

# The Influence of Environmental Motivation on Employee Performance through Work Satisfaction in Kebon Agung Sugar Factory Malang East Java

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## Abstract:

*This research aims to: 1) describe the motivation, Work environment, Employee performance, and job satisfaction. 2) analyze the influence of motivation and work environment on job satisfaction. 3) analyze the influence of motivation and work environment on employee performance. 4) analyze the effect of satisfaction on employee performance. 5) analyze the influence of motivation, work environment on employee performance through satisfaction at the Kebon Agung sugar factory Malang. The population in this research was 38 employees. The analysis technique uses path analysis. The results of the analysis show that motivation has a significant effect on job satisfaction. environment has a significant effect on job satisfaction. besides, motivation has a significant effect on performance and the environment has a significant effect on performance. Job satisfaction moderates motivation and work environment on employee performance. Job satisfaction is the most important part to be noticed and considered by management because employee job satisfaction can be achieved and employee performance increases.*

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

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## I. Introduction

Every organization or company has the most important human resources to achieve success. Human resources are one of the factors in managing an organization that starts from scratch so that it will have a positive impact. The challenge in preparing human resources must be of good quality, innovative, and have high creativity. The task of human resource management is to manage human resources properly to obtain a workforce who is satisfied with their work. The success of an organization or company is inseparable from superior quality, professional effect, and efficient human resources for the expected performance improvement of employees.

Performance is the tangible results achieved by employees, which can enable employees to succeed in performing their duties. Employees can work well if they have high morale so that work results will increase. Mangkunegara (2013:67) defines performance as the quality and quantity of work achieved by an employee in carrying out his duties. In accordance, with the responsibilities assigned to him. Employee performance will increase good productivity for the company so that it can compete with other companies. Low employee performance will reduce quality and also affect company work productivity.

According to Gibson, et al. (2006:132) is a force that drives an employee who creates and directs behavior. Hasibuan (2013:10) motivation is the provision of the driving force that creates the excitement of a person's work so that they are willing to cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. The motivation that comes from a person will increase performance and job satisfaction in completing the job. Besides, motivation can arise from other people, namely colleagues, superiors, and even subordinates. Motivation is a condition of a person, it encourages the individual to perform certain activities to achieve the goal, motivation is important because with motivation it is expected that every employee will work hard and be enthusiastic to achieve high performance and job satisfaction.

Dhermawan (2012:174) said that motivation and work environment has no significant effect on job satisfaction. The results of the research have implications for motivation, work environment conditions, that need improvement to increase job satisfaction, and if employee job satisfaction increases, employee performance will also increase. Motivation has an effect performance either directly or indirectly through job satisfaction, and the work environment, directly and indirectly, affects performance, (Primandaru 2018:205).

The comfort level of employees at work is also often determined by the conditions of the work environment, which will have an impact on the performance of the employees themselves. Work environment

factors can be in the form of physical office conditions which include lighting, air temperature, which can improve a conducive atmosphere and morale and also affect employee performance (Sedarmayanti, 2001:21). The work environment in the company needs to be considered well because the work environment has a direct influence on employees. The better the handling of the company's work environment can provide employee morale so that it affects employee performance and employee job satisfaction.

## **II. Literature Review**

Performance is an important aspect of an organization. Employee performance is very important because a decrease in the performance of both individuals and groups within a company can have a significant impact on a company. Performance is the result of quality and quantity work performed under predetermined standards or criteria. Performance indicates how successful employees perform their duties (Ratnawati, 2012:12). According to Hasibuan (2002:94) "a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time". Prawirosentono (2012:120) Mentioning performance or performance is a labor outcome that can be achieved by a person or group of people in an organization, according to their respective responsibilities and authorities to achieve the objectives of the Organization.

