

The Influence of Work Atmosphere and Relationships Among Colleagues on Employee Job Satisfaction at UD Fatiyah Putri Maros

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Abstract. The structure of this study was designed to determine the impact of the work environment and the dynamics of employee relationships on job satisfaction levels at UD Fatiyah Putri in Maros Regency. Using a quantitative approach, primary data was collected via a questionnaire and then analyzed using multiple linear regression. The findings of this study indicate that, both individually (partially) and collectively (simultaneously), the work environment and inter-employee relationships have a significant and meaningful influence on employees' job satisfaction levels, as evidenced by the t-test and F-test statistical values that meet the significance criteria. Furthermore, the magnitude of these effects indicates the extent to which the independent variables influence job satisfaction, as measured by the coefficient of determination (R^2). In conclusion, the creation of a conducive work environment and conditions, along with good relationships among coworkers, has been proven to boost employee job satisfaction at UD Fatiyah Putri in Maros.

Keywords: Employee Satisfaction; Employee Social Relationships; Multiple Linear Regression; Work Atmosphere; Work Environment.

1. Introduction

An uncomfortable work environment has the potential to lower employee job satisfaction. Discrepancies between employee expectations and actual conditions such as limited support facilities, poor lighting, extreme temperatures, and inadequate air circulation can affect both employee comfort and productivity. A disharmonious work atmosphere, ineffective communication, and excessive work pressure are also factors that trigger job dissatisfaction.

According to Franciska and Magito (2023), job satisfaction refers to the positive or negative feelings experienced by employees while carrying out their work duties and responsibilities. According to Saputra (2021), job satisfaction reflects an employee's emotional reaction to various elements of their work reactions that vary in intensity from person to person. This aspect focuses not merely on performance outcomes but also encompasses the extent of an individual's passion for their profession and the happiness derived from pursuing it as a calling.

According to Shelemo (2023), the work environment is defined as the totality of conditions under which staff carry out their work activities, encompassing working conditions and other supporting elements. Sedarmayanti (cited in Achmad Fauzi et al., 2023) defines the work environment as the place or atmosphere where employees perform their daily operational activities, involving the presence of teams and various facilities that support the achievement of organizational goals. Indicators of the work environment include lighting, temperature, humidity, and ventilation, as well as periodic air circulation within the room.

To create an ideal and pleasant work environment, the company must identify and manage the various elements that could potentially compromise employee comfort. This

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step is essential for establishing working conditions that foster increased productivity, happiness, and peak employee performance.

2. Literature

According to Ayunasrah et al. (2022), the environmental elements within an organization encompass social, psychological, and physical dimensions that directly impact employee work performance. Individuals are constantly influenced by their surrounding environment, resulting in a reciprocal interaction between workers and their workplaces; consequently, people continually strive to adapt to the various conditions present in their environment.

Citing the views of Aziz in Ningsih et al. (2021), the work environment encompasses all elements and conditions surrounding staff that influence the completion of their tasks and duties. Therefore, organizations must pay close attention to conditions in the workplace whether in enclosed or open spaces to ensure the comfort, safety, and smooth execution of employees' activities.

Based on the experts' explanations, the work environment essentially comprises social, psychological, and physical elements that shape employee performance. Given the close connection between workers and their environment, both companies and employees need to consider the workspace situation holistically to foster optimal productivity within a safe and harmonious atmosphere.

The concept of job satisfaction has been defined in various ways by experts. To examine this concept more comprehensively, the following are several definitions presented from the perspectives of various experts.

According to Harahap et al. (2023), job satisfaction reflects employees' views and attitudes toward their profession; it is closely linked to various supporting factors, such as interactions with colleagues, the nature of the work, compensation, and social interactions within the workplace. Job satisfaction can be understood as a state in which an employee's desires and needs are met through their work activities. Consequently, the quality of human resources within an organization depends heavily on the level of employee job satisfaction. Furthermore, this element warrants special attention, as it can yield benefits for both the employees and the company where they work.

