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The Influence of the Physical Work Environment and Work Competence on Employee Satisfaction at PT Belladonna Primaraya Rattan Industry

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Abstract

The rattan industry is a labor-intensive sector that heavily depends on the quality of human resources, particularly in maintaining productivity and company sustainability. Employee job satisfaction is an important factor because it influences work motivation, productivity, and the quality of production outcomes. This study aims to analyze the influence of the physical work environment and work competence on employee job satisfaction at PT Belladonna Primaraya Rattan Industry. This research uses a quantitative approach with a correlational method. The population of this study consisted of 158 employees in the production department, with a sample of 113 respondents determined using purposive sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression with the assistance of IBM SPSS Statistics software. The results of the instrument testing indicate that all statement items are valid and reliable. The analysis results show that the physical work environment has a positive and significant effect on employee job satisfaction. Work competence also has a positive and significant effect on employee job satisfaction. Simultaneously, the physical work environment and work competence have a positive and significant influence on employee job satisfaction at PT Belladonna Primaraya Rattan Industry. The findings of this study indicate that improving physical work environment conditions and developing employee competencies are strategic factors in increasing job satisfaction. This research is expected to serve as a consideration for companies in formulating more effective and sustainable human resource management policies.
Keywords: Physical work environment, Work competence, Job satisfaction, Rattan industry.

A. INTRODUCTION

The rattan handicraft industry is one of the leading sectors in Cirebon Regency and plays a strategic role in the regional economy. The existence of rattan industry centers, particularly in Tegalwangi, Weru District, has made this sector a labor-intensive industry that absorbs a large number of workers, including both permanent employees and contract workers. Rattan products from Cirebon are also well known for their high competitiveness in international markets, encouraging rattan companies to continuously increase their production capacity to meet export demand. As a result, the sustainability of this industry is highly dependent on the availability, productivity, and performance of its workforce.

One of the companies engaged in the export-oriented rattan industry is PT Belladonna Primaraya Rattan Industry, which has been operating since 1989 and markets its products to various countries. Along with increasing market demand and higher production targets, the company faces challenges in managing its human resources, particularly in creating working conditions that support employee comfort, competency development, and job satisfaction. In labor-intensive industries, the quality of the physical work environment and the clarity of employment systems are important factors because the

work requires significant physical activity, accuracy, and consistency over long working hours. Previous studies indicate that competence and the work environment can significantly influence employee job satisfaction within manufacturing organizations.

Based on field observations, several problems related to the physical work environment have been identified at PT Belladonna Primaraya Rattan Industry. The physical work environment is perceived as not fully supporting employee comfort, particularly regarding noise levels in the production area, unstable air temperature, and limited rest facilities. Noise generated from production activities and work equipment can disrupt employee concentration, while high air temperatures may cause physical fatigue. In addition, inadequate rest facilities limit employees' ability to recover optimally during working hours. These conditions may reduce work comfort and potentially affect overall employee job satisfaction.

Another issue relates to work competence and the employment system within the company. In practice, there is no clear Standard Operating Procedure (SOP) for production workers, causing work implementation to depend largely on individual habits. This lack of standardized procedures results in inconsistent work quality and makes it difficult for employees to develop their competencies in a structured manner. Meanwhile, for staff employees, the absence of strong employment contracts allows them to leave the company whenever they find better opportunities elsewhere. Although employee attendance data from January to April 2025 shows a relatively high attendance rate of approximately 97%, this does not necessarily indicate high job satisfaction. In many cases, employees remain in their positions due to limited employment opportunities outside the company, which may lead to feelings of boredom, discomfort, and limited opportunities for competency development.

