

Analysis of the Influence of Motivation and Work Environment on Employee Performance and Job Satisfaction as Intervening Variables



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ABSTRACT: Performance is the result of work achieved by employees in carrying out their duties in accordance with the responsibilities assigned to employees. The Bank uses various strategies, such as incentives and fostering a positive work environment, to improve employee performance. To improve performance, employees must be motivated. The purpose of this study was to examine the effect of work motivation on employee job satisfaction, examine the effect of the work environment on job satisfaction, examine the effect of work motivation on employee performance, test the effect of the work environment on employee performance, test the effect of job satisfaction on employee performance, test the effect of work motivation on performance through employee job satisfaction, and examine the influence of the work environment on performance through job satisfaction. The sample used is 100 employees. Data analysis techniques using path analysis. Research findings show that motivation influences job satisfaction. Work environment affects job satisfaction. Motivation does not affect employee performance. Work environment affects employee performance. Job satisfaction affects employee performance. There is an influence of motivational variables on performance with satisfaction as an intervening variable. There is an influence of work environment variables on performance with satisfaction as an intervening variable.

KEYWORDS: Job Satisfaction, Employee Performance, Work Environment, Motivation

INTRODUCTION

Human resources (HR) are an important component of every organization, including business and organizations, and they cannot be separated from it. HR also determines the progress of the business. HR basically consists of individuals who work for the organization as movers, strategists, and planners to achieve goals. Employees are now seen by recent advancements as an asset or capital for the institution or organization not just a resource. Consequently, it is important for businesses to recognize the value of their workforce.

Employee performance is the issue that most often plagues human resource management. Mangkuprawira & Hubeis (2007) explains employee performance is the result of certain work processes aimed at the individuals and organizations concerned at the time and place of the event. Because employee performance directly affects an organization's ability to succeed, it is important for that reason. Work completed by employees in completing their work in accordance with the obligations that are the burden on these employees produces performance which is also called work performance. Variable motivation and ability are factors that influence employee performance. Every organization or business will make various efforts to improve employee performance in order to meet predetermined organizational goals (Mankunegara, 2019).

The company uses various techniques to improve employee performance, including motivation, remuneration and education and training, as well as fostering a positive workplace culture. Therefore, the most difficult task facing organizational management is improving staff performance. This is so the business can succeed, which depends on how well their human resources are performing. Motivating employees, creating a positive work atmosphere, and enjoying work are all aspects that can be used to improve employee performance (Hanafi and Yohana 2017).

To improve performance, employees must be motivated. According to Rivai (2014), the notion of work motivation is a collection of attitudes and beliefs that motivate people to take certain actions in accordance with their goals. Strong or weak employee motivation affects performance because employee performance depends on the strength of employee motives Motivation is

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something that inspires to work. The desire and motivation in achieving the goals that each individual has within him are the motives discussed here. Highly motivated employees will work hard, keep pace, and act in a controlled manner to achieve significant goals. Therefore, a strong level of employee motivation at work will translate into good performance.

The environment around employees that has the potential to influence how well they complete the tasks entrusted to them forms the workplace (Nitisemito 2015)). The physical and non-physical work environment can be roughly classified into two groups, according to Sedarmayanti (2009). Color, lighting, air, noise, space, safety and cleanliness are all aspects of the physical work environment. While work organization, tasks, leadership support, inter-group cooperation, and effective communication form the non-physical environment.

Kreitner & Kinicki (2005) explained that job satisfaction is an emotional or effective reaction to many aspects of work. Every satisfied employee is expected to work with maximum efficiency which will improve organizational performance, so job satisfaction is very important for the organization. Conversely, if employees feel dissatisfied with the work they are doing, then their performance will decrease.

Hanafi & Yohana (2017) and Cardiasih et al. (2017) conduct research on employee performance by using job satisfaction as a mediating variable. According to the research, motivation does not directly affect employee performance, but it can have a beneficial impact when it interacts with or precedes employee job satisfaction. Despite the fact that the work environment and employee job satisfaction have a major impact on employee performance. This research contradicts research Pratiwis & Yudiantos (2018) who found that happiness and job performance were significantly influenced by motivation and workplace. Therefore, if it is concluded that job satisfaction acts as a mediating variable in research on the effect of motivation and the work environment on employee performance, then there is still a research vacuum.

East Java Regional Development Bank Tbk named Bank Jatim. PT Bank Jatim was established on August 17, 1961 and since August 2, 1990 has been a foreign exchange bank. On May 1, 1999, Bank Jatim switched from BUMD to Limited Liability Company (PT) in an effort to become more professional and independent as a public servant in the financial services industry. In the city of Lumajang, precisely on Jl. West Square No. 4, is one branch office. Implementation of the main duties and responsibilities at PT Bank Jatim Tbk. The productivity of its staff will be crucial for the Lumajang branch. Customers will receive even better service from employees whose performance improves or improves.