Motivation is providing the driving force that causes emotions in a person so that they are ready to cooperate, work efficiently and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016:141). Mangkunegara (2013:94) States that "Work motivation is a condition that influences to generate, direct and maintain behavior related to the work environment". Motivation is the driving force in the individual that provides the driving force to do something as best as possible and is aimed at human resources. The basic process of motivation begins with needs. Motivation is the driving force for individuals to be willing to work hard and be enthusiastic about achieving optimal results. Individual behavior is influential because of the wants, needs, goals, and satisfaction to be achieved at work.

Work Environment is a place where employees do their work every day. According to Nitisemito (2002:183), The work environment is everything that is in the worker's environment that can affect him/her in carrying out the assigned duties. According to Sutrisno (2011:118), the work environment is the entire work infrastructure and facilities that are around employees who are doing work which can affect the implementation of work. Meanwhile, according to Terry (2006:23) "The work environment is a force that can affect either directly or indirectly on the performance of an organization or company". A good and conducive work environment can provide a sense of security and comfort for employees to be able to work optimally. A good and conducive work environment can provide employees comfort in carrying out activities that can also increase concentration so that employees have high morale at work to always continue to develop their performance, (Ramadhan, 2018:52).

Employees who do not like work tend to show negative attitudes such as being lazy to work, procrastinating on work, often complaining when given tasks, not feeling at work, and an uncontrollable level of discipline, (Saragih, 2018:212). Work requires interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, living in working conditions that are often less than ideal, and other similar things. Labor satisfaction associated with the level of work means that employees who occupy a higher level of work tend to be more satisfied than employees who occupy a lower job, (Brahmasari, 2008:127).

## **III. Research Method**

### **a. HYPOTHESIS**

HI. It is suspected that there is a significant effect of motivation and work environment on employee job satisfaction.

III. It is suspected that there is a significant effect of motivation and work environment on employee performance.

IIII. It is suspected that there is a significant effect of job satisfaction on employee performance.

HIV. It is suspected that there is a significant effect of motivation and work environment on employee performance through job satisfaction.

### **b. POPULATION AND SAMPLES**

The population in this research were employees at the Kebon Agung Sugar Factory Malang, East Java. The population in this research were employees at Kebon Agung Sugar Factory Malang, East Java. This sampling method is called the census method.

### **c. DATA ANALYSIS TECHNIQUES**

The analysis used in this research is descriptive analysis and path analysis to test the causality hypothesis both directly and indirectly on the variables studied can be detected and the elements that contribute to the formation

of the variable so that the contribution value can be seen. The causal relationship between the observed variables can provide complete and accurate information.

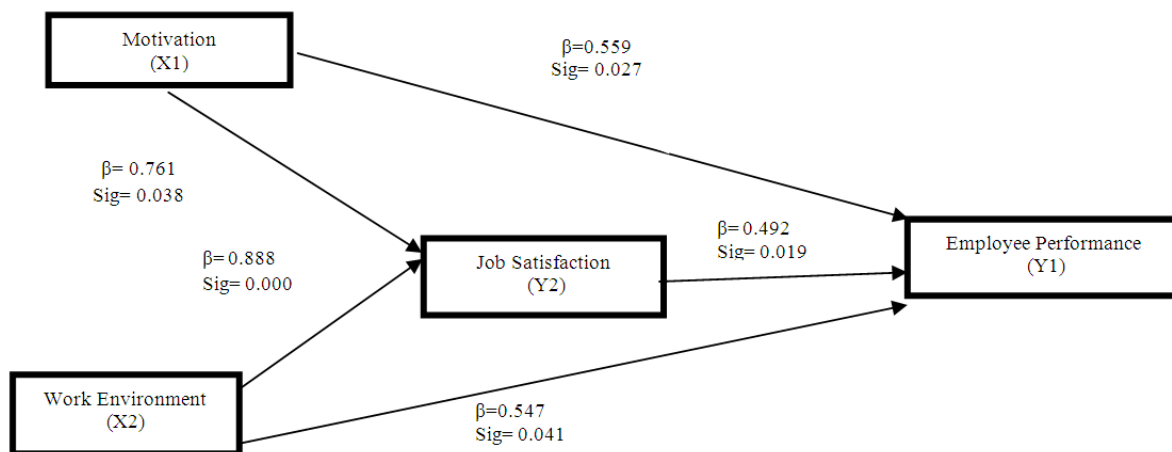
**IV. Research Results And Discussion**

**a. THE RESULT**

In this research, the results of the structural equation test can be presented below:

