The Effect of Motivation and Work Environment on Job Satisfaction with an Impact on Employee Performance at PT. Bina Agramulya in Jakarta

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ABSTRACT

This study aims to determine the effect of motivation and work environment on job satisfaction, impacting employee performance at PT. Bina Agramulya in Jakarta. The method used is explanatory research with a sample of 120 respondents. The analysis technique uses statistical analysis with regression, correlation, determination, and hypothesis testing. The results of this study, motivation has a significant effect on job satisfaction by 40.4%, hypothesis testing obtained a significance of 0.000 <0.05. The work environment substantially impacted job satisfaction by 33.6%; hypothesis testing acquired a value of 0.000 <0.05. Motivation and work environment simultaneously significantly affect job satisfaction by 49.1%; hypothesis testing obtained a significance of 0.000 <0.05.

Keywords: motivation, work environment, job satisfaction, employee performance

INTRODUCTION

The role of human resources is felt very large in organizational life. Human resources are a decisive factor in carrying out administrative activities to achieve the expected goals. For this reason, it is necessary to have human resource management that pays attention to good planning, supervision, and control so that management functions and systems can run well. Furthermore, human Resources are productive individuals who work as drivers of an organization, both within institutions and companies with an asset. Therefore, their abilities must be trained and developed.

In an increasingly complex modern life, humans will tend to feel less motivated if individuals are less able to adapt their desires to existing realities, both inside and outside themselves. All kinds of motivation are caused by a lack of human understanding of their limitations. The inability to fight these limitations will lead to frustration, conflict, anxiety, and guilt. Employees are often faced with various problems within the company, so it is impossible not to be exposed to these problems.

High job satisfaction can increase productivity, reduce turnover, increase attendance, reduce accidents, reduce work stress and reduce unions. Employees who are satisfied with what they get from the company will give something more to the company. Then they will try to improve their performance to continue to get job satisfaction, which will produce maximum work results. Therefore, companies must recognize the factors that can generate job satisfaction for employees to continue advancing and developing and then carry out what the company should do to achieve job satisfaction.

PT. Bina Agramulya is a retail company that distributes daily clothing and sleepwear for children, adults, women to men. It provides various sizes and brand variants, and quality materials.

Motivation is essential owned by all components in the company. Leaders should always encourage employees to create morale. Giving the right motivation will generate enthusiasm, passion, and sincerity in a person's work. Increased confidence and willingness to work voluntarily will result in better jobs, thus increasing work productivity. According to Edy Sutrisno (2017), motivation is a factor that encourages someone to do a particular activity. Therefore motivation is often interpreted as a factor driving a person's behavior.

Conditions related to employee work motivation in the company indicate that those in the category of companies that have not provided a comfortable resting place for employees are still lacking; the company has also not been able to provide security guarantees in the form of work accident insurance and good relations between employees with the statement "No." This shows that conditions like this must be immediately improved so that employees have high motivation. From the data above, it can be seen that there is no sense of security in the form of health and welfare insurance for employees, and there is no reasonable relationship between co-workers.

The factor of working environment conditions is also essential to be considered by company management. A healthy work environment is a work environment that can influence, motivate and provide encouragement for someone to work optimally by their profession so that optimal performance is achieved. According to Sri Widodo (2016), the work environment is all the conditions around the workplace, which will affect employees either directly or indirectly. The state of the work environment is said to be excellent or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. Therefore, a working environment is perfect or right if it can carry out optimally, healthy, secure, and comfortable activities.

According to Kasmir (2016), he concludes that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. So, employee performance has a vital role in the success or failure of a company. In a company, performance is needed to achieve the goals that have been set. Performance results from the work requirements that employees must meet to obtain maximum results, wherein its implementation, performance lies in the human factor as the executor of work activities. Therefore, the primary purpose of improving employee performance is to become efficient, effective, and productive employees at the lower and upper levels.

