

RESEARCH ARTICLE

Impact of Decision-Making Participation, Work Environment Assessment and Achievement Motivation on Job Satisfaction of Sabang Freeport Concession Board (BPKS) Employees

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Abstract

The purpose of this study is to determine the impact of achievement motivation on participation in the decision-making process, assessment of work environment, and job satisfaction of Free Trade Area Concession Service and Sabang Freeport employees. Respondents were 56 facility employees selected through a rapid sampling sample. Data collection was performed using questionnaires and data were analyzed using multiple statistical linear regression tools. The study found that decision-making involvement, work environment ratings, and achievement motivations had a positive impact on job satisfaction among Sabang Free Trade Zone and Freeport Concession Authority employees. Motivation to achieve has the greatest impact on employee job satisfaction, followed by evaluation of the work environment. Statistical test results show that the values of $F_{count} > F_{table}$ and $T_{count} > T_{table}$ can be simultaneously and partially interpreted as participation in decision-making and evaluation of the working environment of Sabang Free Trade Zone employees. I'm here. and the Freeport Concession Office. Therefore, hypothesis H_a is accepted and hypothesis H_o is rejected. The conclusion drawn from this survey is the job satisfaction of Sabang Free Trade Agreement Agency employees. heavily influenced by employee involvement in the decision-making process, evaluation of the work environment, and employee motivation to perform.

Keywords

Job Satisfaction, Participation in Motivation, Evaluation of Workplace Environment and Achievement Motivation.

1 | INTRODUCTION

One of the factors that is most considered in the management of human resources is the factor of job satisfaction [1]. This is because job satisfaction is very important for every employee and can have an impact on the smooth running of the organization's operational activities as a whole. Without satisfaction at work, an employee will not be happy to carry out the work assigned to him. In turn, low job satisfaction will not only lead to a lack of employee morale, but even more extreme, it can lead to intentions among employees to look for other organizations that can provide better job satisfaction. In addition to providing opportunities for employees to express their opinions and suggestions through decision-making meetings, other factors that can affect employee job satisfaction are assessments of the work environment, including those related to compensation, which can also affect employee job satisfaction. The work environment is everything that is around the employee's workplace, which can directly affect employees in carrying out their duties [2]. Elements that can be classified into the work environment include room cleanliness, work design and chairs and other equipment, lighting layout, ventilation [3], air conditioning and so on. The work environment can also be defined as external factors both physical and non-physical within an organization (Sihombing, 2012).

The Sabang Free Trade Area and Free Port Management Agency (BPKS) is one of the institutions whose existence is urgently needed in the effort to operate the Sabang Free Zone and Free Port. The existence of this institution is determined through Law Number 37 of 2000 concerning the Free Trade Area and Free Port of Sabang. Through this law it is stated that the Sabang area has a function as a place to develop businesses in the fields of trade, services, industry, mining and energy, transportation, maritime and fisheries, post and telecommunications, banking, tourism insurance and other fields. The functions referred to include two activities, namely ,manufacturing, design, engineering, sorting, initial inspection, final inspection, packing and repackaging of goods and raw materials from within and outside the country, banking services and machinery reconditioning and quality improvement, and provision and development of water and water resources infrastructure, transportation infrastructure and facilities including seaports and airports, buildings and electricity networks, posts and telecommunications, as well as other infrastructure and facilities. In carrying out its operational activities, BPKS is subject to the Sabang Regional Council (DKS) which is chaired by the Governor of Aceh. This is in accordance with the Decree of the Governor of Aceh Number 510/289/2009 which states that the BPKS is an executive element of the Sabang Regional Council in the management and development of the Sabang Free Trade Zone and Free Port.

2 | BACKGROUND THEORY

Job satisfaction is an important thing that everyone has at work [4]. With a high level of job satisfaction, they will work hard so that organizational goals can be achieved properly. "Job satisfaction is a positive emotional state from evaluating one's work experience" (Mathis and Jackson, 2001: 98). Job satisfaction is also a dynamic nature, in the sense that satisfaction is not a fixed state because it can be changed by forces both within and outside the work environment. Rivai (2005: 248), says that "job satisfaction is a question of how far the job as a whole satisfies needs, job satisfaction is also a general attitude which is the result of several specific attitudes towards work factors, self-adjustment and individual social relations outside of work" [5]. The fact shows that people who want to work are not only looking for and getting paid (economic elements), but working they expect to get job satisfaction. Luthans, as quoted by Sopiah (2008: 170) suggests "job satisfaction is a pleasurable or positive emotional state resulting from an appraisal of one's job experience". (Job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a job work experience [6]. Luthans adds that job satisfaction is the difference between how much something one should receive and how much something one actually receives.

