The Influence of Physical Work Environment and Work Motivation on the Performance of Soldiers in the Yonarmed 19/105 Tarik with Job Satisfaction as an Intervening Variable

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Abstract

The performance of the Yonarmed unit is assessed based on individual recapitulations conducted four times a year. The average performance score for 2021–2022 experienced a decline in each quarter, raising concerns that it may not meet the organization's targets. The purpose of this study is to analyze the influence of the physical work environment and work motivation on the performance of soldiers in the Yonarmed 19/105 Tarik, with job satisfaction as an intervening variable. The research method used is descriptive causality research. The data collection technique employed is a questionnaire, and data analysis is conducted using multiple regression analysis and path analysis with the assistance of SPSS 26.0. The study involved 83 soldier respondents. The physical work environment, work motivation, and job satisfaction simultaneously influence the performance of soldiers in the 19/105 Tarik Medan Artillery Battalion. The physical work environment has a positive effect on job satisfaction. Work motivation has a positive effect on job satisfaction. The physical work environment and work motivation influence job satisfaction. The physical work environment has a positive effect on performance. Work motivation has a positive effect on performance. Job satisfaction has a positive effect on performance. Job satisfaction mediates the influence of the physical work environment on performance. Job satisfaction mediates the influence of work motivation on performance.

Keywords: *Physical work environment, work motivation, job satisfaction, and performance.*

I.   INTRODUCTION

The 19/105 mm Tarik Bogani Field Artillery Battalion (Yonarmed 19/105 mm Tarik Bogani) was established in accordance with the strategic plan for the deployment and development of Indonesian National Army (TNI AD) forces. The battalion is stationed in a strategically important area that holds significant value for the Indonesian nation. Outermost regions with strategic importance are the primary targets for the development of both combat and support units. This deployment aims to fulfill the battalion's primary mission: protecting the territorial integrity of the Unitary State of the Republic of Indonesia (NKRI) from any threats, both internal and external. The battalion is also known by its designation, Yonarmed

19/105 Tarik Bogani. Within its organization, there are 465 personnel, and Yonarmed 19 itself consists of four companies/group.

An organization serves as a platform for individuals to gather and collaborate in achieving common goals (Shobirin & Siharis, 2022). Optimal performance plays a crucial role in realizing organizational objectives. The performance of the Yonarmed unit is evaluated through individual recapitulations conducted four times a year. Below are the accumulated results of the 2021–2022 performance assessment:

Table 1
Performance Report 2021-2022

Quarter	2021		2022	
	Average Score	Category	Average Score	Category
I	87,78	Good	82,90	Good
II	87,78	Good	82,60	Good
III	87,66	Good	82,62	Good
IV	87,73	Good	82,62	Good

Source: Yonarmed 19 archives, 2023

Based on the recapitulation results in Table 1, the average performance scores for each quarter in 2021 and 2022 fall within the "good" category, meaning they meet the required standards. However, when comparing the average performance scores between 2021 and 2022, there is a noticeable decline in each quarter. Ideally, the scores should improve annually to ensure the organization's goals are achieved promptly.

The growth and development of an organization depend on its human resources. Therefore, human resources are valuable assets that must be enhanced effectively and efficiently to achieve optimal performance (Fitri, Salfadri, & Sunreni, 2021). To achieve this, organizations must create an environment that encourages and enables employees to develop their skills and capabilities, particularly in terms of performance. Hence, organizations need to pay attention to the work environment and employee motivation (Fitri, Salfadri, & Sunreni, 2021).

Institutions with a good and comfortable work environment will motivate employees to enhance their performance. Moreover, a conducive work environment helps reduce fatigue and boredom, thereby improving productivity (Syahida & Suryani, 2018). According to Mafra (2019), the work environment is defined as the totality of facilities and infrastructure surrounding employees while they perform their tasks, which can influence job execution. The work environment is divided into two categories: physical and non-physical (Mafra, 2019). A physical work environment includes elements such as lighting, color, air quality, and noise (Syahida & Suryani, 2018). Institutions must ensure favorable working conditions, both indoors and outdoors, to facilitate smooth operations and provide a comfortable environment for employees.

