardized procedures, continuous coordination, and high operational accuracy. This organizational context differs from those examined in many previous studies, thereby providing additional evidence regarding the applicability of established organizational behavior theories within specialized financial service environments.

The findings also offer several practical implications for organizational management. Since both independent variables jointly explain a substantial proportion of employee job satisfaction, organizational efforts should be directed toward integrating improvements in workplace facilities with sustainable human resource management practices. Investments in workplace safety, cleanliness, workspace arrangement, and supporting facilities should therefore be complemented by organizational initiatives that strengthen communication, employee recognition, cooperation, delegation of responsibilities, and managerial support. Adopting an integrated approach is expected to create a more supportive organizational climate in which employees experience both physical comfort and psychological encouragement while performing their daily responsibilities.

Finally, although the proposed model demonstrated considerable explanatory capability, approximately 20.2% of the variation in job satisfaction remained unexplained by the variables included in this study. This finding indicates that additional organizational and individual factors may also contribute to employees' job satisfaction. Future studies may therefore consider incorporating other variables, such as organizational commitment, leadership style, compensation, work-life balance, career development opportunities, or organizational culture, to provide a more comprehensive understanding of the determinants of employee job satisfaction across different organizational contexts.

**Theoretical and Managerial Implications**

The findings of this study provide important theoretical and managerial implications for the development of human resource management literature and organizational practice. From a theoretical perspective, the study reinforces the applicability of Herzberg's Two-Factor Theory in explaining employee job satisfaction within the context of the cash management service industry. The empirical evidence demonstrates that both the physical work environment, representing hygiene factors, and work motivation, representing motivational factors, contribute significantly to employee job satisfaction. These findings support Herzberg's proposition that employee satisfaction is shaped not only by the absence of dissatisfaction resulting from adequate workplace conditions but also by the presence of motivational factors that encourage employees to develop stronger psychological attachment to their work.

Beyond confirming the theoretical relationships proposed by Herzberg, the present study extends existing organizational behavior literature by providing empirical evidence

from a research context that has received relatively limited scholarly attention. Most previous studies examining the determinants of job satisfaction have focused on manufacturing companies, educational institutions, healthcare organizations, hospitality businesses, or public-sector organizations. By contrast, this study investigates administrative employees working in the cash management service industry, where work activities are characterized by standardized procedures, high operational accuracy, strict regulatory compliance, and continuous coordination among organizational units. Consequently, the study demonstrates that the theoretical relationships proposed in previous organizational behavior research remain applicable within specialized financial service organizations.

The study also contributes to the empirical literature by simultaneously examining the influence of the physical work environment and work motivation on employee job satisfaction. While previous studies have frequently investigated these variables independently, the present findings indicate that both organizational factors jointly explain a substantial proportion of employee job satisfaction. The coefficient of determination ($R^2 = 0.798$) suggests that workplace conditions and organizational motivational practices collectively account for nearly four-fifths of the variation in employees' job satisfaction, emphasizing the importance of adopting an integrated approach to human resource management rather than focusing on individual organizational factors in isolation.

From a managerial perspective, the findings highlight the importance of balancing investments in the physical work environment with continuous efforts to strengthen organizational motivational practices. Improvements in workplace facilities, including workspace arrangement, lighting, cleanliness, workplace safety, thermal comfort, and supporting facilities, should be accompanied by management practices that promote effective communication, employee recognition, cooperation, delegation of responsibilities, and managerial support. Since the physical work environment exhibited a relatively stronger statistical contribution than work motivation, organizations should prioritize maintaining adequate workplace conditions while simultaneously preserving a positive motivational climate to maximize employee job satisfaction.

For organizations operating within the cash management service industry, these findings emphasize that employee job satisfaction should be managed through a comprehensive organizational strategy rather than isolated managerial interventions. Administrative employees perform responsibilities requiring sustained concentration,

procedural accuracy, and continuous interaction with organizational systems. Consequently, organizations should recognize that workplace conditions and motivational practices function as complementary organizational resources that collectively shape employees' perceptions of their work experience. Strengthening one dimension while neglecting the other may limit the organization's ability to achieve optimal levels of employee satisfaction and organizational effectiveness.

Overall, the findings contribute to a broader understanding of employee job satisfaction by demonstrating that organizational outcomes are influenced by both tangible workplace conditions and intangible managerial practices. Accordingly, the present study provides additional empirical support for integrated human resource management strategies that simultaneously address employees' physical working conditions and psychological needs as complementary determinants of organizational success.

**Practical Implications**

The empirical findings of this study provide several practical implications for organizational management, particularly for companies operating in the cash management service industry, where administrative employees perform critical functions requiring high levels of accuracy, coordination, and compliance with standardized operational procedures. Since both the physical work environment and work motivation were found to significantly influence employee job satisfaction, organizational efforts to improve employee well-being should adopt a comprehensive approach that simultaneously addresses employees' physical and psychological needs rather than emphasizing only one organizational dimension.