Factors Affecting Job Satisfaction

Kraitner and Angelo (2005: 271) state, there are five prominent models of job satisfaction which will classify the causes. The causes are fulfilment of needs, incompatibility, achievement of values, similarities, and components of character/genetics.

- a. Fulfilment of Needs
- b. incompatibility
- c. Value Achievement
- d. Equality
- e. Components of character / genetics

Purwanto and Wahyudin (2005) summarize various expert opinions regarding the factors that influence employee job satisfaction in order to improve their performance as follows:

- a. Psychological factors, are factors related to the psychology of employees which include interest, peace in work, attitudes towards work, talents, and skills

- b. Social factors, are factors related to social interaction both among employees, with their superiors, and employees of different types of work
- c. Physical factors, are factors related to the physical condition of the work environment and the physical condition of employees, including: type of work, rest time arrangements, work equipment, room conditions, lighting temperature, air exchange, employee health conditions, age, and so on
- d. Financial factors, are factors related to guarantees and employee welfare which includes the system and the amount of salary, social security, various benefits, facilities provided, promotions and so on.

According to Rivai (2005: 481), measurement of work decisions can be illustrated in the following figure:

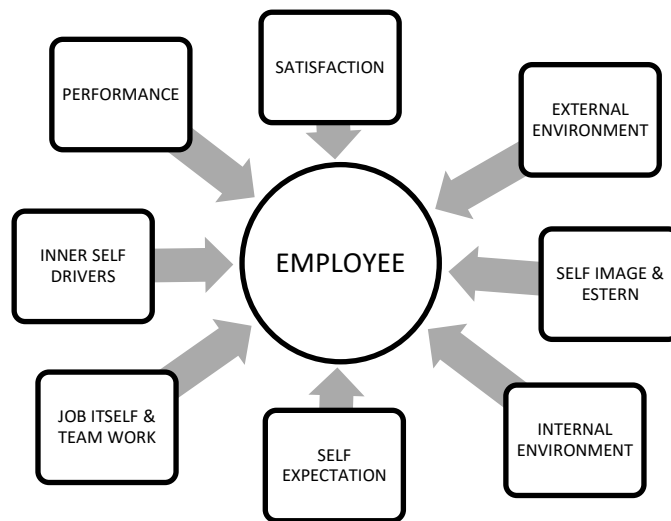


Figure 1. Reward performance model of motivation as a measure of job satisfaction

Involvement in Decision Making

The main key to the success of achieving organizational goals lies in the people in it [7]. Brincole also stated that organizations can do better in achieving their goals, if more attention is given to humans in the organization, such as in decision making. A similar opinion was also expressed by Barnard (2004: 24) who stated that "the individual is always the basic strategic factor in organization, therefore he must be encouraged to cooperate and to contribute his effort to organization". (Individuals are strategic factors in organizations, because they must be motivated to be able to work together and contribute to the organization). Jenkins quoted by Sihombing (2004) states, by involving members of the organization in decision making, and the more people involved in decision making, the more effective the decisions taken will be. Because they will be complete, and will carry out the decisions they have taken carefully, and are loyal to the organization in order to achieve goals (Joseph, 2002: 214). Siagian (2001) suggests that there are five characteristics needed in decision making, namely: aggressiveness, endurance, creativity, self-confidence, and adaptability. Furthermore Likert (Toha, 2003: 271-275), states that there are four management systems in decision making, namely exclusive-authoritative, benevolent-authoritative, consultative, and participative. Sihombing (2004) states that to see the involvement of decision-making, the following indicators can be used:

- 1) Opportunity to take part in decision-making, with sub-indicators: leader's willingness to provide opportunities to take part and willingness to take part in decision-making.
- 2) Participation in decision making, with sub indicators: ability to express opinions in decision making, and willingness to accept other people's opinions.
- 3) Implementation of decisions with sub-indicators: willingness to implement decisions, and independence in implementing decisions.