The object chosen in this research is the employees of Bank Jatim Lumajang. The considerations underlying the researchers why Bank Jatim Lumajang employees were used as objects in this study were the performance of Bank Jatim employees, who had met banking standards, but there were still complaints from customers about the performance of Bank Jatim Lumajang employees and this made this research feasible. Conducted research. Support from the Branch Manager of Bank Jatim Lumajang for researchers to conduct research at Bank Jatim Lumajang, Lumajang District, Lumajang Regency.

Decreased employee performance at PT Bank Jatim Tbk. The Lumajang branch can be seen from the queue of customers, this indicates a decrease in quality. The decline in employee performance was also seen by several claims/complaints that customers complained about, such complaints as: too long customers waited in line to get bank services, and bank employees were not fast in providing services. The results of this pre-interview research were conducted to temporarily assess the performance of employees of PT Bank Jatim Tbk. In addition, employees of PT Bank Jatim Tbk in carrying out their duties and obligations have not yet achieved optimal results, where there are employees who cannot complete their assignments on time, cannot achieve predetermined work targets, and employees lack the will to carry out work with optimal results. Employees of PT Bank Jatim Tbk are more or less unable to make good use of their working time, there is an assumption that whether they work well or not, the salary they get remains the same. Employees still lack the will from within that the tasks and responsibilities that become their burden must be completed as much as possible in order to achieve the bank's goals. The work environment at PT Bank Jatim Tbk really needs attention. There are rooms where the lighting is inadequate. Besides that, regarding the temperature and beauty of the color of the room that does not cause spirit. The room also gives the impression of being bored because it is not tidy with all the scattered things. There is an assumption that whether he works well or not, the salary he gets remains the same. Employees still lack the will from within that the tasks and responsibilities that become their burden must be completed as much as possible in order to achieve the bank's goals. The work environment at PT Bank Jatim Tbk really needs attention. There are rooms where the lighting is inadequate. Besides that, regarding the temperature and beauty of the color of the room that does not cause spirit. The room also gives the impression of being bored because it is not tidy with all the scattered things. There is an assumption that whether he works well or not, the salary he gets remains the same. Employees still lack the will from within that the tasks and responsibilities that become their burden must be completed as much as possible in order to achieve the bank's goals. The work environment at PT Bank Jatim Tbk really needs attention. There are rooms where the lighting is inadequate. Besides that, regarding

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1. LITERATURE REVIEW

Employee performance

Everyone has the capacity to engage in various activities. Employee performance, or how he carries out everything related to his duties or roles in the organization, is one of the most frequently performed actions in the organization. Employee performance or also called work performance is the result of the quality and quantity of work completed by an employee in carrying out obligations in accordance with the tasks assigned to him (Mankunegara, 2019).

The resulting performance can be achieved by individuals or groups in the organization both qualitatively and quantitatively, in accordance with their authority, responsibilities and duties in an organization. Efforts to achieve the goals of the organization concerned legally, do not violate the law, and are in accordance with ethics or morality (Moeheriono 2012).

Motivation

Giving encouragement, creating motives, objects, or situations that arouse enthusiasm are examples of motivation. Another way of saying it is that a person is motivated to behave in a certain way as a result of certain factors. Handoko (2014), explaining motivation is a scenario in a person's personality that fosters a desire to engage in certain behaviors in order to achieve goals. On the contrary, Mangkunegara (2019) Explaining motivation is a state or force that encourages individuals to achieve the goals of their superiors' organizations.

Besides that, Terry thought deeply Sedarmayanti (2014) that what motivates people to act is the desire that is within them. Motivation is the readiness to exert a large amount of work to support organizational goals, according to the capacity of that effort to meet personal needs. According to Sutrisno (2019), motivation is a factor that contributes to work motivation. It can be concluded from some of the definitions given above that motivation is an impulse that encourages individuals to participate in achieving the goals set by the organization.

In a different study, Clelland characterized motivation as a condition that encourages a person to achieve his highest potential using the notion of deep achievement motivation Sutrisno (2019). This achievement theory states that there are three basic elements that can be used to inspire people to work, namely the need for achievement is the desire to succeed which is determined by individual excellence standards. This drives influences behavior in an effort to achieve certain goals and is directly related to work; the need for affiliation refers to the need for warmth and support in interpersonal relationships. Establishing close relationships with others is driven by this need; and the desire for power, the desire to command and persuade others. The person ignores the feelings of others as a result of this need.

