

The Influence of Work Environment and Work Motivation on Job Satisfaction and Implications for Employee Performance (Study on BPJS Employment Kanwil SUMBARRIAU)

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ABSTRACT

The phenomenon that occurred, BPJS Ketenagakerjaan in any challenge must be able to provide the best public services. Some of the problems above are strong reasons for conducting research, besides that they are also supported by the existence of research gaps in several interesting studies to review. The location of this research is at the BPJS Ketenagakerjaan Regional Office of West Sumatra with the address: Komplek Mega Asri Green Office A09-A12, Jl. Arifin Ahmad, Tengkerang Tengah, Kec. Marpoyan Damai, Pekanbaru City, Riau. After that make observations and interviews with research subjects. The subjects of this study were employees working at the BPJS Ketenagakerjaan in the West Sumatra Regional Office. As the population in this study were all employees at the BPJS Ketenagakerjaan Regional Office of West Sumatra, totaling 43 people. The number of samples in this study were 43 respondents and sampling were carried out using the sample quota method, namely taking the entire sample from the population. Based on the results of the analysis, several conclusions can be drawn: 1) the first to fifth research hypotheses prove that the work environment and work motivation affect employee performance. 2) work environment has a significant effect on employee performance through job satisfaction. Significant influence can be seen from the results of the Path Coefficient. This means that the work environment has a significant effect on performance through employee job satisfaction at the BPJS Ketenagakerjaan Regional Office of West Sumatra. 3) Then the seventh hypothesis mediation test predicts that work motivation has a significant effect on employee performance through job satisfaction at the BPJS Ketenagakerjaan Regional Office of West Sumatra Riau. This means that work motivation has a significant effect on performance through employee job satisfaction at the BPJS Ketenagakerjaan Regional Office of West Sumatra

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Introduction

The success of an organization is greatly influenced by the individual performance of its employees. Every organization will always try to get the best performance from its employees, with the hope that the company's goals will be achieved. If employee performance is good, it is likely that the organization's performance will also be good. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Sembiring, 2020). Some of these influencing factors include those related to the workforce itself and those related to the company or organizational environment. Wexley and Yukl (2018:97), identified factors that influence performance, including motivation

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and work environment.

Employees are the main asset of the organization and have a strategic role in the organization. In order to achieve organizational goals, employees need motivation to work more diligently. With the work motivation provided, employees are more active and enthusiastic in doing their work so that company goals are achieved. Work motivation is a process that moves or encourages someone to do a job to achieve the expected goals in the organization (Surya, 2017).

To improve the performance of its employees, companies need to take several methods, for example through education, training, providing adequate compensation, creating a conducive work environment and work discipline and providing motivation. Through these processes, employees are expected to maximize their responsibility for their work. Because employees have been provided with education and training which is of course related to the implementation of employee work, while providing compensation, good work discipline and providing motivation are basically the rights of employees and it is the obligation of the company to support the contributions of its employees in order to achieve the stated goals. has been determined.

Performance problems occur in almost all organizations, including the BPJS Employment Sumbarriau Regional Office. BPJS Employment is a public legal entity mandated by the state to run the state Employment Social Security program. To date, BPJS Employment not only has programs to benefit employees and companies but also plays an active role in increasing economic growth for the welfare of the community. The phenomenon that occurs, according to the rules, BPJS Employment in any challenge must be able to provide the best public services. Because, that is the purpose of establishing BPJS. "In Article 3 of the BPJS Law, the Social Security Administering Body aims to realize the provision of guarantees for the fulfillment of the basic needs of a decent life for every participant and/or their family members."

Apart from performance factors, work environment factors are often linked as one of the factors that support performance. According to George R. Terry (2016:23) the work environment can be defined as the forces that influence, either directly or indirectly, the performance of an organization or company. Apart from the work environment and facilities, employee work motivation can also influence employee performance.

