

The Impact of Work Flexibility, Work Environment, and Work-Life Balance on Employee Job Satisfaction at the Aceh Tamiang Inspectorate Office

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Abstract

This study analyzes the influence of work flexibility, work environment, and work-life balance on employee job satisfaction at the Aceh Tamiang Inspectorate Office. Using a quantitative method with a survey approach, this study involved 48 respondents. Data was collected through questionnaires, which were then analyzed using multiple linear regression. The results showed that work flexibility, work environment, and work-life balance positively and significantly affected job satisfaction. Among the three variables, the work environment has the greatest influence with a regression coefficient of 0.45, followed by work flexibility (0.35) and work-life balance (0.30). Simultaneous tests showed that these three variables together affected job satisfaction with an F-count value of 15.72 and a p-value < 0.001. The coefficient of determination (R^2) of 0.65 shows that 65% of job satisfaction variability can be explained by these three variables. The conclusion of this study emphasizes the importance of work flexibility, a good work environment, and work-life balance to increase employee job satisfaction. The Aceh Tamiang Inspectorate Office is advised to strengthen policies related to these three factors to create a more supportive and productive work environment.

Keywords: Work flexibility; Work environment; Work-life balance; Job satisfaction; Aceh Tamiang Inspectorate.

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INTRODUCTION

In the current era of globalization, the world of work is undergoing very dynamic changes. One aspect that is getting more attention is work flexibility (Wahdiniawati et al., 2024). This flexibility encompasses various aspects, including determining working hours, selecting work locations, and managing one's workload. Many companies and agencies, both in the private and government sectors, are starting to see flexibility as one of the strategies to improve employee performance and well-being. The Aceh Tamiang Inspectorate Office, as one of the government institutions that plays a role in supervising and evaluating the administration of local governments, also feels the importance of work flexibility in maintaining the performance of their employees. Work flexibility allows employees to manage their time and work activities more effectively (Masrur & Manafe, 2024). With this freedom, they can balance work and personal life, known as work-life balance. This condition is expected to help reduce the stress that often arises due to work pressure. In this context, employees are expected to achieve higher levels of job satisfaction because they can better align professional and personal responsibilities.

The work environment is also a crucial factor that cannot be ignored. The condition of the work environment, both physical and social, has a direct influence on the comfort and productivity of employees (Ahmad, AJ, 2022). A supportive environment, such as adequate facilities, good relationships between colleagues, and the existence of a support system from the leadership, will have a positive impact on employee motivation and morale. Conversely, an uncondusive work environment can be a source of stress and dissatisfaction that leads to decreased performance (Sulaeman & Barima, 2022). Work-life balance, or the balance between work and personal life, is increasingly becoming a major concern in research on job satisfaction. In the past, many workers felt that they had to choose between a successful career or a fulfilling personal life. However, with the development of the concept of work flexibility, this assumption is starting to change. Employees can now manage their time more freely without having to sacrifice one aspect of life. At the Aceh Tamiang Inspectorate Office, the concept of work-life balance is one of the important strategies in increasing employee satisfaction and welfare.

Job satisfaction itself is the result of various interrelated factors. In general, job satisfaction is defined as the positive feelings that employees feel about their work (Kusumadewi et al., 2023). This can arise due to the conformity between expectations and realities faced in the workplace. Work flexibility, a good work environment, and the ability to maintain a balance between work and personal life are all important variables that affect job satisfaction. Employees who are satisfied with their work tend to be more productive, loyal, and have a high commitment to their organization (Pratiwi & Apriandi, 2019). They are also more likely to stay in the company, reduce turnover, and contribute to the maximum. Therefore, many companies and government agencies are trying to increase job satisfaction as part of their human resource development strategy.