Based on data regarding work equipment and facilities, all weaponry in the unit is in good condition, meaning all equipment is operational and functioning as intended. However, according to the normative material list of unit vehicle commodities, some vehicles within the unit are in a state of minor or major damage, including a truck. Meanwhile, data on the

normative material list of unit office and housing facilities indicate that most housing and office facilities are in good condition. However, one building, the MKB building, is in severely damaged condition, with cracked and leaking walls.

The work environment plays a crucial role in determining the quality of employees' performance. If the work environment is comfortable and communication among employees is smooth, performance outcomes are likely to be maximized (Cahya, Ratnasari, & Putra, 2021). A healthy and supportive work environment significantly influences employees' performance. This is consistent with research by Fitri et al. (2021), which found that the work environment positively affects performance. However, Prabowo et al. (2018) contradict this, stating that the work environment does not have a significant impact on performance.

Motivation within an organization aims to boost employees' enthusiasm and encourage them to work hard, utilizing their full skills and capabilities to contribute to the institution's success (Anwar, 2019). Proper motivation serves as a driving force, fostering employees' willingness to collaborate efficiently and integrate their efforts to achieve optimal performance. Additionally, motivation can influence soldiers' behavior, encouraging them to work hard and enthusiastically to maximize their performance (Codori, Bua, & Tambunan, 2021).

According to interviews with several soldiers, the new policy prohibiting leave during the COVID-19 pandemic significantly reduced their enthusiasm for work due to the heavy workload. This indicates that soldiers' motivation declined. Motivation is not directly related to skill or competence but rather to an individual's willingness to contribute their abilities to achieving group objectives. Individuals with high motivation tend to develop their skills and competencies more easily (Codori, Bua, & Tambunan, 2021). Employee motivation is crucial, as it encourages them to work diligently and enthusiastically to achieve high performance (Fitri, Salfadri, & Sunreni, 2021). This aligns with the study by Shobirin & Siharis (2022), which states that work motivation positively influences employee performance. However, this contradicts Anwar's (2019) findings, which claim that work motivation does not significantly affect performance.

Another critical factor influencing employee performance is job satisfaction. According to Nardo & Haryani (2021), job satisfaction refers to employees' emotional responses regarding whether their job is enjoyable. Job satisfaction can be derived from internal work aspects, external work conditions, or a combination of both. Data from 2020-2021 indicate that the no-leave policy during the COVID-19 pandemic led to employee boredom and reduced enthusiasm, as reflected in the declining quarterly performance scores. Job satisfaction reflects an individual's perception of their work based on intrinsic and extrinsic factors. This aligns with the study by Salsabila & Suryawan (2022), which found that job satisfaction positively and significantly influences employee performance. However, Partika et al. (2020) reported a positive but insignificant effect of job satisfaction on performance.

II.   LITERATURE REVIEW

Physical Work Environment

The work environment encompasses all aspects related to psychological conditions as well as the facilities and infrastructure available in the workplace that can influence job execution. Rumpaidus and Fauzi (2022) suggest that the work environment pertains to both material and psychological conditions within an organization. Material conditions refer to the physical aspects of the workspace, while psychological conditions involve relationships between employees, leaders, and colleagues. Therefore, the work environment can be understood as a combination of both material and psychological factors. According to Ilhamsyah & Maliah (2020), the physical work environment can be categorized into two types: the environment that directly interacts with employees and the intermediary environment.

Work Motivation

Work motivation and performance are interconnected, where an increase in work motivation leads to improved performance, and vice versa. Motivation is the psychological process that encourages individuals to fulfill their needs, acting as a fundamental and competitive drive influenced by perception and personality (Iis et al 2022). According to Syahiratunnisa et al. (2021), "Work motivation is a driving factor that encourages individuals to perform tasks, either independently or in groups." Meanwhile, Paramita, Khoiriyah, & Handaru (2018) define work motivation as "a driving force that originates from within or outside an individual, pushing them to take action in order to achieve specific goals."