$$\begin{aligned}
 R^2 \text{ Model} &= 1 - (\sqrt{1 - R^2} \cdot \sqrt{1 - R^2} \cdot \sqrt{1 - R^2}) \\
 &= 1 - (\sqrt{1 - 0.728^2} \cdot \sqrt{1 - 0.133^2} \cdot \sqrt{1 - 0.064^2}) \\
 &= 1 - \sqrt{1 - 0,27} \cdot \sqrt{1 - 0,86} \cdot \sqrt{1 - 0,93} \\
 &= 1 - (0,51 \cdot 0,92 \cdot 0,96) \\
 &= 1 - 0,45 \\
 &= 0,55
 \end{aligned}$$

The total value of the determination coefficient of 0.55 indicates that the diversity of data or information that can be explained by the model is 55.0%, while the rest (45%) is explained by other variables that are not included in the model or error. The explanation above means that the model in this research is accepted as a tested analysis tool and can prove the hypotheses made.



Path Analysis Results

**b. PATH ANALYSIS**

In this research, the results of the path analysis can be presented in the following table:

Variable	Direct influence	Indirect Influence	Immediate effect	Total effect
Motivation (X1) → Job Satisfaction (Y2)	0.761			
Environment (X2) → Job Satisfaction (Y2)	0.888			
Motivation (X1) → Working Performance (Y1)	0.559			
Work Environment (X2) → Working Performance (Y1)	0.547			
Job Satisfaction (Y2) → Employee Performance (Y1)	0.492			
Motivation (X1) → Job Satisfaction (Y2) → Employee Performance (Y1)		0.761 X 0.492 = 0.374		
Work Environment (X2) → Job Satisfaction (Y2) → Employee Performance (Y1)		0.888 X 0.492 = 0.437		
			3.247	0.784

Based on the path analysis table above, shows that the total direct effect is 3,247 while the total indirect effect is 0.784, that is, the direct effect is greater than the indirect effect, which means that the job satisfaction variable becomes a moderating variable because it will inhibit the direct influence between motivation and the work environment.

**c. HYPOTHESIS TESTING.**

**a. Hypothesis I**

Variable	Regression Coefficient B	Sig value
Motivation (X1) → Job Satisfaction (Y2)	0.761	0.038
Work Environment (X2) → Job Satisfaction (Y2)	0.888	0.000
R = 0.862 R Square (R <sup>2</sup> ) = 0.728		

In the table of the results of the first hypothesis test above regarding the effect of motivation and work environment on job satisfaction, the regression coefficient B for the motivation variable is 0.761 and the regression coefficient value for the work environment variable is 0.888. While the significant values for each variable, namely 0.038 and 0.000, are smaller than alpha (sig <0.05), so it can be concluded that the first hypothesis can be accepted.

**b. Hypothesis II**

Variable	Regression Coefficient B	Sig value
Motivation (X1) → employee performance (Y1)	0.559	0.027
Work Environment (X2) → employee performance (Y1)	0.547	0.041
R = 0.424 R Square (R <sup>2</sup> ) = 0.133		

In the second hypothesis test results table above about the effect of motivation and work environment on employee performance, the regression coefficient B for the motivation variable is 0.559 and the regression coefficient value for the work environment variable is 0.547. While the sig value for each variable is 0.027 and 0.041 which are smaller than alpha (Sig <0.05), so it can be concluded that the second hypothesis can be accepted.

**c. Hypothesis III**

Variable	Regression Coefficient B	Sig Value
Job Satisfaction → Employee Performance	0.492	0.019
R = 0.299 R Square = 0.064		

In the table of the results of the third hypothesis test above regarding the effect of job satisfaction on employee performance, the regression coefficient B variable is 0.492 and the regression coefficient value for variable B is 3,877 with a value. While the significant value for the job satisfaction variable is 0.019 which is smaller than alpha (p≤ 0.05), so it can be concluded that the third hypothesis can be accepted.