Work Environment

According to Sedarmayanti (2009), "work environment" is all the tools and equipment used, the environment in which individuals work, as well as their work practices and organizational systems, both individually and collectively. Furthermore Saydam (2000) describes the work environment as all the infrastructure that is around employees while doing work and has the potential to affect how the work is done. According to Nitisemito (2015), the workplace includes everything that surrounds employees and can have an effect on how well they do their jobs.

Job satisfaction

According to As'ad (2004), employees' attitudes toward their jobs, the environment in which they work, and cooperation with co-workers and superiors all correlate strongly with their levels of job satisfaction. According to Hoy & Miskel (2001), someone's statement that they are satisfied with their job is the result of a combination of psychological, physiological, and environmental factors. In other words, job satisfaction is a state in which people enjoy their work. Consequently, job satisfaction represents the employee's feelings about the job, specifically how the employee perceives the assigned task. Job satisfaction, defined Handoko (2014), which is an emotional state that affects how good or bad employees feel about the task under their workload. Job satisfaction is a reflection of how a person feels about his job.

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Job satisfaction according to Martoyo (2013) is the emotional condition of an employee where the reward value desired by the employee concerned is fulfilled or not fulfilled. Please respond to this employee with financial and non-financial feedback. Job satisfaction is the result of a combination of physiological and psychological factors that make people enjoy their work. Employees who are very satisfied with their work will have a positive attitude towards them, and then employees who are dissatisfied with their duties will have a negative attitude towards them. It's important to have a job you love to foster a positive workplace culture. Each employee has unique satisfaction criteria; it is difficult to define absolute benchmarks of job satisfaction. Hasibuan (2017) lists the following qualities as an indication of job satisfaction: commitment, talent, integrity, originality, pay level, leadership, work environment and indirect compensation.

HYPOTHESIS DEVELOPMENT

Motivation on Job Satisfaction

Every company always needs employees with high morale because it can improve performance. Highly motivated workers don't require a lot of supervision, and employees will complete their work to the required schedule and standard. Employees will also result in a productive workplace. Internal motivation, effort, and desire known as motivation activate, empower, and direct behavior to carry out tasks and obligations related to a particular field of work. High work motivation in employees, which includes useful skills, activity, achievement, advancement, authority, institutional policies and practices, co-workers, compensation, creativity, independence, moral values in the workplace, respect, security, responsibility, social services,

Research on the influence of work motivation on performance has been examined, among others Hanafi & Yohana (2017), Wuwungan et al. (2017), Sudiarditha et al. (2017) which proves that work motivation influences job satisfaction positively and significantly. In this regard, the research hypothesis is:

H1 = There is a significant influence between motivation on job satisfaction.

Work Environment on Job Satisfaction

The implementation of the production process in the organization will be successful if employees have a sufficiently satisfying work environment for them to work well (Ahyari 2002). The physical and non-physical environment makes up the workplace. The physical environment includes tools, structures, arrangements, and spatial layout. Employees will feel satisfied and proud if they believe their workplace is in proper physical condition. The desired physical setting can also provide status. In addition, a good physical environment can reduce the error rate of employees when doing their jobs. Employees may have a unique sense of satisfaction if the necessary infrastructure and facilities to support work activities are available, because they will feel cared for by the organization. Employees want a positive non-physical environment as well as a good physical environment, especially an environment that is comfortable, familiar, and supports one another. Work productivity will increase in an environment that encourages beneficial interactions between colleagues and superiors and between them. It is important to have clear organizational policies, clear communication systems that can inspire employees to be motivated, and other things to foster harmony in the workplace. If the employee feels that the employee's non-physical work environment is positive, the employee will feel that the employee's desire to be connected at work is satisfied, which will result in satisfaction because the employee's needs are met.

Research on the effect of work motivation on performance that has been studied by Hanafi & Yohana (2017), Wuwungan et al. (2017), Sudiarditha et al. (2017) who found the work environment affects job satisfaction. In this regard, the following research hypothesis can be formulated:

H2: There is a significant influence between the work environments on job satisfaction.

Motivation on Employee Performance

Employee motivation, both strong and low, has an impact on performance because the quality of motivation affects one's performance. Employee motivation is everything that encourages them to work. The motives discussed here are the desires, urges, or movements that employees have to achieve a goal. A highly motivated person will try hard, keep up the pace, and behave with restraint to achieve a substantial goal. Therefore, good performance will result from high employee motivation at work.