Job Satisfaction

Job satisfaction refers to the degree to which individuals feel satisfied that they are receiving equitable benefits from various aspects of the work environment within their organization (Adhan et al 2019). According to Prayogi & Arif (2019), job satisfaction encompasses cognitive, affective, and evaluative reactions or attitudes. They define job satisfaction as a state of happiness or positive emotions resulting from an individual's evaluation of their job or work experience.

Performance

According to Syahida & Suryani (2018), performance is the outcome achieved by an individual or a group within an organization, in accordance with their authority and responsibilities, as part of efforts to reach organizational goals legally, ethically, and morally. Good performance directly influences the overall performance of an organization or institution, and improving employee performance is a time-consuming and complex process. Afwindra et al. (2022) define performance as the result of quality work achieved by an individual in fulfilling their responsibilities. Meanwhile, Mafra (2019) states that "Employee performance can be defined as an individual's achievement or accomplishment related to their assigned tasks."

To further illustrate the influence of the physical work environment and work motivation on performance, with job satisfaction as an intervening variable, the following paradigm diagram can be observed:
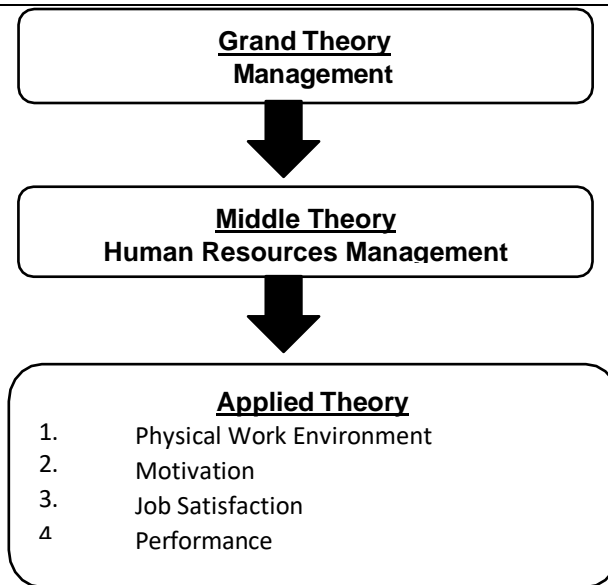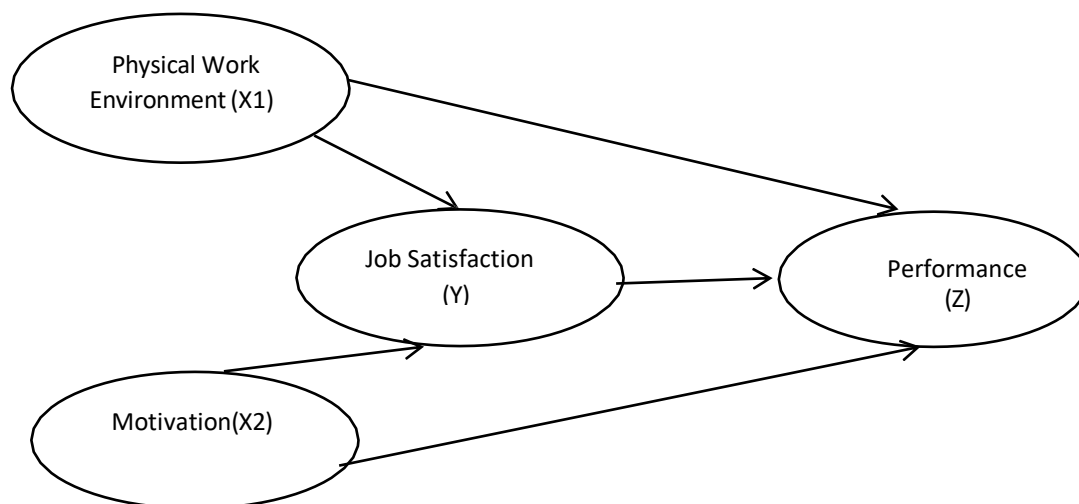
Figure 1. Framework

Source: Author, 2023

Figure 2. Research Paradigm

Source: Author, 2023

Based on the research problem formulation and objectives, the proposed hypotheses in this study are as follows:

H1   : The physical work environment has a positive effect on the job satisfaction of soldiers in the Yonarmed 19/105 Tarik.