According to Robbins et al. (2020), an employee's overall attitude toward their job is defined as a form of job satisfaction regarding their tasks; this can be gauged by comparing the rewards actually received with those the employee believes they ought to receive. Furthermore, Wibowo cites Greenberg and Baron, explaining that job satisfaction reflects an employee's personal perception manifesting as either a favorable or unfavorable response regarding the work they perform.

According to Darmawan et al. (2023), job satisfaction is a crucial metric for gauging the extent to which employees' expectations and happiness are met within their workplace and operational environment. Meanwhile, Handoko et al. (2024) state that job satisfaction reflects the pleasant affective state experienced by employees as they interpret and evaluate their work tasks.

A synthesis of various perspectives indicates that job satisfaction reflects an employee's attitude and emotional state regarding their work whether positive or negative. The level of satisfaction is driven by diverse factors, including the nature of the tasks performed, the quality of social relationships with colleagues, reward systems, and the appreciation received. According to various sources, job satisfaction can be defined as the fulfillment of an employee's needs and desires through work activities, as well as a measure of the realization of expectations and happiness within the work environment. Maintaining the quality of the workforce's contribution to an organization is heavily dependent on job satisfaction levels; this is because the impact of this aspect extends beyond the individual employee, influencing the overall performance and productivity of the organization.

According to Luthans (2023), the assessment of job satisfaction levels is based on the following key indicators:

The Work Itself

The characteristics of the job itself constitute a key variable directly influencing the level of job satisfaction. Feedback on work outcomes and autonomy in performing tasks are two motivational aspects directly related to the work being done.

a. Work Colleague

Colleagues play a crucial role as team or group members within an organization, influencing employees' job satisfaction. Their presence can serve as a source of support, comfort, and feedback, as well as provide assistance in carrying out work tasks.

b. Supervision

Supervision is a crucial element that helps determine the level of job satisfaction through two dimensions of leadership style. One of these is employee orientation, reflected in a superior's attention to and concern for the needs and circumstances of their subordinates.

c. Job Promotion

The opportunity for a job promotion can have varying impacts on employee job satisfaction levels. Such variations arise because promotions differ in their forms, mechanisms, and types of rewards.

d. Work Environment

Workplace conditions significantly influence employee job satisfaction; a tidy, pleasant, and supportive work atmosphere enables employees to complete their tasks more effectively. Conversely, inadequate working conditions such as excessive room temperatures or high noise levels can disrupt work processes and negatively impact employee performance.

3. Methods

According to Sugiyono et al. (2021), research instruments serve as tools used to measure various phenomena, whether stemming from nature or the social realities under investigation. In this study, data collection was conducted using a triangulation technique involving observation, questionnaires, and a literature review. The use of these multiple methods and sources aims to reinforce and ensure the credibility of the data obtained during the research.

The researcher serves as the key instrument in this study, directly interacting with the subjects and the research environment to gather data aligned with the investigation's objectives. Additionally, the study employs a supplementary instrument a Likert scale questionnaire distributed to employees to capture their perceptions regarding the questions posed.

This study is designed to test hypotheses and map the correlations and influences among the variables, as outlined in the research problem and objectives; workplace conditions (X1) and employee relations (X2) serve as independent (predictor) variables, while job satisfaction (Y) acts as the dependent (criterion) variable. Multiple linear regression analysis is employed to examine the impact of each independent factor both individually and collectively on the dependent variable. The collected dataset is processed and evaluated through statistical testing using SPSS software (version 26).

A research procedure is a series of systematic steps undertaken to conduct research and obtain valid data. This procedure encompasses several aspects: the research location, population and sample, instruments used, data classification and sources, data collection procedures, operational definitions of each variable, and data processing techniques.

This study employs a quantitative approach, wherein the collected data are processed and presented in numerical form. The research focuses on examining the impact of the work environment (X1) and peer relationships (X2) on employee job satisfaction (Y) at UD Fatimah Putri, Maros Regency. Given that the study involves two independent variables, the statistical method utilized is a multiple linear regression model.

