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THE INFLUENCE OF WORK ENVIRONMENT ON JOB SATISFACTION WITH MOTIVATION AS MEDIATION IN KARAWANG CITY

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Abstract

Purpose: To analyze the influence of the work environment on job satisfaction with motivation as mediation at BKPSDM Karawang.

Research Methodology: Descriptive quantitative verification, saturated sample of 53 employees, multiple linear regression using SPSS v.25..

Results: 1) Good work environment, 2) Good work motivation, 3) Good job satisfaction, 4) Partial influence of work environment on job satisfaction, 5) Partial influence of work motivation on job satisfaction, 6) Simultaneous influence of work environment and work motivation on job satisfaction.

Limitations: The study was conducted only at BKPSDM Karawang.

Contribution: This study can be useful for organizations in the public sector to understand the influence of work environment and motivation on job satisfaction.

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



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1. INTRODUCTION

Human resource management emphasizes the role and relationships of people in a company, especially in managing the workforce. Job satisfaction, which is influenced by support in the work situation, affects employee productivity (Mangkunegara, 2015). Leaders need to motivate employees by considering work motivation and satisfaction factors. The work environment is also important in increasing job satisfaction, including aspects of cleanliness, temperature, security, and lighting (Sunyanto, 2013). These factors are key to maintaining employee satisfaction and performance.

BKPSDM was formed after regional autonomy in 1999, replacing the central personnel system. Law Number 5 of 2014 strengthens the role of BKPSDM Karawang as a Regional Technical Institution, tasked with personnel administration and innovation. With the vision of "Karawang Independent, Dignified, and Prosperous," BKPSDM manages employees from the regions to the center, in

accordance with Karawang Regent Regulation Number 65 of 2016, with a focus on education, training, and assignment of tasks.

Human resource management studies the relationships and roles of people in a company organization. The focus is on the workforce, with humans as the main element. In every organizational activity, humans are active as planners, drivers of behavior, and determinants of achieving organizational goals.

Job satisfaction is influenced by company support and work situations, and affects employee productivity. Leaders need to consider work motivation and satisfaction factors to motivate employees. A comfortable work environment strengthens employee loyalty and supports task implementation, with cleanliness, temperature, security, and lighting playing an important role (Sunyanto, 2013). Motivation involves attitudes and values that drive individual goal achievement, including internal motivation for self-satisfaction (Sedarmayanti, 2017).

The phenomenon at the Karawang Regency Human Resources Development and Personnel Agency includes obstacles to employee work motivation: lack of support and communication, excessive workload, unequal career opportunities, lack of welfare facilities, co-worker conflicts, unclear company policies, low work time flexibility, lack of skills development opportunities, lack of achievement recognition, low career mobility, less inclusive work environment, and discrimination. These problems reduce employee enthusiasm and productivity..

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resource Management

According to (Marliani et al., 2022) Human Resources are a crucial and inseparable factor from an organization, both institutions and companies. Human Resources are the key that determines the growth of the company. In essence, Human Resources themselves include individuals employed in an organization whose function is as drivers, thinkers, and planners in order to achieve the goals of the organization.

Based on the definition above, it can be concluded that Human Resources are a crucial factor in an organization, being the key to company growth by involving individuals as drivers, thinkers, and planners of organizational goals.

Work Environment

According to (Hartanto & Turangan, 2021) the Work Environment is a work environment condition that is said to be good or appropriate if humans can carry out activities optimally, healthily, safely, and comfortably. According to (Syafrina, Lusri, L. (2017). the indicators and dimensions of the work environment are as follows:

1. Non-Physical Work Environment Dimension, with indicators: Superior behavior towards subordinates.
2. Non-Physical Work Environment Dimension, with indicators: Mutual respect and appreciation between co-workers.
3. Non-Physical Work Environment Dimension, with indicators: Job security as a guarantee of a sense of security in the work environment so that it requires a security unit.
4. Non-Physical Work Environment Dimension, with indicators: Air circulation, Living things really need oxygen for the body's metabolism process.