Research on the effect of work motivation on performance that has been studied by Surjosuseno (2015), Pratiwis & Yuniantos (2018), (Fachreza, Musnadi, and Majid 2018) which results in work motivation affecting employee performance. In this regard, the hypothesis proposed is:

H3 : There is a significant influence between motivations on employee performance

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Work Environment on Employee Performance

The environment around employees that has the potential to influence how well they complete the tasks entrusted to them forms the workplace (Nitisemito 2015). Corporations at least always pay attention to the arrangement in which employees perform their responsibilities to ensure constant employee performance. The environment around employees that has the potential to influence how well they complete the tasks entrusted to them forms the workplace (Nitisemito 2015).

Research on the effect of work motivation on performance has been studied by Surjosuseno (2015), Pratiwis & Yudiantos (2018), Fachreza et al. (2018) which proves the work environment has a significant and positive effect on employee performance. In this regard, the hypothesis proposed is:

H4: There is a significant influence between the work environments on employee performance

Job Satisfaction on Employee Performance

However, job satisfaction is very important because organizations need to have a tendency to improve employee performance. Therefore satisfaction is always considered by the company, because if employees are happy to work, then the company will also feel successful. And this has a huge impact on the goals of the company. In addition, happy workers consistently display high levels of creativity and good outlook. The level of employee job satisfaction can affect the results of employee work. The performance of its employees will increase with the achievement of job satisfaction by good employees through the provision of adequate remuneration, assignments given in accordance with the expertise that employees have, and good interaction with leaders (Luthans 2012).

Research on the influence of the work environment on performance that has been studied by Sari & Susilo (2018), Damayanti et al. (2018), Sanuddin & Widjojo (2013) who found job satisfaction affects employee performance. In this regard, the research hypothesis can be formulated as follows:

H5 : There is a significant influence between job satisfactions on employee performance

Motivation on Employee Performance through Job Satisfaction

Strong or weak employee motivation also affects performance because a person's performance depends on the quality of his motivation. Employee motivation is defined as something that fosters enthusiasm or encouragement to work. The desire, drive or movement that everyone has to achieve a goal is the motive discussed here. Highly motivated employees always work hard, keep pace, and demonstrate self-control behavior towards significant goals. Therefore, high employee motivation in work performance is also good.

Research on the influence of work motivation on performance has been studied by Surjosuseno (2015), Pratiwis & Yudiantos (2018), Fachreza et al. (2018) who found work motivation affects employee performance. In this regard, the following hypothesis is proposed:

H6 : There is a significant influence between motivations on employee performance through job satisfaction

Work Environment on Employee Performance through Job Satisfaction

The environment around the employee has the potential to affect how well the employee performs the tasks assigned to him (Nitisemito 2015). Corporations at least always pay attention to the arrangement in which employees perform their responsibilities to ensure constant employee performance. The environment around employees has the potential to influence how well they perform the tasks assigned to them (Nitisemito 2015).

Research on the influence of work motivation on performance has been studied by Surjosuseno (2015), Pratiwis & Yudiantos (2018), Fachreza et al. (2018) which proves the work environment affects employee performance. In this regard, the following hypothesis is proposed:

H7: There is a significant influence between the work environments on employee performance through job satisfaction

2. METHODOLOGY

Population and Sample

The population in this research is all employees at Bank Jatim of 100 employees. The sampling technique used in this research is saturated samples. Saturated sample is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people. A saturated sample is also known as a census, where all members of the population are sampled (Sugiyono 2018).

Variable Operational Definition and Variable Measurement

Motivation (X1)

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Mangkunegara (2019) explaining motivation is a state or force that motivates employees to pursue their own employee goals or organizational goals. As for indicators of motivation according to Maslow in Mangkunegara (2019) Among others: physiological needs, safety needs, social needs or a sense of belonging, self-esteem needs and self-actualization needs.

Work Environment (X2)

Sedarmayanti (2014) describes the work environment, namely all the tools and materials used, the settings in which people work, work processes, and work arrangements, both individually and collectively. The work environment indicators according to Sedarmayanti (2014) consists of: lighting, air temperature, noise, use of colour, space required, work safety and employee relations.

Job Satisfaction (Z)

According to Luthan (in Kaswan, 2012), job satisfaction is the employee's perception of how well the employee's task fulfills important requirements. The indicators of job satisfaction according to Luthan (in Kaswan, 2012) These are: the job itself, salary, promotion opportunities, supervision, co-workers and working conditions.

Employee Performance (Y)

Robbins (2015), explaining performance which is the best result that can be produced by an individual based on his potential, has always been the concern of company executives. This performance summarizes the breadth of employees' efforts in carrying out their duties and efforts to achieve the goals that have been set. The indicators of employee performance according to Robbins (2015) consists of: quality of work, quantity, timeliness, effectiveness and independence.

DATA ANALYSIS METHOD

Path analysis is used in the form of causal associative relationships, which are used to ascertain the influence of independent variables in predicting the dependent variable in this research, in line with the hypotheses and objectives to be achieved in the research (Sugiyono, 2018).

