

THE ROLE OF JOB SATISFACTION IN MEDIATING THE EFFECTS OF ORGANIZATIONAL JUSTICE AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE AT DWARAKA THE ROYAL VILLAS UBUD GIANYAR

Ni Putu Viska Widia Putri¹, Gusti Ayu Sugiati², Ni Ketut Sariyani³

^{1,2,3}Faculty of Economics and Business, Warmadewa University, Denpasar, Bali, Indonesia

Corresponding author: Ni Putu Viska Widia Putri

E-mail: gustiayu27769@gmail.com

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Abstract:

This study aims to analyze the influence of organizational justice and work experience on employee performance, (2) the influence of organizational justice and work experience on job satisfaction, (3) the influence of job satisfaction on employee performance, and (4) the role of job satisfaction in mediating the influence of organizational justice and work experience on employee performance. This study was conducted at Dwaraka The Royal Villas, Ubud, Gianyar, with a research sample of 54 respondents taken using saturated sampling techniques. All data were obtained from questionnaire distributions that had been tested for validity and reliability and were suitable for use. The data analysis technique uses PLS-SEM (Partial Least Squares Structural Equation Modeling). The results of the study show that: 1) Organizational justice has a positive and significant effect on employee job satisfaction, 2) Organizational justice has a positive and significant effect on employee performance, 3) Work experience has a positive and significant effect on employee job satisfaction, 4) Work experience has a positive and significant effect on employee performance, 5) Job satisfaction has a positive and significant effect on employee performance, 6) Job satisfaction partially mediates the effect of organizational justice on employee performance, 7) Job satisfaction does not mediate the effect of work experience on employee performance.

Keywords: Job Satisfaction, Organizational Justice, Work Experience, Employee Performance

INTRODUCTION

Bali is a popular national and international tourist destination. This situation demands supporting tourism facilities, one of which is accommodation. Gianyar Regency has 35 hotels, the majority of which are located in the Ubud District. The large number of hotels and accommodations in Ubud results in intense competition. To win, hotels must improve their performance, which is heavily influenced by the performance of their employees.

Employee performance is the willingness of an individual or group to carry out or improve activities according to their responsibilities to achieve desired results. It is influenced by various factors such as ability, personality, motivation, competence, work facilities, work culture, leadership, and work discipline. He emphasized that performance is the result of carrying out tasks within their authority, which must be legal and ethical, in order to achieve organizational goals (Afandi, 2021:84). Factors influencing employee performance include ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir 2019:189). This study only examined organizational justice, work experience, and job satisfaction.



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Organizational justice is the perceived fairness of procedures within an organization (Ningrum 2024). Organizational justice is crucial to a company's dynamics because if it is not implemented effectively, it can impact employee performance. Therefore, companies are obligated to treat their employees fairly.

Research conducted by Tiara, Oktariansyah, & Mafra (2023), Liana & Putra (2022), and Manihuruk (2023) found that organizational justice has a positive and significant impact on employee performance. However, research by Qalby & Rosnani (2023) found that organizational justice has a positive but insignificant effect on employee performance.

Work experience is a measure of the length of time a person has worked to understand and perform their duties effectively. It reflects their abilities, skills, and mastery of the job from the past to the present. It is often measured by steady, rhythmic work movements, responsiveness, and the ability to anticipate difficulties (Khaeruman et al., 2021). Employees with extensive work experience perform their jobs well, are highly skilled, and are certainly more professional than those without. Having experience provides a sense of satisfaction with the results of their work because working for a long time in a field provides skills that become increasingly refined over time, impacting employee performance.

Research conducted by Gah & Syam (2021), Kirani (2023), and Trianika et al. (2024) found that work experience has a significant positive effect on employee performance. However, research conducted by Astuti et al. (2020) found that experience has a positive but insignificant effect on employee performance.

In addition to organizational justice and work experience, job satisfaction also influences employee performance. According to Afandi (2021:75), job satisfaction is an emotional response or feeling of whether someone is happy or unhappy with various aspects of their job. It is influenced by various indicators such as job content, wages, supervisors, promotions, and coworkers. It is positively correlated with increased employee performance. With high job satisfaction from individual and team achievements and results, employees will consistently strive to overcome difficulties arising from their tasks and work, thereby improving employee performance.

