



The Effects of Work Environment and Work Motivation on Performance with Job Satisfaction as an Intervening Variable at PT. XYZ

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Abstrak. PT. XYZ is a multinational automotive company headquartered in United States of America. The company has more than 200 manufacturing facilities and more than 70 thousand employees spread across 31 countries around the world. The main products produced are car seats with high end technology focusing for vehicles with 4 or more wheels. The company having around 23% shares of the automotive market in Asia. In Indonesia, this company was established in 2007 located in the Bekasi, West Java. And in 2010 moved to the current location in Purwakarta West Java. The purpose of this study was to determine the effect of work environment and work motivation on employee performance at PT. XYZ, with job satisfaction as the intervening variable. The data in this research were obtained by distributing questionnaires to 206 employees at PT. XYZ. The method used is structural equation modeling (SEM) with SEM LISREL software. While the research analysis uses descriptive analysis, making path models, analyzing outer models, analyzing inner models, and testing hypotheses. The results of the analysis in showing that the work environment has a significant effect on job satisfaction, work motivation has a significant effect on job satisfaction, the work environment has a significant effect on employee performance, work motivation has a significant effect on employee performance, job satisfaction has a significant effect on employee performance, the work environment has a significant effect on employee performance through job satisfaction and work motivation has a significant effect on employee performance through job satisfaction

Keywords: *Work Environment, Work Motivation, Employee Performance, Job Satisfaction*

1 Introduction

An organization certainly requires the role of human resources in order to achieve the goals of an organization. Without the role of human resources, other resources will not be optimal considering that human resources play an active role in achieving the goals of an organization. According to Hasibuan [1] human resource management is a science and art that manages the relationships and roles of the workforce so that they are effective and efficient so that they can contribute to the realization of the ideals of the company, employees and society. Human Resource Management is a part of management that specifically studies the relationship and role of human management in a company organization.

We can see how to assess employee performance, namely by looking at how much, what quality they produce, how long they work on tasks, how often they show up for work, and how much they cooperate with their superiors. The role of workers is very important in this matter. According to Alfiah [2] motivation is an opportunity for workers to advance, and increasing work motivation is influenced by the work itself, the opportunity to succeed, the opportunity to progress or develop, the work environment, company rules, the need for power, regulations, and wages / salaries. Work motivation is part of several elements that influence performance. Difficult conditions will be encountered if you separate the principles of motivation and performance. Apart from that, a work environment that supports workers in carrying out activities is also needed. According to Hasanah et al.[3] A good work environment is an ideal, safe and pleasant condition in which employees can carry out their obligations. Meanwhile, according to Tjiong [4] dissatisfied workers are more likely to harm the company. Meanwhile, according to Suwondo and Sutanto's theory [5], performance can be measured by the parameters of work results, initiative, mental dexterity as well as time and attendance discipline.

The purpose of this thesis was to determine the effect of work environment and work motivation on employee performance at PT. XYZ, with job satisfaction as the intervening variable. To explain the phenomena that exist in PT. XYZ, the authors conducted a study using the title " The Effect of Work Environment and Work Motivation on Performance with Job Satisfaction as an Intervening Variable at PT. XYZ".

2 Literature Review

2.1. Work Environment

The work environment that can have an impact on work happiness according to Qoyyimah et al. [6] is employee productivity, as well as work facilities that support employees' ability to carry out their responsibilities in order to improve employee work in the company. Various types of work environments can be broken down into physical and non-physical environments. Workplace conditions that have the potential to affect employees directly or indirectly are included in the definition of the term physical work environment.

2.2. Work Motivation

Work motivation according to Dewi Susita et al.[7] is an internal state that has an impact on a person's ability to achieve goals.

2.3. Job Satisfaction

According to Afandi [8] job satisfaction is a good employee attitude, which involves attitudes and actions towards their work, as an appreciation for achieving one of the main job goals. Job satisfaction is when someone is satisfied doing and enjoying their work.

2.4. Performance

Kasmir [9] said that performance is a consequence of a person's work and work behavior over a certain period of time, often one year. Therefore, a person's performance can be judged by his or her capacity to fulfill assigned obligations. Performance helps achieve goals and motivates others to strive to be the best.