3. RESEARCH RESULTS AND DISCUSSION

Respondent Profile

Respondents in this research were Bank Jatim Lumajang employees. In this research, researchers classify the profiles of respondents according to gender, age, and length of service of employees. The results of grouping the respondent's profile are shown in table 1.

Table 1- Respondent Profile

No	Description	Amount	Percentage
Gender			
1	Woman	59	59%
2	Man	41	41%
Age (years)			
1	20 to 35	68	68%
2	36 to 50	30	30%
3	Over 50	2	2%
Years of Service (years)			
1	≤1	10	10%
2	1.1 to 3	31	31%
3	3.1 to 5	43	43%
4	Over 5 Years	16	16%

Analysis of Research Results

Description of Respondents' Responses to Research Variables

a. Motivation

In the motivational variable there are 10 statement items as a whole the respondents studied are various, the following is the result of the frequency distribution of motivation.

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Table 2 - Respondents' Responses on Motivational Variables

Statement Items	STS	st	N	S	SS	Total	Average
The Bank provides facilities and infrastructure that support all activities.	0	3	8	48	41	427	4,27
Break time at the Bank is enough.	0	6	4	56	34	418	4,18
Physiological Needs							4,23
Always feel safe in carrying out tasks.	0	5	10	52	33	413	4,13
The bank provides sanctions if employees make mistakes when carrying out their duties.	0	5	13	48	34	411	4,11
The Need for Security							4,12
Has many friends in this bank.	0	5	10	52	33	413	4,13
My co-workers and I help each other if there is a problem	0	5	13	48	34	411	4,11
Social Needs Or Sense Of Belonging							4,12
The Bank always gives prizes to outstanding employees	0	3	8	48	41	427	4,27
My opinion is always valued by superiors.	0	6	4	56	34	418	4,18
Self-Esteem Needs							4,23
The suggestions and criticisms that the leadership gave made me more advanced.	0	5	10	52	33	413	4,13
The motivation that leaders provide makes employees more disciplined in completing work.	0	5	13	48	34	411	4,11
Self-Actualization Needs							4,12
Grand Average							4,16

Source: Processed Data.

From table 2 it can be explained that the average respondent's answer regarding motivation is 4.16, so it is included in the agreed classification, this emphasizes that employees have high motivation at work. The motivational indicator that is most appreciated by employees in building motivation is physiological needs reflected by the Bank providing facilities and infrastructure that support all activities and self-esteem needs reflected by the Bank always giving prizes to employees who excel.

b. Work environment

In the work environment variable there are 9 statement items as a whole the respondents studied are various, the following is the result of the frequency distribution of the work environment.

Table 3 - Respondents' Responses about the Work Environment

Statement Items	STS	st	N	S	SS	Total	Average
The lighting at the bank (electricity and sunlight) in the workspace already supports work	0	3	8	48	41	427	4,27
Lighting							4,27
The air condition in the workplace gives a sense of comfort while working	0	6	4	56	34	418	4,18
Air temperature							4,18
The employee's workplace feels calm and free from engine noise	0	5	10	52	33	413	4,13
Noise							4,13
The colour of the walls in the workspace really supports the state of mind while working	0	5	13	48	34	411	4,11
Use of Colour							4,11
Work activities are supported by adequate work facilities	0	6	4	56	34	418	4,18
Required Space							4,18
Having a security guard at work makes me work better	0	3	8	48	41	427	4,27

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Statement Items	STS	st	N	S	SS	Total	Average
The bank guarantees the safety of employees while working	0	6	4	56	34	418	4,18
Job Security							4,23
Every employee is given the same opportunity for career advancement or for promotion	0	5	10	52	33	413	4,13
Establish harmonious relationships among colleagues	0	5	13	48	34	411	4,11
Employee Relations							4,12
Grand Average							4,17

Source: Processed Data.

From table 3 it can be explained that the average employee's answer regarding motivation is 4.17, then it is included in the classification of agreeing, this indicates that the work environment of Bank Jatim is in good condition. The work environment indicator that is most appreciated by employees in establishing a work environment is the lighting reflected in the lighting in the bank (electricity and sunlight) in the work space which supports work.

c. Job satisfaction

In the variable job satisfaction there are 12 statement items overall the respondents studied are various, the following is the result of the frequency distribution of job satisfaction.