Research conducted by Wangsa, Nurmayanti, & Suprayetno (2024), Aniversari (2022), and Marsiti & Wasiman (2023) found that job satisfaction has a positive and significant effect on employee performance. However, research conducted by Andayani (2020) found that job satisfaction has no significant positive effect on employee performance.

Dwaraka The Royal Villas Ubud Gianyar is a lodging located in the Ubud tourist area, specifically in the traditional village of Ubud, with the complete address at Jalan Sri Wedari No. 11B, Tegallantang Neighborhood, Ubud Village, Gianyar, Bali. Employee performance at Dwaraka The Royal Villas Ubud Gianyar can be seen, among other things, in room sales. In 2024, the average room sales target was only achieved at 61.61%. Furthermore, numerous guest complaints regarding room cleanliness and malfunctioning room properties, unfriendly service, and numerous insects in the bedroom area, such as mosquitoes and ants, were also reported. It indicates that employee performance is not optimal. It is estimated that employee performance is not optimal due to organizational justice, work experience and job satisfaction.

Organizational justice is very important in the dynamics of a company because if justice is not implemented properly, it can have an impact on employee performance. Based on the results of interviews with several employees, it was stated that the leadership is still not fair to its employees. It is shown by the difference in the attitude of superiors in providing promotional opportunities given between new employees and old employees, while old employees have good potential and skills to be promoted, in addition to the completion of work that has been done together is only

recognized as the work done by one person, so the boss only praises one employee, which causes a sense of injustice and envy for other employees who also helped complete the work.

In addition to organizational justice, work experience also affects employee performance. Employee work experience can be measured through one indicator, namely Education Level. The education level of Dwaraka, The Royal Villas Ubud Gianyar employees is mostly high school, which indicates that they still have minimal knowledge about hospitality and causes employee performance to be less than optimal. In addition to education level, work experience is also seen in employee length of service. The length of service of employees is mostly still under 2 years. It indicates that they are still in the junior category, so they are not experienced in their field and do not yet have the required skills and cause employee performance to be less than optimal. In the employee recruitment process

In addition to organizational justice and work experience, job satisfaction also influences employee performance. Job satisfaction is an employee's emotional response or positive/negative feelings toward various aspects of their work, which are assessed as pleasant or unpleasant based on their personal values, and is measured through indicators such as job content, wages, supervision, promotions, and coworkers. (Afandi, 2021:75). Based on interviews, employee dissatisfaction is caused by the work itself. The work is not in line with their field of expertise, and the compensation received is still below the Gianyar Regency Minimum Wage.

Employee Performance. Employee performance is the willingness of an individual or group to perform or improve activities according to their responsibilities to achieve expected results. It is influenced by various factors such as ability, personality, motivation, competence, work facilities, work culture, leadership, and work discipline. He emphasized that performance is the result of carrying out tasks according to authority, which must be legal and ethical, in order to achieve organizational goals. (Afandi, 2021:84) According to Sudaryo (2019:203), performance is a crucial aspect in achieving a goal. Optimal goal achievement is the result of strong team or individual performance; conversely, failure to achieve formulated goals is also a result of suboptimal individual or team performance.

Organizational Justice. According to Ningrum (2024), organizational justice is the perceived fairness of procedures within an organization. Perceptions of organizational justice are how employees determine whether rewards, punishments, or sanctions are distributed fairly, and how this distribution is reflected in decision-making within the organization.

Work Experience. Work experience is a measure of the length of time a person has worked to understand and perform their duties effectively. It reflects their abilities, skills, and mastery of the job, from past to present. It is often measured by steady, rhythmic work movements, responsiveness, and the ability to anticipate difficulties (Khaeruman et al., 2021). Experience is a key factor in a person's development, meaning that a person's mentality and abilities will be more established if they have experienced the real world. It will increase job satisfaction and ultimately improve performance.

Job Satisfaction. Job satisfaction is an emotional response or feeling of satisfaction or dissatisfaction with various aspects of one's job. It is influenced by various indicators such as job content, wages, supervisors, promotions, and coworkers. It is positively correlated with improved employee performance (Afandi, 2021:75). With high job satisfaction from individual and team achievements and results, employees will consistently strive to overcome difficulties arising from their tasks and work, thereby improving employee performance.