5. Non-Physical Work Environment Dimension, with indicators: Noise pollution can disturb the peace of employees in carrying out their tasks, and can even cause errors in communication. This is quite reasonable considering that working requires high concentration.
6. Physical Work Environment Dimension, with indicators: Good room layout.
7. Physical Work Environment Dimension, with Indicators: Wall color in the workroom.
8. Physical Work Environment Dimension, with Indicators: Office equipment that is properly available based on needs will facilitate employees in carrying out work tasks.
9. Dimension of Physical Work Environment, with Indicator: The size of the workspace also affects employee performance so that it requires a layout that is appropriate to the type of work.
10. Dimension of Physical Work Environment, with Indicator: Cleanliness of the workspace will ensure a sense of comfort so that it is the responsibility of every member of the organization to maintain cleanliness

Work Motivation

According to (Lusri & Siagian, 2017) motivation is defined as a driver or drive within a human being that can cause, direct, and organize behavior (Darmawan, 2013). According to (Riyani, 2021, Lusri, L. 2017) the indicators and dimensions of work motivation are as follows:

1. Behavioral Direction Dimension, with indicators: (a) wanting finances (salary) to be treated fairly according to work results. (b) wanting to make improvements. (c) wanting to maximize work ability. (d) always comply with company regulations. (e) having a desire to complete the job.
2. Effort Level Dimension, with indicators: (a) wanting to be recognized and rewarded with praise. (b) wanting to get special rewards or opportunities to be better. (c) wanting to achieve achievements. (d) I am always serious about working. (d) always working better than the day before.
3. Dimension of Persistence Level, with Indicators: (a) wanting to develop skills to advance the company. (b) remaining persistent in working even though the work environment is less supportive.

Job Satisfaction

According to (Jufrizen & Sitorus, 2021) Job Satisfaction is a general attitude towards one's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive. Job satisfaction is a general attitude of an individual towards their work. According to (Rivai, 2014) in (Marbun, H. S., & Jufrizen, J., 2022). The dimensions and indicators of job satisfaction consist of:

1. Job Content Dimension, with indicators: Actual job performance or attributes and as control over the job. Employees will feel satisfied if the work assignment is considered interesting and provides learning opportunities and is trusted with responsibility for the job.
2. Salary and benefits dimension in the financial field, with indicators: Salary is an amount received and the state felt from wages (salary). If employees feel that the salary they receive is able to meet their life needs, is given fairly based on their skill level, job demands, and salary standards for certain jobs, then there will be job satisfaction.
3. Dimension of Working Conditions, with indicators: Supportive working conditions will increase employee job satisfaction. Supportive working conditions mean the availability of

adequate work facilities and infrastructure in accordance with the nature of the tasks that must be completed.

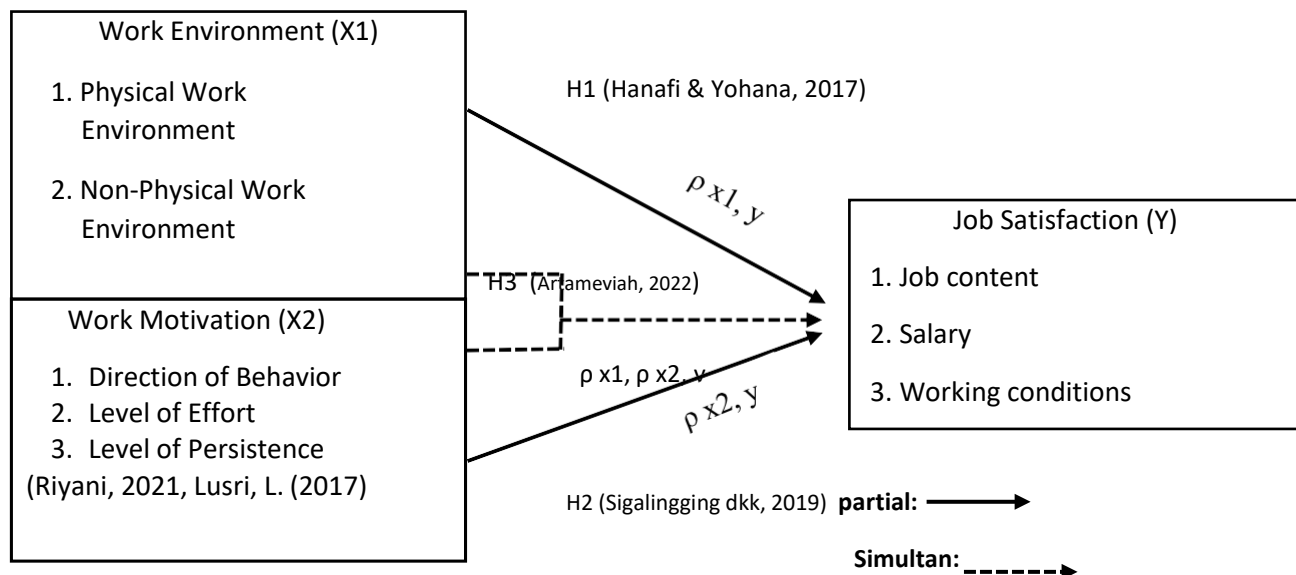


Figure 1. Framework of Thought
Source: Processed by researchers, 2024

Hypothesis Development

Based on the study of relevant researcher theories and the framework of thought, the following research hypotheses can be put forward:

