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## THE INFLUENCE OF MOTIVATION AND WORK ENVIRONMENT ON PERFORMANCE THROUGH JOB SATISFACTION AS AN EMPLOYEE INTERVENING VARIABLE IN MAGETAN DISTRICT

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### ABSTRACT

Employee performance is an activity carried out by employees by completing their duties or responsibilities, and can be assessed based on the quantity and quality of their work products, as well as their level of availability and collaboration during specified working hours. The work environment is the location where people go to do their work. their work, work environment as all facilities or infrastructure that can affect employees' ability to do their work.

The purpose of this research is to work motivation influences employee performance, work environment influences employee performance, work motivation influences job satisfaction, work environment influences job satisfaction.

The type of research used in this research is the explanatory type, namely research that aims to explain the influence of one variable on another. A research design is a design to describe the procedures or steps that must be taken, research time, data sources and the conditions under which the data is collected, and in what way the data is collected and processed.

Results: 7. The influence of the environment on performance through job satisfaction is significant at 0.000. The test results show a significant level of relationship between innovative behavior and performance through job satisfaction. Thus hypothesis seven is accepted.

There is a significant influence on employee performance through Motivation, Work Environment, Job Satisfaction

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

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### I. INTRODUCTION

Employee performance is an activity carried out by employees by completing their duties or responsibilities, and can be assessed based on the quantity and quality of their work products, as well as their level of availability and collaboration during specified working hours (Asep Firdaus, 2021). According to Harke et al., (2022) explain that performance can be assessed by the volume of work carried out in a certain time, the quality of products obtained by following established processes, attendance and appropriate working hours, and the capacity to interact with other people to complete tasks and planned work. Meanwhile, Sulistyawati et al., (2022) Salary, environment, culture, management, leadership, discipline, job satisfaction, stress and communication can influence performance and efficiency in the workplace. Employee performance needs to be improved. This is related to the performance of the company or government agency in providing services to society as a whole.

Work motivation is one of the many elements that influence performance. When it comes to work, it is difficult to separate the two concepts of motivation and performance. Employees will perform better in their tasks if they are motivated to do so, and every employee wants to feel cared for and appreciated (Jasmine and Edalmen, 2020). According to Diah, (2020) explains that work motivation and performance are positively and significantly correlated. Work motivation more dominantly influences performance with significant and positive results than other indicators. Meanwhile, according to Rauan et al., (2019) there are several factors that influence performance, namely work motivation and work environment, work motivation and work environment have a significant effect on performance, to improve employee performance they need to pay attention and provide inspiration and a positive work environment. The work environment is everything

around workers, both physical and non-physical, that has an impact on their work. An appropriate work environment will boost employee morale and job satisfaction. Motivation is one of the important factors that encourages employees to carry out their duties well. However, apart from motivation, initiatives are also needed that can improve employee performance. These initiatives include providing opportunities for employees to convey ideas in the decision-making process, providing awards and recognition for work achievements that have been achieved. In this way, employees will feel satisfied with the results of their work. The work environment includes everything around employees when they work, both physical and non-physical, which can directly or indirectly affect them and their work (Riris, 2021). In this context, the work environment is divided into two, namely the physical work environment and the non-physical work environment. The physical work environment includes everything in physical form that is related to the available infrastructure, while the non-physical work environment includes all conditions related to work relationships, both relationships with superiors, fellow co-workers, or between superiors and subordinates. (Sulistyawati et al., 2022).

The work environment is the location where people go to do their work, the work environment is all the facilities or infrastructure that can influence employees' ability to do their work (Ganesha & Saragih, 2019). According to (Hendro et al., 2020). The work environment is a work process where the environment interacts with each other according to a certain pattern, and each has certain characteristics or values regarding the organization which cannot be separated from the environment in which the organization is located, and the people who are the center of everything. Job satisfaction, or job satisfaction, is simply defined as factors that make someone enjoy their work because they feel happy doing it (Ismail et al., 2021).

Increasing employee job satisfaction is influenced by their work motivation, and a good work environment also has a significant impact on job satisfaction. Job satisfaction increases due to motivation and a supportive work environment. Increasing employee performance is closely related to strong motivation to complete tasks and provide good service to the community. According to Nurmayaputri and Gilang (2020), the higher an employee's work motivation, the more his performance will increase, both in quality, quantity, timeliness, effectiveness and independence. One of the keys to the success of an agency in achieving its organizational goals is creating an environment that makes employees feel comfortable and able to develop their abilities to maximize their existing potential. Thus, the higher an employee's job satisfaction, the more their performance will increase significantly (Jasmine and Edalmen, 2020).