4. Results and Discussion

Results

Respondent Characteristics

Table 1. Characteristics of Respondents by.

No	Category	Number of Respondent	Presentase
1	21-25 Years	19	63,3 %
2	26-25 Years	10	33,3 %
3	31-40 Years	1	3,3%
	Total	30	100 %

Note: Processed primary data, 2026.

Based on the information presented in the table above, it can be identified that the majority of research participants fall within the 21–25 age group, comprising 19 individuals or 63.3% of the total. The 26–30 age category accounts for 10 individuals (33.3%), while the 31–40 age group represents the smallest segment, with only one respondent (3.3%). These findings indicate that the majority of research participants belong to the early productive age category.

Table 2. Respondent Characteristics by Gender.

No	Category	Number of Respondent	Presentase
1	Man	18	60,0 %
2	Woman	12	40,0 %
	Total	30	100 %

Note: Processed primary data, 2026.

Based on the empirical demographic findings regarding gender presented in the data matrix, the largest segment of research participants consisted of male respondents, totaling 18 individuals (60.0%), while female respondents accounted for 12 individuals (40.0%). This composition reflects a male-dominated workforce, although the participation of female respondents remained sufficient to accommodate gender-based differences in perspective.

Table 3. Characteristics of Respondents by Length of Employmentabel.

No	Category	Number of Respondent	Presentase
1	1-5 Years	28	93,3 %
2	5-6 Years	2	6,7 %
3	>10 Years	0	00,0 %

Note: Processed primary data, 2026.

Based on the data matrix presented above, the majority of participants 28 individuals, or 93.3% of the total respondents have between 1 and 5 years of work experience. Conversely, two employees (6.7%) have 6 to 10 years of experience. Meanwhile, there were no participants with more than 10 years of service or experience (0.0%). These findings indicate that the research subjects generally fall within the early-to-mid-level experience range, with the group having 1–5 years of service constituting the majority.

Table 4. Respondent Characteristics by Division/Position.

No	Category	Number of Respondent	Presentase
1	Administration	7	23,3 %
2	Production	9	30,0 %
3	Marketing	3	10,0 %
4	Other	11	36,7 %
	Total	30	100 %

Note: Processed primary data, 2026.

Based on the data matrix presented above, the research participants are drawn from various divisions or work units within the company. The breakdown includes 7 employees (23.3%) from administration, 9 (30.0%) from production, and 3 (10.0%) from marketing. Meanwhile, the "other divisions" category accounts for the largest proportion, comprising 11 individuals or 36.7% of the total. This composition indicates that the

research subjects represent a diverse range of functional areas, thereby offering a comprehensive spectrum of perspectives regarding the company's work environment.

Variable Descriptives

Table 5. Respondents' Responses Regarding the Work Atmosphere.

Item Question	Alternative Respondent Answer									
	SS	%	S	%	RR	%	TS	%	STS	%
X1.1	7	23,3%	13	43,3%	10	33,3%	0	0%	0	0%
X1.2	10	33,3%	15	50,0%	5	16,7%	0	0%	0	0%
X1.3	8	26,7%	13	43,3%	9	30,0%	0	0%	0	0%
X1.4	12	40,0%	15	50,0%	3	10,6%	0	0%	0	0%
X1.5	10	33,3%	15	50,0%	5	16,7%	0	0%	0	0%

Note: Processed primary data, 2026.

Based on the evaluation of the work atmosphere indicators (statements X1.1 through X1.5), the majority of employees overall responded with "Agree" (S) or "Strongly Agree" (SS). This indicates that the work environment at UD Fatiyah Putri is generally viewed positively by its employees.

Specifically, regarding item X1.1, 7 participants (23.3%) responded "strongly agree," 13 individuals (43.3%) chose "agree," and 10 others (33.3%) were undecided, with no participants selecting the "disagree" or "strongly disagree" options. Next, for statement X1.2, 10 participants (33.3%) indicated "strongly agree," 15 individuals (50.0%) chose "agree," and the remaining 5 (16.7%) were undecided.