Table. 1 Employee Attendance Rate at PT Belladonna Primaraya Rattan Industry

No	Month	Attendance Rate	Description
1	January 2025	±95%	High attendance rate
2	February 2025	±95%	High attendance rate
3	March 2025	±100%	Very High attendance rate
4	April 2025	±100%	Very High attendance rate
Average		±97,5%	Attendance is considered good

This phenomenon is reinforced by an unclear employment contract system, particularly in terms of contract duration, employment status, and career development opportunities. Employees, especially piece-rate workers, tend to feel that they lack job security and do not see clear opportunities for professional growth. In addition, there is a perception among employees that the company's system has not fully supported their interests, particularly regarding job protection, competency development, and recognition for their contributions. Such conditions may reduce employees' work motivation and their sense of belonging to the company.

Job satisfaction becomes an important aspect in this context, as it reflects the extent to which employees feel that their needs and expectations are fulfilled during their employment. Low job satisfaction may lead to decreased work motivation, lower productivity, and reduced quality of production outcomes, which can ultimately affect the sustainability of the company. In the rattan industry, which relies heavily on the skills and diligence of its workforce, job satisfaction plays a strategic role in maintaining operational stability and sustaining the company's competitiveness.

Theoretically, job satisfaction is influenced by several factors, including the physical work environment and work competence. A physical work environment that is comfortable, safe, and supportive of work activities can enhance employee comfort and satisfaction. Meanwhile, work competence supported by clear Standard Operating Procedures (SOPs), training, and fair work systems helps employees feel capable, valued, and able to develop professionally. If these factors are not adequately fulfilled, job satisfaction may decline even if employees remain with the company due to limited employment alternatives. Previous empirical studies indicate that work environment and competence are important variables in shaping employee job satisfaction (Riyadi et al., 2025).

B. LITERATURE REVIEW

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory explains that job satisfaction is an important issue to be studied because it provides significant benefits for employees, organizations, and society. Many factors influence employee job satisfaction. According to Frederick Herzberg, job satisfaction is explained through the Two-Factor Theory, which distinguishes between factors that cause dissatisfaction (dissatisfiers) and factors that create satisfaction (satisfiers). This theory suggests that dissatisfaction and satisfaction are not located on a single continuous scale but arise from different sets of factors.

Herzberg identified two main conditions influencing employees' attitudes toward their jobs. First, extrinsic conditions or job context factors may lead to dissatisfaction if they are absent, but their presence does not necessarily motivate employees. These factors include salary, job security, working conditions, company policies, supervision quality, and interpersonal relationships. Second, intrinsic conditions or job content factors can create strong motivation and improve performance when present. These factors include achievement, recognition, responsibility, advancement, the work itself, and opportunities for personal growth.

Person–Job Fit and Person–Organization Fit Theory

The Person–Job Fit theory, introduced by John Holland, explains the compatibility between employees' personalities and their jobs. According to this theory, job satisfaction increases when an individual's personality matches the characteristics of the job they perform. Robbins and Judge (2018) explain that employees are more satisfied when their personal traits align with the nature of their work environment. For example, individuals with realistic personalities tend to be more satisfied when working in realistic job environments rather than in conventional or administrative roles.

Person–Job Fit is defined as the compatibility between an individual's abilities and the demands of a particular job (Edwards, 1991). Kristof et al. (2005) explain that Person–Job Fit consists of two dimensions: demand–abilities fit and need–supplies fit. Demand–abilities fit refers to the alignment between employees' knowledge and skills with job requirements, enabling them to perform tasks effectively. Meanwhile, need–supplies fit refers to the extent to which a job fulfills employees' needs and expectations, including psychological needs, career goals, and personal values through job characteristics, compensation, and other work attributes

Physical Work Environment

The physical work environment refers to all conditions surrounding employees that can influence their ability to perform their duties. According to Nitisemito (2012), the physical work environment includes everything around workers that may affect them while performing assigned tasks. Sedarmayanti (2015) also explains that the work environment includes tools and materials used for work, the surrounding workplace conditions, work methods, and work systems applied individually or collectively. In general, the work environment can be categorized into two types: physical work environment and non-physical work environment.