2.5. Framework Analysis

The author will present a discussion of research variables, such as work environment and work motivation as variables (X), performance as variables (Y) also job satisfaction as variables (Z). The framework of thought can be seen in Figure 1:

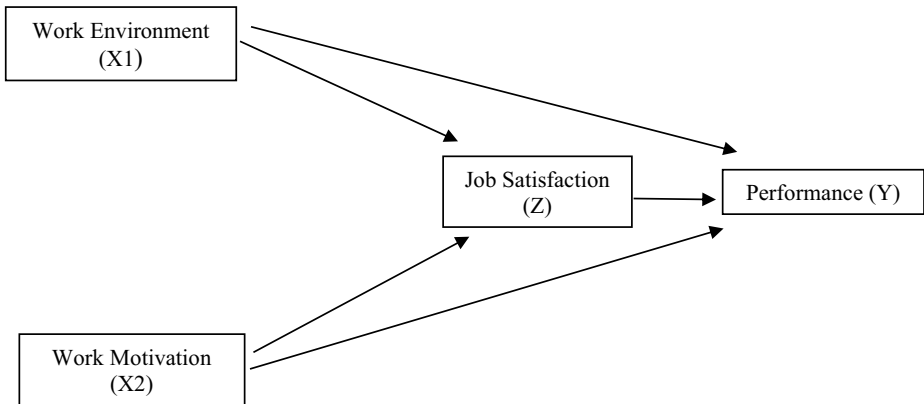


Figure 1 Framework

Research Hypothesis:

- H1: Work environment has a positive and significant effect on job satisfaction
- H2: Work motivation has a positive and significant effect on job satisfaction
- H3 Work environment has a positive and significant effect on employee performance
- H4: Work motivation has a positive and significant effect on employee performance
- H5: Job satisfaction has a positive and significant effect on performance employees
- H6: Work environment has a positive and significant effect on employee performance through job satisfaction
- H7: Work motivation has a positive and significant effect on employee performance through job satisfaction.

3 Research Methods

3.1 Sample

The type of sample used in this research is non-probability sampling or saturated sampling. The opinion of Sujarweni [10] is that saturated sampling is a method to be used when the entire population is sampled. In this study, a saturated sample was used consisting of all PT operators. XYZ, totaling 206 employees.

3.2 Data Analysis Technique

The data in this research were obtained by distributing questionnaires to 206 employees at PT. XYZ. The method used is structural equation modeling (SEM) with SEM LISREL software. While the research analysis uses descriptive analysis, making path models, analyzing outer models, analyzing inner models, and testing hypotheses

3.3 M Operational Variables

The operationalization of this research variable is described in the following table 3.1:

Table 1 Validities Test

| Variable | Indicator | Sig. | T Calculation | T Table | Remarks |
|-----------------------|-----------|-------|---------------|---------|---------|
| Work Environment (X1) | X1.1 | 0,000 | 0,806 | 0,361 | Valid |
| | X1.2 | 0,000 | 0,902 | 0,361 | Valid |
| | X1.3 | 0,000 | 0,979 | 0,361 | Valid |
| | X1.4 | 0,000 | 0,914 | 0,361 | Valid |
| | X1.5 | 0,000 | 0,936 | 0,361 | Valid |
| | X1.6 | 0,000 | 0,799 | 0,361 | Valid |
| | X1.7 | 0,000 | 0,895 | 0,361 | Valid |
| | X1.8 | 0,000 | 0,947 | 0,361 | Valid |
| | X1.9 | 0,000 | 0,887 | 0,361 | Valid |
| | X1.10 | 0,000 | 0,887 | 0,361 | Valid |
| Work Motivation (X2) | X2.1 | 0,000 | 0,974 | 0,361 | Valid |
| | X2.2 | 0,000 | 0,913 | 0,361 | Valid |
| | X2.3 | 0,000 | 0,811 | 0,361 | Valid |
| | X2.4 | 0,000 | 0,921 | 0,361 | Valid |
| | X2.5 | 0,000 | 0,906 | 0,361 | Valid |
| | X2.6 | 0,000 | 0,950 | 0,361 | Valid |
| Job Satisfaction | Z1 | 0,000 | 0,772 | 0,361 | Valid |
| | Z2 | 0,000 | 0,839 | 0,361 | Valid |
| | Z3 | 0,000 | 0,977 | 0,361 | Valid |
| | Z4 | 0,000 | 0,885 | 0,361 | Valid |
| | Z5 | 0,000 | 0,734 | 0,361 | Valid |
| | Z6 | 0,000 | 0,905 | 0,361 | Valid |
| | Z7 | 0,000 | 0,931 | 0,361 | Valid |
| | Z8 | 0,000 | 0,651 | 0,361 | Valid |
| | Z9 | 0,000 | 0,894 | 0,361 | Valid |
| | Z10 | 0,000 | 0,958 | 0,361 | Valid |
| | Z11 | 0,000 | 0,894 | 0,361 | Valid |
| | Z12 | 0,000 | 0,898 | 0,361 | Valid |
| Performance | Y1 | 0,000 | 0,874 | 0,361 | Valid |