The work environment of employees at the BPJS Employment office is associated with physical and non-physical environmental factors. Physical environment such as lighting, air circulation, noise, use of color, air humidity, and facilities. In this aspect, based on observations, no significant problems were found, but rather non-physical aspects of the work environment, such as lack of attention and support from leaders, such as work piling up, working beyond working hours and so on. Apart from that, collaboration between groups is considered less effective, this can be seen in the completion of work that relies on one or two specific areas, such as data input or field work. As research by Ade, et al (2020) and Baqis (2021) concluded based on the results of their research that simultaneously the work environment has a significant effect on

employee performance.

After the work environment, the motivation aspect also gets high priority in the organization at BPJS Employment. Motivated employees will succeed in completing a job optimally because there is a will that comes from within the employee himself, so that he can achieve maximum performance (Sutrischastini, 2019:22 Winardi (2019:45) says that work motivation is a potential strength that exists in each individual which can be developed independently or from forces outside the individual which stems from financial or non-financial rewards which can influence the individual's performance positively or negatively depending on the situation and conditions faced by the individual concerned. As per Ade, et al's research al (2020) and Baqis (2021) who concluded based on the results of their research that work motivation has a significant effect on employee performance.

Apart from motivation, job satisfaction also influences performance. According to Malayu (2020) job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline and work performance. Employees will be able to play a role in their organization because they are encouraged by a sense of job satisfaction related to salaries commensurate with their level of responsibility, receiving effective supervision, and harmonizing with co-workers. Problems found in this aspect of job satisfaction include, some employees are considered to be not putting in enough effort to get promotion opportunities, meaning that employees are satisfied with the position they have obtained and do not want to take on more responsibility, there are also employees who really do not want to cooperate. or actively participate in organizational activities and only do what they consider to be in the interests of their profession. As research by Ade, et al (2020) concluded based on the results of their research that job satisfaction has a significant effect on employee performance.

Some of the problems above are strong reasons for conducting research, apart from that it is also supported by the existence of a research gap in several interesting studies to review related to the variables studied, including the research results of Wulan (2019), Lumintang, et al (2022) , Hardilawati, et al (2022), and Nurjannah (2020) which show that work environment variables have no effect on employee performance.

Apart from that, the motivation variable according to research by Wulan (2019), Hardilawati, et al (2022), and Cahya et al. (2021) where the results of the research show that work motivation does not have a significant effect on employee performance. This means that motivation is not the dominant factor in improving employee performance.

In relation to job satisfaction, research results from Sari (2018) show that job satisfaction has positive and significant results on employee performance. This research found a phenomenon regarding superiors being unfair because what employees expressed was different from the company team. In contrast to Kristine's (2017) research results, job satisfaction has a negative and significant influence on employee performance, employees are less satisfied with the decisions taken by the company which increases workload to obtain maximum employee performance.

From the description above, it can be understood that there is an imbalance between work environment factors, work motivation and job satisfaction on employee performance. A comfortable workplace environment supports employee work motivation, if employees are motivated they are likely to have high performance. Human resources as the main factor driving an organization are increasingly being recognized as a determining factor for organizational success. Organizations need to understand how to manage and utilize the human resources they have well, so that they do not cause problems that could potentially disrupt the smooth implementation of their duties (Muniroh, 2013:2). An employee or employee is said to have good performance if the employee is able to produce work results that are the same as or exceed the standards or criteria that have been jointly established within the organization. On the other hand, employees are said to have no performance if their work results are less than the standards or criteria that have been determined together. So, if employees in the organization have good performance, then the effectiveness or success of the organization will be achieved.

Theoretical support

Employee Performance

Performance comes from Job Performance or Actual Performance (work performance or actual achievements achieved by someone). The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019:67).

Performance is a person's overall results during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon (Veithzal, 2015: 97). According to Hariman and Hilgert (Zainur, 2010: 41), performance is a manifestation of the work of the apparatus which will then be used as a basis for assessing whether or not the targets and goals of a government organization and company have been achieved, which includes the results that have been achieved by employees or staff in carry out the assigned tasks. According to Widjaja, (2016: 113), employees or employees are people who work, both in government institutions and in business entities or companies.