The objectives of this research are:

a. To determine the partial effect of motivation on job satisfaction at PT. Bina Agramulya in Jakarta.

b. To determine the partial effect of the work environment on job satisfaction at PT. Bina Agramulya in Jakarta.

c. To determine the simultaneous effect of motivation and work environment on job satisfaction at PT. Bina Agramulya in Jakarta.

d. To determine the effect of job satisfaction on employee performance at PT. Bina Agramulya in Jakarta.

Literature review
1. Motivation
According to Sunyoto (2020:11), motivation talks about how to encourage one's work spirit so that they want to work by providing their abilities and expertise optimally to achieve organizational goals. The cause is important because, with reason, it is expected that every employee will work hard and be enthusiastic about attaining high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs and goals, and satisfaction. Stimuli arise from within and from without. This stimulus will create an impetus for someone to carry out activities.

2. Work environment

The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and groups. Sedarmayanti (2020:21)

3. Job satisfaction

According to Hariandja (2019: 290). Job satisfaction is a person's feelings and assessment of his work, especially regarding his working conditions, about whether his work can meet his expectations, needs, and desires.
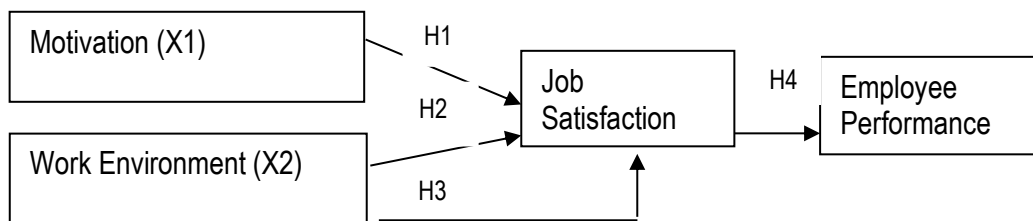
4. Employee performance

Rotundo and Sacket (2018:76) define "Performance is an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals."

5. Research Model

According to Sugiyono (2018), "The research model is a synthesis that reflects the relationship between the variables studied and is a guide for solving research problems and formulating hypotheses in the form of a flow chart equipped with qualitative explanations." In this study, the research model is made as follows:

Figure 1. Research Model Paradigm

6. Research Hypothesis

According to Sugiyono (2018), "The hypothesis is a temporary answer to problems because it is temporary, it needs to be proven true through the empirical data collected." Therefore, the formulation of the proposed hypothesis is as follows:

H1: There is a significant effect of motivation on job satisfaction at PT. Bina Agramulya in Jakarta.

H2: There is a significant effect of the work environment on job satisfaction at PT. Bina Agramulya in Jakarta.

H3: There is a significant effect of motivation and work environment simultaneously on job satisfaction at PT. Bina Agramulya in Jakarta.

H4: There is a significant effect of job satisfaction on employee performance at PT. Bina Agramulya in Jakarta.

METHOD

The type of research used is associative; the population in this study amounted to 120 respondents PT. Bina Agramulya in Jakarta and the sampling technique used in this study was a saturated sample, where all members of the population were used as samples. Thus the model in this study amounted to 120 respondents; in analyzing the data, used instrument test, classical assumption test, regression, coefficient of determination, and hypothesis testing.

a. Instrument Test

In this test, validity and reliability tests are used.

1) Validity test.

The validity test is intended to determine the accuracy of the data regarding the suitability between what is to be measured and the measurement results. To test the validity, the significance value of 2 tailed is compared to 0.05 with the following conditions:

(a) If the significance value of 2-taled <0.05, then the instrument is valid,

(b) If the 2-taled significance value > 0.05, then the instrument is invalid,

2) Reliability Test.

A reliability test is a series of measurements or a series of measuring instruments that have consistency if the measurements made with the measuring instrument are repeated. A good instrument will not tend to lead respondents to choose a particular answer. The criteria used are as follows:

(a) If Cronbach's Alpha > 0.60, then the instrument is reliable.