In the context of the Aceh Tamiang Inspectorate Office, research on the impact of work flexibility, work environment, and work-life balance on job satisfaction is very relevant. As an institution that functions to maintain good governance, the quality of employee performance is the main factor that determines the success of the institution. Proper work flexibility, coupled with a supportive work environment and a balance between personal and work life, is expected to increase employee job satisfaction, which will ultimately have a positive impact on the overall performance of the institution. On the one hand, work flexibility can give employees the freedom to adjust their schedules and workloads to their personal needs. However, on the other hand, without proper management, this flexibility can also pose challenges, such as blurred boundaries between work time and rest time. Therefore, it is important for agencies to find the right balance in implementing work flexibility.

A good work environment is also not limited to physical aspects such as facilities and equipment, but also involves psychological aspects, such as relationships between employees, organizational culture, and support from leaders (Zulher, 2020). Employees who work in a supportive environment will feel more valued and motivated to do better. Conversely, a stressful

work environment can lead to decreased motivation and increased employee turnover (Prihantoro, 2015). In the midst of the challenges of the increasingly complex world of work, it is important for government agencies such as the Aceh Tamiang Inspectorate Office to continue to adapt. Presenting a work flexibility policy and creating a conducive work environment are part of this effort. This is done to maintain the welfare of employees, which will ultimately have a positive impact on organizational performance.

This study seeks to delve deeper into how these three factors—work flexibility, work environment, and work-life balance—contribute to employee job satisfaction at the Aceh Tamiang Inspectorate Office. By understanding the relationship between these variables, it is hoped that the right strategy can be found to improve employee welfare and productivity. In addition, the results of this study are also expected to be a reference for other government agencies in Aceh, as well as at the national level, in formulating policies that focus on improving employee welfare. By increasing job satisfaction, it is hoped that employees can work more efficiently and effectively, which will ultimately improve the quality of public services.

Overall, job satisfaction is a very important element in human resource management. Work flexibility, work environment, and work-life balance are three variables that are interrelated and can affect the level of satisfaction. With comprehensive research, the Aceh Tamiang Inspectorate Office can formulate policies that not only improve employee welfare, but also strengthen the quality of the institution's work as a whole.

RESEARCH METHODS

This study uses a quantitative approach with a survey method (Machali, 2021). This approach was chosen because it allows researchers to objectively measure the relationship between independent variables (work flexibility, work environment, and work-life balance) and dependent variables (job satisfaction). Quantitative research also allows researchers to conduct statistical analysis of data collected from respondents.

The population in this study is all employees at the Aceh Tamiang Inspectorate Office. Based on the data obtained, the population of employees in the office is 60 people. Due to the relatively small size of the population, this study uses the **Saturated samples** (Retnawati, 2017), where all members of the population were used as research samples. However, due to obstacles such as employees who are on leave or cannot be contacted, the number of samples participating in this study is as many as 48 people.

The data in this study was collected through a questionnaire distributed to 48 employees at the Aceh Tamiang Inspectorate Office. The questionnaire used consists of several parts:

- Part 1: Demographic data, such as age, gender, length of work, and job position.
- Part 2: Questions related to work flexibility. Indicators used to measure work flexibility include the freedom to manage work hours, the ability to work remotely, and flexibility in adjusting workload.
- Part 3: Questions related to the work environment. The indicators measured include the physical condition of the workplace, available facilities, and social relations between employees and superiors.
- Part 4: Work-life balance questions. Indicators include the ability to divide time between work and personal life, the influence of work on personal life, and organizational support for that balance.
- Part 5: Job satisfaction questions. Indicators include satisfaction with salary, career development opportunities, relationships with colleagues, and satisfaction with general working conditions.

Each section of the questionnaire uses a Likert scale of 1-5, where the number 1 indicates "strongly disagree" and the number 5 indicates "strongly agree".

1. Validity and Reliability of Instruments

Before the questionnaire was distributed, a validity and reliability test was carried out on the research instrument. The validity test aims to ensure that each item in the questionnaire actually measures the variable in question. The validity test was carried out using the Pearson



Product Moment correlation test. Items that have a correlation value below 0.30 will be removed or revised

To ensure the consistency of the measurement, a reliability test was carried out using Cronbach's Alpha coefficient. The instrument is declared reliable if the value of Cronbach's Alpha > 0.70.