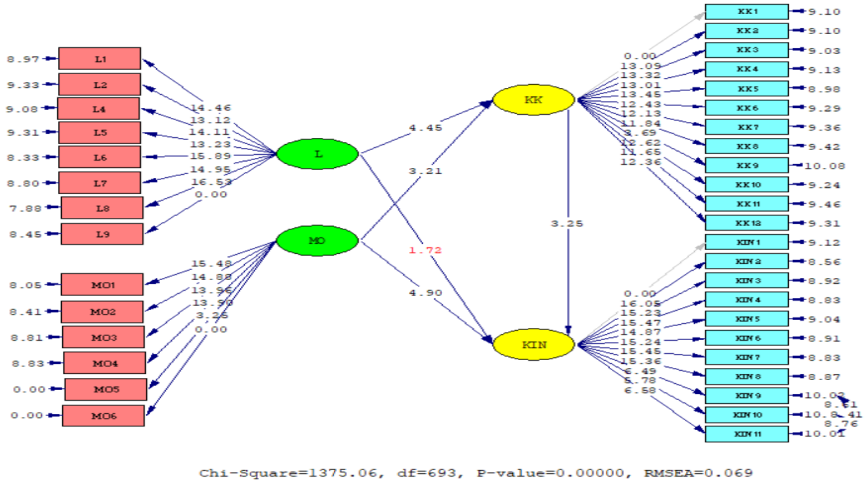
| | | | | | |
|--|-----|-------|-------|-------|-------|
| | Y2 | 0,000 | 0,942 | 0,361 | Valid |
| | Y3 | 0,000 | 0,856 | 0,361 | Valid |
| | Y4 | 0,000 | 0,849 | 0,361 | Valid |
| | Y5 | 0,000 | 0,981 | 0,361 | Valid |
| | Y6 | 0,000 | 0,918 | 0,361 | Valid |
| | Y7 | 0,000 | 0,875 | 0,361 | Valid |
| | Y8 | 0,000 | 0,930 | 0,361 | Valid |
| | Y9 | 0,000 | 0,802 | 0,361 | Valid |
| | Y10 | 0,000 | 0,926 | 0,361 | Valid |

Table 2 Reliability Test

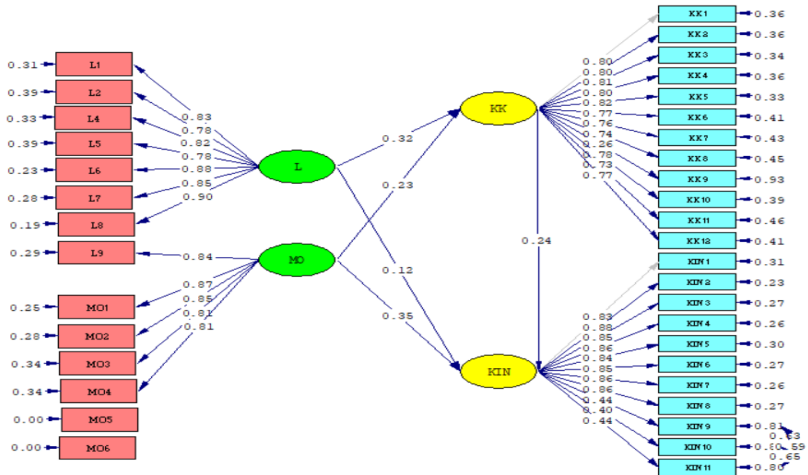
| Variable | Item Valid | Cronbach's Alpha | Cut Value | Reliabilities |
|------------------|------------|------------------|-----------|---------------|
| Job Satisfaction | 12 | 0,971 | 0,7 | Reliable |
| Work Environment | 10 | 0,976 | 0,7 | Reliable |
| Work Motivation | 6 | 0,967 | 0,7 | Reliable |
| Performance | 10 | 0,976 | 0,7 | Reliable |