(b) If Cronbach's Alpha < 0.60, then the instrument is not reliable.

b. Classic assumption test

A classical assumption test is intended to determine the accuracy of data. In this study, the classical assumption tests used include Normality Test, Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The results are as follows:

1) Normality test

Normality test is used to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. Normality test using the Kolmogorov-Smirnov test, with the following conditions:

(a) If the significance value is <0.05, then the data is not normally distributed.

(b) If the significance value is> 0.05, then the data is usually distributed.

2) Multicollinearity Test

This multicollinearity test aims to test whether in the regression model there is a correlation between independent variables. In this study, the tolerance limit and its opposite, variance inflation factor (VIF), is used with the following conditions:

(a) If the tolerance value is more than one and the Variance Inflation Factor (VIF) value is < 1, then there is no multicollinearity.

(b) If the tolerance value is more than one and the Variance Inflation Factor (VIF) value is > 1, then multicollinearity occurs.

3) Autocorrelation Test

The autocorrelation test is used to determine whether or not there is a deviation from the classical assumption of autocorrelation, namely the existence of a correlation between sample members. In this study, the Durbin Watson Test was used.

4) Heterscedasticity Test

The Htereoskaedasticity test determines whether there is an inequality of variance from one observation residual to another world in the regression model. How to predict the presence or absence of heteroscedasticity is used Glejser Test.

c. Statistic test

1) Linear Regression

Linear regression analysis is a statistical technique used to find a regression equation that is useful for predicting the value of the dependent variable based on the importance of the independent variables. In this study, multiple linear regression was used.

2) Correlation coefficient

The correlation coefficient test is intended to determine the level of strength of the relationship between the independent variable and the dependent variable either partially or simultaneously.

3) Coefficient of Determination

The coefficient of determination analysis is intended to determine the magnitude of the influence between the independent variables on the dependent variable either partially or simultaneously.

4) Hypothesis testing

Hypothesis testing is intended to determine whether a hypothesis should be accepted or rejected. In this study, the t-test (partial) and the F test (simultaneous) were used.

RESULT and DISCUSSION

1. Instrument Test Results

a.   From the test results, it was obtained that all the motivational variable questionnaire items obtained a 2-tailed significance value of 0.000 <0.05. Thus the instrument was valid.

b.   From the test results, it was obtained that all questionnaire items on the work environment variable obtained a 2-tailed significance value of 0.000 <0.05. Thus the instrument was valid.

c.   From the test results, it was obtained that all questionnaire items on the job satisfaction variable obtained a 2-tailed significance value of 0.000 <0.05. Thus the instrument was valid.

d.   From the results of reliability testing, the following results were obtained:

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Alpha Critical Standard	Information
Motivation (X1)	0.625	0.600	Reliable
Work environment (X2)	0.632	0.600	Reliable
Job Satisfaction (Y)	0.615	0.600	Reliable
Employee Performance (Z)	0.620	0.600	Reliable

Based on the test results above, the overall motivational variables (X1), work environment (X2), Job Satisfaction (Y), and Employee Performance (Z) obtained a Cronbach alpha value greater than 0.600. Thus declared reliable.

2. Classic Assumption Test Results
a. Normality test

The results of the normality test using the Kolmogorov-Smirnov Test are as follows:

Table 2. Kolmogorov-Smirnov Test . Normality Results

Tests of Normality	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Job Satisfaction (Y)	.067	120	.200*	.974	120	.020

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

Based on the test results in the table above, a significance value of 0.200 is obtained where the value is greater than the value of = 0.050 or (0.200 > 0.050). Thus, the assumption of the distribution of the equations in this test is standard.

b. Multicollinearity Test

Multicollinearity test was carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF). The test results are as follows:

Table 3. Multicollinearity Test Results with Collinearity Statistics.

		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	9.143	2,800			
	Motivation (X1)	.459	.077	.459	.737	1.357

Work environment (X2)	.319	.071	.344	.737	1.357

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the tolerance value of each independent variable is 0.737 < 1.0, and the Variance Inflation Factor (VIF) value is 1.357 < 10. Thus this regression model does not occur multicollinearity.

c. Autocorrelation Test

The test was carried out with the Darbin-Watson test (DW test). The test results are as follows:

Table 4. Autocorrelation Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	.701a	.491	.483	2,490	1,648

a. Predictors: (Constant), Work environment (X2), Motivation (X1)
b. Dependent Variable: Job Satisfaction (Y)

The results of the test using the lesser test obtained the value of Sig. > 0.050. Thus, the regression model has no heteroscedasticity disorder.