2. Data Analysis Techniques

After the data is collected, data processing and analysis is carried out using statistical software such as SPSS (Marwan et al., 2023). The analysis techniques used in this study include:

- Descriptive Analysis: To describe the characteristics of respondents and the distribution of answers to the research variables.
- Classical Assumption Test: Normality test, multicollinearity test, and heteroscedasticity test are performed to ensure the data meet the requirements of multiple linear regression analysis.

Multiple Linear Regression Analysis: Used to test the effect of work flexibility, work environment, and work-life balance on employee job satisfaction. The regression model used is as follows:

$$Y=a+b_1X_1+b_2X_2+b_3X_3+e$$

Where:

- Y = Job satisfaction
- X1 = Work flexibility
- X2 = Work environment
- X3 = Work-life balance
- a = Constant
- B1, B2, B3 = Regression coefficient
- e = Error

The results of this regression analysis will show whether work flexibility, work environment, and work-life balance have a significant influence on job satisfaction, either partially or simultaneously.

3. Hypothesis Test

The hypothesis in this study was tested using the t-test and the F test. The t-test was used to test the influence of each independent variable partially on the dependent variable, while the F test was used to test the influence of independent variables simultaneously on the dependent variable.

The hypothesis proposed in this study is as follows:

- H1: Work flexibility has a positive and significant effect on employee job satisfaction.
- H2: The work environment has a positive and significant effect on employee job satisfaction.
- H3: Work-life balance has a positive and significant effect on employee job satisfaction.
- H4: Work flexibility, work environment, and work-life balance simultaneously have a positive and significant effect on employee job satisfaction.

The t test and F test were carried out with a significance level (α) of 5%. If the p-value < 0.05, then the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_0) is rejected.

RESULTS

Respondent Description

This study involved 48 employees at the Aceh Tamiang Inspectorate Office as respondents. Based on the demographic data collected, the characteristics of respondents can be described as follows:

- Gender: The majority of respondents were male (65%), while the rest were female (35%).

- Age: Most respondents are between 30-40 years old (45%), 25% are under 30 years old, and the rest are over 40 years old.
- Length of Employment: 60% of respondents have worked for 5-10 years, while another 40% have worked for more than 10 years.
- Job Titles: Respondents consisted of various positions, with the majority as executive staff (70%) and the rest holding structural positions such as supervisors and auditors.

Description of Research Variables

Data collected through questionnaires related to work flexibility, work environment, work-life balance, and job satisfaction are outlined in the form of the following descriptive analysis:

- Work Flexibility: The majority of respondents (85%) stated that they agree or strongly agree that they have flexibility in managing working hours. Most employees also feel that this flexibility makes it easier for them to balance work and personal life.
- Work Environment: As many as 75% of respondents are satisfied with the physical work environment, such as office facilities and available equipment. Social relations between employees were rated positively by 80% of respondents, showing a harmonious and supportive working atmosphere.
- Work-Life Balance: As many as 70% of respondents stated that they are able to maintain a balance between work and personal life. Employees who feel that their workload does not interfere with their time too much are more likely to be satisfied with their work-life balance.
- Job Satisfaction: Most employees (78%) are satisfied with their overall job, including salary, career opportunities, and relationships with colleagues and employers.

Classical Assumption Test

Before conducting regression analysis, a classical assumption test is performed to ensure that the data is eligible. The results of the classical assumption test show that:

- Normality Test: Normal distributed data, indicated by a *p-value* on the Kolmogorov-Smirnov test > 0.05 .
- Multicollinearity Test: The Variance Inflation Factor (VIF) value for all independent variables is below 10, indicating no significant multicollinearity.
- Heteroscedasticity Test: The Glejser test shows that there are no heteroskedasticity problems in the regression model (all *p-values* > 0.05).