The physical work environment specifically refers to the tangible conditions around employees that can be perceived through the senses, such as sight and touch (As'ad, 2010). Afandi (2018) states that the physical work environment can be measured using several indicators, including lighting, color, air circulation, and noise. Robbins (2013) also explains that the physical work environment can influence employee stress levels, which may affect work performance and job satisfaction. Therefore, aspects such as temperature, noise levels, lighting quality, workplace safety, and air quality are important indicators in assessing the quality of the physical work environment

Work Competence

Work competence originates from the English word "competency," which refers to capability, skill, and authority in performing a task. Competence is closely related to the ability to achieve goals effectively and efficiently. According to Satori (2007), competence refers to the capability required to achieve desired outcomes. Spencer and Spencer (1993) define competence as a fundamental characteristic of an individual that influences how a person thinks, behaves, and responds to various situations over a relatively long period of time.

Individuals who possess adequate knowledge and skills can be considered competent in their fields. Wibowo (2017) explains that competence can be measured through three main indicators:

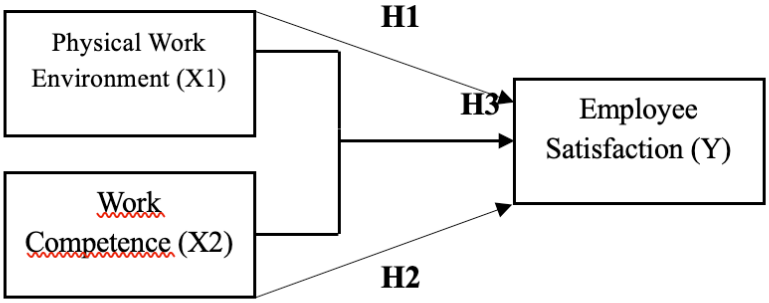
knowledge, skills, and attitudes. In organizational contexts, competence plays an important role in supporting the achievement of organizational goals and objectives. Arifin (2023) emphasizes that organizations must align competence development with their vision, mission, and strategic goals, which include key values such as motivation, attitudes, self-concept, knowledge, and skills.

Employee Job Satisfaction

Job satisfaction refers to an individual's overall emotional and cognitive evaluation of their job and workplace environment. It encompasses various aspects of work, personal characteristics, environmental factors, and emotional experiences. Job satisfaction is also influenced by relationships with colleagues, supervision quality, and organizational structures that may evolve over time. Therefore, employees may perceive their work as rewarding or unsatisfactory depending on whether their expectations and work conditions are fulfilled (Annisa, 2025).

According to Robbins et al. (2018), job satisfaction can be measured using several key indicators. These include the nature of the work itself, which should provide interesting tasks, opportunities for learning, responsibility, and career development. Other important indicators include salary or pay, promotion opportunities, relationships with coworkers, and supervision quality. Fair compensation, supportive colleagues, opportunities for career advancement, and effective managerial support all contribute to higher levels of employee job satisfaction.

Conceptual Framework



Research Hypotheses

H1: The physical work environment has a positive and significant effect on employee job satisfaction at PT Belladonna Primaraya Rattan Industry.

H2: Work competence has a positive and significant effect on employee job satisfaction at PT Belladonna Primaraya Rattan Industry.

H3: The physical work environment and work competence simultaneously have a positive and significant effect on employee job satisfaction at PT Belladonna Primaraya Rattan Industry.

C. RESEARCH METHOD

This study employs a quantitative correlational research design to address the formulated research problems. According to Sugiyono (2017), the quantitative method is based on the philosophy of positivism and is used to examine a particular population or sample by collecting data through research instruments and analyzing it using quantitative or statistical techniques in order to test predetermined hypotheses. The quantitative approach is chosen because it allows researchers to measure and describe phenomena or events accurately and systematically.