The work environment has a positive impact on employee performance. A supportive and appropriate work environment will directly influence employee performance. Likewise, job satisfaction has a significant influence on employee performance; The higher the level of employee job satisfaction, the more their performance will increase. Substantively, employee satisfaction with their current job, as well as the feeling that this job is very important and meaningful for them and society, can influence their integrity which is reflected in their honesty in working according to company rules.

Job satisfaction functions as a mediator to understand the relationship between employee performance and motivation and the work environment. In this context, motivation is proven to have a significant influence on employee performance through job satisfaction. Likewise, the work environment also shows a significant influence on performance with job satisfaction as a mediator. (Sumanti et al., 2021).

Research conducted by Irma & Yusuf, (2020)) links the work environment, leadership, and job satisfaction with performance, with a study showing the positive influence of the environment on performance and that the work environment is more dominant than other variables, so that the work environment influences performance .

In a government agency or institution, there are goals that are expected to be achieved. One of the supporting factors for achieving these goals is human resources or individuals within the agency or institution. Therefore, managing human resources in an agency or institution is very necessary to achieve the stated goals.

Another aspect that influences the achievement of optimal performance is job satisfaction. Job satisfaction is one of the factors that drives why someone wants to work. When an employee is satisfied with his job, he is more likely to look forward to going to work every day (Al Hakim et al., 2021). Meanwhile, according to job satisfaction, it is a beneficial emotion related to a person's work which is influenced by or evaluated by various

factors. According to research by Nurlaela, (2021) that good job satisfaction from the company will improve employee performance. So it can be stated that high job satisfaction will also have a good influence on employee performance.

Job satisfaction is influenced by various factors, including relationships between employees, individual factors, external factors, work atmosphere, work environment, and compensation. One significant factor is the working environment conditions, which include working time, type of work, work system, as well as the availability and condition of equipment and machines that support task handling. These work environment factors also influence the psychological condition of employees. A mismatch between the type of work and individual abilities, limited working time with many tasks that must be completed, and inadequate work equipment can increase employee workload.

Not only the work environment, the work atmosphere also influences employee performance in Magetan Regency. Disharmony between employees and leaders or between employees can hinder effective communication. The workload felt by government employees, especially Government Goods/Services Procurement Officers, is increasing, one of which is caused by appreciation that does not meet expectations. Motivation that is in accordance with the rights and job satisfaction of Magetan Regency greatly influences employee performance.

Therefore, clear regulations are needed, based on the principles of fairness and justice, which are in accordance with the work regulations of each institution or applicable laws. Strong motivation will increase employee discipline, making them understand and comply with existing regulations. The level of employee job satisfaction is directly proportional to the reciprocity of what they have done to achieve the agency's goals. This research gap emerged because of the limitations of previous research which focused on private companies and government agencies. There is not much research that discusses motivation and the work environment which influence employee performance, especially for officials procuring government goods and services. Where employees who serve as Government Goods and Services Procurement Officials or government goods and services procurement officers have a higher risk from a legal perspective than other Government Officials

The current phenomenon is that a lot of performance is measured based on targets that have been set by the Regional Head or by the Regional Government, some can achieve the target or not. This research aims to reveal the performance results obtained from the number of targets that have been set in Magetan Regency with various indicators that influence their achievement.

By paying attention to the description above, it is very important to analyze the influence of motivation and work environment on performance through job satisfaction as an employee intervening variable in Magetan Regency. The aim of this research is to analyze:

1. Work motivation influences employee performance
2. The work environment influences employee performance
3. Work motivation influences job satisfaction
4. The work environment influences job satisfaction
5. Job satisfaction influences employee performance
6. Work motivation influences performance with job satisfaction as an intervening variable
7. The work environment influences employee performance with job satisfaction as an intervening variable.

## II. METHODOLOGY

This research relies on surveys as the main method of data collection. Survey research, according to Sugiyono, (2016) is a type of research that uses questionnaires to collect data from a sample of a population. This research relies on surveys as the main method of data collection. Survey research, according to Sugiyono, (2016) is a type of research that uses questionnaires to collect data from a sample of a population.

The population in this study were all employees in the Magetan Regency OPD who served as Government Goods/Services Procurement Officers, namely 100 people. The sample is part of the number and characteristics of the population (Hardani, Auliya, et al., 2020). The sample in this study was the entire population, namely 100 people.

