

## THE EFFECT OF WORK ENVIRONMENT, WORK MOTIVATION AND INTERNAL COMMUNICATION ON EMPLOYEE JOB SATISFACTION AT PT TRUBA JAGA CITA SITE SOROWAKO

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Received: 22/04/2026 | Revised : 01/05/2026 | Accepted: 15/05/2026 | Published :26/05/2026

### Abstract

This study aims to determine and analyze: (1) the influence of the work environment on employee job satisfaction, (2) the influence of work motivation on employee job satisfaction, (3) the influence of internal communication on employee job satisfaction, (4) the influence of the work environment, work motivation, and internal communication simultaneously on employee job satisfaction at PT Truba Jaga Cita Site Sorowako. The research method used is quantitative, where the population is 30 employees at PT Truba Jaga Cita Site Sorowako. The sample determination uses a saturated sample technique where all members of the population are used as samples. This study was designed in the form of *explanatory research*. Data were collected using questionnaires and analyzed using SEM-PLS analysis. The results of the study indicate that the work environment has a significant impact on increasing employee satisfaction. Work motivation has a positive and significant effect on job satisfaction. There is a significant influence of internal communication in increasing employee job satisfaction.

Keywords : Work environment, work motivation, internal communication, job satisfaction

### INTRODUCTION

To achieve company goals and objectives, employee job satisfaction is crucial. Priansa (2021: 174) argues that high job satisfaction will effectively drive the realization of organizational goals. Meanwhile, low levels of job satisfaction pose a threat that could lead to the company's downfall or decline. Job satisfaction is crucial for self-actualization; employees who lack job satisfaction will not achieve psychological maturity, leading to frustration (Tiong, 2023: 194) Job satisfaction is a quite interesting and important issue, as it has been proven to significantly benefit both employees and the company. According to Sutrisno (2020:73), job satisfaction is a general attitude that results from several specific attitudes toward job factors, individual characteristics, and group relationships outside of the job itself. To improve employee job satisfaction, one of the things that needs to be considered is the work environment. As quoted from Eroy *et al.*, (2020: 138) that the work environment is everything around employees while working, both physical and non-physical, which can affect employees while working. If the work environment is conducive, employees can be safe and comfortable, and if the work environment is not supportive, employees cannot be safe and comfortable in working. Then, another factor that influences employee job satisfaction is work motivation, as stated by Rustandi (2024: 190) explains that work motivation is a stimulus or encouragement for each employee to work. With good work motivation, employees will feel happy and enthusiastic in their work, resulting in significant development and growth within the organization. In addition to the work environment and work motivation, internal communication is one of the things that every company needs to pay attention to in providing job satisfaction for employees. As quoted from the theory of Sukarelawati *et al.*, (2024) explains that internal communication characterized by empathy, attention, and comfort can build emotional closeness, reduce awkwardness, and encourage the creation of a more friendly and pleasant work atmosphere. In an organizational context, this can strengthen trust and increase work motivation. Good internal

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communication also facilitates constructive feedback and collaboration between colleagues. The emerging issues indicate employee dissatisfaction with the work motivation provided. Some employees, particularly staff, feel that their salaries and benefits are not commensurate with their workload and responsibilities. Furthermore, the overtime system implemented is also deemed inadequately compensated, leading to the perception that employees' hard work is not being adequately rewarded. This situation is further exacerbated by uncertainty in the promotion system and unclear career paths. Many employees feel stagnant in their jobs due to a lack of clear career development direction. Furthermore, the lack of additional benefits such as bonuses and welfare facilities further exacerbates employee dissatisfaction. Aside from issues related to the work environment and motivation, internal communication at the PT TJC Sorowako site has been running well, particularly in terms of how information is conveyed clearly and accurately to all employees. PT TJC management ensures that all instructions, policies, and operational information are conveyed through effective communication channels, such as email, management WhatsApp groups, weekly meetings, and notifications via the internal portal. However, there is a phenomenon of ineffective internal communication. Between management and HR, one of the real impacts of this weak communication is seen in the process of making and processing ID Cards (work identity cards) which are the main requirement for every employee to be able to enter the client's work area. The administration team sometimes experiences delays in handling information updates with the client regarding the annual routine schedule of employees who will undergo a Medical check-up with the aim of making new or extending ID cards (badges) which results in disruption of access to the work area. In practice, the process of submitting ID Card applications often experiences delays due to a lack of coordination and a less than optimal communication flow between the company and the client.