Assessment on the Work Environment

Development and development mean dynamic change, an accelerating one that is expected to have a positive impact. One aspect of development is the creation of a conducive work environment [8]. Handoko (2001: 99) states, "the work environment is everything that is around the employee's workplace, which can directly affect employees in carrying out their duties". Elements that can be classified into the work environment include cleanliness of the room, design of work and chairs and other equipment, layout of lighting, ventilation, air conditioning and so on [9]. Meanwhile Sihombing (2004: Journal) states, "Work environment is factors outside of humans both physical and non-physical in an organization". Fieldman (2003: 197-198) states that between the work environment and job satisfaction there is a positive relationship, and the work environment affects the work productivity of an organization. The formation of a work environment related to human capabilities and work productivity is influenced by physical, chemical, biological, physiological, metal, and socio-

economic factors. (Sumamur, 2002: 7). In general, the work environment is influenced by the following factors. First, work facilities, a work environment that does not support the implementation of work contributes to poor performance, such as a lack of work tools, stuffy work rooms, inadequate ventilation, and unclear procedures [10]. (Tyssen, 2002: 7). Second, salary and benefits. Salary that is not in line with workers' expectations will make workers look at a work environment that guarantees the achievement of workers' expectations at any time. (Kennet and Yuki, 2002:18). Third, work relations. Work groups with high cohesiveness and loyalty will increase work productivity, because one worker and another worker will mutually support the achievement of goals and or results. (tyssen, 2002: 50). Genetically, each individual has the ability to adapt to the environment with certain patterns of behavior to overcome environmental problems. However, the formation of a work environment that supports work productivity will lead to job satisfaction for workers in an organization (Kegan, 2003: 83). From the description above, the work environment indicators in this study are as follows: work facilities, with sub-indicators, total quality: salary and benefits, with salary suitability sub-indicators, opportunities to earn additional income: and work relations, with interaction sub-indicators, and fluency communication.

Definition of Motivation and Achievement Motivation

Etymologically, motivation comes from the word "movere" in Latin which means to move. Motivate (to motivate) means the action of someone who wants to influence other people to behave (to behave) in certain respects. Moekijat in the management dictionary quoted by Mstutina (2002: 16) says that motivation is any feeling or desire that greatly influences people's will, so that people are encouraged to take action, the influence of forces that cause behaviour, processes determine individual movements or behaviour towards goals. Meanwhile Siagan (2002: 138), provides a limitation that "motivation is the driving force that results in a member of the organization willing and willing to direct will in the form of expertise or skills of personnel and time to carry out various activities that are willing to be responsible for fulfilling obligations, in the level of achievement of goals and various predetermined organizational goals. The theory of achievement motivation was put forward by McClelland (1976: 74) who argued that the need for achievement is a function of driving ability, effort, and desire to achieve goals. This theory argues that employees have potential energy reserves. How this energy is released and used depends on the strength of one's motivational drive and the circumstances and opportunities available. This energy will be harnessed by employees because it is driven by a lack of basic motives and needs involved, expectations of success and incentive values attached to goals.

McClelland classifies three human needs that can motivate work passion, namely the need for achievement, the need for affiliation and the need for strength (Hasibuan, 2001: 111-112). Meanwhile, according to Smith and Chinny (cited Pareek 2001: 119-120) achievement motivation is the result of the interaction of effort, satisfaction and rewards for achieving goals.

3 | METHOD

Population and Sample

The study population was all employees of the Office of the Free Trade Zone and Free Port of Sabang (BPKS) Office, totalling 126 people. For the purposes of this study, sampling will be carried out. Determination of the number of samples sought using the Solving formula (Suliyanto, 2006: 100) as follows.

$$n = \frac{N}{1 + N(e^2)}$$

Information:

n = Sample

N = Population

E = Degree of freedom

With a sampling allowance of 10%, the number of research samples is 56 employees, calculated with the following calculations:

$$n = \frac{126}{1 + 126(0,1)^2}$$

$$n = \frac{126}{1 + 126(0,01)}$$

$$n = \frac{126}{1 + 1,26} = 55,75 \text{ rounded up to } 56 \text{ people}$$

Operational Variables

The research variables consist of job satisfaction as the dependent variable, with involvement in making decisions, assessment of the work environment and achievement motivation as independent variables. Each variable is operationalized as shown in the following table.

