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The Effect of Work Environment and Motivation on Performance with Job Satisfaction as an Intervening Variable on Employees in Magersari District, Mojokerto City

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Abstract: This study aims to analyze the performance of employees in Magersari District, Mojokerto City using work environment and work motivation variables as independent variables, and organizational commitment as an intervening variable. The type of sample used is tatl sampling with a total population of 53 employees, data collection using questionnaires, while data analysis techniques using Partial Least Square analysis. Hypothesis testing Work environment has a negative and insignificant effect on Employee Performance with a calculated t value > t table (1.437 > 1.996) and a path coefficient of -0.161. Hypothesis testing Work Motivation has a positive and insignificant effect on Employee Performance with a calculated t value > t table (1.507 > 1.996) and a path coefficient of 0.134. Hypothesis testing Organizational commitment has a positive and significant effect on Employee Performance with a calculated t value > t table (8.289 > 1.996) and a path coefficient of 0.936. Hypothesis test Work environment has a positive and significant influence on Organizational Commitment with a calculated t value > t table (10.019 > 1.996) and a path coefficient of 0.682. Hypothesis test Work Motivation has a positive and significant influence on Organizational Commitment with a calculated t value > t table (2.363 > 1.996) and a path coefficient of 0.240. Hypothesis test Work environment through Organizational Commitment has a positive and significant influence on Employee Performance with a calculated t value > t table (5.694 > 1.996) and a path coefficient of 0.638. Hypothesis test Work Motivation through Organizational Commitment has a positive and significant influence on Employee Performance with a calculated t value > t table (2.435 > 1.996) and a path coefficient of 0.225.

Keyword: Work Environment, Work Motivation, Organizational Commitment, Performance, Partial Least Square.

INTRODUCTION

In improving performance efficiency, employees are needed who can adapt to changes to anticipate future needs and so that the company does not lag further behind. Employee performance is how individuals in an organization are able to do work according to company expectations or not. Employee performance is also defined as a collection of behaviors carried out by employees in their work that are relevant to organizational goals, (Raditya et al., 2019). Employee performance is greatly influenced by job satisfaction, work environment and work motivation.

Job satisfaction according to Yunus et al. (2018) is a pleasant emotional state of employees that arises from employee assessments of the work. Where this attitude is reflected by morale at work, discipline at work and employee achievement in the work. Employees who are satisfied with what they do can help companies avoid employee turnover. Research shows that job satisfaction has a significant positive effect on employee performance.

The work environment is everything around workers that can influence them in carrying out their work duties. This was stated by Nitisemito (2015:184). With an adequate work environment, employees can feel safe and comfortable in carrying out their duties and responsibilities.

Mathis and Jackson (2006:89) define motivation as a desire within a person that causes the person to do a certain activity. Therefore, motivation is often interpreted as a driving factor for a person's behavior. Every activity carried out by a person must have a factor that drives the activity. The driving factor for a person to do a certain activity is generally the person's needs and desires. This research will be conducted in Magersari District, Mojokerto City. Problems related to the work environment and work motivation were found which had an impact on employee satisfaction and performance. The problems that occurred in Magersari District Employees, Mojokerto City, namely the condition of the number of personnel in Magersari District, Mojokerto City according to the organizational structure which was only 53 people faced with work that had to be done and became the responsibility of each field or bureau causing the work environment of the personnel to be quite high to be able to achieve the expected work targets. There needs to be a concept of HR Management solutions to overcome the high work environment of employees in Magersari District, Mojokerto City.

THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Work Environment

The work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks (Sunyoto, 2017).

Work Environment Indicators according to Sunyoto (2017:79) are:

1. Employee Relations, is the employee's perception of a harmonious relationship with coworkers.
2. Work atmosphere, is the employee's perception of a comfortable work environment including lighting and work safety.
3. Work facilities, is the employee's perception of the equipment used to support smooth work is complete and up-to-date.
4. Job security, is the employee's perception of a sense of security that can create peace and comfort, thus providing encouragement to work.

Work Motivation

According to Maslow's theory, every individual has needs from the lowest to the highest or also called the "hierarchy of needs" theory. According to this theory, employees will direct all their

strength and potential to meet the needs that must be met before the next level of needs become important. The dimensions of motivation according to Maslow (1943; 1970) are as follows:

1. Physiological Needs
2. Safety Needs
3. Social Needs
4. Esteem Needs
5. Self-Actualization Needs

Performance

Employee performance referred to in this study is work achievement or work results, both in quality and quantity, achieved by employees of Magersari District, Mojokerto City, within a certain period of time in carrying out their work duties in accordance with the responsibilities given to them, this is in accordance with Rivai's opinion (2018:14) regarding employee performance.