4 Result

Figure 2 Estimation Result SEM Model (Showing t Value)



4.1 Testing the Influence Between Variables



Chi-Square=1375.06, df=693, P-value=0.00000, RMSEA=0.069

Figure 3 Showing Path Coefficient Value

Table 3 The Result of Influence Test Between Variables

| | | | | |
|---|---------|---------|--------|--|
| $KIN = 0.23*KK + 0.12*L + 0.34*MO, Errorvar.= 0.73, R^2 = 0.27$ | | | | |
| (0.073) | (0.070) | (0.072) | (0.10) | |
| 3.13 | 1.64 | 4.75 | 7.07 | |
| $KK = 0.32*L + 0.23*MO, Errorvar.= 0.81, R^2 = 0.19$ | | | | |
| (0.073) | (0.071) | (0.12) | | |
| 4.46 | 3.20 | 6.77 | | |

1. KK → KIN

The calculated t value of the effect of job satisfaction on performance: 3.13 > 1.96 with a positive path coefficient of 0.23. Job satisfaction has a positive and significant effect on performance. The results of this research are in line with the results of research Syafrizal et al.[11] which shows that job satisfaction has a positive effect on performance, employees with high job satisfaction tend to have high performance.

2. L → KIN

The calculated t value of the influence of the work environment on performance: 1.64 < 1.96 with a positive path coefficient of 0.12. The work environment does not affect performance, the high or low work environment does not affect the high or low performance. The results of this research are in line with the results of research by Thahir [12] which shows that the environment does not always support high employee performance.

3. MO → KIN

The calculated t value of the influence of work motivation on performance: 4.75 > 1.96 with a positive path coefficient of 0.34. Work motivation has a positive and significant effect on performance, the higher the employee's work motivation, the higher the employee's performance, and vice versa, low work motivation can reduce employee performance. The results of this research are in line with the results of research by Yunita [13] which also shows the results that work motivation has a positive effect on employee performance, the higher the employee's work motivation, the higher the employee's performance.

4. L → KK

The calculated t value of the influence of the work environment on job satisfaction: 4.46 > 1.96 with a positive path coefficient of 0.32. The work environment has a positive and significant effect on job satisfaction, the higher the work environment, the higher the employee's job satisfaction, and vice versa, a low work environment can reduce employee job satisfaction. The results of this research are in line with the research results of Raffie et al., 2018a, 2018b, 2018c [14] which shows the results that the work environment is included in one component that greatly influences employee work motivation.

5. M → KK

The calculated t value of the influence of work motivation on job satisfaction: 3.20 > 1.96 with a positive path coefficient of 0.23. Work motivation has a positive and significant effect on job satisfaction, the higher the work motivation, the higher the employee's job satisfaction, and vice versa, low employee work motivation can reduce employee job satisfaction. The results of this research are in line with the research results of Sholihin & Arida [15] which show the influence of work motivation on job satisfaction.