Regarding item X1.3, 8 participants (26.7%) selected the "strongly agree" response, followed by 13 respondents (43.3%) who chose "agree," and 9 respondents (30.0%) who were undecided. Meanwhile, for statement X1.4, 12 participants (40.0%) selected "strongly agree," 15 respondents (50.0%) chose "agree," and the remaining 3 individuals (10.6%) were undecided. Finally, for item X1.5, 10 participants (33.3%) responded with "strongly agree," 15 individuals (50.0%) selected "agree," and the remaining 5 respondents (16.7%) were undecided.

Table 6. Respondents' Responses Regarding Relationships Among Colleagues.

Item Question	Alternative Respondent Answer									
	SS	%	S	%	RR	%	TS	%	STS	%
X2.1	8	26,7%	17	56,7%	5	16,7%	0	0%	0	0%
X2.2	6	20,0%	22	73,3%	2	6,7%	0	0%	0	0%
X2.3	9	30,0%	17	56,7%	4	13,3%	0	0%	0	0%
X2.4	7	23,3%	19	63,4%	4	13,3%	0	0%	0	0%
X2.5	8	26,7%	14	46,7%	8	26,7%	0	0%	0	0%

Note: Processed primary data, 2026.

Based on respondent feedback regarding the "relationships between colleagues" variable (statements X2.1 through X2.5), the majority of respondents selected either the "Agree" (S) or "Strongly Agree" (SS) options. These results indicate that the relationships among employees at UD Fatiyah Putri are in good condition, reflecting harmonious interaction and cooperation.

For statement X2.1, 8 participants (26.7%) responded "strongly agree," 17 individuals (56.7%) chose "agree," and the remaining 5 samples (16.7%) were undecided, with no responses falling into the "disagree" or "strongly disagree" categories. Meanwhile, for statement X2.2, 6 respondents (20.0%) responded "strongly agree," 22 participants (73.3%) chose "agree," and the remaining 2 samples (6.7%) were undecided.

Furthermore, regarding statement X2.3, 9 participants (30.0%) responded "strongly agree," 17 individuals (56.7%) chose "agree," and the remaining 4 respondents (13.3%) were undecided. For statement X2.4, 7 participants (23.3%) responded "strongly agree," 19 individuals (63.4%) chose "agree," and the remaining 4 respondents (13.3%) were undecided. Meanwhile, for statement X2.5, 8 participants (26.7%) responded

"strongly agree," 14 individuals (46.7%) chose "agree," and the remaining 8 respondents (26.7%) were undecided.

Table 7. Respondents' Responses Regarding Employee Job Satisfaction.

Item Question	Alternative Respondent Answer									
	SS	%	S	%	RR	%	TS	%	STS	%
Y1	6	20,0%	19	63,3%	5	16,7%	0	0%	0	0%
Y2	5	16,7%	19	63,3%	6	20,0%	0	0%	0	0%
Y3	6	20,0%	19	63,7%	5	16,7%	0	0%	0	0%
Y4	10	33,3%	17	56,7%	3	10,0%	0	0%	0	0%
Y5	8	26,7%	18	60,0%	4	13,3%	0	0%	0	0%

Note: Processed primary data, 2026.

Based on the analysis of employee responses regarding job satisfaction indicators (items Y1 through Y5), the majority of respondents provided positive feedback by selecting the "Agree" (S) and "Strongly Agree" (SS) options. These findings reflect that, overall, the level of job satisfaction at UD Fatiyah Putri is satisfactory.

Looking more closely at item Y1, the majority of research subjects provided positive responses; 63.3% (19 individuals) expressed agreement, while 20.0% (6 individuals) strongly agreed. The remaining 16.7% (5 individuals) selected the "neutral" option, with no responses falling into the "disagree" or "strongly disagree" categories. Similarly, for item Y2, the "agree" response predominated at 63.3% (19 individuals), followed by "strongly agree" at 16.7% (5 individuals) and "neutral" at 20.0% (6 individuals).