Employee performance indicators used in this study are indicators according to Robbins and Judge (2018:260), namely:

1. Quality of work.
2. Quantity of work.
3. Punctuality

Job Satisfaction

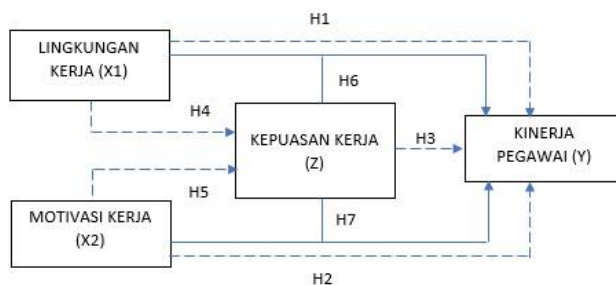
According to Robbins and Judge (2018), the definition of job satisfaction is a person's general attitude towards their work, the difference between the amount of income an employee receives and the amount they believe they should receive.

Job Satisfaction Indicators according to Afandi (2018:73) are:

1. The Job Itself.
2. Wages.
3. Promotions.
4. Supervisors.
5. Co-workers.

Conceptual Framework

This conceptual framework is useful for identifying the relationship between independent (X), dependent (Y) and intervening (Z) variables. The independent variables (X) of the study are the work environment (X1) and work motivation (X2). While the dependent variable (Y) is employee performance and the intervening variable (Z) is job satisfaction.



Gambar 3.2
Kerangka Konseptual

Keterangan : - - - - - Hubungan Langsung
 - - - - - Hubungan Tidak Langsung

Research Hypothesis

The research hypothesis is:

H1 : Work Environment has a significant effect on Employee Performance

H2 : Work Motivation has a significant effect on Employee Performance

H3 : Job Satisfaction has a significant effect on Employee Performance

H4 : Work Environment has a significant effect on Employee Job Satisfaction

H5 : Work Motivation has a significant effect on Employee Job Satisfaction

H6 : Work Environment has a significant effect on Employee Performance with Job Satisfaction as an Intervening variable.

H7 : Work Motivation has a significant effect on Employee Performance with Job Satisfaction as an Intervening variable.

METHOD

Identification of Variables and Their Measurement

The research variables use 4 variables, including independent, dependent and intervening variables. According to Azwar (2007:62), the Independent Variable is a variable whose variation affects other variables. According to Sugiyoyo (2018:39) states that the dependent variable is a variable that influences or is the result of the independent variable. According to Sugiyono (2018:39) the intervening variable is an intervening/intermediate variable that lies between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or emergence of the dependent variable. The variables in this study are:

- a. Independent variables include work environment and work motivation.
- b. Dependent variables include employee performance.
- c. Intervening variables include job satisfaction.

Population and Sample

The population of this study was 53 employees of Magersari District, Mojokerto City. The sampling technique used saturated or census sampling. Saturated or census sampling is a sampling technique when all members of the population are used as samples. Therefore, the number of samples in this study was 53 respondents of Magersari District Employees, Mojokerto City.

Data Types and Sources

This study uses quantitative data. Quantitative data is data or information obtained in the form of numbers. In this form of numbers, quantitative data can be processed using mathematical formulas or can also be analyzed with a statistical system. The source of research data is primary data. Primary data was obtained from distributing questionnaires to respondents, namely ASN Bappedalitbang Mojokerto City Employees.

Data Collection Technique

Data collection techniques through interviews and questionnaires. This study uses a Likert scale in measuring the results of questionnaire answers.

Analysis Method

The data analysis method used is Partial Least Squares (PLS). PLS is a new method analysis technique pioneered by Herman World, PLS is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled and multivariate normal assumptions are not required. The measurement model is used in testing the validity and reliability of measuring instruments, and the structural model is used in testing causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

RESULTS AND DISCUSSION

Inner Model Evaluation

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-Square of the research model. The structural model is evaluated using R-Square for dependent constructs and the Stone-Geisser Q-Square test for predictive relevance. If the R-Square value is greater than 0.2, it can be interpreted that the latent predictor has a large influence on the structural level. According to Chin (1998), an R-Square value of more than 0.67 identifies a good model, an R-Square value of more than 0.33 indicates a moderate model, an R-Square value of more than 0.19 indicates a weak model. The following are the results of the R-Square calculation:

R-Square Calculation Results

	R Square	R Square Adjusted
Job Satisfaction	0,684	0,671
Employee Performance	0,801	0,789

Based on the Adjusted R Square value, the Employee Performance Variable (Y) is influenced by the Work Environment (X1), Work Motivation (X2) and Job Satisfaction (Z) by 0.789 or 78.9% (strong). While the rest is influenced by others and was not studied further. The Job Satisfaction Variable (Z) is influenced by the Work Environment (X1) and Work Motivation (X2) by 0.671 or 67.1% (strong). While the rest is influenced by others and was not studied further.