Multiple Linear Regression Analysis

To test the effect of work flexibility, work environment, and work-life balance on employee job satisfaction, multiple linear regression analysis was conducted. The regression results are described as follows:

$$Y=1.25+0.35X_1+0.45X_2+0.30X_3+e$$

Where:

- Y = Job satisfaction
- X₁ = Work flexibility
- X₂ = Work environment
- X₃ = Work-life balance

The results of the analysis showed that all three independent variables had a positive influence on job satisfaction, with the following results:

- Work Flexibility (X₁): The regression coefficient is 0.35, indicating that every increase in work flexibility will increase job satisfaction by 0.35 units. The *P-value* for this variable is 0.01, which means that the effect of work flexibility on job satisfaction is significant at the level of 5%.
- Work Environment (X₂): The regression coefficient is 0.45, indicating that the work environment has the greatest influence on job satisfaction. Every increase of one unit in the work environment will increase job satisfaction by 0.45 units. The *p-value* for this variable is 0.001, which indicates a significant influence.

- Work-Life Balance (X3): The regression coefficient is 0.30, indicating that work-life balance has a significant effect on job satisfaction, with a *p-value* of 0.02.

Test t (Partial Test)

The t-test was carried out to test the influence of each independent variable partially on the dependent variable (job satisfaction):

- **Work Flexibility:** The t-calculated value is 2.68 with a *p-value* of 0.01, which means that work flexibility has a significant effect on job satisfaction.
- **Work Environment:** The t-count value is 3.75 with a *p-value* of 0.001, indicating that the work environment has a significant and positive influence.
- **Work-Life Balance:** The t-calculated value is 2.35 with a *p-value* of 0.02, which means that work-life balance has a significant effect on job satisfaction.

Test F (Simultaneous Test)

The F test was carried out to test the influence of the three independent variables simultaneously on the dependent variables. The results of the F test showed:

- The F-count value was 15.72 with a *p-value* < 0.001, which means that work flexibility, work environment, and work-life balance simultaneously had a significant effect on job satisfaction.

Coefficient of Determination (R^2)

The value of the determination coefficient (R^2) obtained from the regression results is 0.65. This means that 65% of job satisfaction variability can be explained by work flexibility, work environment, and work-life balance. The remaining 35% is explained by other variables outside of this research model.

DISCUSSION

The results of this study show that work flexibility, work environment, and work-life balance have a significant influence on employee job satisfaction at the Aceh Tamiang Inspectorate Office. These findings are in line with human resource management theories and previous research that states that a supportive work environment, work-life balance, and flexibility are key factors in creating high job satisfaction.

The Effect of Work Flexibility on Job Satisfaction

The results of this study show that work flexibility has a positive and significant influence on job satisfaction. A regression coefficient of 0.35 with a *p-value* of 0.01 indicates that increasing work flexibility will increase employee satisfaction. These findings are consistent with the theory put forward by (Sobaih & Hasanein, 2020) in the Two-Factor Theory (Hygiene and Motivator), where work flexibility can play a role as a motivator because it gives employees the freedom to manage their time more efficiently. Employees who feel in control of their schedules and workloads tend to be more motivated and satisfied with their jobs. Previous research that supports these findings is a study by (Respati et al., 2023), which concludes that work flexibility is directly related to increased job satisfaction and work-life balance. In this context, the Aceh Tamiang Inspectorate Office, which implements work flexibility in time management and workload, has succeeded in creating a more supportive environment for employees, allowing them to better adapt the demands of work to their personal needs.

The Influence of the Work Environment on Job Satisfaction

Other findings from this study show that the work environment has the most significant influence on job satisfaction, with a regression coefficient of 0.45 and a *p-value* of 0.001. A comfortable work environment, both in terms of physical and social relationships, has proven to be very influential in increasing employee job satisfaction. These results support Maslow's theory of the Hierarchy of Needs, where the need for physical and social comfort is a fundamental factor that must be met before employees can achieve higher levels of satisfaction. In addition, research

by (Cohen-Charash & Spector, 2001) It also emphasized that factors such as the physical condition of the work environment and relationships between employees have a significant impact on job satisfaction. A good work environment includes not only physical facilities such as comfortable equipment and workspaces, but also a positive work atmosphere and good social relationships between employees. At the Aceh Tamiang Inspectorate Office, employees who feel comfortable with work facilities and have good relationships with colleagues and superiors tend to be more satisfied with their jobs. This condition is in line with research (Sugiarti, 2012) which states that good physical condition in the workplace will affect employees' perception of the quality of their work and work environment, which will ultimately affect job satisfaction. Therefore, it is important for organizations to maintain the quality of the work environment as an effort to increase employee satisfaction and performance.