For item Y3, the accumulated data show that the largest proportion falls under the "agree" category at 63.7% (19 research subjects). A stance of "strongly agree" was indicated by 20.0% of participants (6 individuals), while the remaining 16.7% (5 individuals) expressed uncertainty. Next, for item Y4, the proportion of respondents who "strongly agree" rose to 10 individuals (33.3%), the "agree" level reached 56.7% (represented by 17 participants), and 3 individuals (10.0%) selected the "uncertain" option. Finally, for item Y5, 60.0% of responses fell into the "agree" category (18 individuals). A stance of "strongly agree" was shown by 26.7% of participants (8 individuals), while the remaining 13.3% (4 individuals) chose the "uncertain" option.

Research Instrument Testing

Table 8. Validity Test Results for Work Atmosphere.

Item Question	R _{calculated}	r _{table}	Information
X1.1	0,730	0,361	Valid
X1.2	0,792	0,361	Valid
X1.3	0,541	0,361	Valid
X1.4	0,700	0,361	Valid
X1.5	0,692	0,361	Valid

Note: Processed primary data, 2026.

Based on the validity test data for the work atmosphere indicator (X1) presented in the table, all statement items were found to be valid. This is because the correlation coefficient (calculated r) for each item exceeded the r-table threshold of 0.361. Specifically, the calculated r-values for the statement items were 0.730 for X1.1, 0.792 for X1.2, 0.541 for X1.3, 0.700 for X1.4, and 0.692 for X1.5.

Table 9. Validity Test Results for Relationships Among Colleagues.

Item Question	R _{calculated}	r _{table}	Information
X2.1	0,519	0,361	Valid
X2.2	0,696	0,361	Valid
X2.3	0,500	0,361	Valid
X2.4	0,598	0,361	Valid
X2.5	0,502	0,361	Valid

Note: Processed primary data, 2026.

Based on the validity test results for the "relationships between colleagues" variable (X2) presented in the table, all questionnaire items were found to be valid. This conclusion is based on the fact that the correlation coefficient (calculated r) for each item exceeded the critical r -table value of 0.361.

In greater detail, the calculated r -value for indicator X2.1 was 0.519, followed by X2.2 at 0.696. Subsequently, the values for items X2.3, X2.4, and X2.5 were 0.500, 0.598, and 0.502, respectively. Based on these results, it can be concluded that all question items are suitable for use, as they meet the validity requirements.

Table 10. Reliability Test Results.

Variable	Number of Item	Cronbach's Alpha	Information
Work Atmosphere (X ₁)	5	0,773	Reliabel
Relationships Between Collagues (X ₂)	5	0,702	Reliabel
Employee Job Satisfaction (Y)	5	0,757	Reliabel

Note: Processed primary data, 2026.

Based on the internal consistency (reliability) test results, all variables analyzed in this study demonstrated an adequate level of consistency. The work atmosphere variable (X1), comprising five questionnaire items, recorded a Cronbach's Alpha coefficient of 0.773, indicating that the instrument is reliable. Similarly, the coworker relationship variable (X2) also measured using five questionnaire items achieved a Cronbach's Alpha coefficient of 0.702; this figure confirms that the instrument for this variable possesses a good level of reliability and meets established reliability standards. Furthermore, the employee job satisfaction variable (Y), consisting of five items, recorded a Cronbach's Alpha coefficient of 0.757, confirming that the instrument for this variable is reliable and meets the required reliability standards.

Classical Assumption Test

Table 11. Normality Test Results.

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.50642127
Most Extreme Differences	Absolute	.108
	Positive	.059
	Negative	-.108
Test Statistic		.108
Asymp. Sig. (2-tailed)		.200 ^c

a. Test distribution is Normal.

b. Calculated from data.

Note: Processed primary data, 2026.