The descriptive findings indicate that respondents generally perceived the physical work environment positively. Nevertheless, several workplace dimensions received relatively lower evaluations than others, particularly those associated with odor, noise, and air comfort. Although these dimensions remained within the "good" category, their comparatively lower mean scores suggest opportunities for continuous workplace improvement. Organizations may therefore consider periodically evaluating office layout, ventilation systems, indoor air circulation, noise control, and supporting workplace facilities to create a more comfortable and productive working environment. Such improvements may enhance employees' daily work experience, particularly for administrative personnel who spend most of their working hours within office environments.

The findings also highlight the importance of maintaining effective motivational practices within the organization. While respondents generally reported positive perceptions of work motivation, the recognition dimension obtained the lowest mean score among the motivational dimensions. This finding suggests that employees may benefit from more systematic recognition of their contributions, particularly for routine administrative work that often receives limited visibility despite its importance in supporting organizational operations. Management may therefore strengthen both formal and informal recognition mechanisms through performance appreciation, constructive feedback, employee acknowledgment programs, and opportunities for professional development. These initiatives may reinforce employees' sense of appreciation while fostering stronger organizational commitment and job satisfaction.

Another important implication concerns the integration of workplace management and human resource management policies. The present findings indicate that improvements in workplace facilities alone may not fully optimize employee job satisfaction unless accompanied by managerial practices that strengthen communication, cooperation, delegation, and employee involvement. Likewise, motivational initiatives may produce limited outcomes if employees continue to experience physical workplace conditions that reduce comfort during daily activities. Consequently, organizations should integrate investments in physical workplace improvements with human resource development strategies to create a work environment that supports both employee performance and psychological well-being.

The substantial explanatory power of the proposed regression model ($R^2 = 0.798$) further indicates that organizational interventions focusing on the physical work environment and work motivation have considerable potential to improve employee job satisfaction. Accordingly, managers should treat these organizational factors as strategic elements of human resource management rather than merely operational considerations. Periodic employee satisfaction surveys, workplace evaluations, and continuous monitoring of organizational motivational practices may assist management in identifying emerging issues before they adversely affect employee attitudes and organizational performance.

Although the present study was conducted within a single organization, the findings may also provide useful managerial insights for other companies operating in service-oriented industries characterized by intensive administrative work and standardized

operational procedures. Organizations with similar work characteristics may consider adopting integrated workplace improvement programs that combine enhancements in physical working conditions with employee-centered motivational strategies. Such an approach is expected to contribute not only to higher levels of employee job satisfaction but also to stronger organizational commitment, improved work performance, and greater organizational effectiveness.

## CONCLUSION

This study examined the influence of the physical work environment and work motivation on the job satisfaction of administrative employees at PT XYZ. The findings demonstrate that both the physical work environment and work motivation have positive and statistically significant effects on employee job satisfaction, both individually and simultaneously. The physical work environment emerged as the stronger predictor, indicating that improvements in workplace conditions contribute more substantially to employee job satisfaction than work motivation within the context of this study. Furthermore, the regression model explained 79.8% of the variation in employee job satisfaction, suggesting that the proposed model possesses substantial explanatory power in addressing the research objectives. Overall, the findings confirm that employee job satisfaction is shaped by the combined influence of employees' perceptions of their physical workplace conditions and organizational motivational practices.

The present study contributes to the human resource management literature by providing empirical evidence regarding the applicability of Herzberg's Two-Factor Theory within the context of the cash management service industry, particularly among administrative employees whose work is characterized by standardized procedures and high operational accuracy. Unlike many previous studies conducted in manufacturing, education, healthcare, or public-sector organizations, this research demonstrates that both hygiene factors, represented by the physical work environment, and motivational factors jointly contribute to employee job satisfaction within a specialized financial service setting. The findings also offer practical insights for organizational management by emphasizing that improvements in workplace facilities should be accompanied by organizational practices that strengthen communication, cooperation, employee recognition, delegation, and managerial support to create a more supportive and satisfying work environment.

Despite its contributions, this study has several limitations that provide opportunities for future research. First, the study was conducted within a single organization and involved only administrative employees, thereby limiting the generalizability of the findings to other organizational settings. Future studies are therefore encouraged to examine broader industrial sectors, larger sample sizes, or different occupational groups to improve external validity. Second, the proposed model explains a substantial proportion of employee job satisfaction; however, approximately **20.2%** of the variation remains unexplained, indicating that other organizational and individual factors may also influence employee job satisfaction. Future research may therefore incorporate additional variables, such as organizational culture, leadership style, compensation, work-life balance, employee engagement, or career development opportunities, while employing more advanced analytical approaches, such as Structural Equation Modeling (SEM), to provide a more comprehensive understanding of the determinants of employee job satisfaction.

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