3. Descriptive Analysis

This test is used to determine the minimum and maximum scores, the highest scores, the rating scores, and the standard deviation of each variable. The results are as follows:

Table 6. Results of Descriptive Statistics Analisis Analysis

Descriptive Statistics

	N	Minimum	Maximum	mean	Std. Deviation
Motivation (X1)	120	30	46	38.14	3.467
Work environment (X2)	120	30	46	38.13	3.728
Job Satisfaction (Y)	120	32	46	38.82	3,462
Employee Performance (Z)	120	31	50	39.05	3.505
Valid N (listwise)	120				

Motivation obtained a minimum variance of 30 and a maximum variance of 46 with a rating score of 3.814 with a standard deviation of 3.467.

The work environment obtained a minimum variance of 30 and a maximum variance of 46 with a rating score of 3.813 with a standard deviation of 3.728.

Job satisfaction obtained a minimum variance of 32 and a maximum variance of 46 with a rating score of 3.882 with a standard deviation of 3.462.

Employee performance obtained a minimum variance of 31 and a maximum variance of 50 with a rating score of 3.905 with a standard deviation of 3.505.

4. Quantitative Analysis.

This analysis is intended to determine the effect of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 7. Multiple Linear Regression Test Results

Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9.143	2,800		3.265	.001
	Motivation (X1)	.459	.077	.459	5,983	.000
	Work environment (X2)	.319	.071	.344	4.478	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the regression equation Y = 9.143 + 0.459X1 + 0.319X2. From these equations, it is explained as follows:

1) a stable of 9.143 means that if there is no motivation and work environment, there is a job satisfaction value of 9.143 points.

2) The motivation regression coefficient is 0.459; this number is positive, meaning that every time there is an increase in motivation of 0.459 points, job satisfaction will also increase by 0.459 points.

3) The regression coefficient of the work environment is 0.319; this number is positive, meaning that every time there is an increase in the work environment of 0.319 points, job satisfaction will also increase by 0.319 points.

b. Coefficient of Determination Analysis

The coefficient of determination analysis is intended to determine the percentage of the influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

Table 8. Results of Testing the Coefficient of Determination of Motivation on Job Satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636a	.404	.399	2,683

a. Predictors: (Constant), Motivation (X1)

Based on the test results obtained, a value of determination of 0.404 means that motivation has a contribution of 40.4% influence on job satisfaction.

Table 9. Results of Testing the Coefficient of Determination of the Work Environment on Job Satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579a	.336	.330	2,833

a. Predictors: (Constant), Work environment (X2)

Based on the test results, the determination value is 0.336, meaning that the work environment has a 33.6% influence contribution to job satisfaction.

Table 10. Results of Testing the Coefficient of Determination of Motivation and Work Environment Simultaneously on Job Satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701a	.491	.483	2,490

a. Predictors: (Constant), Work environment (X2), Motivation (X1)

The test results obtained a determination value of 0.491, meaning that motivation and the work environment simultaneously influence 49.1% on job satisfaction. In comparison, other factors influence the remaining 50.9%.

Table 11. Results of Testing the Coefficient of Determination of Job Satisfaction on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590a	.348	.343	2.841

a. Predictors: (Constant), Job Satisfaction (Y)

Based on the test results obtained a determination value of 0.348, meaning job satisfaction has a contribution of 34.8% influence on employee performance.

c. Hypothesis testing
Partial hypothesis test (t-test)
Hypothesis testing with a t-test is used to determine which partial hypothesis is accepted. The test results are as follows:

Table 12. Results of the Motivational Hypothesis Testing on Job Satisfaction.