Table 4 - Respondents' Responses on Job Satisfaction

Statement Items	STS	st	N	S	SS	Total	Average
I find my work fun and interesting	1	2	14	48	35	414	4,14
The work I do is in accordance with my ability, education, and expertise	1	6	13	58	22	394	3,94
The Job Itself							4,04
The salary I receive is sufficient to meet the needs of me and my family	0	8	16	46	30	398	3,98
I am satisfied with the benefits beyond the base salary given to me	0	14	28	40	18	362	3,62
Wages							3,80
Promotion is done fairly	1	14	12	44	29	386	3,86
There are always ample opportunities for me in self-development and employee capabilities	1	6	13	58	22	394	3,94
Promotion Opportunity							3,90
Superiors in evaluating employee performance is objective	0	8	16	46	30	398	3,98
Superiors in enforcing discipline are very strict	1	2	14	48	35	414	4,14
Supervision							4,06
The relationship between co-workers is well established	1	6	13	58	22	394	3,94
Willingness of colleagues to help overcome the difficulties of others	0	8	16	46	30	398	3,98
Work colleague							3,96
Work equipment facilities in carrying out the work are not complete	0	14	28	40	18	362	3,62
The workspace is in a clean condition	1	14	12	44	29	386	3,86
Working Conditions							3,74
Grand Average							3,92

Source: Data Processing.

From table 4 it can be explained that the average employee answer regarding job satisfaction is 3.92, so it is included in the agreed classification, this indicates that employees are satisfied working at Bank Jatim. The motivating indicator that is most appreciated

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by employees in increasing job satisfaction is supervision reflected in supervision reflected by superiors in enforcing very strict discipline.

d. Employee performance

In the employee performance variable, there are 10 statement items. Overall, the respondents studied are various. The following is the result of the frequency distribution of employee performance.

Table 5 - Respondents' Responses on Employee Performance

Statement Items	STS	st	N	S	SS	Total	Average
I am very disciplined at work	1	2	14	48	35	414	4,14
I always do my job conscientiously	1	6	13	58	22	394	3.94
Work quality							4.04
I always do my assignments according to the targets that have been set	0	8	16	46	30	398	3.98
I always set targets at work	0	14	28	40	18	362	3,62
Quantity							3.80
I always try to do my assignments on time	1	14	12	44	29	386	3.86
I always arrive on time according to the set schedule	1	2	14	48	35	414	4,14
Punctuality							4.00
Employees always take advantage of their free time at the bank for things that are useful about work, such as helping co-workers who have unfinished tasks	1	6	13	58	22	394	3.94
You always take advantage of bank resources (computers, office equipment, machines, and so on) in completing tasks to the fullest	0	8	16	46	30	398	3.98
Effectiveness							3.96
You can complete the job well even if there is no guidance or instructions from colleagues or superiors.	0	14	28	40	18	362	3,62
When taking on any task, you always put your own abilities first.	1	14	12	44	29	386	3.86
independence							3.74
Grand Average							3.91

Source: Data Processing.

From table 5 it can be explained that the average employee's answer regarding employee performance is 3.91, then it is included in the classification of agreeing, this indicates that the employee is performing well in terms of work quality, quantity, timeliness, and effectiveness and independence. The employee performance indicator that is most appreciated by employees in improving employee performance is the quality of work reflected in being very disciplined at work.

Hypothesis testing

Hypothesis testing was analyzed by path analysis, while the results of path analysis are presented in the following table.

Table 6 - Hypothesis Testing

Variable	Direct Influence	P-value	Indirect Influence	total impact	Results
Motivation → job satisfaction	0.576	0.000	-	-	Accepted
Work environment → job satisfaction	0.160	0.050	-	-	Accepted
Motivation → employee performance	-0.011	0.291	-	-	Rejected
Work environment → employee performance	0.028	0.001	-	-	Accepted
Job satisfaction → employee performance	0.996	0.000	-	-	Accepted
Motivation → job satisfaction → employee performance	-0.011	-	0.5737	0.5627	Accepted
Work environment → job satisfaction → employee performance	0.028	-	0.1594	0.1874	Accepted

Source: Data processed.