4.2 Indirect Effects Testing

Table 4 Sobel Test Result

| <i>path</i> | <i>t_a</i> | <i>t_b</i> | <i>t_c</i> | <i>t</i> | <i>p value</i> | Indirect Influence | Characteristic |
|----------------------|----------------------|----------------------|----------------------|----------|----------------|---------------------------|-----------------------|
| L - KK - KIN | 0.32 | 0.24 | 1.72 | 2.629 | 0.0085 | Significant | Full Mediation |
| MO - KK - KIN | 0.23 | 0.24 | 4.9 | 2.287 | 0.0222 | Significant | Partial Mediation |

The results of the analysis in Table 4.2 show that the indirect influence of the environment on performance through job satisfaction is significant with a p value of 0.0085 < 0.05 and a t sobel test of 2.629 > 1.96, this means that the influence of the work environment on performance is mediated by job satisfaction significant. Because the environment does not directly have a significant effect on performance, the mediating role of job satisfaction in the influence of the work environment on performance is full mediation, meaning that without being able to provide job satisfaction, a good work environment cannot always create high employee performance. The results of this analysis are in line with the research results of Hasanudin et al.[16], in this research it was also successfully proven that job satisfaction can mediate the influence of the work environment on performance.

The results of the analysis in Table 4.2 show that the indirect effect of motivation on performance through job satisfaction is significant with a p value of 0.0222 < 0.05 and a t sobel test of 2.287 > 1.96, this means that the influence of work motivation on performance is mediated by job satisfaction significant. Because direct work motivation can also have a significant effect on performance, the mediating role of job satisfaction on the influence of work motivation on performance is partial mediation, meaning that whether mediated by job satisfaction or without mediated by job satisfaction, high work motivation can support high performance. employee. The results of this research are in line with the research results of Suristya & Adi [17] which show that job satisfaction can mediate the influence of motivation on performance.

4.3 Coefficient of Determination

Table 5 Coefficient of Determination

$$KIN = 0.24 \cdot KK + 0.12 \cdot L + 0.35 \cdot M0, \text{ Errorvar.} = 0.72, R^2 = 0.28$$

$$\begin{matrix} (0.073) & (0.070) & (0.071) & (0.10) \\ 3.25 & 1.72 & 4.90 & 7.09 \end{matrix}$$

$$KK = 0.32 \cdot L + 0.23 \cdot M0, \text{ Errorvar.} = 0.81, R^2 = 0.19$$

$$\begin{matrix} (0.073) & (0.071) & (0.12) \\ 4.45 & 3.21 & 6.76 \end{matrix}$$

The performance determination coefficient value is 0.28, meaning that 28% of employee performance is influenced by job satisfaction, work environment and work motivation. Furthermore, the coefficient of determination of job satisfaction is 0.19, meaning that 19% of employee job satisfaction is influenced by the work environment and work motivation.

4.4 Hypothesis Testing Results

| No | Hypothesis | Result | Conclusion |
|----|--|---|------------------|
| 1 | The work environment has a significant effect on job satisfaction | <ul style="list-style-type: none"> t = 4,46 > 1,96 Path Coefficient = 0,32 | H1: Accepted |
| 2 | Work motivation has a significant effect on job satisfaction | <ul style="list-style-type: none"> t = 3,20 > 1,96 Path Coefficient = 0,23 | H2: Accepted |
| 3 | The work environment has a significant effect on employee performance | <ul style="list-style-type: none"> t = 1,64 < 1,96 Path Coefficient = 0,12 | H3: Not Accepted |
| 4 | Work motivation has a significant effect on employee performance | <ul style="list-style-type: none"> t = 4,75 > 1,96 Path Coefficient = 0,34 | H4: Accepted |
| 5 | Job satisfaction has a significant effect on employee performance | <ul style="list-style-type: none"> t = 3,13 > 1,96 Path Coefficient = 0,23 | H5: Accepted |
| 6 | The work environment has a significant effect on employee performance through job satisfaction | <ul style="list-style-type: none"> P Value Sobel Test = 0,0085 < 0,05 T Sobel test = 2,269 > 1,96 | H6: Accepted |
| 7 | Work motivation has a significant effect on employee performance through job satisfaction | <ul style="list-style-type: none"> P value sobel test = 0,0222 < 0,05 T Sobel test = 2,287 > 1,96 | H7: Accepted |

Table 6 Hypothesis Testing Results

5 Conclusion

1. The work environment has a positive and significant influence on job satisfaction.
2. Work motivation has a positive and significant influence on job satisfaction.
3. The work environment has no influence on performance.
4. Work motivation has a positive and significant influence on performance.
5. Job satisfaction has a positive and significant influence on performance.
6. The work environment influences performance through job satisfaction.
7. Work motivation influences performance through job satisfaction.

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