The research was conducted at PT Belladonna Primaraya Rattan Industry by analyzing the relationship between the physical work environment and employee competence in relation to employee job satisfaction. The population of this study consisted of 158 employees who are directly involved in the operational activities of the company. The sample was determined using a purposive sampling technique with specific criteria, namely employees working in the production division (craftsmen) who have worked for at least three months. Using the Slovin formula (Ghozali, 2018), the sample size was calculated to be 113 respondents. Data for this study were obtained from both primary and secondary

sources. Primary data were collected through questionnaires distributed directly to production employees, while secondary data were obtained from company reports, official publications, organizational documents, and relevant previous studies. The questionnaire items were measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

D. RESULTS AND DISCUSSION

Respondent Characteristics

The first test conducted was the Common Effect Model (CEM). The CEM assumes that there are no differences in effects across sectors or time periods, so the model applies a single equation for all observations. The estimation technique used in the Common Effect Model is Ordinary Least Squares (OLS).

Table 1. Respondent Characteristics Based on Gender

No	Gender	People	Percentage
1	Male	89	78,8%
2	Female	24	21,2%
	Avarage	**113**	**100%**

Source: Processed Primary Data (2026)

Based on Table 4.1, it can be seen that the majority of respondents in this study are male, totaling 89 people (78.8%), while female respondents amount to 24 people (21.2%). The dominance of male respondents indicates that production activities at PT Belladonna Primaraya Rattan Industry involve more male workers, considering the nature of the work which requires physical strength and work endurance.

Table 2. Respondent Characteristics Based on Gender

No	Gender	People	Percentage
1	< 25	54	47,8%
2	25–35	40	35,4%
3	36–45	14	12,4%
4	> 45	5	4,4%
	Avarage	**113**	**100%**

Source: Processed Primary Data (2026)

Based on Table 4.2, the respondent characteristics based on age show that the majority of respondents are under 25 years old, totaling 54 people (47.8%). Respondents aged 25–35 years amount to 40 people (35.4%), respondents aged 36–45 years total 14 people (12.4%), and respondents aged over 45 years total 5 people (4.4%).

This age distribution indicates that most employees are within the productive age group, meaning they possess sufficient physical and mental capacity to support work activities in the production division.

Table 3. Validity Test Results of the Physical Work Environment Variable

Item	R Count	R tabel	Description
X1.1	0,786	0.1848	VALID
X1.2	0,771	0.1848	VALID
X1.3	0,860	0.1848	VALID
X1.4	0,855	0.1848	VALID
X1.5	0,784	0.1848	VALID
X1.6	0,805	0.1848	VALID
X1.7	0,826	0.1848	VALID
X1.8	0,747	0.1848	VALID

Source: Processed Primary Data (2026)

Based on the results of data processing, all statement items in the Physical Work Environment variable (X1) have r-count values ranging from 0.747 to 0.860. All of these values are greater than the r-table value (0.1848). This means that each indicator, such as lighting, color, air, sound, and safety, is able to accurately represent the physical work environment conditions experienced by employees.

Therefore, it can be concluded that all statement items in the Physical Work Environment variable are valid and appropriate to be used in this study.

Table. 4 Validity Test Results of the Work Competence Variable

Item	R Count	R tabel	Description
X2.1	0,873	0.1848	VALID
X2.2	0,784	0.1848	VALID
X2.3	0,822	0.1848	VALID
X2.4	0,867	0.1848	VALID
X2.5	0,874	0.1848	VALID
X2.6	0,882	0.1848	VALID

Source: Processed Primary Data (2026)

The results of the validity test for the Work Competence variable show that the r-count values range from 0.784 to 0.882, where all values are greater than the r-table value (0.1848). This indicates that the indicators of knowledge, skills, attitudes, motivation, and self-concept are able to measure work competence accurately. Thus, all items in the Work Competence variable (X2) are declared valid and can be used for further analysis.

Table. 5 Validity Test Results of the Employe Satisfaction Variable

Butir	R hitung	R tabel	Keterangan
y.1	0,802	0.1848	VALID
y.2	0,854	0.1848	VALID
y.3	0,849	0.1848	VALID
y.4	0,823	0.1848	VALID
y.5	0,891	0.1848	VALID
y.6	0,889	0.1848	VALID
y.7	0,830	0.1848	VALID
y.8	0,813	0.1848	VALID
y.9	0,813	0.1848	VALID
y.10	0,868	0.1848	VALID

Source: Processed Primary Data (2026)

Based on the validity test results, the r-count values for the Employee Satisfaction variable (Y) range from 0.802 to 0.891, and all values are greater than the r-table value (0.1848). This indicates that the indicators of the work itself, salary, promotion, coworkers, and supervision are able to accurately describe the level of employee job satisfaction. Therefore, all items in the Employee Satisfaction variable are declared valid.

