

The Role of Work Motivation and Work Environment on Employee Performance Mediated by Job Satisfaction

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Abstract

This study aims to see how much employee performance is reviewed from motivation and work environment mediated by job satisfaction at PT. Perkebunan Nusantara (PTPN) III Persero Medan. The sample in this study amounted to 88 respondents. The data analysis technique used SmartPLS 3.0 Software. The results of the study directly showed that There is no influence between Motivation and Employee Performance, There is an influence between Motivation and Employee Job Satisfaction, There is an Influence between Work Environment and Employee Performance, There is an influence between Work Environment and Employee Job Satisfaction, There is an influence between Job Satisfaction and Employee Performance. While indirectly the results of the study show that Motivation has an effect on Employee Performance mediated by Employee Job Satisfaction and Work Environment has an effect on Employee Performance mediated by Employee Job Satisfaction at PT. Nusantara Plantation (PTPN) III, Medan.

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

INTRODUCTION

The development or failure of a company is greatly influenced by employee performance. Employee performance that is in accordance with company standards will facilitate the achievement of the company's goals. The company will always try to improve employee performance, with the hope that what the company's goals will be achieved. There are several things that indicate a decline in performance, a decline in performance can be seen from the decreasing quantity of work marked by employees who only achieve the company's minimum target, decreasing quality of work, employees who are not responsible for their work results and do not want to cooperate with other employees (Kadarisman, 2011).

Factors that affect an employee's performance include internal and external factors. Internal Factors (dispositional) are factors that are related to a person's characteristics. For example, a person's performance is good because they have high abilities and are a hard worker, while someone who has poor performance is because the person does not have efforts to improve their abilities, these internal factors are motivation, individual characteristics, abilities and background skills, demographics and work motivation and work motivation, while External factors are factors that affect a person's performance that come from the environment. Such as behavior, attitudes and actions of coworkers, subordinates or leaders, work facilities and organizational climate and the workload given to employees (Rozarie, 2017).

Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on achievement, experience and sincerity as well as time. In most organizations, the performance of individual employees is the main factor that determines the success of the organization. (Hasibuan, 2014). Another opinion about performance is that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2017). According to (Kasmir, 2016) The factors that affect performance are as follows: 1) Ability and expertise, are the skills that a person has to do a job. The more ability and expertise you have, the more you will be able to complete your work correctly, in accordance with what has been determined, 2) Knowledge, meaning knowledge about the job. A person who has good knowledge about the job will provide good work results, 3) Work plan, is a job design that will make it easier to achieve its goals, meaning that if a job has a good design, it will make it easier to carry out the job quickly and correctly, 4) Personality, namely a person's personality or character that a person has. Each person has a personality or character that is one with another, 5) Work motivation, is the drive for someone to do a job. If employees have a strong drive from within themselves or from outside themselves (for example from the company), then employees will be stimulated or motivated to do their jobs well, 6) Leadership, is the behavior of a leader in organizing, managing, and ordering their subordinates to carry out a task and responsibility given, 7) Leadership style, is the style or attitude of a leader in dealing with and ordering their subordinates, 8) Organizational culture, are the habits or norms that apply and are owned by an organization or company, 9) Job satisfaction, is the role of pleasure or joy, or a person's feeling of pleasure before and after doing a job. If employees feel happy or joyful or like to work, then the results of the work will also be good, 10) Work environment, is the atmosphere or conditions around the location of the workplace. The work environment can be in the form of a room, layout, facilities and infrastructure and working relationships with fellow co-workers, 11) Loyalty, is

the loyalty of employees to continue working and defending the company where they work. This loyalty is shown by continuing to work hard even though the company is in a bad condition, 12) Commitment, is compliance to implement company policies or regulations in working. Commitment can also be interpreted as employee compliance with the promises they have made, 13) Work motivation, is an employee's effort to carry out their work activities seriously. Work motivation in this case can be in the form of time, for example always coming to work on time. The employee performance indicators (Mangkunegara, 2017): 1) Quality of work: the ability to produce according to the quality standards set by the company, 2) Quantity of work: the ability to produce according to the number of standards set by the company, 3) Work constraints: consist of implementation in following instructions, initiative, caution, diligence in carrying out work, 4) Attitude: evaluative statements towards objects, people or events.