Data collection techniques in this research used questionnaires and literature studies. Meanwhile, the data analysis technique in this research uses Smart PLS or path coefficient analysis.

### III. ANALYSIS RESULTS

#### 3.1. Respondent Characteristics

The results of research on the characteristics of research respondents show that (1) Most of the respondents have an age range of 41-50 years, namely 59 respondents (59%); (2) The majority of respondents were male, 51 respondents (51%), (3) The majority of respondents had a bachelor's degree, 63 respondents (63%), and (4) The majority of respondents had a working period of >21 years. 40 respondents (40%).

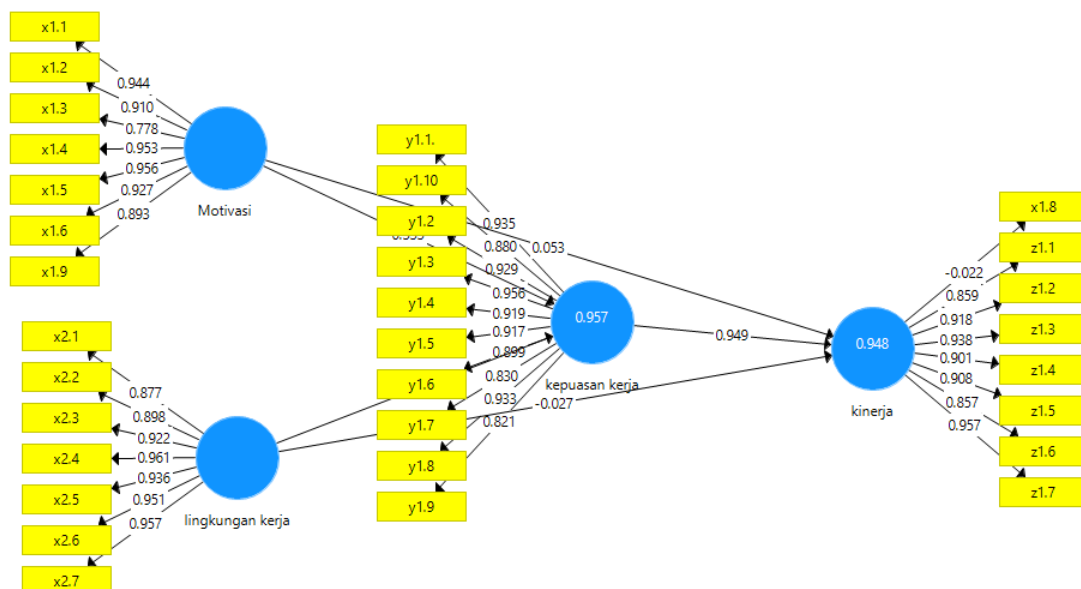
#### 3.2. Descriptive Analysis

Analysis of the description of each research variable which includes competency, employee empowerment and employee performance is described below.

1. Respondents' answers to the motivation variable show that the majority of respondents chose the answer agree (S) and the highest average was found in question number 2 (I do my work according to the SOP) which is 4.35 in the high category.
2. Respondents' answers to the work environment variable show that the majority of respondents chose the answer agree (S) and the highest average was found in question number 7 (I maintain good relations with my co-workers), namely 3.06 in the high category.
3. Respondents' answers to the Job Satisfaction variable show that the majority of respondents chose the answer agree (S) and the highest average was found in question number 1 (I feel satisfied with the work I am currently doing) which is 3.05 in the high category.
4. Respondents' answers to the Performance variable show that the majority of respondents chose the answer agree (S) and the highest average was in question number 8 (I have the awareness to do the task) which was 4.12 in the high category.

#### 3.3. Outer Model Analysis

Statistical analysis using Smart PLS shows the factor loading results in the following image:



Gambar 1: Diagram Alur

#### 3.4. Convergent Validity

The purpose of Convergent Validity is to determine whether an indicator is valid for measuring a variable. Convergent validity is demonstrated by loading factors. If the indicator is declared valid if the loading factor is greater than 0.7. The convergent validity test is shown in table 1.