Based on the various opinions mentioned above, it can be concluded that the definition of performance in this research is the level of achievement of results carried out by employees in carrying out tasks in accordance with the criteria and time determined by each organizational leader in order to realize organizational goals.

Work environment

A good and pleasant work environment can create enthusiasm and enthusiasm for work, and conversely, an unpleasant work environment can reduce enthusiasm and enthusiasm for work. According to Isyandi (2011:43) the work environment is something that exists in the workers' environment which can influence them in carrying out their duties, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate.

According to Ahyari in Nuraini (2013:98), the work environment is the conditions in the company where the company's employees work, which can be prepared by company

managers. This concerns sufficient lighting, the right air temperature, noise that can be controlled, the necessary space for movement and the work safety of company employees.

Armstrong (Bagus Kisworo, 2012: 75) "the work environment consists of the system of work, the design of jobs, working conditions, and the ways in which people are treated at work by their managers and coworkers". The work environment consists of work systems, job design, working conditions and the way in which people are treated at work by their managers and co-workers. Nitisemito in Hertanto (2011:5). "The work environment is everything that is around the employee and that can influence him in carrying out his duties." Sedarmayanti (2009:21) "The work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods and work arrangements both as individuals and in groups." Saydam (2000:226) "The work environment is the entire work infrastructure around employees who are carrying out work which can influence the implementation of the work itself."

According to Reksohadiprodjo and Gitosudarmo (2009:151) in their book Production Management states that a bad environment will affect workers, work productivity will decrease, because workers feel disturbed in their work, so they cannot devote full attention to their work. Therefore, it is the duty of the production leader to regulate the conditions of the employee's work environment. George R. Terry (2006:23) "The work environment can be defined as the forces that influence, both directly and indirectly, the performance of an organization or company."

Based on the various opinions above, it can be concluded that the work environment is a condition where employees work in a company which can influence the physical and psychological conditions of employees both directly and indirectly so that the work environment can be said to be good if employees can work optimally.

Work motivation

Work motivation is the willingness to expend a high level of effort for organizational goals which is conditioned by the ability of that effort to meet several individual needs. Needs occur when there is no balance between what is owned and what is expected. Encouragement is a mental strength that is oriented towards fulfilling hopes and achieving goals and goals are targets or things that a person or individual wants to achieve (Robbins, 2007: 55).

Work motivation is the willingness to expend a high level of effort for organizational goals which is conditioned by the ability of that effort to meet some individual needs. Needs occur when there is no balance between what is had and what is expected, drive is mental strength.

In terms of taxonomy, motivation comes from the word "motive" in English, which means to move. Various things that are usually contained in various definitions of motivation include desires, hopes, needs, goals, objectives, encouragement and incentives. According to Ernest J. Mc Cormick, work motivation is defined as a condition that has the effect of generating, directing and maintaining behavior related to the work environment (Mangkunegara, 2011: 19).

According to Anoraga (2001:35) work motivation is something that creates enthusiasm or encouragement to work. Therefore, work motivation in work psychology is usually called a driver of work enthusiasm. The strength and weakness of a worker's work

motivation also determines the size of his or her achievements. Meanwhile, according to Uno (2011:71), work motivation is one of the factors that determines a person's performance. How big or small the influence of motivation on a person's performance depends on how much intensity of motivation is given. Work motivation is a drive from within and outside a person, to do something that is visible from the internal and external dimensions.

Activities at work contain elements of a social activity, produce something, and ultimately aim to fulfill one's needs. However, behind these indirect goals, people also work to get rewards, wages or salaries from the results of their work. So essentially people work, not only to maintain their survival but also to achieve a better standard of living. According to Smith and Wakeley (Moch As'ad, 2009: 47) states that a person is encouraged to do activities because he hopes that this will lead to a situation that is more satisfying than the current situation. Gilmer's opinion (Moch As'ad, 2009: 47), is that work is a physical and mental process for humans to achieve their goals.

According to Rivai (2008:63) work motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible things that provide the power to encourage individuals to behave in achieving goals. This drive consists of two components, namely: direction of behavior (work to achieve goals) and strength of behavior (how strong the individual's effort is in working).