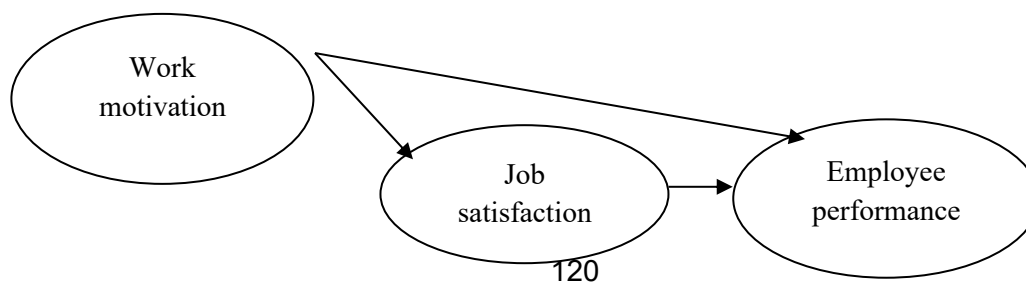
Motivation is a drive that comes from within or outside a person that makes someone interested in doing something. Motivation is a behavioral activity that works in an effort to fulfill desired needs. (Fahmi, 2016). Motivation is the provision of driving force that creates a person's passion for work, so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction. (Hasibuan, 2016). Other factors that influence employee work motivation include: a) Family and culture, Employee achievement motivation can be influenced by the social environment such as parents and friends, b) Self-concept, Self-concept is related to how employees think about themselves, c) Gender, Work performance in the work environment is generally identified with masculinity, so that many women do not learn optimally, especially if the woman is in a work environment dominated by men, c) Recognition and achievement, Employees will be more motivated to work harder if they feel cared for or noticed by their leaders, coworkers, and the work environment, d) Ideals and aspirations, Ideals or also called aspirations are targets that you want to achieve. This target is interpreted as a goal set in an activity that has meaning for employees, e) Environmental conditions, Environmental conditions are elements that come from outside the employee. The elements here can come from the family environment, organization, or community environment, both inhibiting or encouraging, f) Employee conditions, The physical and psychological conditions of employees greatly affect work motivation factors, so as an organizational leader must be more careful in seeing the physical and psychological conditions of employees, g) Leadership efforts to motivate employees, The efforts in question are how leaders prepare strategies to motivate employees (Sumardjo & Priansa, 2018). Indicators of work motivation: 1) Hard Work, 2) Future Orientation, 3) High Level of Ideals, 4) Task/Target Orientation, 5) Efforts to Progress, 6) Perseverance, 7) Coworkers Chosen by Experts, 8) Time Utilization (Mangkunegara, 2017).

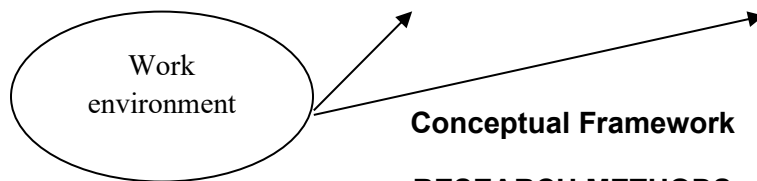
The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere where employees carry out their activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. If employees like the work environment where they work, then the employee will feel at home in their workplace, carrying out their activities so that work time is used effectively. Conversely, an inadequate work environment can reduce employee performance. (Simamora, 2016). The work environment is something that exists in the workers' environment that can influence them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the

adequacy of work equipment.(Nitisemito, 2015). Indicators of the work environment are: 1) Work atmosphere, namely: conditions around employees who are doing work that can affect the implementation of the work itself, 2) Relationships between coworkers Relationships between coworkers, namely harmonious relationships with coworkers and without any mutual intrigue between coworkers. One factor that can influence employees to stay in an organization is the existence of a harmonious relationship between coworkers, 3) Relationships between subordinates and leaders Relationships between subordinates and leaders, namely good and harmonious relationships with employees and workplace leaders. Good and harmonious relationships with workplace leaders are important factors that can affect employee performance, 4) Availability of work facilities This means that the equipment used to support smooth work is complete or appropriate. The availability of complete work facilities, although not new, is one of the supporting processes in working(Nitisemito, 2015).