H2   : Work motivation has a positive effect on the job satisfaction of soldiers in the Yonarmed 19/105 Tarik.

H3   : The physical work environment and work motivation simultaneously influence the job satisfaction of soldiers in the Yonarmed 19/105 Tarik.

H4   : The physical work environment has a positive effect on the performance of soldiers in the Yonarmed 19/105 Tarik.

H5 : Work motivation has a positive effect on the performance of soldiers in the Yonarmed 19/105 Tarik.

H6 : Job satisfaction has a positive effect on the performance of soldiers in the Yonarmed 19/105 Tarik.

H7 : The physical work environment, work motivation, and job satisfaction simultaneously influence the performance of soldiers in the Yonarmed 19/105 Tarik.

III. RESEARCH METHODS

The research method used is descriptive causality research, with data collection techniques utilizing questionnaires. Data analysis is conducted using multiple regression analysis and path analysis with the assistance of SPSS 26.0. The study involved 83 soldier respondents. Several techniques were employed in data collection, including literature research, which involved reviewing and analyzing books and relevant references. Before conducting data analysis, instrument testing was necessary to ensure the validity and reliability of the research tools. According to Agung & Yuesti (2019:71), the data processing stages include editing, coding, tabulating and verification. The data analysis methods applied in this research include descriptive quantitative analysis, which calculates the average score of each respondent's answers based on defined intervals. Associative quantitative analysis, utilizing multiple regression analysis and path analysis to determine relationships between variables.

IV. RESULT AND DISCUSSION

Descriptive Statistics

Based on the results of the descriptive quantitative analysis for the variables the outcomes are categorized as satisfactory. This can be determined from the total average scores obtained as follows:

Table 2.
Descriptive Statistics

Variable	Score	Description
Physical Work Environment	3,49	Good
Work Motivation	3,13	Satisfactory
Job Satisfaction	2,93	Satisfactory
Performance	3,06	Satisfactory

Source: Author, 2023

Based on the results, Table 2 shows that the three variables—work motivation, job satisfaction, and performance—are categorized as satisfactory. Meanwhile, the physical work environment variable falls under the good category. The highest score was obtained by the physical work environment variable, with an average total score of 3.49, which is classified as good. On the other hand, the lowest score was recorded by the job satisfaction variable, with an average total score of 2.93, which is categorized as satisfactory.

Classical Assumption Test

The normality test resulted in a value of 0.200, which indicates that the data used in the study follows a normal distribution. The multicollinearity test showed variance inflation factor (VIF) values of: X1 = 2.040, X2 = 1.708, and Y = 1.364. These values indicate that the data is free from multicollinearity issues, meaning there is no correlation between the independent variables in the regression model. The heteroscedasticity test revealed the following significance values: Physical work environment = 0.227 > 0.05, Work motivation = 0.142 > 0.05, and Job satisfaction = 0.090 > 0.05. This means that there is no heteroscedasticity in the data, indicating equal variance of residuals across observations. The autocorrelation test showed that the Chi-Square calculated value (3.071) is less than the Chi-Square table value (5.9915), which means that there is no autocorrelation present in the data.

Multiple Regression Result

In this study, regression analysis was used to determine two equations. The first equation analyzes the effect of the physical work environment and work motivation on job satisfaction of soldiers. The second equation analyzes the effect of the physical work environment, work motivation, and job satisfaction on performance of soldiers.

The regression analysis model 1 can be seen in the following table:

Tabel 3
Multiple Regression Model 1

Independent Variable	Coefficient (Beta)
Std. Error	2,691
X1	0,192
X2	0,141

Source: SPSS, 2023

Based on the table, the regression equation can be formulated as follows:

Y = 0.192X1 + 0.141X2 + 2.691e

Physical Work Environment (X1) has a regression coefficient of 0.192 with a positive direction. This indicates a direct relationship between the physical work environment and job satisfaction. If the physical work environment increases, job satisfaction also increases. The coefficient value of 0.192 means that if the physical work environment is improved by 1 unit or one level, job satisfaction will increase by 0.192 units, assuming other independent variables remain constant. Work Motivation (X2) has a coefficient of 0.141 with a positive direction, indicating a direct relationship between work motivation and job satisfaction. If work motivation increases, job satisfaction will also increase. The coefficient of 0.141 means that if work motivation is increased by 1 unit or one level, job satisfaction will increase by 0.141 units, assuming other independent variables remain constant. The Standard Error is 2.691, which indicates the degree of deviation in the data. If any deviations occur, they are expected to be around 2.691 units. A smaller standard error would imply smaller deviations in the data.