Lack of communication between internal parties often leads to misunderstandings regarding data changes, document revisions, or untimely file submissions. As a result, administrative processes become inefficient and clients perceive the company's professionalism negatively. This phenomenon demonstrates the crucial role of internal communication in supporting work effectiveness and coordination between company departments. Ineffective communication not only hinders the smooth running of administrative and operational processes but can also negatively impact the company's image in the eyes of clients and lower employee morale. Therefore, improving the quality of internal communication through better coordination, a structured reporting system, and the use of information technology is essential to support the smooth operation of the company as a whole. From the problems that occurred in the company PT. Truba Jaga Cita Site Sorowako, East Luwu Regency, as well as the research gap, it is interesting for researchers to conduct this research further with the objectives: 1) to find out and analyze the influence of the work environment on the job satisfaction of employees of PT Truba Jaga Cita Site Sorowako, 2) to find out and analyze the influence of work motivation on the job satisfaction of employees of PT Truba Jaga Cita Site Sorowako, and 3) to find out and analyze the influence of internal communication on the job satisfaction of employees of PT Truba Jaga Cita Site Sorowako.

## METHOD

This study uses a quantitative approach, where the results of questionnaires completed by respondents are analyzed as a reference to determine the influence between endogenous and exogenous variables. Quantitative research methods are systematically structured scientific research to find causal relationships based on the philosophy of positivism, with data collection using research instruments and statistical data analysis to test predetermined hypotheses (Sugiyono, 2022). This study is designed as explanatory research, namely testing research variables based on preformulated hypotheses. Where the exogenous variables in this study are the work environment ( $X_1$ ), work motivation ( $X_2$ ), and internal communication ( $X_3$ ), while the endogenous variable is job satisfaction ( $Y$ ). This research was conducted at PT Truba Jaga Cita Site located at Jalan Hasanuddin No.F 53, Sorowako, Nuha District, East Luwu Regency, South Sulawesi, with a research period of approximately three months, starting from the submission of the title, preparation of the proposal, consultation with the supervisor, proposal seminar, result exam, until the closing exam. The population in this study were all employees at PT Truba Jaga Cita Site Sorowako, totaling 30 people. The sampling technique used was the saturated sampling technique, where all members of the population were used as samples, so the number of samples in this study was 30 employees. The operational definition of variables in this study includes four variables. First, the work environment ( $X_1$ ) is defined as all physical, social, and psychological aspects that affect employee satisfaction and performance, with indicators including lighting, air exchange, cleanliness, health insurance, and noise. Second, work motivation ( $X_2$ ) is defined as internal and external drives that influence employee attitudes and behavior to work optimally, with indicators including physiological needs, a sense of security, the need for togetherness, the need

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for self-esteem, and self-actualization. Third, internal communication ( $X_3$ ) is defined as the process of information exchange that occurs at PT Truba Jaga Cita Site Sorowako which involves interactions between employees, both formally and informally, with indicators including ease of obtaining information, communication intensity, communication effectiveness, and the level of message understanding. Fourth, job satisfaction ( $Y$ ) is defined as employees' positive feelings towards their work, with indicators including the work itself, compensation, job promotion, supervision, and coworkers.

Data collection techniques were carried out through observation, interviews, documentation, and questionnaires. The questionnaire was compiled based on a Likert scale with five answer options: Strongly Agree (score 5), Agree (score 4), Quite Agree (score 3), Disagree (score 2), and Strongly Disagree (score 1). The research instrument was tested for validity and reliability first. The validity test was carried out by looking at the correlation coefficient value, where an item is declared valid if  $r_{count} > r_{table}$ . Meanwhile, the reliability test used the Cronbach's Alpha value, where a variable is declared reliable if the Cronbach's Alpha value  $> 0.60$ . The data analysis method in this study uses the SEM-PLS (Structural Equation Modeling - Partial Least Squares) technique. Testing is carried out through two main stages. First, evaluation of the measurement model (outer model) which aims to specify the relationship between latent variables and their indicators, including convergent validity testing by looking at the Average Variance Extracted (AVE) value which must be  $\geq 0.50$ , discriminant validity testing with the Fornell Larcker criteria and the Heterotrait-Monotrait ratio (HTMT), and reliability testing by looking at the Cronbach's Alpha and Composite Reliability values which must be  $\geq 0.70$ . Second, evaluation of the structural model (inner model) which aims to predict the causal relationship between latent variables through the coefficient of determination ( $R^2$ ), Goodness of Fit (GoF), and cross-validated redundancy ( $Q^2$ ). Hypothesis testing is carried out using the bootstrapping method to determine whether there is an influence between variables, with a statistical significance level used of 0.05 (5%).