Job satisfaction is a very important factor in getting optimal work results because satisfied employees will usually give their full ability in carrying out their work.(Dessler, 2015). Job satisfaction is a reflection of the worker's feelings towards his/her job, this is seen in the worker's positive attitude towards the work he/she is facing and his/her environment. On the other hand, dissatisfied employees will have a negative attitude towards their work and the form varies from one employee to another.(Nitisemito, 2015). according to Mangkunegara (2017), there are several factors that influence job satisfaction in a company, namely: 1) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, perception, and work attitude, 2) Job factors, namely type of work, organizational structure, rank (group), position, quality of supervision, financial security, job promotion opportunities, social interaction, and work relationships. Job satisfaction indicators consist of (Rivai, 2014): a) wages, b) promotion, c) supervision, d) benefits, e) Contingent rewards, f) Operating procedures, g) Co-workers, h) Nature of work, i) Communication. The hypotheses in this study are:

1. Work motivation has a direct influence on the performance of PTPN III Medan employees
2. Work motivation has a direct influence on the job satisfaction of PTPN III Medan employees
3. The work environment has a direct influence on the performance of PTPN III Medan employees
4. The work environment has a direct influence on the job satisfaction of PTPN III Medan employees.
5. Job satisfaction has a direct influence on the performance of PTPN III Medan employees
6. Work motivation influences employee performance which is mediated by job satisfaction at PTPN III Medan
7. The work environment influences employee performance which is mediated by job satisfaction at PTPN III Medan.





RESEARCH METHODS

The type of research used in this study is descriptive research with a quantitative approach. According to (Sugiyono, 2017) descriptive research method is a research conducted to determine the condition of independent variables, either only on one variable or more (stand-alone variables or independent variables) without making comparisons themselves and looking for relationships with other variables. Quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing the established hypothesis (Juliandi et al., 2014). The sample of this study amounted to 88 respondents, Data analysis techniques using SmartPLS 3.0 Software.