Tabel. 6 Reliability Test Results of the Physical Work Environment Variable

Reliability Statistics

Cronbach's Alpha	N of Items
,922	8

Source: Processed Primary Data (2026)

The Cronbach's Alpha value of 0.922 indicates that the Physical Work Environment variable has a very high level of internal consistency. Since this value is greater than 0.70, the instrument is considered reliable. This means that all items in this variable are consistent in measuring the physical work environment.

Tabel. 7 Reliability Test Results of the Work Competence Variable

Reliability Statistics

Cronbach's Alpha	*N of Items*
,924	*6*

Source: Processed Primary Data (2026)

The Cronbach's Alpha value of 0.924 is also far above the minimum threshold of 0.70. This indicates that the Work Competence variable has a very high level of reliability. The instrument is stable and consistent in measuring employees' work competence.

Tabel. 8 Reliability Test Results of the Work Competence Variable

Reliability Statistics

Cronbach's Alpha	*N of Items*
,924	*6*

Source: Processed Primary Data (2026)

The Cronbach's Alpha value of 0.924 is far above the minimum threshold of 0.70. This indicates that the Work Competence variable has a very high level of reliability. The instrument is stable and consistent in measuring employees' work competence.

Tabel. 9 Reliability Test Results of the Employee Job Satisfaction Variable

Reliability Statistics

Cronbach's Alpha	*N of Items*
,954	*10*

Source: Processed Primary Data (2026)

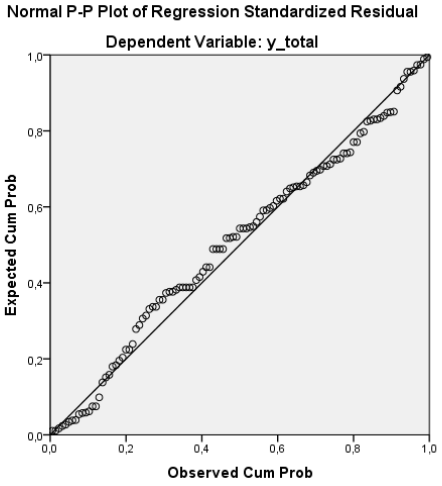
The Cronbach's Alpha value of 0.954 indicates a very high level of reliability. This means that the instrument used to measure Employee Job Satisfaction is highly consistent and reliable.

Table. 10 Normality Test Results (One-Sample Kolmogorov–Smirnov)

One-Sample Kolmogorov-Smirnov Test

		Studentized Residual
N		113
Normal Parameters[a,b]	Mean	,0005289
	Std. Deviation	1,00423978
Most Extreme Differences	Absolute	,072
	Positive	,053
	Negative	-,072
Test Statistic		,072
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.



Based on the test results shown in the table, the value of Asymp. Sig. (2-tailed) is 0.200. This value is higher than the significance level used in this study, which is 0.05 (0.200 > 0.05). Statistically, if the significance value is greater than 0.05, the residual data are considered to be normally distributed (Imam Ghozali, 2018). Therefore, it can be concluded that the regression model in this study meets the normality assumption.

The fulfillment of the normality assumption has important implications in multiple linear regression analysis. The normal distribution of residuals indicates that the prediction errors are distributed evenly around the regression line and do not form a particular pattern. This condition ensures that the estimation of regression coefficients is unbiased and that hypothesis testing (t-test and F-test) can be conducted properly and validly.