**Table 1:** Convergent Validity Indicators

Variable	Indicators	Loading	T-Statistics	Information
Motivation	X1.1	0.945	78.659	Valid
	X1.2	0.909	43.889	Valid
	X1.3	0.776	14.615	Valid
	X1.4	0.953	66.849	Valid
	X1.6	0.956	81.593	Valid
	X1.7	0.926	52.669	Valid
	X1.8	-0.022	0.272	Valid
	X1.9	0.893	39.227	Valid
Work Environment	X2.1	0.877	30.288	Valid
	X2.2	0.897	33.139	Valid
	X2.3	0.923	48.661	Valid
	X2.4	0.962	101.076	Valid
	X2.5	0.937	52.546	Valid
	X2.6	0.953	86.161	Valid
	X2.7	0.958	98.382	Valid
Job Satisfaction	Y1.1	0.937	74.414	Valid
	Y1.2	0.874	21.358	Valid
	Y1.3	0.930	61.613	Valid
	Y1.4	0.957	91.923	Valid
	Y1.5	0.922	50.396	Valid
	Y1.6	0.920	40.004	Valid
	Y1.7	0.901	43.842	Valid
	Y1.8	0.831	22.620	Valid
	Y1.9	0.934	66.099	Valid
	Y1.10	0.816	19.867	Valid
Performance	Z 1.1	0.859	28.939	Valid
	Z 1.2	0.920	52.035	Valid
	Z 1.3	0.939	75.492	Valid
	Z1.4	0.900	40.318	Valid
	Z 1.5	0.908	48.177	Valid
	Z1.6	0.853	20.706	Valid
	Z1.7	0.958	128.880	Valid

Based on table 1, it can be seen that the loading factor figure is above 0.7 and is declared valid.

**Table 2:** Average Variance Extracted (AVE) Calculation Results

Variable	AVE	Information
Motivation	0,829	Valid
Work Environment	0,815	Valid
Job Satisfaction	0,718	Valid
Performace	0,864	Valid

Extracted Average validity test variance. For convergent validity, the AVE of the instrument must be more than 0.5. Table 4.5 results of the convergent validity test show that motivation, work environment, job satisfaction and performance have AVE values greater than 0.5. Thus, markers of motivation, work environment, job satisfaction, and employee performance were validated.

### 3.5. Discriminant Validity

Discriminant If an indicator's factor loading is greater than its correlation with another variable, it can measure the related variable. The table shows the results of cross loading calculations. that the work motivation index,

work environment, job satisfaction and employee performance have stronger cross loadings than other factors. Indicators of motivation, work environment, job satisfaction and performance are valid.

**Table 3:** Discriminant Validity Calculation Results

Indicators	Motivation	Work Environment	Job Satisfaction	Performance
X1.1	0,944	0,890	0,917	0,897
X1.2	0,910	0,856	0,855	0,828
X1.3	0,778	0,720	0,728	0,753
X1.4	0,953	0,886	0,898	0,880
X1.6	0,956	0,900	0,915	0,891
X1.7	0,927	0,859	0,873	0,848
X1.8	-0,103	-0,163	-0,077	-0,022
X1.9	0,893	0,824	0,849	0,814
X2.1	0,811	0,877	0,834	0,804
X2.2	0,803	0,898	0,843	0,827
X2.3	0,859	0,922	0,897	0,873
X2.4	0,906	0,961	0,941	0,923
X2.5	0,919	0,936	0,918	0,887
X2.6	0,868	0,951	0,931	0,907
X2.7	0,900	0,957	0,945	0,916
Y1.1	0,862	0,935	0,935	0,905
Y1.2	0,802	0,817	0,880	0,881
Y1.3	0,913	0,932	0,929	0,901
Y1.4	0,913	0,952	0,956	0,919
Y1.5	0,915	0,913	0,919	0,866
Y1.6	0,890	0,888	0,917	0,886
Y1.7	0,852	0,874	0,899	0,888
Y1.8	0,784	0,798	0,830	0,782
Y1.9	0,872	0,904	0,933	0,920
Y1.10	0,752	0,730	0,821	0,833
Z 1.1	0,755	0,780	0,824	0,859
Z 1.2	0,866	0,905	0,922	0,918
Z 1.3	0,905	0,923	0,922	0,938
Z1.4	0,834	0,800	0,855	0,901
Z 1.5	0,814	0,840	0,873	0,908
Z1.6	0,795	0,790	0,820	0,857
Z1.7	0,906	0,924	0,944	0,957

**3.6. Composite Reliability**

In testing construct reliability, it is composite reliability and Cronbach alpha. If Composite Reliability is above 0.70 and Cronbach alpha is above 0.60, it is declared reliable. Summary results below.