According to Manulang (2006:38) that motivation is a stimulating or driving force, which stimulates employees to want to work as hard as they can, different from one employee to another. This difference is caused by differences in the motives, goals and needs of each employee for work, as well as time and place. Therefore, in providing motivation to employees, it must be investigated which stimulants are more capable of being applied and emphasized. Motivation is also defined as a process that produces an individual's intensity, direction and determination in an effort to achieve a certain goal (Robbins, 2013: 67).

Motivation is a mental condition that encourages activity and provides energy that leads to achieving needs. (Sedarmayanti, 2001:22). Furthermore, Kartono (2001:14) is of the opinion that motivation (from other words motivator) means the cause, reason and encouragement of a person to act or a main idea plays too much of a role in human behavior. Then Winardi (2005:45) also believes that motivation is an activity: a desire that exists in an individual that stimulates him to take-action. In responding to various desires and needs, each person has different abilities and motivations.

Based on the description above, it can be understood that work motivation is an urge that grows within a person, both from within and outside him, to carry out work with high enthusiasm using all the abilities and skills he has with the aim of getting work results so as to achieve satisfaction in accordance with his wish.

Job Satisfaction

Job satisfaction is an employee's emotional state that occurs or does not occur at a meeting point between the value of remuneration for the employee's work and the company or organization with the level of remuneration value that is desired by the employee concerned (Martoya, 2002: 142).

Job satisfaction is an emotional attitude of being happy and loving one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction can be enjoyed at work, outside work and a combination of inside and outside work. Job satisfaction is the satisfaction enjoyed at work by receiving praise for work results, placement, treatment, equipment and a good work environment.

Luthans in his translation (2006) states that job satisfaction is defined as a series of happy feelings and emotions of a worker regarding some good thing their work provides for something that is considered important for them. Thus, it can be concluded that job satisfaction is a condition, a person's mental state regarding whether he likes or dislikes his job which is influenced by his perceptions and expectations of his job and thus will influence his work behavior.

Employees have job satisfaction if by working they are able to have work motivation. This means that companies must pay attention to the level of employee needs. High performance can be created if employees are satisfied so they feel happy and comfortable working. In this way, employees have got what they have earned and with their high performance, the company is able to get the desired profits.

Research Framework

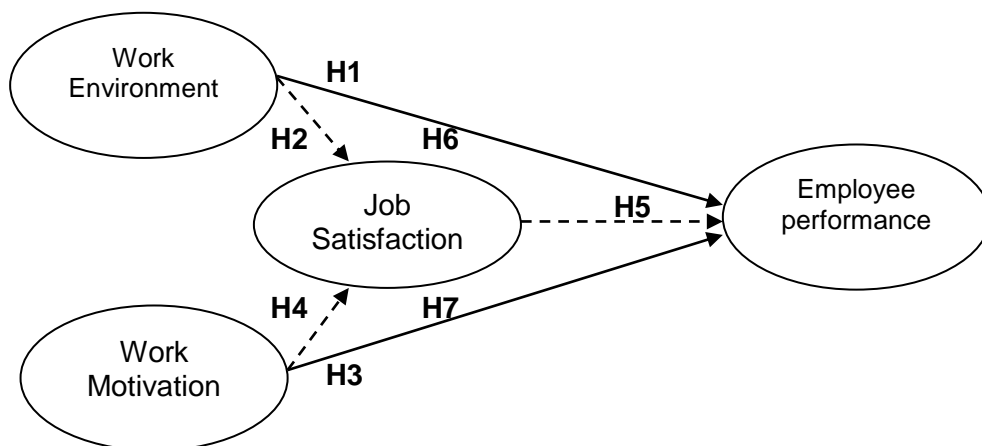


Figure 1. Research Framework.

Research method

Quantitative Method

Hypothesis testing in this research uses SEM-PLS via WarPLS 6.0 software. PLS is a variance-based structural equation analysis (SEM) that can simultaneously evaluate measurement models as well as structural models. One of the reasons for using SEM analysis in research is that there are variables that cannot be measured directly (unobserved variables) so these variables are measured using indicators (Wibowo, 2014).