Table 1. Operational definitions of variables, indicators and data measurement scales

1 No	2 Variable	3 Variable Definitions	4 Indicator	5 size	6 Scale	7 Items
1	Dependent Job satisfaction	It is a reflection of workers' feelings towards their work. (Soedjono, 2005).	Employees feel proud	1,2,3,4,5	Ordinal	A1
			Employees' sense of accomplishment	1,2,3,4,5	Ordinal	A2
			Sense of responsibility of employees in carrying out their duties.	1,2,3,4,5	Ordinal	A3
			Sense of belonging to the workplace	1,2,3,4,5	Ordinal	A4
			Feeling valued by the leadership	1,2,3,4,5	Ordinal	A5
			The sense of security that employees get	1,2,3,4,5	Ordinal	A6
			A sense of kinship between fellow employees and leaders	1,2,3,4,5	Ordinal	A7
			Mutual respect and mutual support among fellow employees	1,2,3,4,5	Ordinal	A8
2	Independent Involvement in decision making	Employee involvement in decision making is characterized by the following things Exclusive-authoritative, benevolent-authoritative, and participative. (Sihombing, 2012)	Willingness of leaders to involve employees in decision making (Sihombing, 2012)	1,2,3,4,5	Ordinal	B1
			Willingness of employees in making decisions, (Sihombing, 2012)	1,2,3,4,5	Ordinal	B2
			express opinions (sihombing, 2012)	1,2,3,4,5	Ordinal	B3
			The ability to criticize the opinions of others. (sihombing, 2012)	1,2,3,4,5	Ordinal	B4
			Willingness to carry out decisions (Sihombing, 2012)	1,2,3,4,5	Ordinal	B5
			Independence in carrying out decisions (Sihombing, 2012)	1,2,3,4,5	Ordinal	B6
3	Assessment on the Work Environment	Employee assessment of external factors both physical and non-physical within an organization the work environment is influenced by work facilities, salaries, and work relations, (Sihombing, 2012)	Completeness (amount) of facilities (Sihombing, 2012)	1,2,3,4,5	Ordinal	C1
			Facilities quality (Sihombing, 2012)	1,2,3,4,5	Ordinal	C2
			Salary compliance (Sihombing, 2012)	1,2,3,4,5	Ordinal	C3
			Opportunity to earn additional income (Sihombing, 2012)	1,2,3,4,5	Ordinal	C4

			Interaction with superiors/fellow colleagues (Sihombing, 2012)	1,2,3,4,5	Ordinal	C5
			Smooth communication (Sihombing, 2012)	1,2,3,4,5	Ordinal	C6
4	Achievement motivation	A strong desire to achieve success in work which is characterized by self-actualization efforts, concern for excellence and optimal implementation of tasks based on rationality (Sihombing, 2012)	Make targets/goals to be achieved (Sihombing, 2012)	1,2,3,4,5	Ordinal	D1
			Self-confidence (Sihombing, 2012)	1,2,3,4,5	Ordinal	D2
			Competition (Sihombing, 2012)	1,2,3,4,5	Ordinal	D3
			Pride in the successful completion of tasks (Sihombing, 2012)	1,2,3,4,5	Ordinal	D4
			Receiving assignments (Sihombing, 2012)	1,2,3,4,5	Ordinal	D5
			Responsibility (Sihombing, 2012)	1,2,3,4,5	Ordinal	D6
			Feedback (Sihombing, 2012)	1,2,3,4,5	Ordinal	D7
			Willingness to face risks (Sihombing, 2012)	1,2,3,4,5	Ordinal	D8

Source ; Processed Data (2023)

Analysis Tools

The data analysis tool used to be able to explain the research problem as it has been formulated is multiple linear regression. Metamatically formulated as follows (Malhotra, 2007: 231)

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

Where :

Y = Job satisfaction

a = Constant

X₁ = Involvement in Decision Making

X₂ = Assessment on the Work Environment

X₃ = Achievement motivation

b₁, b₂, and b₃ = regression coefficient X₁, X₂ and X₃

e = Error term

Hypothesis test

At a 95 percent confidence level, the hypothesis in this study can be described as follows:

Ho: involvement in decision making, research on the work environment and achievement motivation have no significant positive effect on job satisfaction of Office Employees of the Sabang Free Trade Zone and Free Port Concession Agency.

Ha: involvement in decision making, assessment of the work environment and achievement motivation do not have a significant positive effect on job satisfaction of employees of the Office of the Sabang Free Trade Area and Free Port Management Agency (BPKS). Hypothesis testing using statistical tools F-Test and t-test. The F test is used to determine the effect of the three independent variables simultaneously on employee job satisfaction, with the following conditions.