**Table 4:** Composite Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	Information
Motivation	0,971	0,965	Reliable
Work Environment	0,978	0,975	Reliable
Job Satisfaction	0,947	0,920	Reliable
Performance	0,978	0,974	Reliable



Composite Reliability results on work culture, innovative behavior, motivation and performance are greater than 0.7. All measurement indicators are assessed as Reliability and Cronbach's Alpha for work motivation, work environment, job satisfaction and employee performance is above 0.7, all indicators are declared Reliability.

### 3.7. Inner Model

Goodness of fit is used to assess the extent to which exogenous factors contribute to endogenous variables. Using the coefficient of determination (R-Squared) and Q-Squared predictive relevance, PLS analysis was carried out to determine the goodness of fit (Q2) of the model.

**Table 5: Goodness of Fit Model**

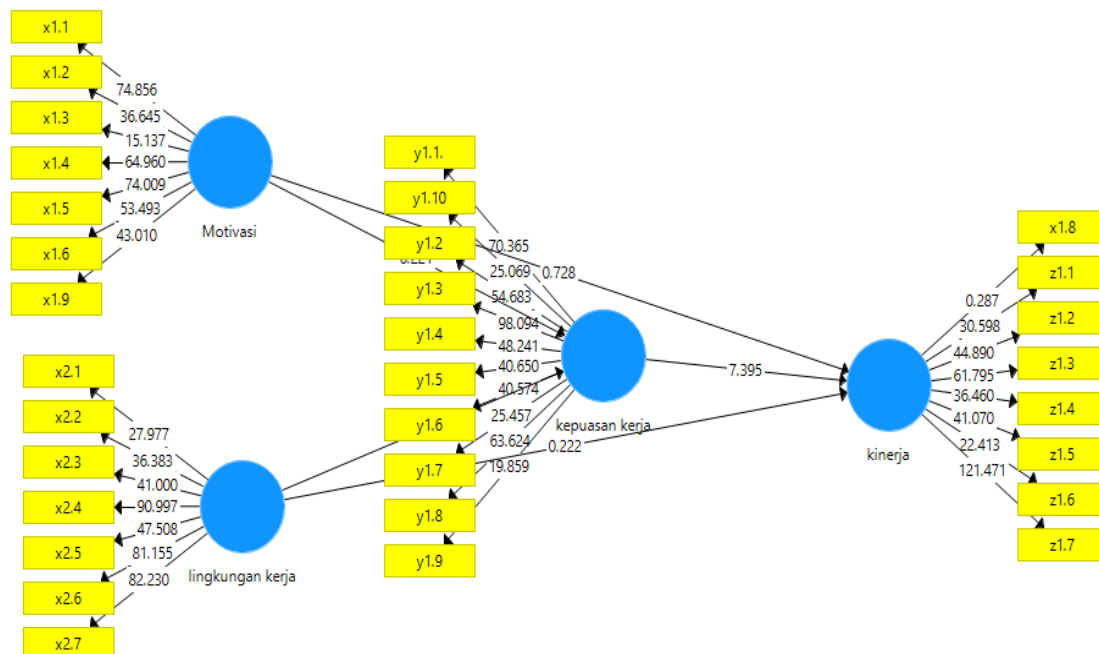
Endogen	R_Square
Performance	0,957
Job Satisfaction	0,948
$Q^2=1-[(1-R_1^2) (1-R_2^2)]$ $Q^2= 1-[(1-0,957) (1-0,948)]= 0,99$	

The R-square of the performance variable obtained a figure of 0.957 or 95.7%. This proves that the performance variable is explained by satisfaction, motivation and environment 95.7% or if other variables are related to other factors it is 4.3%.

Q\_Square predictive relevance (Q2) 0.99 (99%). This explains that the diversity of variables is 99% or the contribution of motivation, work environment, job satisfaction and overall performance (directly/indirectly).

### 3.8. Analisis Bootstrapping

Hypothesis testing is carried out using the bootstrapping method when processing the structural model. The statistical test in this research uses the t statistic or t test which can be seen in the image below.



**Figure 2: Bootstrapping analysis**

### 3.9. Hypothesis test

#### 3.9.1. Testing the Direct Effect Hypothesis

Direct impact hypothesis testing determines whether exogenous factors have a direct effect on endogenous variables or not. The test conditions say that there is a significant impact of the exogenous variable on the endogenous variable if the p-value (Significant) is less than the significance threshold, alpha = 0.05 (5 percent).