1. There is a partial influence of the Work Environment on Employee Job Satisfaction.
2. There is a partial influence of Work Motivation on Employee Job Satisfaction.
3. There is a simultaneous influence of the Work Environment and Work Motivation on Employee Job Satisfaction.

3. RESEARCH METHODOLOGY

Sugiyono (2019) stated that research design is a scientific method to obtain clear data and prove knowledge, and solve problems. This study uses a quantitative descriptive verification method with quantitative and descriptive data analysis to describe the variables. Arikunto (2020) explained that in this study, the researcher used saturated sampling as a sample, which is a technique in which all members of the population are taken as samples. If the population is less than 100 people, the entire population (53 employees in this case) is taken as a sample. Data collection is carried out through observation and distribution of questionnaires.

4. RESULTS AND DISCUSSIONS

4.1 Results

Validity Test

BKPSDM Karawang Regency has 53 employees consisting of 31 men and 22 women. Based on the results of the validity research instrument test on 30 respondents as stated in the following table, it shows that all statement items have a calculated r value > 0.3610 in the r table (0.05) it is stated that all statement item variables are valid. The test results can be seen in the following table:

Table 1. Validity Test

Variable	No Item	R account	T table	Noted
Work environment (X1)	X1.1	0,521	0,3610	Valid
	X1.2	0,732	0,3610	Valid
	X1.3	0,629	0,3610	Valid
	X1.4	0,671	0,3610	Valid
	X1.5	0,646	0,3610	Valid
	X1.6	0,761	0,3610	Valid
	X1.7	0,740	0,3610	Valid
	X1.8	0,639	0,3610	Valid
	X1.9	0,512	0,3610	Valid
	X1.10	0,460	0,3610	Valid
Work motivation (X2)	X2.1	0,478	0,3610	Valid
	X2.2	0,690	0,3610	Valid
	X2.3	0,534	0,3610	Valid
	X2.4	0,416	0,3610	Valid
	X2.5	0,673	0,3610	Valid
	X2.6	0,611	0,3610	Valid
	X2.7	0,673	0,3610	Valid
	X2.8	0,662	0,3610	Valid
	X2.9	0,670	0,3610	Valid
	X2.10	0,435	0,3610	Valid
	X2.11	0,690	0,3610	Valid
Job satisfaction (Y)	Y.1	0,533	0,3610	Valid
	Y.2	0,569	0,3610	Valid
	Y.3	0,627	0,3610	Valid
	Y.4	0,585	0,3610	Valid
	Y.5	0,505	0,3610	Valid
	Y.6	0,524	0,3610	Valid
	Y.7	0,637	0,3610	Valid
	Y.8	0,489	0,3610	Valid
	Y.9	0,607	0,3610	Valid

Table 2. Reliability Test Results

Variable	Reliability Statistics	Noted
	Cronbach's Alpha	
Work Environment (X1)	Work Environment (X1)	Reliable
Work Motivation (X2)	Work Motivation (X2)	Reliable
Job Satisfaction (Y)	Job Satisfaction (Y)	Reliable

Based on table 2. the results of the reliability test show that the work environment variable has a reliable coefficient value of 0.833, the work motivation variable has a value of 0.819, and job satisfaction has a value of 0.729. Data is declared reliable if the Cronbach's Alpha value is > 0.60 . It can be concluded that this research instrument is declared reliable because the coefficient value is > 0.60 .

Table 3 Results of Normality Test

One-Sample Kolmogorov-Smirnov Test

N		53
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,95995759
Most Extreme Differences	Absolute	,065
	Positive	,060
	Negative	-,065
Test Statistic		,065
Asymp. Sig. (2-tailed)		,200c,d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on table 3, the results of the Kolmogorov-Smirnov normality test show that the Asymp. Sig. (2-tailed) value is 0.200. So it can be concluded that the significant value is $0.200 > 0.05$, so it can be seen that the data is normally distributed.