If the F_{count} value > F_{table} value, then the hypothesis (Ha) is accepted.

If the value of F_{count} < from the value of F_{table}, then the hypothesis (Ha) is rejected.

Furthermore, the provisions for testing the hypothesis using the t-test are as follows:

If the t_{count} value of an independent variable > t_{table} value it can be interpreted that the related independent variable has a significant effect on employee work satisfaction.

If the t_{count} value of an independent variable < t_{table} value can mean that the related independent variable has a significant effect on employee work satisfaction.

Reliability Testing

The reliability of a measurement indicates the extent to which the measurement is without bias (error free) and therefore guarantees consistent measurement across time and across the various items in the instrument. In other words, the reliability of a measurement is an indication of the stability and consistency in which the instrument measures the concept and helps assess the "accuracy" of a measurement (Sekaran, 2006: 40). In this study, the benchmark for the reliability of a questionnaire was Cronbach's alpha value obtained through statistical calculations. Ma'ruf, (2005: 96) states that the minimum acceptable Cronbach alpha value is 0.70. This means that a questionnaire is declared reliable if the Cronbach alpha value obtained is above 0.70.

4 | RESULT

Validity test

Validity test is used to measure the validity of the data obtained. A measurement scale is called valid if it does what it should do and measures what it should measure. If the measurement scale is not valid, then it is not useful for researchers because it does not measure what should be done. In this study, determining validity can be done by looking for the correlation value of each item's score with the total item score for each variable. Then the calculated r_{value} obtained from this correlation is compared with the r_{table} value at the 95 percent confidence level with the condition that if the $r_{\text{count}} > r_{\text{table}}$ item statement is declared valid. Conversely, if the value of $r_{\text{count}} < r_{\text{table}}$, the item statement is invalid.

The job satisfaction variable consists of 8 (eight) statement items denoted by item codes A1, A2, A3 to A8. The calculated r_{value} for the first statement (A1) shows a number of 0.693. This figure is greater than the value of r_{table} ($n = 56$) of 0.266. Thus, it can be interpreted that all the first statement items related to job satisfaction are declared valid. Furthermore, the calculated value for the second statement item (A2) to the eighth statement item (A8) is also greater when compared to the r_{table} value, so that it can be interpreted that all statement items related to job satisfaction variables are also declared valid.

Table 2. Validity test results

No	Variable	Item Code	Calculated R Value	Table R value (n=56)	Information
1	Job satisfaction	A1	0,693	0,266	Valid
		A2	0,664	0,266	Valid
		A3	0,605	0,266	Valid
		A4	0,661	0,266	Valid
		A5	0,679	0,266	Valid
		A6	0,467	0,266	Valid
		A7	0,498	0,266	Valid
		A8	0,509	0,266	Valid
2	Involvement in Decision Making	B1	0,653	0,266	Valid
		B2	0,730	0,266	Valid
		B3	0,619	0,266	Valid
		B4	0,626	0,266	Valid
		B5	0,681	0,266	Valid
		B6	0,737	0,266	Valid
3	Assessment on the Work Environment	C1	0,784	0,266	Valid
		C2	0,713	0,266	Valid
		C3	0,707	0,266	Valid
		C4	0,575	0,266	Valid
		C5	0,714	0,266	Valid
		C6	0,699	0,266	Valid
4	Achievement motivation	D1	0,608	0,266	Valid
		D2	0,545	0,266	Valid
		D3	0,547	0,266	Valid
		D4	0,552	0,266	Valid
		D5	0,632	0,266	Valid
		D6	0,562	0,266	Valid
		D7	0,845	0,266	Valid
		D8	0,641	0,266	Valid

Source: Primary data (processed), 2023

Table 3. Reliability test results

No	Variable	number of items	Cronbach alpha value	Information
1	Job satisfaction	8	0,736	reliable
2	Involvement in Decision Making	6	0,782	reliable
3	Assessment on the Work Environment	6	0,787	reliable
4	Achievement motivation	8	0,772	reliable

Source: primary data (processed), 2023

Theoretically, an employee's job satisfaction can be influenced by employee involvement in decision making. Assessment of the work environment and achievement motivation that exists within the employee. The higher employee involvement in decision making and the better the assessment of the work environment and the higher the achievement motivation, the higher job satisfaction will be. Conversely, an employee will be able to experience dissatisfaction at work if they are not involved in decision making, have a bad assessment of the work environment and have low achievement motivation. Therefore, in accordance with the research topic, job satisfaction of employees of the Office of the Free Trade Area Concession and Free Port of Sabang (BPKS) is used as a function of involvement in decision making, assessment of the work environment and achievement motivation.