## DISCUSSION

This study uses four variables: three independent (exogenous) variables and one dependent (endogenous) variable. The independent variables include the work environment ( $X_1$ ), work motivation ( $X_2$ ), and internal communication ( $X_3$ ), while the dependent variable is employee job satisfaction ( $Y$ ). The operational definition of each variable is described as follows. The work environment ( $X_1$ ) is defined as all physical, social, and psychological aspects that influence the satisfaction and performance of PT Truba Jaga Cita Site Sorowako employees in carrying out their duties. Work environment indicators in this study include: lighting (adequate light in the work area), air exchange (circulation and temperature comfort), cleanliness (condition of the work space and office yard), health insurance (availability of PPE and BPJS program), and noise (level of sound disturbance in the work area). Work motivation ( $X_2$ ) is defined as internal and external drives that influence employee attitudes and behavior to work optimally, in order to achieve personal and organizational goals. Based on Maslow's hierarchy of needs theory, indicators of work motivation include: physiological needs (adequate salary for living expenses), security (health and safety guarantees at work), togetherness needs (family atmosphere in the team), self-esteem needs (recognition and praise for achievements), and self-actualization (opportunities to develop creativity and new ideas).

Internal communication ( $X_3$ ) is defined as the process of information exchange that occurs at PT Truba Jaga Cita Site Sorowako, which involves interaction between employees, both formally and informally. Internal communication indicators include: ease of obtaining information (access to new company policies), communication intensity (frequency of interaction with superiors regarding work constraints), communication effectiveness (comfort in conveying input or complaints), and the level of message understanding (clarity of work instructions from superiors). Job satisfaction ( $Y$ ) is defined as a positive or pleasant feeling resulting from an employee's assessment of their work or work experience at PT Truba Jaga Cita Site Sorowako. Indicators of job satisfaction include: the work itself (level of interest and challenge of the task), compensation (appropriateness of salary to workload), job promotion (opportunity for career development), supervision (support and guidance from superiors), and coworkers (cooperation and mutual assistance among employees). Data analysis in this study used SmartPLS 4.1.0.8. This application was selected based on its ability to process data with a relatively small sample size (30 respondents) and test models with many variables. SmartPLS 4 is also known for its flexibility in handling data that does not meet the assumption of normality.

The evaluation of the measurement model aims to assess the validity and reliability of the constructs. The results of the convergent validity test show that all indicators have *loading factor values* above 0.70 and *Average Variance Extracted* (AVE) values above 0.50. For the work environment variable, the AVE value is 0.803; work motivation is 0.778; internal

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communication is 0.716; and job satisfaction is 0.821. The results of the discriminant validity test using the Fornell Larcker criteria show that the root value of the AVE for each construct is greater than its correlation with other constructs. The root value of the AVE for job satisfaction is 0.906, internal communication is 0.846, work environment is 0.896, and work motivation is 0.882. The results of the reliability test show that all variables have *Cronbach's Alpha* and *Composite Reliability values* above 0.70. *Cronbach's Alpha* for job satisfaction was 0.945, internal communication 0.899, work environment 0.939, and work motivation 0.928. *Composite Reliability values* were 0.958, 0.909, 0.953, and 0.946, respectively. Thus, all indicators were declared valid and reliable. The results of the Structural Model Evaluation (Inner Model) analysis show an adjusted R-square value for job satisfaction of 0.580. This means that 58% of the variance in employee job satisfaction can be explained by the work environment, work motivation, and internal communication, while the remaining 42% is determined by other factors not included in this study. Hypothesis testing was conducted using the *bootstrapping method*. The results showed that the work environment had a positive and significant effect on job satisfaction with a regression coefficient of 0.413, a t-statistic of 2.828 ( $>1.96$ ), and a  $p$ -value of 0.005 ( $<0.05$ ). Work motivation had a positive and significant effect on job satisfaction with a regression coefficient of 0.444, a t-statistic of 2.902 ( $>1.96$ ), and a  $p$ -value of 0.004 ( $<0.05$ ). Internal communication had a positive and significant effect on job satisfaction with a regression coefficient of 0.501, a t-statistic of 2.998 ( $>1.96$ ), and a  $p$ -value of 0.003 ( $<0.05$ ). Thus, all three hypotheses in this study were accepted.