Coefficients

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	14,605	2,717		5.376	.000
Motivation (X1)	.635	.071	.636	8.948	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (8.948 > 1.984). Thus the proposed hypothesis that there is a significant influence between motivation on job satisfaction is accepted.

Table 13. Hypothesis Test Results Work Environment on Job Satisfaction.

Coefficients

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	18,297	2,669		6.855	.000
Work environment (X2)	.538	.070	.579	7,724	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (7.724 > 1.984). Thus the proposed hypothesis that there is a significant influence between work environment on job satisfaction is accepted.

Table 14. Results of Job Satisfaction Hypothesis Testing on Employee Performance.

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15,855	2,932		5.407	.000
	Job Satisfaction (Y)	.598	.075	.590	7,942	.000

a. Dependent Variable: Employee Performance (Z)

Based on the test results in the table above, the value of t arithmetic > t table or (9.017 > 1.984). Thus the proposed hypothesis that there is a significant influence between job satisfaction on employee performance is accepted.

Simultaneous Hypothesis Testing (F Test)
Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

The third hypothesis: There is a significant influence between motivation, work environment, and job satisfaction.

Table 15. Results of Simultaneous Motivation and Work Environment Hypothesis Testing on Job Satisfaction.

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	700,757	2	350,378	56.527	.000b
	Residual	725210	117	6.198		
	Total	1425,967	119			

a. Dependent Variable: Job Satisfaction (Y)
b. Predictors: (Constant), Work environment (X2), Motivation (X1)

Based on the test results in the table above, the calculated F value > F table or (56,527 > 2,700), thus the fourth hypothesis proposed that there is a significant influence between motivation and work environment simultaneously on job satisfaction is accepted.

Discussion of Research Results
1. The Effect of Motivation on Job Satisfaction
Motivation has a significant effect on job satisfaction with a coefficient of determination of 40.4%. Furthermore, testing the hypothesis obtained the value of t arithmetic > t table or (8.948 > 1.984). Thus the theory proposed that there is a significant effect between motivation on job satisfaction is accepted.

2. The Effect of Work Environment on Job Satisfaction
The work environment has a significant effect on job satisfaction with a coefficient of determination of 33.6%. Furthermore, testing the hypothesis obtained the value of t arithmetic > t table or (7.724 > 1.984). Thus, the theory proposed a significant effect between the work environment and job satisfaction is accepted.

3. The Effect of Motivation and Work Environment on Job Satisfaction
Motivation and work environment significantly affect job satisfaction with the regression equation Y = 9.143 + 0.459X1 + 0.319X2, with a coefficient of determination of 49.1%, while other factors influence the remaining 50.9%. The calculated F

value obtains hypothesis testing> F table or (56.527 > 2,700). Thus the hypothesis proposed a significant effect between motivation and work environment on job satisfaction is accepted.

4. The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant effect on employee performance with a coefficient of determination of 34.8%. Testing the hypothesis obtained the value of t count > t table or (9.017 > 1.984). Thus the theory proposed that there is a significant effect between job satisfaction on employee performance is accepted.

CONCLUSION

The following conclusions in this study are:

a.   Motivation has a significant effect on job satisfaction with a contribution of 40.4%. Hypothesis test obtained value of t count > t table or (8,948 > 1,984).

b.   The work environment has a significant effect on job satisfaction with a contribution of 33.6%. Hypothesis test obtained value of t count > t table or (7,724 > 1,984).

c.   Motivation and work environment simultaneously have a significant effect on job satisfaction with a contribution of 49.1% influence while other factors influence the remaining 50.9%. Hypothesis test obtained value of F arithmetic > F table or (56.527 > 2,700).

d.   Job satisfaction has a significant effect on employee performance with a contribution of 34.8%. Hypothesis test obtained value of t count > t table or (9.017 > 1.984).

While the suggestions in this study are:

a.   Companies must always give good enthusiasm and appreciation to ensure employees have high morale.

b.   Companies must always pay attention to working conditions that are pretty comfortable so that employees can work well

c.   Company performance can be improved by empowering employees by enforcing

reasonable regulations and providing an even more intense work environment.

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