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€1 = 0.7817 €2 = 0.0775

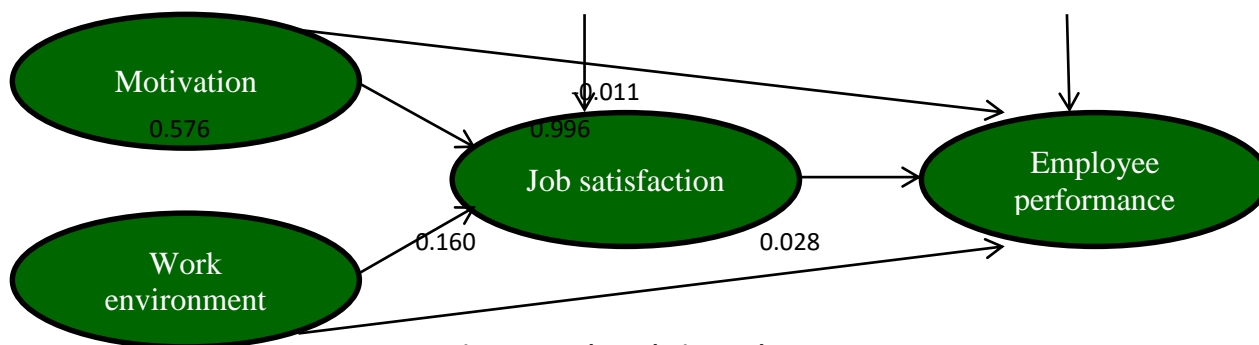


Figure 1. Path Analysis Results
Source: Data Processed by SPSS.

Based on table 6 and figure 1 it can be explained, among others:

- 1) Motivation has an effect on job satisfaction indicated by the p value= 0.000 <0.05, and the magnitude of the effect is 0.576, so the first hypothesis is proven.
- 2) The work environment influences job satisfaction with a p value= 0.050 <0.05, and the magnitude of the effect is 0.160, so the second hypothesis is proven.
- 3) Motivation has no effect on performance as indicated by p value = 0.291 > 0.05, and the magnitude of the effect is -0.011, so the third hypothesis is not proven.
- 4) The work environment influences employee performance with a p value= 0.001 <0.05, and the magnitude of the effect is 0.028, so the fourth hypothesis is proven.
- 5) Job satisfaction affects employee performance with a p value of 0.000 <0.05, and the magnitude of the effect is 0.996, so the fifth hypothesis is proven.
- 6) Job satisfaction as an intervening variable influences motivation on employee performance, as evidenced by the value of the indirect effect (0.5737) which is greater than the direct effect (-0.011), so the sixth hypothesis is proven.
- 7) Job satisfaction as an intervening variable influences the work environment on employee performance, as evidenced by the value of the indirect effect (0.1594) which is greater than the direct effect (0.028), so the seventh hypothesis is proven.

DISCUSSION

The Effect of Motivation on Job Satisfaction

The calculation results obtained a significance value of 0.000. According to the criteria, the hypothesis can be influenced by these variables if the significance level of the study is 0.05 or lower, in this case H₀ is rejected and H_a is accepted, and if the significance level is greater than 0.05, in this case H₀ is accepted and H_a is rejected. Thus motivation influences job satisfaction of Bank Jatim employees of Lumajang Regency Government. The findings of this research are corroborated by other research by Hanafi & Yohana (2017), Wuwungan et al. (2017), Sudiarditha et al. (2017), who also found a positive influence of motivation on job satisfaction.

Regression analysis is used to assess the relationship between motivation and employee job satisfaction. The results showed a significance level of 0.000 indicating a relationship between the two. Finding employee needs and helping smooth procedures to meet those needs is motivation. Improving employee skills to meet the demands of the organization is the goal of motivation. Every manager has an obligation to take responsibility for his employees, understand the needs of employees, and balance it with the demands of the business. This driving force explains how Bank Jatim Lumajang staff increase their output. Descriptive recapitulation of high levels of job satisfaction indicates that employees will be more satisfied with their work when motivation at Bank Jatim Lumajang increases.

The Influence of the Work Environment on Job Satisfaction

Work environment affects job satisfaction. The research findings are consistent with the study Raziq & Maulabakhsh (2015), who found the work environment affects employee job satisfaction. The research findings show that there are several fast-paced business opportunities that every owner should be aware of, including how important a positive workplace culture is for maximizing worker happiness. The results of this study support Hanafi & Yohana (2017), Wuwungan et al. (2017), Sudiarditha et al. (2017) which states that the work environment affects job satisfaction.

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Regression analysis was used to test that the work environment affects employee job satisfaction, and the results show a significance level of 0.050, which means it is. The work environment which includes the physical and non-physical work environment is illustrated by the work environment at Bank Jatim Lumajang changing when it is built. The descriptive recapitulation of high levels of job happiness shows that when the work environment of Bank Jatim Lumajang improves, employee job satisfaction will increase.

The Effect of Motivation on Employee Performance

The results of the analysis obtained a p value of 0.291. Based on these criteria, the hypothesis that motivational variables do not affect the performance of Bank Jatim employees, Lumajang Regency is "not proven" if the significance level of the research is 0.05. If the research significance level exceeds 0.05 then H_a is rejected and H_o is accepted. The findings of this research contradict previous research by Surjosuseno (2015), Pratiwis & Yuniartos (2018), Fachreza et al. (2018), who also found that motivation affects employee performance. Thus it can be concluded that employee performance will increase in direct proportion to the level of employee motivation.