Research Conceptual Framework.



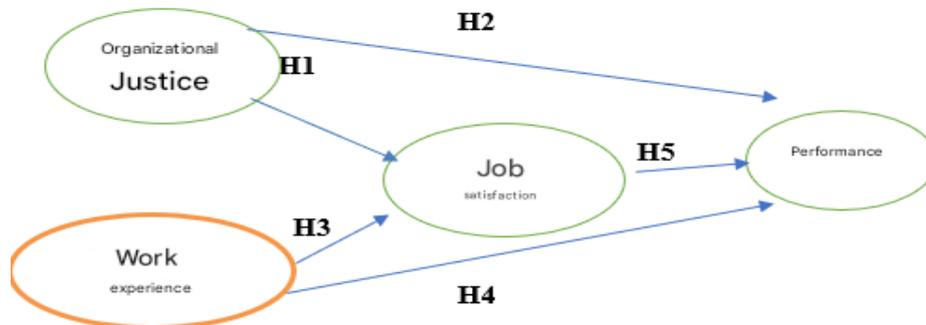


Figure 1. Research Concept Framework

Research Hypotheses.

- H1: Organizational justice has a significant positive effect on employee satisfaction.
- H2: Organizational justice has a significant positive effect on employee performance.
- H3: Work experience has a positive and significant effect on employee satisfaction.
- H4: Work experience has a positive and significant effect on employee performance.
- H5: Job satisfaction has a significant positive effect on employee performance.
- H6: Job satisfaction mediates the effect of organizational justice on employee performance.
- H7: Job satisfaction mediates the effect of work experience on employee performance.

METHODS

This research was conducted at Dwaraka The Royal Villas Ubud, Gianyar. The population consisted of 54 employees at Dwaraka The Royal Villas Ubud, Gianyar. The sampling method used was saturated sampling, resulting in a total of 54 employees.

The data used in this study were qualitative and quantitative. Based on the data sources, the data used in this study were primary and secondary. The data analysis technique used was PLS-SEM (Partial Least Squares Structural Equation Modeling).

RESULT AND DISCUSSION

The path coefficient value indicates the magnitude and direction of the influence between latent variables in the research model. To determine the significance of the influence between latent variables in the research model, the significance value (p-value) is compared with the level of significance (α), which is 0.05. A more detailed explanation of the influence between latent variables can be seen in Figure 2.

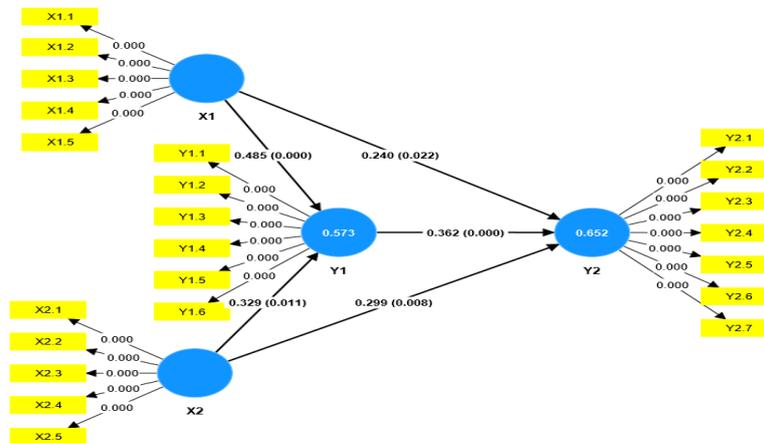


Figure 2. Measurement Model Results

Figure 2 shows the influence of each latent variable. For more details, see the direct and indirect effects of the latent variables according to the research model in Tables 1 and 2.

Table 1. Direct Effect

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
X1 -> Y1	0.485	0.482	0.132	3.675	0.000
X1 -> Y2	0.240	0.236	0.105	2.286	0.022
X2 -> Y1	0.329	0.342	0.130	2.536	0.011
X2 -> Y2	0.299	0.307	0.112	2.664	0.008
Y1 -> Y2	0.362	0.361	0.101	3.587	0.000

Table 2. Indirect Effect

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
X1 -> Y1 -> Y2	0.175	0.172	0.064	2.732	0.006
X2 -> Y1 -> Y2	0.119	0.126	0.063	1.889	0.059

The Effect of Organizational Justice on Job Satisfaction. The t-statistic value of the organizational justice variable on job satisfaction is 3.675, greater than the t-table of 1.64, the Original Sample value of 0.485, and the P-value of 0.000 < 0.05. Organizational justice has a positive and significant effect on job satisfaction. It means that better organizational justice will increase employee job satisfaction.