As for the discussion of each research variable, the complete findings can be described as follows:

## 1. The influence of the work environment on employee job satisfaction at PT. Truba Jaga Cita Site, Sorowako Regency

The results of the path coefficient analysis obtained the results of the study that the work environment has a positive and significant effect on employee job satisfaction at the company PT. Truba Jaga Cita Site Sorowako, East Luwu Regency. This can be interpreted that the more conducive the work environment, both physical and non-physical work environments, the higher the job satisfaction felt by employees. A safe, clean, supportive, and communicative work environment is proven to provide job satisfaction felt by employees so that it has an impact on improving employee performance at the company PT. Truba Jaga Cita Site Sorowako, East Luwu Regency. These findings are supported by the theoretical study put forward by Eroy *et al.*, (2020: 138) that the work environment is everything that is around employees while working, both physical and non-physical, which can affect employees while working. If the work environment is conducive, employees can be safe and comfortable, and if the work environment is not supportive, employees cannot be safe and comfortable in working. A good work environment can increase employee comfort and concentration, thereby providing employee satisfaction in working.

From the results of distributing questionnaires to each respondent, in this case employees, the research findings obtained that the work environment is included in the good assessment category. This can be seen from the first indicator, namely lighting, indicating that the lighting in the work area (office/workshop/site) is adequate to carry out tasks safely and carefully. Adequate lighting in the work area of PT. Truba Jaga Cita Site Sorowako, East Luwu Regency is a crucial factor that affects employee safety, health, and productivity. Based on the K3 (Occupational Safety and Health) standards, it shows that adequate lighting means the light intensity (lux) is appropriate for the type of activity, does not cause glare, and has minimal shadows, thus providing a feeling of satisfaction for employees in carrying out daily work activities. The second indicator, air exchange, is well-perceived by employees because the room/work area temperature feels comfortable (not too hot or cold) during work hours. The ideal room temperature, between 21 and 25 °C, ensures employees are not disturbed by either heat or cold, allowing them to fully concentrate on their assigned tasks.

The third indicator, cleanliness, falls into the good category because every workspace and office yard are kept clean. PT. Truba Jaga Cita Site Sorowako employs a cleaning service to maintain, care for, and clean every room to ensure it's free of dirt and dust. The fourth indicator of health insurance is perceived well by respondents, because the company PT. Truba Jaga Cita Site Sorowako provides health insurance to every employee by registering with BPJS Kesehatan and BPJS Ketenagakerjaan. PT. Truba Jaga Cita Site Sorowako registers and pays BPJS contributions for both permanent and contract employees to avoid administrative sanctions, fines, or criminal sanctions in accordance with Law No. 24 of 2011. The company provides comprehensive health service insurance for employees and their families, and provides protection for workers with four main programs: Work Accident Insurance (JKK), Death Insurance (JKM), Old Age Insurance (JHT), and Pension Insurance. While the fifth indicator is noise which is perceived well, because noise in the work area does not disturb employee concentration in working. Overall, respondents' perceptions regarding the work

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environment were positive, contributing to employee satisfaction. This finding is supported by previous research, such as an empirical study conducted by Sulistyani & Nugroho (2025), which showed that the work environment directly influences employee job satisfaction. Research by Ningrum & Munawaroh (2025) and Azis & Ubaidillah (2025) also demonstrated that a positive and comfortable work environment directly impacts employee job satisfaction.

## 2. The Influence of Work Motivation on Employee Job Satisfaction at PT. Truba Jaga Cita Site, Sorowako Regency

The results of the path coefficient analysis show that work motivation has a positive and significant effect on employee job satisfaction at PT. Truba Jaga Cita Site Sorowako, East Luwu Regency. This finding indicates that the higher the work motivation given to employees, the higher the employee job satisfaction at PT. Truba Jaga Cita Site Sorowako, East Luwu Regency. This is supported by the theoretical study put forward by Rustandi (2024:190) that work motivation is a stimulus or encouragement for every employee to work. With good work motivation, employees will feel happy and enthusiastic in working, resulting in significant development and growth within the organization. Based on the results of the questionnaire regarding work motivation, it is included in the good category. This can be seen from the physiological needs indicator which is perceived as good, because the salary received by employees from PT. Truba Jaga Cita Site Sorowako is sufficient for daily living needs. Based on employment regulations, the basic salary provided by the company is adjusted to the applicable UMK/UMP in the operational area. As a company in the mining sector, employees receive a high site-specific allowance to compensate for the work location and risks, making the total income above the general industry average. Then receive attendance allowances, meal and transportation money as well as production bonuses or *performance-based pay* for performance that exceeds standards.