Tabel 4
Multiple Regression Model 2

Independent Variable	Coefficient (Beta)
Std. Error	1,902
X1	0,188
X2	0,225
Y	0,118

Source: SPSS, 2023

Based on the table, the regression equation can be formulated as follows:

$$Z = 0{,}188X1 + 0{,}225X2 + 0{,}118Y + 1{,}902e$$

The physical work environment has a regression coefficient of 0.188 with a positive direction, indicating a direct relationship between the physical work environment variable (X1) and the performance variable (Z). If the physical work environment improves, performance will also improve. The coefficient value of 0.188 means that if the physical work environment increases by 1 unit or one level, performance will increase by 0.188 units, assuming other independent variables remain constant. Work motivation has a coefficient of 0.225 with a positive direction, indicating a direct relationship between the work motivation variable (X2) and the performance variable (Z). If work motivation increases, performance will also increase. The coefficient value of 0.225 means that if work motivation increases by 1 unit or one level, performance will increase by 0.225 units, assuming other independent variables remain constant. Job satisfaction has a coefficient of 0.118 with a positive direction, indicating a direct relationship between the job satisfaction variable (Y) and the performance variable (Z). If job satisfaction increases, performance will also increase. The coefficient value of 0.118 means that if job satisfaction increases by 1 unit or one level, performance will increase by 0.118 units, assuming other independent variables remain constant. The standard error shows a value of 1.902, meaning that if there is a deviation, it amounts to 1.902. The smaller the standard error value, the smaller the deviation will be.

Equation 1 – Hypothesis Testing

The t-test is used to test the partial regression coefficients individually to determine if each independent variable (X) significantly affects the dependent variable (Y). If the significance value is less than 0.05, it indicates a significant effect. The results of the partial test or t-test equation 1 can be seen in the table below:

Tabel 5
Partial Test – Equation 1

Variable	t_{value}	t_{table}	Sig.	Prob.	Decision
X1 - Y	3,954	2,172	,010	0,05	Significant
X2 - Y	4,265	2,172	,012	0,05	Significant

Source: SPSS, 2023

Based on the t-test output results in the table above, testing X1 to Y resulted in a t-value of 3.954 > 2.172 t-table, which indicates that there is an effect. The significance value of the t-test obtained is 0.010, which is less than 0.05, so Ha1 is accepted. This means there is a significant effect of X1 on Y. This indicates that the performance in the Yonarmed 19/105 is influenced by the physical work environment. This is supported by the research conducted by Aprilia & Lestari (2022), which showed that the physical work environment has a positive and significant effect on performance. Testing X2 to Y resulted in a t-value of 4.265 > 2.172 t-table, indicating an effect. The significance value of the t-test obtained is 0.012, which is less than 0.05, so Ha2 is accepted. This means there is a significant effect of X2 on Y. This indicates that the performance in the Yonarmed 19/105 is influenced by work motivation. This is supported

by the research conducted by Bili et al. (2023), which showed that work motivation has a positive and significant effect on employee performance.

Tabel 6
Simultaneous Test – Equation 1

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	832,242	2	416,121	4,551	,010b
Residual	2287,782	80	28,597		
Total	3120,024	82			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Motivation, Physical Work Environment					

Source: SPSS, 2023

The F-test is a significance test used to determine how much the independent variables (X1 and X2) simultaneously affect the dependent variable (Y). Based on the table above, the calculated F-value is 4.551 > 3.11 (Ftabel), which indicates that there is an effect. The significance value obtained is 0.010, which is less than 0.05, so Ha3 is accepted. This means that X1 and X2 jointly influence the variable Y. This indicates that the performance in the Yonarmed 19/105 is influenced by the physical work environment and work motivation. This is supported by the research conducted by Anwar (2019), which showed that the physical work environment and work motivation have a significant effect on employee performance.