Table. 11 Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,130	2,407		1,300	,196		
	x1_total	,851	,106	,614	8,052	,000	,554	1,804
	x2_total	,405	,123	,251	3,293	,001	,554	1,804

a. Dependent Variable: y_total

Based on the test results, the Tolerance value obtained is 0.554, which is greater than 0.10, and the VIF (Variance Inflation Factor) value is 1.804, which is less than 10. Since the Tolerance value is > 0.10 and the VIF value is < 10, it can be concluded that there is no multicollinearity between the Physical Work Environment and Work Competence variables. According to Singgih Santoso (2020), low multicollinearity strengthens the independence of independent variables. This indicates that each independent variable is able to explain the dependent variable independently without excessively influencing one another. Therefore, the regression model in this study meets the multicollinearity assumption and is appropriate to be used for hypothesis testing.

Table. 12 Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,130	2,407		1,300	,196
	x1_total	,851	,106	,614	8,052	,000
	x2_total	,405	,123	,251	3,293	,001

a. Dependent Variable: y_total

Source: Processed Primary Data (2026)

Multiple linear regression analysis was used to examine the effect of Physical Work Environment (X1) and Work Competence (X2) on Employee Satisfaction (Y). The regression equation obtained is:

Y = 3.130 + 0.851X1 + 0.405X2

The constant value of 3.130 indicates the baseline level of employee satisfaction when both independent variables are constant. The coefficient of Physical Work Environment (0.851) shows that an improvement in the physical work environment increases employee satisfaction by 0.851, assuming other variables remain constant, as explained by Sedarmayanti (2017). Meanwhile, the Work

Competence coefficient (0.405) indicates that higher work competence increases employee satisfaction by 0.405, consistent with Wibowo (2016).

Both variables have positive coefficients, meaning they positively influence employee satisfaction. However, the physical work environment has a stronger effect, making it the more dominant factor influencing employee satisfaction.

Tabel. 13 Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,803[a]	,646	,639	2,967

a. Predictors: (Constant), x2_total, x1_total
b. Dependent Variable: y_total

Source: Processed Primary Data (2026)

Based on the analysis in the Model Summary table, the Adjusted R Square value is 0.639, indicating that 63.9% of the variation in Employee Satisfaction can be explained by Physical Work Environment and Work Competence simultaneously. The remaining 36.1% is influenced by other factors outside this research model, such as compensation, leadership style, reward systems, organizational culture, and other individual factors. This shows that the model has a strong contribution in explaining Employee Satisfaction at PT Belladonna Primaraya Rattan Industry.

Table. 14 T Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,130	2,407		1,300	,196
	x1_total	,851	,106	,614	8,052	,000
	x2_total	,405	,123	,251	3,293	,001

a. Dependent Variable: y_total

Sumber : *Data Primer yang diolah 2026*

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,130	2,407		1,300	,196
	x1_total	,851	,106	,614	8,052	,000
	x2_total	,405	,123	,251	3,293	,001

a. Dependent Variable: y_total

Sumber : *Data Primer yang diolah 2026*

The partial t-test was conducted to examine the effect of the Physical Work Environment (X1) on Employee Satisfaction (Y). The results show a t-value of 8.052 with a significance value of 0.000 (< 0.05), indicating that the Physical Work Environment has a positive and significant effect on Employee Satisfaction. This means that better working conditions—such as lighting, air circulation, cleanliness, and workplace safety—can increase employee satisfaction. Therefore, H_1 is accepted.

The t-test results for Work Competence (X2) show a t-value of 3.293 with a significance value of 0.001 (< 0.05), indicating that Work Competence also has a positive and significant effect on Employee Satisfaction. This suggests that higher levels of employee knowledge, skills, and work attitudes contribute to greater job satisfaction. Thus, H_2 is accepted.

Table. 15 F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1763,434	2	881,717	100,151	,000[b]
	Residual	968,425	110	8,804		
	Total	2731,858	112			

a. Dependent Variable: y_total
b. Predictors: (Constant), x2_total, x1_total

Based on the F-test results in the ANOVA table, the F-value is 100.151 with a significance level of 0.000. Since the significance value is less than 0.05 (0.000 < 0.05), it can be concluded that the Physical Work Environment and Work Competence simultaneously have a significant effect on Employee Satisfaction. Therefore, the third hypothesis (H_3) is accepted. This indicates that employee satisfaction is influenced by the combination of a supportive physical work environment and employees' work competence.