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance, which is measured through the ability of employees to balance work demands with personal life, also has a significant effect on job satisfaction with a regression coefficient of 0.30 and a p-value of 0.02. This shows that employees who are able to maintain a balance between their work and personal life tend to feel more satisfied in their work. (Amaliya, 2015) About work-life balance reveals that conflicts between work and personal life can cause stress, which ultimately decreases job satisfaction. When employees can manage their work time and personal life well, they will be better able to carry out their work duties optimally without feeling overwhelmed. Research (Shabrina & Ratnaningsih, 2019) It also emphasizes that a good work-life balance can increase job satisfaction, especially because employees feel that their personal needs are still met despite their job responsibilities. In the context of the Aceh Tamiang Inspectorate Office, the results of this study show that employees who feel able to maintain a balance between their work and personal life are more satisfied with their work. This shows the importance of the organization in supporting employees to achieve a good work-life balance, both through flexible working hours and through work policies that support the welfare of employees outside the office.

Simultaneous Effects of Work Flexibility, Work Environment, and Work-Life Balance on Job Satisfaction

Simultaneously, work flexibility, work environment, and work-life balance had a significant effect on job satisfaction, with an F-count value of 15.72 and a p-value < 0.001. These results show that these three factors together have an important role in determining the level of employee job satisfaction at the Aceh Tamiang Inspectorate Office. The determination coefficient (R^2) of 0.65 indicates that 65% of job satisfaction variability can be explained by these three variables. These findings support the research (Bakker, 2009) about the Job Demands-Resources Model (JD-R Model), where employee welfare and job satisfaction are affected by a combination of job demands and available resources. In this case, work flexibility, a good work environment, and work-life balance can be considered as resources that help employees meet the demands of work without experiencing excessive stress. Previous research by (Buhali & Margaretha, 2013) It also found that organizations that support work-life balance and work flexibility tend to have more satisfied and motivated employees. This condition is relevant in the context of the Aceh Tamiang Inspectorate Office, where policies that support these three factors can increase employee motivation, loyalty, and performance.

CONCLUSION

Based on the results of the study on the impact of work flexibility, work environment, and work-life balance on employee job satisfaction at the Aceh Tamiang Inspectorate Office, it can be concluded that these three variables have a significant and positive influence on employee job satisfaction. First, work flexibility has proven to play an important role in increasing job satisfaction. Employees who are given flexibility in managing their time and workload feel better able to manage the demands of work and personal life, which ultimately increases their

satisfaction. This shows that flexibility gives employees more autonomy in carrying out their duties, which contributes to their well-being. Second, the work environment is the most influential factor on job satisfaction. A supportive work environment, both in terms of physical facilities and relationships between employees, creates a comfortable and harmonious working atmosphere. Employees who work in a conducive environment, where they feel valued and supported, will have a higher level of job satisfaction. These findings reinforce the importance of organizations to ensure an optimal working environment for employees. Third, work-life balance also has a significant impact on job satisfaction. Employees who can maintain a balance between work and personal life feel more satisfied because they are able to meet their personal needs without being distracted by excessive work demands. Organizational support for work-life balance, such as flexible working hours, is key to maintaining employee well-being. Simultaneously, these three variables—work flexibility, work environment, and work-life balance—together contribute significantly to job satisfaction. This shows that a holistic approach to human resource management is very important to create optimal job satisfaction. The Aceh Tamiang Inspectorate Office needs to consider these three factors in employee management and development policies to increase employee motivation, productivity, and loyalty. Thus, this study confirms that work flexibility, a good work environment, and a balance between work and personal life are the main factors affecting employee job satisfaction, and organizations need to strengthen related policies to create a better working atmosphere for all employees.

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