Tabel 7
Coefficient of Determination – Equation 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,516a	,267	,248	5,348
a. Predictors: (Constant), Motivation, Physical Work Environment				

Source: SPSS, 2023

The coefficient of determination (R^2) is used to determine the percentage of change in the dependent variable (Y) that is caused by the independent variables (X). Based on the table above, the correlation coefficient (R) is 0.516, which means there is a relationship between the variables of job satisfaction and the variables of work environment and compensation. The R Square value obtained is 0.267, indicating that the influence of X1 and X2 on Y is 0.267 = 26.7%, and the remaining percentage is influenced by other factors not included in X1 and X2.

Equation 1 – Hypothesis Testing

The t-test is used to test the individual regression coefficients to determine whether the independent variables (X) and (Y) individually affect the dependent variable (Z).
Table 8. t-test Results for Equation 2:

Tabel 8
Partial Test – Equation 2

Variable	tvalue	ttable	Sig.	Prob.	Decision
X1 – Z	2,779	2,185	0,007	0,05	Significant
X2 - Z	2,427	2,185	0,018	0,05	Significant
Y - Z	2,769	2,185	0,41	0,05	Significant

Source: SPSS, 2023

The X1 to Z testing shows that the t-value is 2.779 > 2.185 (t-table), meaning there is an effect. The significance value is 0.007, which is less than 0.05, so Ha4 is accepted. This indicates that there is a significant effect of X1 on Z. In other words, the better the physical work environment, the greater the effect on job satisfaction. This is supported by research conducted by Ilhamsyah & Maliah (2020), which found that the work environment significantly affects job satisfaction. X2 to Z testing indicates that the t-value is 2.427 > 2.185 (t-table), meaning there is an effect. The significance value is 0.018, which is less than 0.05, so Ha5 is accepted. This indicates a significant effect of X2 on Z. In other words, the higher the work motivation, the greater the effect on job satisfaction. This is supported by research by Hindadjo & Ali (2022), which showed that work motivation significantly affects job satisfaction. The Y to Z testing shows that the t-value is 2.769 > 2.185 (t-table), meaning there is an effect. The significance value is 0.041, which is less than 0.05, so Ha6 is accepted. This indicates a significant effect of Y on Z. In other words, job satisfaction significantly affects the performance of soldiers in the Yonarmed 19/105. The better the job satisfaction, the greater the effect on employee performance. This is supported by research by Halizah and Aqidah (2023), which showed that job satisfaction significantly affects performance.

Tabel 9
Simultaneous Test – Equation 2

ANOVAª					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	600,924	3	200,308	5,782	,020ᵇ
Residual	799,944	79	10,126		
Total	1400,867	82			

Source: SPSS, 2023

The F-test is used to test the significance of the equation to determine how much influence the independent variables (X1, X2, and Y) collectively have on the dependent variable (Z). Based on the table above, the calculated F-value is 5.782, which is greater than the table F-value of 2.72, indicating that there is an effect. The significance value is 0.041, which is less than 0.05, so Ha7 is accepted. This means that X1, X2, and Y together influence Y. This indicates that the performance in the Yonarmed 19/105 is influenced by the physical work environment, work motivation, and job satisfaction. This is supported by research by Halizah & Aqidah (2023), which showed that the physical work environment, work motivation, and job satisfaction have a significant effect on performance.

Tabel 10
Coefficient of Determination – Equation 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,655ª	,429	,407	3,182
a. Predictors: (Constant), Job Satisfaction, Motivation, Physical Work Environment				

Source: SPSS, 2023

The coefficient of determination (R^2) is used to determine the percentage of change in the dependent variable (Z) that is caused by the independent variables (X). Based on the results shown in Table 4.30, the correlation coefficient (R) is 0.655, indicating a relationship between the performance variable and the physical work environment, work motivation, and job satisfaction. The R Square value obtained is 0.429, indicating that the influence of X1, X2, and Y on Z is 0.429 = 42.9%, and the remaining percentage is influenced by other factors not included in X1, X2, and Y.