PLS is a powerful analysis method and is often referred to as soft modeling because it is able to test data that has a small sample size (Latan and Ghazali, 2012). PLS analysis consists of two steps (Hair et al., 2012; Hair et al., 2014): the first step is to evaluate the measurement model (outer model) and the second step is to evaluate the structural model (inner model).

Results

Analisis SEM-PLS

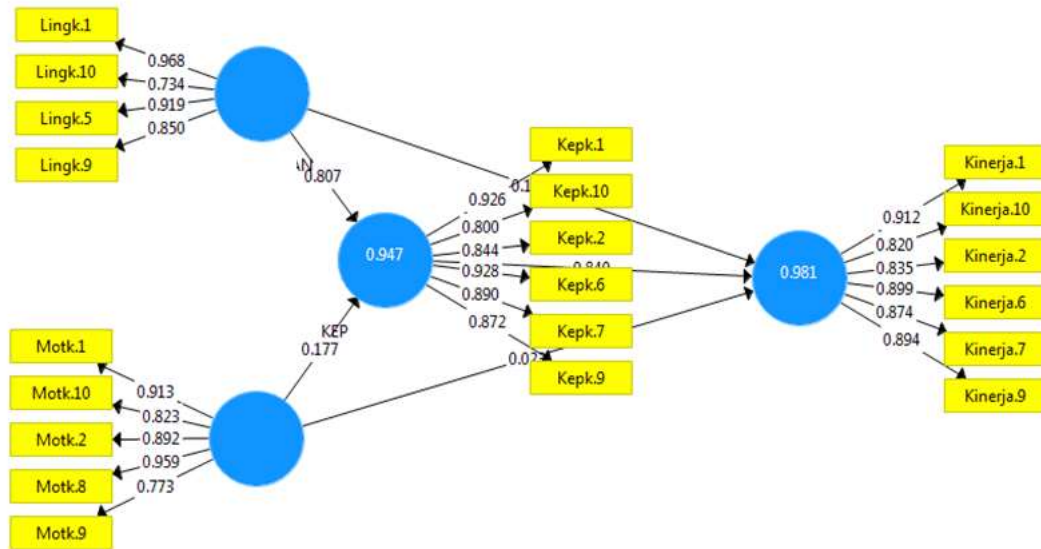


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Relationship between variables		Path Coefficient	
Eksogen	Endogen	Coeff.	P-value
Job Satisfaction	Employee Performance	0.918	0.000
Work Environment	Job Satisfaction	0.614	0.000
Work Environment	Employee Performance	0.021	0.015
Work Motivation	Job Satisfaction	0.369	0.017
Work Motivation	Employee Performance	0.101	0.012
Work Environment → Job Satisfaction → Employee Performance		0.564	0.000
Work Motivation → Job Satisfaction → Employee Performance		0.339	0.016

Notes. Data Olahan, 2023

It is suspected that the work environment has a significant effect on employee performance at the BPJS Employment Regional Office of West Sumatra Riau (H1), the parameter coefficient for the work environment variable on performance is 0.015, which means there is a positive influence of the work environment on performance. Or it can be interpreted that the higher the work environment value, the more performance will increase. One unit increase in work environment will increase performance by 0.15%. Based on calculations using bootstrapping or resampling, the test results for the estimated coefficient of the work environment on bootstrapped performance are 0.018 with a calculated t value of 3.57 and a standard deviation of 0.059.

It is suspected that the work environment has a significant effect on job satisfaction at the BPJS Employment Regional Office of West Sumatra Riau (H2), the work environment has a significant effect on job satisfaction with a t-statistic of 4.171 and a p-value of 0.000. From these results, it is stated that the t-statistic has a significant effect. Because the p-value of 0.000 is smaller than 0.05, H_0 is rejected, H_a is accepted, and the second research

hypothesis is accepted. This proves that the work environment has a positive and significant influence on employee job satisfaction at BPJS Employment, West Sumatra Regional Office.