**d. Hypothesis IV**

Variable	Regression Coefficient B	Sig Value
Motivation → Job Satisfaction	0.761	0.038
Job Environment → Job Satisfaction	0.888	0.000
Job Satisfaction → Employee Performance	0.492	0.019

In the table above the results of the fourth hypothesis test show that Job Satisfaction can mediate the Motivation and Work Environment variables because the coefficient value of b5 with a probability is less than 5%, thus the influence of motivation and work environment variables affects employee performance through proven job satisfaction or in other words the hypothesis fourth in this research is acceptable.

## **V. Discussion**

### **a. Description of motivation variables, work environment on employee performance through job satisfaction in Kebon Agung Malang sugar factory**

#### **1) Motivation**

Motivation is determined by several indicators, namely physical needs, security needs, and reward needs. The average value of the security needs indicator is 4.13, which means that this indicator has the main contribution to the motivation variable. Besides, these results provide an overview for every employee of the Kebon Agung Sugar Factory Malang about the need for security, pension security, and accident compensation for employees to be more active in completing work. When viewed from the average value of the need for security, the majority of employees of the Kebon Agung Sugar Factory Malang agree and support that the need for security is a major factor in work. Therefore, the management of Kebon Agung Sugar Factory Malang can carefully consider and review the importance of motivation which has a significant impact on employee performance results. This is following the opinion According to Maslow (1943: 970) in the second level hierarchical theory, namely the need for security (free from danger) is very important in forming basic needs and directly influencing a person's motivation to work.

#### **2) Work Environment**

In this research, the work environment is formed by several indicators which include work atmosphere, relationships with colleagues, the availability of work facilities. The average value of the work atmosphere indicator which is the main factor in the work environment variable is 4.03. These results indicate that employees of the Kebon Agung Sugar Factory Malang have a good working atmosphere in completing work. The work atmosphere is an important part of the performance and productivity that affect employees in fulfilling company responsibilities. Based on the criteria of the average value generated above, the majority of employees of the Kebon Agung Sugar Factory Malang agree that in completing work, the work atmosphere is what supports and underlies employees in an organization. Therefore, the Work Environment variable needs to be considered for progress in the organization to produce maximum performance. This is in line with the opinion (Nitisemito 1992: 159). The work atmosphere is related to pleasant, comfortable, and safe working conditions for every employee in the work environment.

#### **3) Job Satisfaction**

In this research, job satisfaction is formed by job, salary, and promotion indicators. The highest score for each indicator of job satisfaction is a promotion with an average score of 4.34. These numbers indicate that job satisfaction is formed by Promotion, employees of the Kebon Agung Sugar Factory Malang agree that, in completing work, they are done responsibly and on time according to the rules set in the company. This will directly encourage employees to complete their work properly and on time. Increasing job satisfaction will affect the achievement of good performance results. This is in line with the research of Valaei and Jiroudi (2016) that promotion is something that directly affects the level of employee satisfaction in improving performance.

#### **4) Employee Performance**

In this research, job satisfaction is formed by job, salary, and promotion indicators. The highest score for each indicator of job satisfaction is a promotion with an average score of 4.34. These numbers indicate that job satisfaction is formed by Promotion, employees of the Kebon Agung Sugar Factory Malang agree that, in completing work, they are done responsibly and on time according to the rules set in the company. This will directly encourage employees to complete their work properly and on time. Increasing job satisfaction will affect the achievement of good performance results. This is in line with the research of Valaei and Jiroudi (2016) that promotion is something that directly affects the level of employee satisfaction in improving performance.