**Table 6:** Results of Direct Effect Hypothesis Testing

Eksogen	Endogen	Path Coefficient	T Statistics	P Value	Information
Motivation	Job satisfaction	0,333	0,433	0,000	Significant
Motivation	Performance	0,053	6,779	0,497	Not significant
Job satisfaction	Performance	0,949	6,823	0,000	Not significant
Work environment	Job satisfaction	0,660	1,252	0,000	Not significant
Work environment	Performance	-0,027	2,711	0,800	Not significant

H1: The influence of motivation on job satisfaction is significant at 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant influence of motivation on job satisfaction. Thus the first hypothesis is accepted.

H2: The influence of motivation on performance produces 0.497. The test results show that the significant level is > 0.05 (5%). This means that there is an insignificant influence of motivation on performance. Thus the second hypothesis is rejected.

H3: The influence of job satisfaction on employee performance produces 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant influence of Job Satisfaction on performance. Thus the third hypothesis is accepted.

H4: The influence of the work environment on job satisfaction produces a p-value of 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant influence of the work environment on satisfaction. Thus the fourth hypothesis is accepted.

H5: The relationship between work environment and performance produces a p-value of 0.8. The test results show that the significant level is > 0.05 (5%). This means that there is a significant influence of the work environment on performance. Thus the fifth hypothesis is rejected.

### 3.9.2. Testing the Indirect Effect Hypothesis

**Table 7:** Results of Indirect Effect Hypothesis Testing

Eksogen-Intervenin-Endogen	Indirect Coefficient	T Statistics	P value	Information
Motivation - Environment - Performance - Satisfaction	0,067	4,692	0,000	Significant
Motivation - Performance	0,097	6,463	0,000	Significant

H6: The effect of motivation on performance through job satisfaction is significant at 0.000. The test results show a significant level of relationship between motivation and performance through job satisfaction. Thus hypothesis six is accepted.

H7: The influence of the work environment on performance through job satisfaction is significant at 0.000. The test results show a significant level of relationship between work environment and performance through job satisfaction. Thus hypothesis seven is accepted.

## IV. RESULT AND DISCUSSION

### 4.1. The Influence of Motivation on Job Satisfaction

The influence of motivation on job satisfaction is significant at 0.000. The test results show that the significant level is <0.05 (5%). This means that there is a significant influence of motivation on job satisfaction. Thus the first hypothesis is accepted.

Based on the results of the hypothesis test, it is proven that motivation has a positive and significant influence on job satisfaction. This means that the better the motivation given to employees, the more employee job satisfaction will increase. In this research, employee motivation in Magetan Regency is seen from five levels of needs, namely physiological, security, social, appreciation and self-actualization.



Physiological needs for employees in Magetan Regency which include clothing, food and shelter, which in this case have been fulfilled through salaries, overtime pay, other benefits obtained based on work performance and other indicators in accordance with applicable regulations and legislation have been able to increase motivation for employees in Magetan Regency and the existence of official vehicle facilities provided according to each employee's position to support the implementation of work for employees in Magetan Regency.

The need for a sense of security for employees in Magetan Regency in carrying out their work in accordance with their main duties and functions running well which results in increased job satisfaction for employees in Magetan Regency. There is a solution from the superior for every employee problem related to official duties. With the establishment of the Magetan Regency Korpri Legal Assistance and Consultation Institute, it increasingly provides a sense of security for employees in Magetan Regency who are related to legal issues in the process of carrying out their work, so that with the existence of this Institute, motivation for employees in Magetan Regency will increase and employee job satisfaction will also increase. more increasing.

Social needs are also one of the factors that influence work motivation for employees in Magetan Regency. Good relationships with fellow co-workers will create a good and comfortable atmosphere for employees in carrying out their duties and work. Good relationships with fellow co-workers can make employees in Magetan Regency feel at home in the office and complete their tasks safely and comfortably so that job satisfaction for both employees and superiors increases.

Social needs, a sense of security and physiological needs are the highest gauges of employee motivation, especially the family atmosphere at work, transportation facilities to the workplace and the provision of attendance fees and performance allowances have an impact on employee job satisfaction. This condition is indicated by the high level of employee job satisfaction, especially related to the work itself and the payment of salaries and other benefits. The better the family atmosphere at work, transportation facilities and adequate salaries and performance allowances provided by the Magetan Regency Government, the more satisfied employees are with their current jobs.