It is suspected that work motivation has a significant effect on employee performance at the BPJS Employment Regional Office of West Sumatra Riau (H3), work motivation on performance (Z) with a t-statistic of 1.470, and a p-value of 0.012. From these results, it is stated that the t-statistic has a significant effect. Because the p-value of 0.012 is smaller than 0.05, H_0 is rejected, H_a is accepted, and the third research hypothesis is accepted. This proves that work motivation has a positive and significant influence on employee performance at the BPJS Employment West Sumatra Regional Office.

It is suspected that work motivation has a significant effect on job satisfaction at the BPJS Employment Regional Office of West Sumatra Riau (H4), work motivation on job satisfaction with a t-statistic of 2.389, and a p-value of 0.017. From these results, it is stated that the t-statistic has a significant effect. Because the p-value of 0.017 is smaller than 0.05, H_0 is rejected, H_a is accepted, and the fourth research hypothesis is accepted. This proves that work motivation has a positive and significant influence on employee job satisfaction at BPJS Employment, West Sumatra Regional Office.

It is suspected that job satisfaction has a significant effect on employee performance at the BPJS Employment Regional Office of West Sumatra Riau (H5), job satisfaction on performance (Z) with a t-statistic of 12.436, and a p-value of 0.000. From these results, it is stated that the t-statistic has a significant effect. Because the p-value of 0.000 is smaller than 0.05, H_0 is rejected, H_a is accepted, and the fifth research hypothesis is accepted. This proves that job satisfaction has a positive and significant influence on employee performance at BPJS Employment, West Sumatra Regional Office.

It is suspected that the work environment has a significant effect on employee performance through Job Satisfaction at the BPJS Employment Regional Office of West Sumatra Riau (H6), the parameter coefficient for the work environment variable on performance through job satisfaction is 0.564, which means that there is a positive influence of the work environment on performance through job satisfaction. Or it can be interpreted that the higher the work environment value, the more performance will increase. One unit increase in work environment and performance will increase job satisfaction by 56.4%. The work environment has a significant effect on employee performance through job satisfaction. A significant influence can be seen from the Path Coefficient results with T-Statistics of 3.830, and a p-value of $0.000 < 0.05$. This means that the work environment has a significant effect on performance through employee job satisfaction at BPJS Employment, West Sumatra Regional Office.

It is suspected that work motivation has a significant effect on employee performance through job satisfaction at the BPJS Employment Regional Office of West Sumatra Riau (H7). A significant influence can be seen from the Path Coefficient results with T-Statistics of 2.427, and p-value of $0.016 < 0.05$. This means that work motivation has a significant effect on performance through employee job satisfaction at BPJS Employment, West Sumatra Regional Office.

Discussions

Voice behavior is conceptualized as a part of extra-role behavior (Van Dyne et al., 1995). At the end of the 1990s, research conducted no longer saw voice behavior only as an expression of dissatisfaction, but also as an important part of extra-role behavior (Morisson, 2014). Extra-role behavior is behavior that, with freedom of choice, has the potential to benefit other people or the organization, and exceeds one role beyond expectations (Van Dyne et al., 1995; Van Dyne & LePine, 1998). This means that this behavior is not contained in the job description in a company and is a personal initiative of the individual. The research also states that voice behavior has a contribution that can make the company's performance more effective. Apart from that, voice behavior is the willingness of employees to provide their ideas and thoughts related to work processes and is something that needs to be learned by work teams in the organization. Voice is also informal communication or in other words, employees are free to communicate ideas, suggestions, concerns, information regarding problems within the company or in relationships with co-workers to people who have the authority to make decisions with the aim of bringing about better change. (Morisson, 2014; Detert & Burris, 2007).

When discussing voice, it will always be related to silent. As a form of behavior, voice and silent appear as two opposite poles. When compared briefly, silence is behavior that "deliberately" withholds information, while voice is behavior that says and reveals information. But employees who don't do voice behavior are not necessarily silent. This is because someone who doesn't voice it could be because they don't have ideas, concepts or other things that can be voiced. Silent also does not mean that an employee experiences a "lack of speech". However, silence is employee behavior that does not express the actual situation or information they have about the state of their organization (Van Dyne et al., 2003; Pinder & Harlos, 2001).