Discussion

The Effect of Physical Work Environment (X1) on Employee Satisfaction (Y)

Based on the t-test results, the t-value is 8.052 with a significance level of 0.000, which is lower than 0.05. This indicates that the Physical Work Environment has a positive and significant effect on Employee Satisfaction. The regression coefficient of 0.851 means that every improvement in the Physical Work Environment increases Employee Satisfaction by 0.851. This finding suggests that workplace conditions such as lighting, air circulation, noise levels, and safety play an important role in shaping employee satisfaction. A more comfortable and conducive work environment leads to higher employee satisfaction. Compared to other variables in this study, the Physical Work Environment has the most dominant influence. According to Nitisemito (2015), the physical condition of the workplace is an important factor that can improve employee morale and job satisfaction.

The Effect of Work Competence (X2) on Employee Satisfaction (Y)

The t-test results show a t-value of 3.293 with a significance level of 0.001, which is lower than 0.05. This indicates that Work Competence has a positive and significant effect on Employee Satisfaction. The regression coefficient of 0.405 shows that every increase in Work Competence raises Employee Satisfaction by 0.405. Competence represents the fundamental characteristics of individuals that influence how they think and act at work, which in turn affects job satisfaction (Wibowo, 2016). Employees with better knowledge, skills, and work attitudes tend to perform tasks more effectively and efficiently. This ability increases their confidence and sense of achievement, which ultimately enhances job satisfaction. Although its effect is smaller than the Physical Work Environment, Work Competence still contributes significantly to improving employee satisfaction.

The Effect of Physical Work Environment (X1) and Work Competence (X2) on Employee Satisfaction (Y)

Based on the F-test results, the F-value is 100.151 with a significance level of 0.000, which is lower than 0.05. This indicates that Physical Work Environment and Work Competence simultaneously have a significant effect on Employee Satisfaction. The coefficient of determination (R^2) of 0.646 shows that 64.6% of the variation in Employee Satisfaction can be explained by these two variables, while the remaining 35.4% is influenced by other factors outside this study. These findings indicate that employee satisfaction results from a combination of a supportive work environment and adequate individual competence. A comfortable work environment creates a conducive atmosphere, while strong competence helps employees perform tasks optimally. Previous research by Putra (2021) also found that work environment and competence simultaneously influence employee job satisfaction. Furthermore, Hasibuan (2017) explains that job satisfaction is influenced by several factors, including working conditions and individual abilities.

E. CONCLUSION

Based on the results of the research and discussion presented in the previous chapter regarding the influence of Physical Work Environment (X1) and Work Competence (X2) on Employee Satisfaction (Y) with a total of 113 respondents, several conclusions can be drawn. First, the Physical Work Environment (X1) has a significant effect on Employee Satisfaction (Y). This is proven by the t-test results showing that the calculated t-value is greater than the t-table value with a significance level below 0.05, indicating that the hypothesis is accepted. This means that the better the physical work environment experienced by employees, the higher their level of satisfaction. Second, Work Competence (X2) also has a significant effect on Employee Satisfaction (Y). The t-test results show that the calculated t-value is greater than the t-table value with a significance level below 0.05, indicating that higher employee competence can increase employee satisfaction in performing their work.

Furthermore, the Physical Work Environment (X1) and Work Competence (X2) simultaneously have a significant effect on Employee Satisfaction (Y). This is supported by the F-test results, where the calculated F-value is greater than the F-table value with a significance level below 0.05, indicating that both independent variables jointly contribute to improving employee satisfaction. The coefficient of determination also shows that the Physical Work Environment and Work Competence explain a substantial portion of the variation in Employee Satisfaction, while the remaining variation is influenced by other factors outside the research model..

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