Organizational justice, which is an individual's perception of fairness in the workplace, can trigger increased employee satisfaction with the company or organization (Qalby & Rosnani, 2023). Organizations that provide fairness to their employees, such as providing salaries commensurate with their work performance, will result in employee satisfaction.

This research is in line with research conducted by Adha & Bagio (2020) and Dajeng, Kasran, & Sampetan (2023), which stated that organizational justice has a positive and significant effect on job satisfaction.

The Influence of Organizational Justice on Employee Performance. The t-statistic value of 2.286 for the organizational justice variable on employee performance is greater than the t-table of 1.64, the Original Sample value of 0.240, and the P-value ($0.022 < 0.05$). Organizational justice has a positive and significant effect on employee performance. It means that better organizational justice will improve employee performance.

According to Griffin & Moorhead (2011), organizational justice is one of the most important internal factors influencing the performance, emotions, and behavior of human resources. Organizational justice can understand individuals' perceptions within the organization regarding the fairness of the results they receive, the procedures used in distributing results, and the treatment they receive while in the organization. Companies are obliged to pay attention to and treat their employees fairly, such as by treating employees equally in the organization, providing fair rewards for work performed, and involving employees in decision-making by giving them the opportunity to voice their opinions. This research is in line with research conducted by Tiara, Oktariansyah, and Mafra (2023), Liana & Putra (2022), and Manihuruk (2023), which states that organizational justice has a positive and significant effect on employee performance.

The Effect of Work Experience on Job Satisfaction. The t-statistic for the work experience variable on job satisfaction is 2.536, greater than the t-table of 1.64, the Original Sample value of 0.329, and the P-value of $0.011 < 0.05$. Work experience has a positive and significant effect on employee job satisfaction. It means that greater experience will increase employee job satisfaction.

According to Khaeruman (2021), experience is a primary factor in an individual's development, while experience can only be acquired through interaction with their environment. Experience is a key factor in an individual's development, meaning that a person's mentality and abilities will be more established if they have experienced real-world situations. Work experience influences behavior and can be considered a learning opportunity. Learning from work experience will make an individual more effective and efficient at work. When employees are experienced in their field, they will be satisfied with their work. This research is in line with research conducted by Simanjorang (2020) and Firdaus, Kusuma, & Sari (2024), which stated that work experience has a positive and significant effect on job satisfaction.

The Effect of Work Experience on Performance. The t-statistic value of the work experience variable on employee performance is 2.664, greater than the t-table of 1.64, the Original Sample value of 0.299, and the P-value of $0.008 < 0.05$. It can be concluded that work experience has a positive and significant effect on performance (Heykal et al., 2024). It means that greater employee work experience will improve their performance.

Work experience is an employee's mastery of knowledge and skills, measured by length of service and the level of knowledge and skills possessed by the employee (Jamalludin, 2019). Having experience provides a sense of satisfaction with the results of the work performed. Long work experience in a field provides skills that become increasingly refined over time, impacting employee performance. Work experience can provide an advantage for someone in carrying out future work because the person has previously worked in a company or organization. This research is in line

with research conducted by Gah & Syam (2021), Kirani (2023), Trianika, Sumartik, & Firdaus (2024), which stated that work experience has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Performance. The t-statistic value of the job satisfaction variable on employee performance is 3.587, greater than the t-table of 1.64, the Original Sample value of 0.362, and the P-value of 0.000 <0.05. Job satisfaction has a positive and significant effect on employee performance. It means that higher job satisfaction leads to improved employee performance.

Job satisfaction has a positive and significant effect on employee performance, where employees' feelings of happiness/discontent (emotional) towards their work determine their level of productivity and the achievement of organizational goals. Satisfied employees tend to have higher performance, good discipline, and lower turnover rates (Handoko, 2020: 55). This research aligns with research conducted by Wangsa, Nurmayanti, & Suprayetno (2024), Aniversari (2022), and Marsiti & Wasiman (2023), which found that job satisfaction has a positive and significant effect on employee performance.