RESULTS

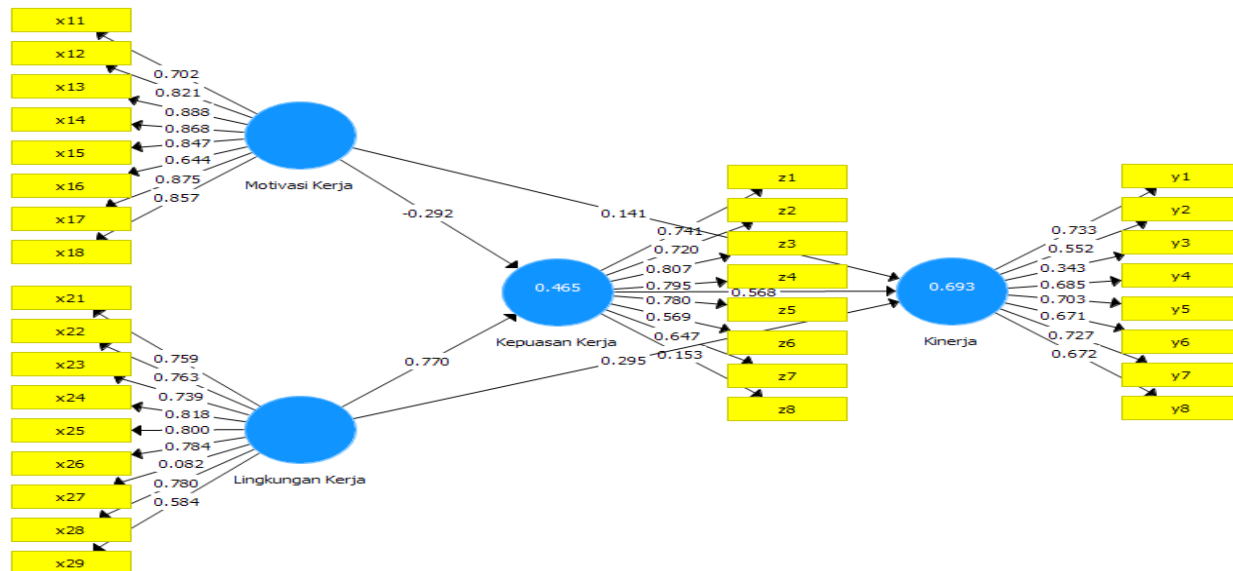
Direct Effect

	Original Sample	Sample Mean	T-Statistic	P-Values
X1→Y	0.141	0.580	6,368	0.092
X1→Z	0.292	0.781	13,927	0.026
X2→Y	0.295	0.278	2,580	0.010
X2→Z	0.770	0.278	2.145	0.000
Z→Y	0.568	0.148	1,801	0.000

Source: SEM-PLS data

The table above shows that all values are positive with the following results:

- The influence between Motivation and Performance is 0.141 and the p-value is 0.092 indicating a positive and insignificant relationship between Motivation and Performance.
- The influence between Motivation and Job Satisfaction is 0.292 and the p-value is 0.026, indicating a positive and significant relationship between Motivation and Job Satisfaction.
- The influence between the work environment and performance is 0.295 and the p-value is 0.010 indicating a positive and significant relationship between the work environment and performance.
- The influence between the work environment and job satisfaction is 0.770 and the p-value is 0.000 indicating a positive and significant relationship between the work environment and job satisfaction.
- The influence between Job Satisfaction and Performance is 0.568 and the p-value is 0.000 indicating a positive and significant relationship between Job Satisfaction and Performance.



Research Model

Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	P values
X1→Z→Y	0.166	0.174	0.082	0.043
X2→Z→Y	0.438	0.461	0.078	0.000

Source: SEM-PLS data

From the table above we can draw the following conclusions:

- In this study, Motivation influences Performance which is mediated by job satisfaction at PT. Perkebunan Nusantara III, this can be seen from the original sample value of 0.166 and the p-value of 0.043, meaning that in this study the hypothesis is accepted, meaning that Job Satisfaction mediates the relationship between Motivation and Performance.
- In this study, the work environment influences performance which is mediated by job satisfaction at PT. Perkebunan Nusantara III. This can be seen from the original sample value of 0.438 and the p-value of 0.000. This means that in this study the hypothesis is accepted. Job satisfaction mediates the relationship between the work environment and performance.

F-Square

F-Square measurement or effect size is a measure used to assess the relative impact of an influencing variable (exogenous) on the influenced variable (endogenous). The measurement (f-square) is also called the effect of change. The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If the value = 0.02 → Small effect of exogenous variables on endogenous; (2) If the value = 0.15 → Medium/moderate effect of exogenous variables on endogenous; and (3) If the value = 0.35 → Large effect of exogenous variables on endogenous variables

F-Square Table

	X1	X2	Y	Z
X1	-	-	0.045	0.123

X2	-	-	0.118	0.859
Y	-	-	-	-
Z	-	-	0.563	-

Source: SEM-PLS data

The conclusion of the F-Square value can be seen in the table above as follows: Variable 1X (Motivation) and X2 (Work environment) on Y (Performance) have a value = 0.118, then the moderate effect of the exogenous variable on the endogenous, then for Variable X1 (Motivation) and X2 (Work environment) on Z (motivation) have a value = 0.563, then the high effect of the exogenous variable on the endogenous.

R-Square

R-Square is a measure of the proportion of variation in the value of the influenced variable (endogenous) that can be explained by the influencing variable (exogenous). This is useful for predicting whether the model is good/bad. (Juliandi, 2018). The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate; (3) if the value (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018).

R-Square Table

	R-Square	R-Square Adjusted
Y	0.693	0.682
Z	0.465	0.452

Source: SEM-PLS data

R-Square Adjusted Model = 0.682 This means that the ability of variables X1 (Motivation) and X2 (Work Environment) in explaining Y (Performance) is 68.2%, thus the model is classified as high (Very good). While R-Square Adjusted Model = 0.452 This means that the ability of variables X1 (Motivation) and X2 (Work Environment) in explaining Z (Job Satisfaction) is 45.2%, thus the model is classified as moderate (good).