Table 4. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	9,724	3,405		2,855	,006		
Work Environment	,302	,101	,391	3,004	,004	,538	1,857

Work Motivation	,339	,106	,415	3,190	,002	,538	1,857
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Based on Table 4 the results of the multicollinearity test show that the Variance Inflation Factor (VIF) value for both work environment and work motivation variables is $1.8577 < 10$. In addition, the Tolerance value of both work environment and work motivation variables is $0.538 > 0.10$. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Table 5. Results of Heteroscedasticity test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	6,154	2,108		2,920	,005
Work Environment	-,110	,062	-,327	-1,775	,082
Work Motivation	,022	,066	,062	,337	,738

Source: SPSS v.25 Data Processing Results (2024)

Based on Table 1.6, the results of the heteroscedasticity test show that the work environment variable with a Sig. value of $0.082 > 0.05$ and the work motivation variable with a Sig. value of $0.738 > 0.05$, none of the independent variables are statistically significant in influencing the dependent variable. So it can be concluded that there is no heteroscedasticity.

Table 6. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	9,724	3,405		2,855	,006
Work Environment	,302	,101	,391	3,004	,004
Work Motivation	,339	,106	,415	3,190	,002

Based on table 6, there is a table "Unstandardized Coefficients" providing information about the regression equation, namely how much the Work Environment variable (X1) and the Work Motivation variable (X2) predict the Job Satisfaction variable (Y). The regression equation formula in this analysis or research is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \text{ or } Y$$

$$Y = 9.724 + 0.302 (X_1) + 0.339 (X_2) + e.$$

- The constant is 9.724 and is positive, meaning that if the variable (X1) and variable (X2) have a value of 0 or a constant value of the variable (Y).

- b. The regression coefficient of the Work Environment $X_1 = 0.302$ means that if the Work Environment increases by 1, it will increase Job Satisfaction by 0.302. A positive coefficient means that there is a positive relationship between the variables (X_1) and (Y) where the higher the variable (X_1) the more it will increase (Y).
- c. The regression coefficient of Work Motivation $X_2 = 0.339$ means that if Work Motivation increases by 1, it will increase Job Satisfaction by 0.339. A positive coefficient means that there is a positive relationship between the variable (X_2) and the level (Y) where the higher the variable (X_2) the more it increases the variable (Y).

Table 7. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,738 ^a	,545	,527	4,03838

Based on table 7, it can be seen that the value of R square is 0.545 or 54.5%. The value of 54.5% can indicate that the variables of Work Environment and Work Motivation can explain the influence on Job Satisfaction. Meanwhile, the remaining value of 45.5% can be caused by other factors outside of the research variables.

Table 8. Partial Test Results (T-test)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	9,724	3,405			2,855	,006
Work Environment	,302	,101	,391		3,004	,004
Work Motivation	,339	,106	,415		3,190	,002

a. Dependent Variable: Job Satisfaction

Source: SPSS v.25 Data Processing Results (2024)

Based on table 8, it can be concluded regarding the partial hypothesis test of each independent variable on the dependent variable as follows:

a. Testing the Influence of Work Environment on Employee Job Satisfaction

Based on Table 1.9 on the Work Environment variable, the results show that the Sig. value is $0.004 < 0.05$ and the calculated t value is $3.004 > t$ table 2.00758 to calculate the t table ($df = n - k = 53 - 2 = 51$) then H_0 is rejected and H_a is accepted. These data show that partially the Work Environment has a very significant effect on Employee Job Satisfaction.

b. Testing the Influence of Work Motivation on Employee Job Satisfaction

Based on Table 1.9 on the Work Motivation $0.002 < 0.05$ and the calculated t value of $3.190 > t$ table 2.00758 to calculate the t table ($df = n - k = 53 - 2 = 51$) then H_0 is rejected and H_a is accepted. These data indicate that partially Work Motivation has a very significant effect on the Job Satisfaction of BKPSDM Karawang Employees

Table 9. Simultaneous Test Results (F test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	975,857	2	487,929	29,919	,000 ^b
Residual	815,42	50	16,309		
Total	1791,28	52			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Motivation, Work Environment

Based on Table 9., the results show that the Sig. value is $0.000 < 0.05$ and the calculated f value is $29.919 > f \text{ table } 3.183$ to calculate f table can use the formula ($df = n - k - 1 = 53 - 2 - 1 = 50$) then H_0 is rejected and H_a is accepted. Thus, the variables of work environment and work motivation simultaneously have a very significant effect on job satisfaction of BKPSDM Karawang employees.