The second indicator, "assured sense of safety," demonstrates that the Company provides adequate occupational health and safety (K3) coverage for all employees at PT. Truba Jaga Cita Site Sorowako. This coverage aims to protect workers, increase productivity, and ensure safe operations. This includes risk identification, training, and the use of PPE to prevent injuries. The third indicator, regarding the need for togetherness (social), is considered good because the leader frequently creates a family atmosphere within the team. This is evident in the leader's increased motivation and productivity, fostering open communication, and serving as a *role model* in implementing family values, such as empathy and mutual respect. The fourth indicator, regarding the need for self-esteem, was perceived by respondents as a result of leaders frequently offering praise or recognition when employees successfully complete tasks. The fifth indicator, related to self-actualization, was also rated well because PT. Truba Jaga Cita Site Sorowako consistently provides opportunities for all employees to develop creativity and new ideas for the company's future development. The results of this study are supported by research conducted by Azis & Ubaidillah (2025), which showed that work motivation has a positive effect on employee job satisfaction. Furthermore, Ningrum & Munawaroh (2025) and Haedar *et al.* (2024) found that work motivation partially influences employee job satisfaction. This means that the better the work motivation, the higher the employee's perceived job satisfaction.

## 3. The Influence of Internal Communication on Employee Job Satisfaction at PT. Truba Jaga Cita Site, Sorowako Regency

Based on the results of the path coefficient analysis, the research findings show that internal communication has a positive and significant effect on employee job satisfaction at PT. Truba Jaga Cita Site Sorowako, East Luwu Regency. This finding indicates that the better the implementation of internal communication by employees, the more job satisfaction they will have at PT. Truba Jaga Cita Site Sorowako, East Luwu Regency. This finding is in line with the theoretical study put forward by Sukarelawati. et al., (2024) who explained that internal communication characterized by empathy, attention, and comfort can build emotional closeness, reduce awkwardness, and encourage the creation of a more intimate and pleasant work atmosphere. The results of respondents' or employees' perceptions through questionnaires regarding internal communication were categorized as good. The first indicator is ease of access to information, where employees easily obtain information regarding new company policies at PT. Truba Jaga Cita Site Sorowako. This shows that the company is currently implementing cooperative work aimed at facilitating the flow of information regarding new policies or regulations applicable within the company. Where new employees or staff receive direct guidance from leaders and more experienced colleagues, ensuring policies are understood.

The second indicator of communication intensity, included in the good assessment because employees often communicate with superiors regarding work obstacles faced at the company PT. Truba Jaga Cita Site Sorowako. Where

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communication of work obstacles between employees and superiors tends to be upward communication *that* focuses on solving technical and operational problems in the field, such as reports of problems related to equipment, machine damage, or materials that do not meet specifications that hinder project progress. Likewise, considering that work at the Sorowako Site has high risks, communication often focuses on dangers in the field, insufficient PPE, or near-miss incidents *so* that this requires communication that is upward communication *that* focuses on solving technical and operational problems in the field.

The third indicator, communication effectiveness, was perceived as good, as every employee felt comfortable conveying any feedback or complaints to their superiors. The fourth indicator, related to the level of message comprehension, was rated as good, as the work instructions given by superiors were very clear and easy to understand. These instructions ensure employees know exactly what to do, how to do it, and when it should be completed.

The results of this study are supported by several empirical studies conducted by Yuriatun & Nugroho (2023), which show that communication has a positive and significant effect on employee job satisfaction. Furthermore, Rumatamerik et al. (2025) found a significant direct effect of internal communication on employee job satisfaction.

## CONCLUSION

Based on the results of the analysis and discussion in this research, several conclusions can be presented from the overall research results, namely:

1. The influence of the work environment on job satisfaction shows that the better the work environment at the PT Truba Jaga Cita Site Sorowako office, East Luwu Regency, the more it will increase employee job satisfaction in carrying out their duties.
2. The influence of work motivation on employee job satisfaction shows that the higher the work motivation for employees working at the PT Truba Jaga Cita Site Sorowako office, East Luwu Regency, the higher the job satisfaction for employees.
3. The influence of internal communication on employee job satisfaction shows that the better the implementation of internal communication, the better the job satisfaction at the PT Truba Jaga Cita Site Sorowako office, East Luwu Regency.

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