Based on the normality test using the One-Sample Kolmogorov-Smirnov technique conducted with a sample of 30 respondents (N=30) the obtained Asymp. Sig. (2-tailed) value was 0.200. This significance value exceeds the established threshold of 0.05.

Based on these results, the null hypothesis (H_0) is accepted, leading to the conclusion that the residual values follow a normal distribution. This confirms that the normality assumption for the research model is satisfied, thereby allowing the data to be used in the subsequent stage of regression analysis.

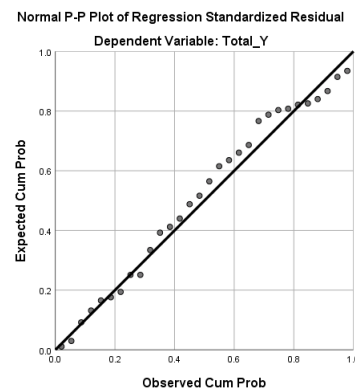


Figure 1. P-P Plot

Note: Processed primary data, 2026.

Based on the interpretation of the P-P Plot, the data points are distributed around and follow the diagonal line. This indicates that the residuals in the research model are normally distributed, confirming that the normality assumption has been met.

Table 12. Multicollinearity Test Results.

Independent Variable	Collinearity Statistic	
	Tolerance	VIF
X ₁	0.775	1.291
X ₂	0.775	1.291

Note: Processed primary data, 2026

Based on the multicollinearity test results, independent variables X₁ and X₂ recorded Tolerance values of 0.775 and VIF values of 1.291, respectively. Tolerance values exceeding the 0.10 threshold, combined with VIF indices well below the criterion of 10, demonstrate that the regression model is free from multicollinearity issues. These findings confirm the absence of excessive correlation between the independent variables, thereby satisfying the requirements to proceed with the regression analysis.

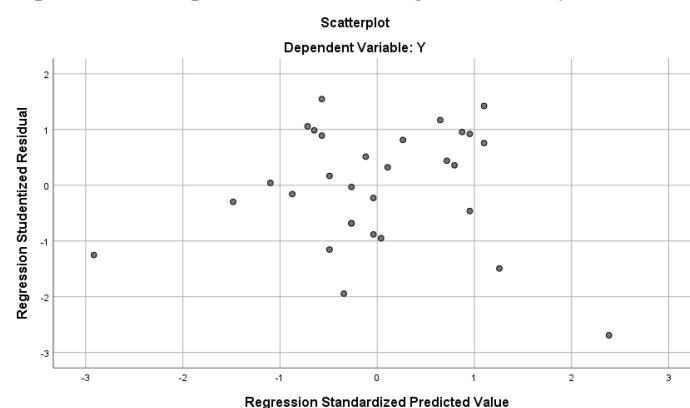


Figure 2. Heteroskedasticity Test Results.

Note: Processed primary data, 2026

Based on the scatterplot, the data points are observed to be randomly distributed above and below the zero line of the Y-axis; they do not form specific patterns such as narrowing, widening, or wave-like formations nor do they exhibit a systematic trend between the predicted values and the dependent variable.

Hypothesis Testing

Table 13. Multiple linear regression test.

	Unstandarized Coeffisients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.934	3.517		1.687	0.103
X1	0.405	0.134	0.496	3.027	0.005
X2	0.300	0.188	0.263	1.602	0.121

Tabel 14. Simultaneous Test (F).

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	51,390	2	25.695	10,542	0,000 ^b
Residual	65.810	29	2.437		
Total	117.200	29			

Note: Processed primary data, 2026

Based on the simultaneous testing results (F-test) presented in the table, the calculated F-value is 10.542, with a significance level of 0.000. Since this significance value is below the 0.05 threshold, it can be concluded that the regression model applied in this study is statistically significant.

Tabel 15. Uji Parsial (t).