4.2. Discussion

Descriptive Discussion

1. The work environment variable has 2 dimensions, 10 indicators and 10 questions, with a total score of 1966 and an average of 197 which is in the scale range of 180.2 - 222.6 with good criteria.
2. The work motivation variable has 3 dimensions, 11 indicators and 11 questions, with a total score of 2238 and an average of 293 which is in the scale range of 180.2 - 222.6 with good criteria.
3. The job satisfaction variable has 3 dimensions, 9 indicators and 9 questions, with a total score of 1867 and an average of 207 which is in the scale range of 180.2 - 222.6 with good criteria.

Verification Discussion

1. From the results of the research that has been conducted on 53 respondents, it can be seen that the test results obtained t value for the work environment variable partially show $t_{count} > t_{table}$, namely $3.004 > 2.00758$ with a significant value of $0.004 < 0.05$. This shows that the work environment variable has a significant effect on the job satisfaction variable at BKPSDM Karawang.
2. From the results of the research that has been conducted on 53 respondents, it can be seen that the test results obtained t value for the work motivation variable partially show $t_{count} > t_{table}$, namely $3.190 > 2.00758$ with a significant value of $0.002 < 0.05$. This shows that the work motivation variable has a significant effect on the job satisfaction variable at BKPSDM Karawang.
3. From the results of this research that has been conducted on 53 respondents, it can be seen that the work environment and work motivation variables together have a positive

and significant effect on job satisfaction. The test results simultaneously obtained the value of $f_{count} > f_{table}$, which is $29.919 > 3.183$ with a significance level of $0.001 < 0.05$. The R Square value is $0.545 = 54.5\%$. This means that the work environment and work motivation have an effect on job satisfaction at BKPSDM Karawang by 54.5% while 45% is influenced by other variables that are not included in the regression model. With the influence given by the variables of the work environment and work motivation, it can increase job satisfaction to work in an organized manner and in accordance with the goals of the agency for employees at BKPSDM Karawang.

5. CONCLUSION

Based on the research results, the conclusions in this study are as follows: The work environment has 2 dimensions, 10 indicators and 10 questions, with a total score of 1966 and an average of 197 which is in the scale range of 180.2 - 222.6 with good criteria. Work motivation has 3 dimensions, 11 indicators and 11 questions, with a total score of 2238 and an average of 293 which is in the scale range of 180.2 - 222.6 with good criteria. Job satisfaction has 3 dimensions, 9 indicators and 9 questions, with a total score of 1867 and an average of 207 which is in the scale range of 180.2 - 222.6 with good criteria.

There is a partial influence of the work environment on the job satisfaction of BKPSDM Karawang employees. With a sig. value. $0.004 < 0.05$ and $t_{count} > t_{table}$, which is $3.004 > 2.00758$. There is a partial influence of work motivation on job satisfaction of BKPSDM Karawang employees. With a sig. value of $0.002 < 0.05$ and $t_{count} > t_{table}$, which is $3.190 > 2.00758$. There is a simultaneous influence of work environment and work motivation on job satisfaction of BKPSDM Karawang employees. With a sig. value of $0.001 < 0.05$ and $f_{count} > f_{table}$, which is $29.919 > 3.183$.

LIMITATION AND STUDY FORWARD

Limitations

Limited Sample: This study was only conducted at BKPSDM Karawang with a sample of 53 employees. This limits the generalization of the findings to other organizations with different contexts. **Descriptive Method:** The descriptive method used may not fully cover the complexity of the relationship between variables, so a more in-depth analysis is needed to understand the broader dynamics.

Limited Variables: This study focuses on the work environment and motivation as variables that influence job satisfaction. Other factors such as organizational culture, management, and economic conditions may also have an influence but were not analyzed in this study. **Time and Resources:** This study was conducted in a limited time, which may affect the depth of analysis and data collection.

Study Forward

Further Research: It is recommended to conduct research in various organizations with different characteristics to test the consistency of these findings in a broader context. **Qualitative Approach:** Combining qualitative methods can provide deeper insights into the factors that influence job satisfaction, as well as employee experiences in more detail.

Additional Variables: Examining other variables such as organizational culture, leadership, and social support in future studies can provide a more comprehensive picture of the influence of the work environment on job satisfaction. **Long-Term Analysis:** Conducting

longitudinal studies to understand how the relationships between work environment, motivation, and job satisfaction change over time.

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