### **b. Effect of Motivation and Work Environment on Job Satisfaction**

Motivation results which have a regression coefficient value of 0.761, this figure shows that the level of job satisfaction of a person is formed based on company attention to employees. The company's concern in this context includes the provision of salaries following the needs of employees, provision of housing, in kind. Besides, security and reward needs are also fundamental and employees have the right to get those needs. Thus,

the results of this research clearly and clearly illustrate that motivation can increase employee job satisfaction at the Kebon Agung Sugar Factory. According to Hasibuan (2013) that motivation is a suggestion or stimulus that arises because someone is passing it on to another person or from themselves, that impulse is to make that person a better person than before. Motivation can also be interpreted as the cause of an action performed by someone. This statement shows that motivation has a positive effect on the job satisfaction of an employee. If an employee's work motivation is high or increasing, their job satisfaction will increase as well. Conversely, if work motivation decreases, it will reduce employee job satisfaction.

**c. The Influence of Motivation and Work Environment on Employee Performance**

This figure shows that the existence of motivation can improve employee performance. Besides, every 1% increase has an impact on increasing employee performance by 55.9%. This is supported by research by Rahajeng et al. (2019), proving that motivation has a significant and positive effect on employee performance. The regression coefficient value for the work environment variable is 0.547. This figure illustrates that every 1% increase in work environment variables will have an impact on improving employee performance by 54.7%. In other words, the existence of work environment variables can improve employee performance at Kebon Agung Sugar Factory Malang.

**d. Effect of Job Satisfaction on Employee Performance.**

The results of this research indicate that the regression coefficient value of the job satisfaction variable is 0.492, which means that every 1% increase in the job satisfaction variable can increase employee performance by 49.2%. In other words, the existence of job satisfaction variables can improve employee performance at the Kebon Agung Sugar Factory. This research is in line with Changgriawan's (2017) theory which shows that job satisfaction has a significant effect on employee performance. Increased job satisfaction causes an increase in employee performance and if job satisfaction decreases it causes employee performance to tend to decline.

**e. Effect of Motivation, Work Environment on Employee Performance through Job Satisfaction**

In this research, job satisfaction variables mediate motivation and work environment at Kebon Agung Sugar Factory Malang. that this the better the motivation and work environment, the better this condition will have an impact on improving employee performance. This condition is measured by the probability value of motivation and work environment variables which is less than 0.05. This is in line with research conducted by Rahajeng (2018) which found that motivation has a significant and positive effect on performance. The work environment has a significant and positive effect on employee performance.

## **VI. Conclusion And Suggestion**

**a. Conclusion**

- 1) The results of the motivation variable, the work environment on employee performance through job satisfaction at Kebon Agung Sugar Factory Malang tends to perform tasks and functions for the sustainability of the organization. Factory management is considered good in applying motivation and the work environment to be one of the methods applied to achieve good work results by relying on the size and level of employee performance in a company.
- 2) It turns out that motivation and work environment has a significant influence on job satisfaction at Kebon Agung Sugar Factory Malang. This means that employee performance is good, through job satisfaction with good motivation and work environment.
- 3) There is a significant influence of motivation and work environment on employee performance at Kebon Agung Sugar Factory Malang. These results indicate that employee performance tends to change no motivation and work environment support employee performance. Therefore, motivation and work environment have the main task to improve employee performance. Besides, there is a significant impact of the working environment on employee performance, a significant impact of variable motivation on employee performance.
- 4) It turns out that job satisfaction has a significant effect on employee performance at Kebon Agung Sugar Factory Malang. These results indicate that an increase in job satisfaction, an increase in employee performance.
- 5) Job satisfaction moderation motivation and work environment on employee performance. Job Satisfaction is the most important part for management to pay attention to and consider because through job satisfaction, employee work results can be achieved.

**Suggestion**

From the results of the above conclusion, the suggestions for this study are as follows:

- 1) Theoretic

The results of this research are expected to be a guideline by the management of the Kebon Agung Sugar Factory Malang as a source of realizing the vision and mission that has been predetermined through a model that is built based on aspects of human resources.

## 2) Practical

The results of this research are expected to be a source and basis for upper management to evaluate the results of employee performance. Besides, the results of this research are also expected to become an organizational role model to achieve organizational orientation.

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