Theoretically, of course, this research will add to the richness of literature in the field of management studies, especially those that discuss the relationship between subordinates and leaders. In other words, the results of this research will increase the knowledge of academics regarding the relationship between research variables such as employee voice, employee silence, leadership and organizational culture. Like research conducted by Joseph and Shety 2022 which found that silence and voice in an organization have an impact on organizational culture. leaders violate organizational integrity by undermining goals, results, assets, and the well-being of coworkers. Thus, the results of this research found that there is an influence of employee voice on leadership and an influence of leadership on organizational culture. The silent attitude of employees is of course also determined by the leadership in the organization.

Apart from having theoretical implications, this research also has several practical (managerial) contributions or implications. The findings of this research provide useful insight for organizations to design strategies in an effort to improve good leadership because it influences subordinate behavior, especially the attitude of powerful employees and the attitude of silent employees.

Apart from that, through this research it can also be explained that leadership plays an important role in mediating between organizational culture and the silence of employee voices. Therefore, it is the responsibility of the organization to take the necessary steps in determining the direction of leadership.

In other words, every organization must move towards having an open cultural environment. Opening the culture increases collaborative work in strategic decision making, operations and results. This leads to continuous experimentation and learning rather than blame.

Employee voice and silence depend on the leader's motives and behavior. At the same time, it depends on the type of culture the organization has. Silence is slowly becoming a culture in our society, and this could be dangerous because it will lead to destructive leadership which is contrary to transformational leadership which is considered a leadership attitude that motivates subordinates. Organizations must deliberate to create a culture of voice rather than silence.

Conclusion

Employees play an important role in the success of an organization or company. Company progress depends on the quality of the employees themselves. This goal can be achieved if every employee has happiness at work. Of course, it is also supported by a good work environment and atmosphere as well as balanced work tasks that make them feel at home and want to stay with their work.

In organizational theory, Davis states, organizational climate can fall anywhere on a continuum that moves from pleasant to neutral to unpleasant. Employers and employees want a more pleasant climate because of its benefits, such as better performance and job satisfaction. The elements that contribute to creating a pleasant climate are leadership qualities (Badu & Djafri, 2017).

Employees need a balance between factors that come from within and from outside themselves so that they can increase their work productivity. Employees who feel happiness at work will provide 40% more work potential compared to employees who do not feel it (Chinanti & Siswati, 2018).

Employee performance is influenced by several factors both related to the workforce itself and related to the company or organizational environment. Wexley and Yukl (2013:97), identified factors that influence performance, including motivation and work environment.

Motivation is a mental condition that encourages activity and provides energy that leads to achieving needs. (Sedarmayanti, 2001:22). Furthermore, Kartono (2001:14) is of the opinion that motivation (from other words motivator) means the cause, reason and encouragement of a person to act or a main idea plays too much of a role in human behavior. Then Winardi (2005:45) also believes that motivation is an activity: a desire that exists in an individual that stimulates him to take action. In responding to various desires and needs, each person has different abilities and motivations.

The problems that occur remind us how important work environmental factors are in improving performance. According to George R. Terry (2006:23) the work environment can be defined as the forces that influence, either directly or indirectly, the performance of an organization or company.

Apart from the work environment and facilities, employee work motivation can also influence employee performance. An employee or employee is said to have good performance if the employee is able to produce work results that are the same as or exceed the standards or criteria that have been jointly established within the

organization. On the other hand, employees are said to have no performance if their work results are less than the standards or criteria that have been determined together. So, if employees in the organization have good performance, then the effectiveness or success of the organization will be achieved. Furthermore, employee performance will be high if the job satisfaction felt by employees is also high. Employees will be able to play a role in their organization because they are encouraged by a sense of job satisfaction related to salaries commensurate with their level of responsibility, receiving effective supervision, and harmonizing with co-workers.

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