Dependent Variable	Independet Variable	T _{calculated}	T _{table}	Sig.	Information
Employee Job Satisfaction	X ₁	3,027	2,051	0,005	Significant
	X ₂	1,602	2,051	0,121	Significant

Note: Processed primary data, 2026

Based on the results of the individual test (t-test), it can be concluded that for the work atmosphere factor (X1), the calculated t-value (t-count) was 3.027 with a significance level of 0.005, exceeding the t-table value of 2.051. Since the calculated t-value exceeds the t-table value ($3.027 > 2.051$) and the significance level is below the 0.05 threshold, it is concluded that the work atmosphere makes a significant positive contribution to employee job satisfaction (Y).

On the other hand, for the relationship variable between colleagues (X2), the results of the t test showed that t_{count} was 1.602 with a significance level of 0.121. When compared with the same t_{table} amount, namely 2.051. Because the t_{count} value recorded did not exceed the t_{table} criteria ($t_{count} < t_{table}$), in addition to the significance obtained exceeding 0.05 ($0.121 > 0.05$), it can be confirmed that the dynamics of relationships between co-workers do not have a significant impact on the level of employee job satisfaction (Y).

Table 16. Coefficient of Determination (R²) Test.

R	R Square	Adjusted R Square
0,662	0,438	0,397

Note: Processed primary data, 2026

Based on the coefficient of determination analysis results, an R-value of 0.662 was obtained. This value indicates a strong correlation between the independent variables namely work atmosphere (X1) and relationships among colleagues (X2) and the dependent variable, employee job satisfaction (Y).

Discussion

Based on a series of tests and data analysis, this research focuses on examining the impact of the work atmosphere (X1) and relationships among employees (X2) on employee job satisfaction (Y). The findings confirm that each independent variable has a varying impact on the dependent variable. Individually (partially), the work atmosphere factor (X1) was proven to have a significant positive impact on employee satisfaction. This is evidenced by a significance value of 0.005 which is below the 0.05 threshold—and a calculated t-value that exceeds the t-table value. These results indicate that a more conducive perceived work environment boosts staff job satisfaction. A work atmosphere that is safe, comfortable, and pleasant fosters the motivation and peace of mind employees need to complete their tasks. Conversely, while the relationship between colleagues (X2) showed a positive trend, its impact on job satisfaction was not statistically significant. This is indicated by a significance value of 0.121, which exceeds the 0.05 threshold. Although descriptive analysis suggests that the quality of workplace relationships is good, the statistical strength of their influence is not dominant. This situation may be attributed to other factors that exert a stronger influence on job satisfaction, such as workload, work systems, or company management policies.

Collectively (simultaneously), the work atmosphere and employee relationships were proven to have a significant influence on employee job satisfaction. This conclusion is supported by the F-test results, which yielded a significance level of 0.000 well below the 0.05 threshold. In other words, creating a pleasant work environment and fostering harmonious communication among employees when pursued in tandem will effectively boost job satisfaction within the company.

5. Conclusions and Recommendation

Conclusion

This study has successfully addressed the defined scope and achieved its planned objectives—specifically, analyzing the impact of the work atmosphere and peer interactions on employee job satisfaction at UD Fatimah Putri Maros. The findings indicate that, of the two variables analyzed, the work atmosphere exerts the strongest influence on employee satisfaction level.

Suggestions

Based on the conclusions drawn from the research conducted, the author offers several constructive recommendations to serve as a basis for evaluation and input for stakeholders, as well as to guide future studies:

- a. For the company (UD Fatimah Putri): Management is encouraged to consistently maintain and optimize the quality of the work environment particularly regarding the office atmosphere and interpersonal harmony among employees in order to sustainably boost employee job satisfaction.
- b. For Employees: Employees are expected to continue nurturing close relationships and maintaining positive communication with their colleagues, ensuring the workplace atmosphere remains comfortable and conducive to productivity.
- c. Future researchers are advised to explore and incorporate variables beyond the scope of this study that also influence job satisfaction, in order to yield broader and more in-depth insights and findings.
- d. For institutions, the results of this study are expected to provide added value by serving as an additional reference to enrich the body of knowledge, particularly within the scope of human resource management.

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