DISCUSSION

The Influence of Work Motivation on Employee Performance

In this study there is an Influence between Motivation and Performance because the original sample value of 0.141 and p values of 0.092 > 0.05 indicate a positive and insignificant relationship between Motivation and Performance, this shows that at PTPN III Medan motivation does not significantly improve employee performance. Motivation comes from the Latin word "movere" which means "push" or driving force. Motivation is a driving force that causes a member of an organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the goals and various organizational targets that have been determined previously (Siagian, 2016). So if the company can create appropriate motivation, it will affect the performance of the employees and will certainly have a good impact on the company. The results of this study are not in line with several previous studies showing that there is a significant influence between motivation and performance, including research by (Prayogi & Nursidin, 2018), (Jufrizen,

2018)And(Putri & Pasaribu, 2020),(Gultom, 2014)which states that there is a positive and significant influence between motivation and performance.

The Influence of Work Motivation on Employee Satisfaction

The results of this study indicate that there is an Influence between Motivation and Job Satisfaction because the original sample value is 0.292 and the p-values are $0.026 < 0.000$ indicating a positive and significant relationship between Motivation and Job Satisfaction, Motivation is a drive within employees to work better, with motivation employees will work better to achieve the targets they want, but if the company is able to provide things that motivate its employees, it will create job satisfaction in its employees, and vice versa (Kurniawati et al., 2019). It is important for companies to be able to find out what kind of motivation their employees expect so that companies can apply different methods for each employee. The results of this study are in line with research conducted by (Jufrizen, 2017), (Adhan et al., 2019), (Jufrizen & Sitorus, 2021), (Fachrezi & Khair, 2020) and (Rosmaini & Tanjung, 2019) showing that motivation influences employee job satisfaction.

The Influence of Work Environment on Employee Performance

The results of this study indicate that there is an influence between the Work Environment and Performance because the original sample value of 0.295 and p-values $0.010 < 0.000$ indicate a positive and significant relationship between the Work Environment and Performance, this indicates that the better the work environment, the more it will affect employee performance. For employees, the surrounding environment can support their work activities. The form of the work environment includes physical and psychological facilities. Things related to physical facilities include work equipment, workplace, cooperation and so on. While things related to the psychological environment include the availability of work facilities, working conditions and working relationships between employees. It can be understood that a good work environment will contribute to employee performance at work. Based on this, it can be concluded that the work environment has an influence on employee performance. The results of research conducted by (Jufrizen, et al., 2019) (Hasibuan & Bahri, 2018), (Tirtayasa et al., 2021) (Kusrihandayani, 2017), (Jufrizen & Hadi, 2021) (Bahagia et al., 2018), (Jufrizen, 2018) stated that there is an influence of the work environment on performance.

The Influence of Work Environment on Job Satisfaction

In this study there is an Influence between the Work Environment and Job Satisfaction because the original sample value is 0.770 and p values $0.000 < 0.05$ this shows a positive and significant relationship between the Work Environment and Job Satisfaction, the results of this study indicate that the better the work environment will create satisfaction for employees. For employees, the surrounding environment can support their work activities. The form of the work environment includes physical and psychological facilities. It can be understood that a good work environment will contribute to employee job satisfaction with their work, supported by a good work environment will increase employee job satisfaction. Many employees feel dissatisfied with their jobs not because of the workload given to them but because of an unsupportive environment such as inappropriate room temperature, unsupportive work facilities and even relationships with coworkers. The results of research conducted by (Jufrizen, 2018), (Saripuddin, 2017) (Elizar & Tanjung, 2018), (Nabawi, 2019), (Bismala & Manurung, 2021) (Tanjung & Lubis, 2021) and (Ainanur & Tirtayasa, 2018) state

that there is an influence between the environment and job satisfaction.