#### **4.2 The Influence of the Work Environment on Job Satisfaction**

The relationship between work environment and job satisfaction produces a p-value of 0.000. The test results show that the significant level is  $<0.05$  (5%). This means that there is a significant influence of the work environment on satisfaction. Thus the fourth hypothesis is accepted. This shows that there is a positive influence on the work environment because in the theory used, looking at the situation around the work environment can create binding work relationships between people in the environment.

A good work environment is a supportive working condition. Employees need a good work environment, not only for comfort but also as a supporting factor in carrying out their work. This can create a sense of satisfaction in employees because there are many factors that support their work.

There is better maintenance and construction of Magetan Regency Government Buildings/Offices so that the employee work environment becomes more comfortable. Sufficient lighting, an air-conditioned room which makes the air temperature not hot and comfortable, a work space which is quite spacious, there are security support equipment and a comfortable surrounding environment as well as co-workers who help each other so as to create a better and more conducive working atmosphere which makes employees feel safe and comfortable when working which further increases employee job satisfaction in Magetan Regency.

A safe and comfortable work environment, in accordance with employee expectations, can generate creative ideas that can increase employee job satisfaction which can have a positive impact on the Magetan Regency Government in providing services to the community.

#### **4.3 The Influence of Motivation on Employee Performance**

The influence of motivation on performance produces 0.497. The test results show that the significant level is  $>0.05$  (5%). This means that there is an insignificant influence of motivation on performance. Thus the second hypothesis is rejected.

This shows that there is no influence on work motivation because the higher the work motivation felt by the employee, the more the employee's performance will increase, and vice versa, the lower the work motivation, the lower the employee's performance felt by the employee. The theory used explains behavior related to the

attitudes and performance of the individuals they work with. These results are supported by research conducted by Bachrian Asuni Nasution and M Yahya (2013) on cooperative financial institutions with research results that work motivation has a negative effect on employee performance.

This is in contrast to research conducted by Setyawati et al (2020), Tirtayasa et al (2020), Fadhil and Mayowan (2018) Susanto (2019). The results of the research are that work motivation has a positive and significant effect on employee performance. So H1 is accepted. This means that if work motivation is high it will be able to improve employee performance. This can be seen in the work motivation variable. The highest respondent answer value is item in question employees have increased.

Research by Tirtayasa et al (2020), states that based on the results of the hypothesis test, it is proven that motivation has a positive and significant influence on performance. This means that the better the motivation received by employees, the more employee performance will increase. In this research, motivation is seen from five levels of needs, namely physiological, security, social, esteem and self-actualization. Social needs, a sense of security and physiological needs are the highest gauges of employee motivation, especially the family atmosphere at work, transportation facilities to the workplace and the provision of attendance fees and performance allowances have an impact on employee performance. This condition is indicated by the level of employee performance, especially related to the ability to communicate and collaborate, punctuality and thoroughness in completing work. The better the family atmosphere at work, transportation facilities as well as attendance fees and performance allowances provided by the organization, the result is that employee performance will increase, both in terms of quality and quantity.

#### **4.4 The Influence of the Work Environment on Employee Performance**

The influence of the work environment on performance produces a p-value of 0.8. The test results show that the significant level is  $> 0.05$  (5%). This means that there is a significant influence of the work environment on performance. Thus the fifth hypothesis is rejected. This shows that there is a positive influence on the work environment because the work environment can create binding work relationships between people in the environment. Efforts should be made to ensure that the work environment is good and conducive to making employees feel safe and comfortable in the room or surrounding environment. In the theory used, it refers to the surrounding environment which can influence behavior towards evaluating individual work performance.

These results are consistent with research conducted by Arianto (2013), showing that work discipline has no effect on performance, while the work environment has an effect on performance, and work culture has a positive effect on the performance of teaching staff. Apart from that, Logohan, Tjoe, and Naga (2012) conducted research which aimed to determine the influence of the work environment and compensation on employee performance.

It is possible to assess employee performance by looking at how much, what quality, how long they work on tasks, how often they show up for work, and how much they cooperate with their superiors. Nurtjahjono et al (2014) stated that performance is the quality or quantity of an employee's work in achieving the vision, aims and objectives of an organization (Tirtayasa et al 2020)

The results of the research are that the work environment has a positive and insignificant effect on employee performance. So H2 is rejected. This means that the better the work environment, the better the employee's performance will be, even though the increase is not significant. This can be seen in the work environment variable with the highest respondent answer value being item in question X2.7 I maintain good relations with fellow co-workers. This can be seen from the noise level which is quite high, safety is not good, working conditions are not conducive, co-workers lack constructive motivation, this will make employees feel uncomfortable so that employee performance will be disturbed. so the work environment has an influence but is not significant on performance.