The results of data processing show involvement in decision making, assessment of the work environment and achievement motivation have a positive effect on job satisfaction of employees of the Office of the Sabang Free Trade Zone and Free Port Concession Agency (BPKS). This is indicated by the positive value of the regression coefficient for each variable as shown in the following SPSS output section.

Table 4. SPSS output section showing the value of the regression coefficient of each independent variable

Model	Unstandardized coefficients		Standardized coefficients	t	Sig	Collinearity statistics	
	B	Std.error	Beta			tolerance	VIF
1 (constant)	1.047	.235		4.447	.000		
Involvement in Decision Making	218	.090	.278	2.423	.019	.362	2.763
Assessment on the work environment	266	.105	.346	2.538	.014	.257	3.888
Achievement Motivation	278	.104	.318	2.681	.010	.338	2.995

Table 5. The SPSS output section showing the value of the correlation coefficient (r) and the value of the coefficient of determination (r²)

Model	R	R square	Adjusted R square	Std. Error of The estimate	Durbin – Watson
1	.867 ^a	.752	.738	.23222	1.710

a. Predictor: (constant), achievement motivation, involvement in decision making, assessment of the work environment

b. Dependent Variable: Job satisfaction

Proof of Hypothesis

The results of the F test statistic test showed a calculated F value of 52.599. Meanwhile, the F table value at the 95% confidence level shows a figure of 2.786. Because the value of $F_{\text{count}} > F_{\text{table}}$ ($52.599 > 2.786$) then the hypothesis H_a is accepted which means involvement in decision making, assessment of the work environment and achievement motivation have a significant effect on work satisfaction of employees of the Office of the Free Trade Area Concession Agency and Sabang Free Port (BPKS). The results of statistical testing of the t test showed that the t value was 2.423 for the variable of involvement in decision making, 2.538 for the assessment variable in the work environment and 2.681 for the achievement motivation variable. The t table value at the 95% confidence level shows a number of 2.005. Because the calculated t value of each variable is greater than the t table value, it can be partially interpreted as involvement in decision making, assessment of the work environment and achievement motivation have a significant effect on employee job satisfaction. For more details regarding the F test and t test as a benchmark for testing the hypothesis, see the following table.

Table 6. Summary of hypothesis testing

Test Form	Statistical value		Information
	F count	F table	
Simultaneous testing	52,599	2,786	The three variables have a significant effect (Ha accepted and Ho rejected)
Partial testing	T count	T table	
Involvement in decision making	2,423	2,005	Involvement in decision making has a significant effect.
Assessment of the work environment	2,538	2,005	Assessment of the work environment has a significant effect.
Achievement motivation	2,681	2,005	Achievement motivation

Source: primary data (processed) 2023

5 | CONCLUSIONS AND FUTURE WORK

- Involvement in decision making, assessment of the work environment and achievement motivation have a positive effect on job satisfaction of employees of the Office of the Free Trade Area Concession Agency and Sabang Free Port, shown by the regard equation $Y = 1.047 + 0.218X_1 + 0.266X_2 + 0.278X_3$. The variable that has the greatest influence on employee job satisfaction is achievement motivation (X_3) with a coefficient value of 0.278. Then following the assessment on the work environment (X_2) is in second place with a regression coefficient value of 0.266.
- The relationship between job satisfaction and involvement in decision making, assessment of the work environment and achievement motivation is very close, shown by the value of the correlation coefficient (R) of 0.867. Furthermore, 75.20 percent of employee job satisfaction is influenced by involvement in decision making, assessment of the work environment and achievement motivation. The remaining 24.80 percent (1-0.752) is influenced by factors other than these three factors.
- The results of statistical tests show that the value of $F \text{ count} > F \text{ table}$ and $t \text{ count} > t \text{ table}$, can be interpreted both simultaneously and partially involvement in decision making, assessment of the work environment and achievement motivation have a significant effect on job satisfaction of employees of the Office of the Free Trade Area Concession Agency and Sabang Free Port. Thus, the hypothesis H_a is accepted and conversely the hypothesis H_o is rejected.

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