The Influence of Job Satisfaction on Employee Performance

The results of this study indicate that there is an influence between Job Satisfaction and Performance because the original sample value of 0.568 and p-values of $0.000 < 0.05$ indicate a positive and significant relationship between Job Satisfaction and Performance, the results of this study indicate that the greater the employee's satisfaction will increase their performance According to (Kartika et al., 2018) Employee Job Satisfaction needs attention in fulfilling needs, these needs in other words are the psychological needs of employees such as getting promotions, adequate income, a conducive work environment and reciprocal relationships between leaders and employees among fellow co-workers, this will provide a sense of pleasure in their work, happy employees will give a positive attitude towards their work will have an impact on their performance. The results of research from (Wahyuni, 2017), (Mujiatun et al., 2019), (Nasution, 2017) and (Andayani & Tirtayasa, 2019) Job satisfaction has a significant effect on employee performance. Similarly, the results of research by (Desi & Damingun, 2018) (Arda, 2017) and (Jufrizen, 2017) revealed that job satisfaction has a positive and significant effect on employee performance. In contrast to the results of research (Risnayanti, 2018) which showed that job satisfaction has a negative and insignificant effect on employee performance. The higher the employee's job satisfaction, the higher their performance, and vice versa, the lower the employee's job satisfaction, the lower their performance.

The Influence of Work Motivation on Employee Performance is Mediated by Job Satisfaction

In this study, motivation has an effect on performance mediated by job satisfaction at PT. Perkebunan Nusantara III. This can be seen from the original sample value of 0.166 and the p-value of $0.043 < 0.05$. This means that in this study the hypothesis is accepted, meaning that job satisfaction mediates the relationship between motivation and performance. The motivation process is basically how companies encourage employees to provide the input they have. So that the company's goals are achieved. To motivate employees, companies connect the input given with what is expected by employees through performance. they show. Employee Job Satisfaction needs attention in fulfilling needs, these needs in other words are the psychological needs of employees such as getting promotions, adequate income, a conducive work environment and reciprocal relationships between leaders and employees among fellow co-workers, this will provide a sense of pleasure in their work, happy employees will provide a positive attitude towards their work will have an impact on their performance. These results are in line with research conducted by (Hasibuan & Bahri, 2018) and (Jufrizen, 2017) the results of research conducted by (Kusrihandayani, 2017), (Farisi et al., 2020), (Prayogi & Nursidin, 2018), (Jufrizen & Pulungan, 2017) and (Prayogi et al., 2019) states that there is an influence of the work environment on performance. (Jufrizen, 2017), (Cape, 2019) shows that motivation influences performance and also the results of research conducted by (Usman et al., 2021), (Yusnandar et al., 2020), (Jufrizen & Pratiwi, 2021) and (Jufrizen, 2016) stated that there is a relationship between motivation and performance.

The Influence of Work Environment on Employee Performance is Mediated by Job Satisfaction

In this study, the work environment has an effect on performance mediated by job satisfaction at PT. Perkebunan Nusantara III, this can be seen from the original sample value

of 0.438 and the p-value of 0.000 <0.05, meaning that in this study the hypothesis is accepted. Job satisfaction mediates the relationship between the work environment and performance. For employees, the surrounding environment can support their work activities. The form of the work environment includes physical and psychological facilities. Things related to physical facilities include work equipment, workplace, cooperation and so on. While things related to the psychological environment include the availability of work facilities, working conditions and working relationships between employees. It is understood that a good work environment will contribute to employee performance at work. Things related to physical facilities include work equipment, workplace, cooperation and so on (Yusnandar & Muslih, 2021) (Manihuruk & Tirtayasa, 2020). It is understood that a good work environment will contribute to employee performance at work

CONCLUSION

The results of the study directly show that there is no influence between Motivation and Employee Performance, There is an influence between Motivation and Employee Job Satisfaction, There is an Influence between the Work Environment and Employee Performance, There is an influence between the Work Environment and Employee Job Satisfaction, There is an influence between Job Satisfaction and Employee Performance. While indirectly the results of the study show that Motivation has an effect on Employee Performance mediated by Employee Job Satisfaction and the Work Environment has an effect on Employee Performance mediated by Employee Job Satisfaction at PT. Perkebunan Nusantara (PTPN) III Persero Medan.

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