#### **4.5 The Influence of Job Satisfaction on Employee Performance**

The influence of job satisfaction on employee performance produces 0.000. The test results show that the significant level is  $< 0.05$  (5%). This means that there is a significant influence of Job Satisfaction on performance. Thus the third hypothesis is accepted. This shows that there is a positive influence on employee performance because in the theory used, how superiors treat subordinates and their attitude and job satisfaction towards work, the higher the job satisfaction felt by the employee, the higher the employee's

performance will be for the employee himself, and vice versa, the higher the employee's performance will be. If job satisfaction is low, the employee's performance will decrease as felt by the employee.

These results are consistent with research conducted by Febriyana (2015), Hakim (2012), d'an Octaviand (2017) which states that job satisfaction has an influence on employee performance.

#### **4.6 The Influence of Work Motivation on Employee Performance Through Job Satisfaction as an Intervening Variable**

The effect of motivation on performance through job satisfaction is significant at 0.000. The test results show a significant level of relationship between motivation and performance through job satisfaction. Thus hypothesis six is accepted, after controlling for the intervening variable satisfaction. It can be concluded that this model is included in partial mediation or mediation occurs, where work motivation variables are able to influence employee performance variables directly or indirectly by involving the intervening variable satisfaction or it can be said that satisfaction mediates the relationship between work motivation and employee performance.

These results consistently work motivation can influence continuous performance improvement through job satisfaction. Research conducted by Murti and Srimulyani (2013) found that motivation had a significant effect on job satisfaction and job satisfaction had a significant effect on performance.

According to several studies, apart from motivation, job satisfaction can also influence employee performance. Research conducted by Prakasa (2017) states that job satisfaction has a positive effect on employee performance. Job satisfaction itself is defined as a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the results or rewards received.

By fulfilling all the needs or desires of employees, a feeling of satisfaction will be created, and employees with a high level of satisfaction will experience an increase in performance. Likewise, if the employee's needs do not match what is expected and are not commensurate with the results of their work, a feeling of satisfaction will not be created within the employee so this will cause employee performance to decline.

#### **4.7 The Influence of the Work Environment on Employee Performance Through Job Satisfaction as an Intervening Variable**

The influence of the environment on performance through job satisfaction is significant at 0.000. The test results show a significant level of relationship between innovative behavior and performance through job satisfaction. Thus hypothesis seven is accepted. The influence of the independent variable work environment on the dependent variable employee performance is reduced and is significant  $0.000 > \alpha = 0.05$  after controlling for the intervening variable satisfaction. It can be concluded that this model is included in partial mediation or mediation, where work environment variables are able to influence employee performance variables directly or indirectly by involving the intervening variable satisfaction or it can be said that satisfaction mediates the relationship between the work environment and employee performance.

These results are consistent with research conducted by Yunanda (2012) and Sugiyanti (2012) which states that the work environment has a positive and significant effect on employee performance through job satisfaction. Which means that when the work environment is made as comfortable as possible and makes employees more satisfied, then employees will provide high performance, but when the work environment does not match employees' expectations, then performance will be mediocre.

## **V. CONCLUSION**

Based on the research results, it can be concluded that:

- The Effect of Motivation on Job Satisfaction shows that there is a significant influence of Motivation on Job Satisfaction. Thus the first hypothesis is accepted.
- The effect of motivation on performance shows that there is an insignificant effect of motivation on performance. Thus the second hypothesis is rejected.
- The Effect of Job Satisfaction on Employee Performance shows that there is a significant influence of Job Satisfaction on performance. Thus the third hypothesis is accepted.
- The Influence of the Work Environment on Job Satisfaction shows that there is a significant influence of the Work Environment on Satisfaction. Thus the fourth hypothesis is accepted.

- The relationship between the work environment and performance shows that there is a significant influence of the work environment on performance. Thus the fifth hypothesis is rejected.
- The effect of motivation on performance through job satisfaction shows a significant level of relationship between motivation and performance through job satisfaction. Thus hypothesis six is accepted.
- The influence of the environment on performance through job satisfaction shows a significant level of relationship between the work environment and performance through job satisfaction. Thus hypothesis seven is accepted.

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