The Role of Job Satisfaction in Mediating the Effect of Organizational Justice on Performance. Based on the analysis of the direct effect, with a t-statistic of 2.286 for the organizational justice variable on employee performance, greater than the t-table of 1.64, and a p-value of 0.240 for the Original Sample, and a p-value of 0.022 <0.05, it can be concluded that organizational justice has a positive and significant effect on employee performance. Meanwhile, the analysis of the indirect effect, with a t-statistic of 2.732 for the organizational justice variable on employee performance through job satisfaction, greater than the t-table of 1.64, and a p-value of 0.175 for the Original Sample, and a p-value of 0.006 <0.05, it can be concluded that job satisfaction partially mediates the effect of organizational justice on employee performance. It means that the higher the level of organizational justice, the higher the employee's job satisfaction, which in turn improves employee performance. Good organizational justice can provide employee satisfaction, thus improving employee performance.

Job satisfaction is a feeling of pleasure and fulfillment experienced by a person in carrying out their work (Rahmawati, Sa'adah, & Chabibi, 2020). When an employee feels satisfied and feels treated fairly at work, they will naturally strive to maximize their abilities to complete their work. For employees, satisfaction will create a pleasant feeling at work. This research aligns with research conducted by Liana & Putra (2022) and Dajeng, Kasran, & Sampetan (2023), which states that organizational justice has a positive and significant effect on employee performance through job satisfaction.

The Role of Job Satisfaction in Mediating the Effect of Work Experience on Performance. Based on the results of the direct effect analysis, with a t-statistic value of 2.664 for the work experience variable on employee performance, greater than the t-table of 1.64, and a p-value of 0.299 for the Original Sample, and a p-value of 0.008 <0.05, it can be concluded that work experience has a positive and significant effect on employee performance. Meanwhile, the results of the indirect effect analysis, with a t-statistic value of 1.889 for the work experience variable on employee performance, smaller than the t-table of 1.96, and a p-value of 0.119 (0.059 >0.05), it can be concluded that job satisfaction does not mediate the effect of work experience on employee performance. This study indicates that job satisfaction does not mediate the effect of work experience on employee

performance. It means that job satisfaction is unable to mediate the effect of work experience on employee performance.

It occurs because, although job satisfaction is categorized as good, many employees are dissatisfied with their jobs, dissatisfied with their current salaries, and untimely salary payments. Therefore, job satisfaction does not mediate the effect of work experience on performance. These results are inconsistent with research conducted by Simanjorang (2020) and Akmalia, Conoras, & Yulia (2022), which states that work experience has a positive and significant effect on employee performance.

CONCLUSION

1. Organizational justice has a positive and significant effect on employee job satisfaction.
2. Organizational justice has a positive and significant effect on performance.
3. Work experience has a positive and significant effect on employee job satisfaction.
4. Work experience has a positive and significant effect on employee performance.
5. Job satisfaction has a positive and significant effect on employee performance.
6. Job satisfaction partially mediates the effect of organizational justice on employee performance.
7. Job satisfaction does not mediate the effect of work experience on employee performance.

Recommendations.

1. Hotel management should treat employees fairly, especially by providing promotion opportunities commensurate with their abilities, length of service, and performance. To improve employee job satisfaction, especially by assigning tasks commensurate with employee competencies, and review salary policies to align with the Gianyar Regency Minimum Wage.
2. Employees at Dwaraka The Royal Villas Ubud Gianyar should strive to achieve company targets, strive to be friendly to guests, use their breaks according to the designated time, and strive to work without prior instructions from superiors.
3. Future research is expected to add other variables that can influence employee performance, such as work environment, compensation, organizational culture, work discipline, and organizational commitment, and broaden the scope of the research, thereby providing a broader perspective that can be implemented generally.

Research Limitations.

1. This study only focused on two independent variables: organizational justice and work experience. However, there are many other independent variables suspected of influencing employee performance, such as work environment, compensation, and organizational culture.
2. This research was conducted only at Dwaraka The Royal Villas Ubud, but could be expanded to other star-rated hotels in Gianyar.

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