Path Analysis

Table 11. Path Analysis Results

Tabel 11
Path Analysis Results

Variable	Contribution		
	Direct	Indirect	Total
X1 - Y	0,495		0,495
X2 - Y	0,233		0,233
X1 and X2 - Y	0,728		0,728
X1 - Z	0,337		0,337
X2 - Z	0,470		0,470
Y - Z	0,376		0,376
X1 - Z through Y	-	(0,337 x 0,376) = 0,127	0,495 + 0,127 =0,622
X2 - Z through Y	-	(0,470 x 0,376) = 0,177	0,233 + 0,177 = 0,500

Source: SPSS, 2023

The result of the indirect effect calculation of X1 on Y through Z is 0.622. Based on the calculation of the direct effect, the physical work environment and job satisfaction as an intervening variable show that the indirect effect is stronger, with a value of 0.622, compared to the direct effect of 0.337 on performance. This means that the physical work environment can enhance performance through the intervening factor of job satisfaction. Meanwhile, the result of the indirect effect calculation of X2 on Y through Z is 0.500. Based on the calculation of the direct and indirect effects, work motivation and job satisfaction as an intervening variable show a relatively high indirect effect, with a value of 0.500, compared to the direct effect of 0.470 on performance. This means that work motivation can improve performance through the intervening factor of job satisfaction.

V.   CONCLUSIONS AND SUGGESTION

Conclusions

Based on the results of the research and discussion on the physical work environment, work motivation, and their impact on performance through job satisfaction, there are severalconclusions. First, Physical Work Environment, Work Motivation, Job Satisfaction, and Performance of Soldiers in the Yonarmed 19/105: a) Respondents' responses to the physical work environment fall into the "good" category. The sub-variable of workspace mobility is the highest-rated sub-variable, while the sub-variable of workplace lighting is the lowest-rated sub-

variable. b) Work motivation of the soldiers falls into the "fairly high" category. The sub-variable of the job itself is the highest-rated sub-variable, while the sub-variable of recognition is the lowest-rated sub-variable. c) Job satisfaction among the soldiers is categorized as "fairly satisfied." The highest-rated sub-variable is humidity, and the lowest-rated sub-variable is supportive colleagues. d) The performance of the soldiers is categorized as "fairly good." The highest-rated sub-variable is attendance, while the lowest-rated sub-variable is quality.

On the other hand, the physical work environment has a positive and significant effect on job satisfaction of the soldiers in the Yonarmed 19/105 Tarik. Work motivation has a positive and significant effect on job satisfaction of the soldiers in the Yonarmed 19/105 Tarik. The physical work environment and work motivation, simultaneously, have an effect on job satisfaction of the soldiers in the Yonarmed 19/105 Tarik. The physical work environment has a positive and significant effect on the performance of the soldiers in the Yonarmed 19/105 Tarik. Work motivation has a positive and significant effect on the performance of the soldiers in the Yonarmed 19/105 Tarik. Job satisfaction has a positive and significant effect on the performance of the soldiers in the Yonarmed 19/105 Tarik. The physical work environment, work motivation, and job satisfaction, simultaneously, have an effect on the performance of the soldiers in the Yonarmed 19/105 Tarik.

Suggestion

Based on the conclusions obtained from the research and discussion, the following suggestions are made. First, suggestions for the Organization: a). Inadequate lighting in the workplace can negatively impact productivity, well-being, and safety. b). To keep soldiers motivated in their work, the organization should create a supportive work environment, motivate them, and provide rewards. c). To foster a culture where soldiers support one another, the organization should promote teamwork, empathy, and collaboration. d). To improve the work quality of soldiers, the organization should focus on development, training, selection, and a culture that supports growth and performance improvement.

On the other hand, there are suggestions for future researchers: The results of this study can be used as a basis for comparison and as a reference for future research. However, this study has limitations, so it is recommended that future researchers add other variables as independent variables that may influence performance. Additionally, future researchers are encouraged to incorporate the latest theories from different experts to expand knowledge related to the physical work environment, work motivation, job satisfaction, and performance.

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