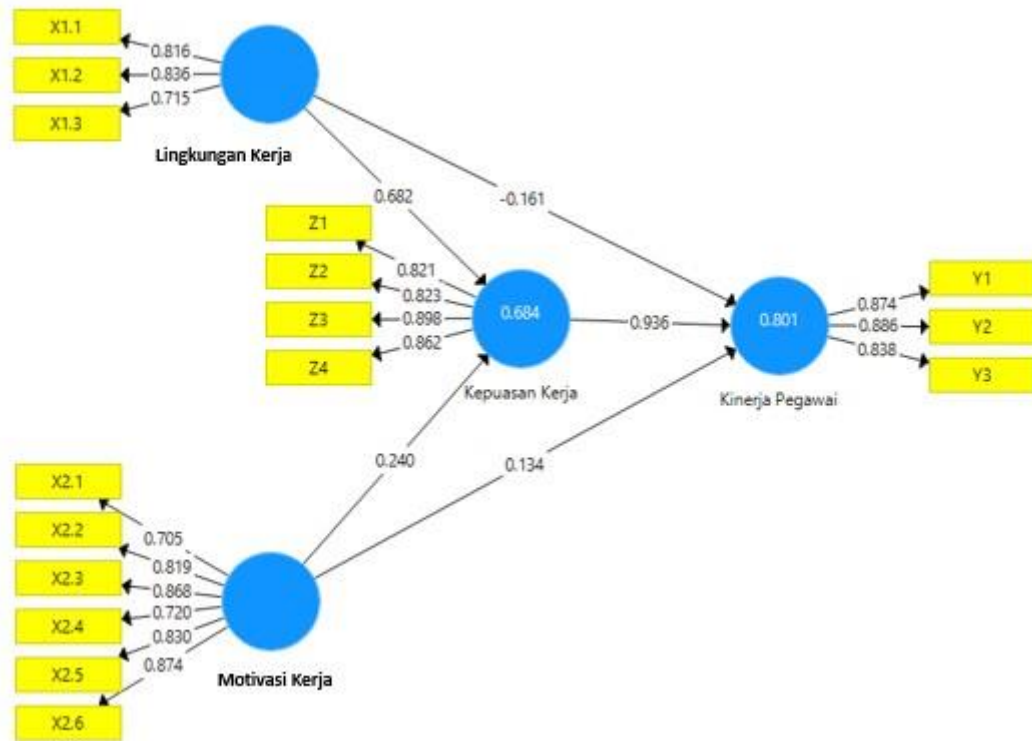
Hypothesis Testing

The results of hypothesis testing are carried out by looking at the P-value and comparing the calculated t value with the t table value, if the calculated t value is greater than the t table and has a P-value below 0.05 then the relationship between the variables is significant and can be analyzed further. With 35 data, the t table value ($\alpha = 5\%$) is 2,030. The results of hypothesis testing are presented in the following table:

Hypothesis Testing Results

H	Influence	Koef Path	T count	P Values	Note
H1	Work Environment → Employee Performance	-0,161	1,437	0,151	Not Significant
H2	Work Motivation → Employee Performance	0,134	1,507	0,133	Not Significant
H3	Job Satisfaction → Employee Performance	0,936	8,289	0,000	Significant
H4	Work Environment → Job Satisfaction	0,682	10,019	0,000	Significant
H5	Work Motivation → Job Satisfaction	0,240	2,363	0,019	Significant
H6	Work environment through Job Satisfaction → Employee Performance	0,638	5,694	0,000	Significant
H7	Work Motivation through Job Satisfaction → Employee Performance	0,225	2,435	0,015	Significant

Based on the table, it can be seen that of the 7 paths, there are 7 paths that show a significant influence.



Discussion

- The work environment has a negative and insignificant influence on Employee Performance with a calculated t value $>$ t table ($1.437 > 1.996$) and a path coefficient of -0.161 , this coefficient indicates that increasing the Work Environment will decrease Employee Performance.
- Work Motivation has a positive and insignificant influence on Employee Performance with a calculated t value $>$ t table ($1.507 > 1.996$) and a path coefficient of 0.134 , this coefficient indicates that increasing Work Motivation will increase Employee Performance.
- Job Satisfaction has a positive and significant influence on Employee Performance with a calculated t value $>$ t table ($8.289 > 1.996$) and a path coefficient of 0.936 , this coefficient indicates that increasing Job Satisfaction will increase Employee Performance.
- The work environment has a positive and significant influence on Job Satisfaction with a calculated t value $>$ t table ($10.019 > 1.996$) and a path coefficient of 0.682 , this coefficient indicates that increasing the Work Environment will increase Job Satisfaction.
- Work Motivation has a positive and significant influence on Job Satisfaction with a calculated t value $>$ t table ($2.363 > 1.996$) and a path coefficient of 0.240 , this coefficient indicates that increasing Work Motivation will increase Job Satisfaction.
- The work environment through Job Satisfaction has a positive and significant influence on Employee Performance with a calculated t value $>$ t table ($5.694 > 1.996$) and a path coefficient of 0.638 .
- Work Motivation through Job Satisfaction has a positive and significant influence on Employee Performance with a calculated t value $>$ t table ($2.435 > 1.996$) and a path coefficient of 0.225 .

CONCLUSION

The conclusion of this study is as follows :

1. Workload has a negative and insignificant influence on Employee Performance.
2. Work Motivation has a positive and insignificant influence on Employee Performance.
3. Job Satisfaction has a positive and significant influence on Employee Performance.
4. Workload has a positive and significant influence on Job Satisfaction.
5. Work Motivation has a positive and significant influence on Job Satisfaction
6. Workload through Job Satisfaction has a positive and significant influence on Employee Performance
7. Work Motivation through Job Satisfaction has a positive and significant influence on Employee Performance

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