Regression analysis is used in assessing the relationship between motivation and employee job satisfaction. The results show a significance level of 0.291, indicating that there is no relationship between motivation and employee performance. Finding employee needs and helping smooth procedures to meet those needs is motivation. Improving employee skills to meet the demands of the organization is the goal of motivation. Every manager must take responsibility for the work of his employees, understand the needs of employees, and balance it with the demands of the business. However, motivation in this study illustrates that motivation is not the only way to increase employee performance. This is because Bank Jatim employees have met work standards every time they carry out activities or tasks or jobs. This situation allows the employees of Bank Jatim Lumajang to improve their performance. Therefore banks are looking for ways to re-motivate employees in an effort to improve employee performance at Bank Jatim Lumajang.

The Influence of the Work Environment on Employee Performance

Employee performance is influenced by the work environment. This indicates that a work environment that supports work can improve employee performance. Research Nguyen et al. (2015), which evaluates the effect of employees working in the state sector (PNS) on employees working in other sectors (private), is one example of research indicating that the work environment has an impact on performance. Multiple regression analysis was used to conduct a survey of 205 workers in Ho Chi Minh City from various industries and countries. Research findings show that employee performance is positively influenced by promotion opportunities, work environment and salary. As a comparison, it is stated that the government/PNS sector will be more influenced by prospects for remuneration, environment and progress.

Then Jayaweera (2015) conducting additional research aimed at determining how the work environment affects performance by using motivation as a moderating variable. According to the findings of the study, motivation can act as a moderating factor in the relationship between work environment and performance. The work environment has an impact on performance. This study uses a questionnaire to conduct a quantitative survey of 254 hotel employees in England. Other research findings, including by Chaudhary & Bhaskar (2016), Hardiyono et al. (2017), and Pawirosumarto et al. (2017), support the impact of the work environment on performance.

Regression analysis is used to assess whether the work environment has an impact on employee performance. Research findings show a p value of 0.001 which indicates that the work environment does affect employee performance. Workplaces that include real workspaces and virtual workspaces provide an overview of the structure of the work environment at Bank Jatim Lumajang. High-level performance descriptive recapitulation shows that when the Bank Jatim work environment improves, employee performance also increases.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction affects employee performance, which means that a high level of employee job satisfaction can have an impact on improving employee performance. Findings Platis et al. (2015), which aims to determine the relationship between job satisfaction and performance in healthcare organizations in Madrid, Spain, reveals that job satisfaction affects performance. 246 nurses received a questionnaire with a Likert scale as a data source. According to the research findings, job satisfaction has a beneficial impact on performance.

Other studies, for example those researched by Javed et al. (2014), trying to understand the relationship between job satisfaction and loyalty, job satisfaction and turnover, work environment and job satisfaction, empowerment and job satisfaction, as well as performance and turnover. Utilizing a quantitative methodology, this investigation. 200 employees from Bahawalpur were used

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as a sample in the research using a survey methodology. According to the findings of this study, hypotheses 1-4 and 5-7 are not proven. The concept of job satisfaction having an impact on performance is also supported by research, among others Khuzaeni et al. (2013), Syahrums et al. (2016), and Hardiyono et al. (2017).

Regression analysis is used to assess the relationship between job satisfaction and employee performance. The findings show a significance level of 0.000, indicating that the existence of safety measures can have an impact on employee performance. After determining the mean in the descriptive analysis, safety and performance were both rated as high caliber. Performance increases when job happiness increases.

Indirect Effect of Motivation on Performance through Job Satisfaction

Job satisfaction mediates the effect of motivation on performance. Research findings indicate that work motivation as reflected in physiological needs is reflected by the Bank providing facilities and infrastructure that support all activities as well as self-esteem needs reflected in the Bank always giving prizes to employees who excel, can foster job satisfaction as reflected in supervision in the form of superiors in enforcing discipline. Assertive, making employees very disciplined at work.

Research Pawirosumarto et al. (2017) which is intended to analyze the influence of leadership style, motivation and work environment on job satisfaction and their impact on performance indicates that there is an influence of motivation on performance with job satisfaction as an intervention variable. A total of 624 study participants were divided into 200 sample workers, but only 179 questionnaires from the 200 samples were returned. In Indonesia, at Paradaor Hotels & Resorts, this research was conducted. According to research findings, motivation, and the workplace environment all have a beneficial impact on job satisfaction. Job satisfaction does not affect performance, so it cannot act as a moderator of the effect of motivation and the work environment on performance. Partially work environment and motivation do not affect performance. Other research, which is researched Hardiyono et al. (2017) and Syahrums et al. (2016), also supporting the notion that job satisfaction acts as an intermediary between motivation and performance, is also available.

Indirect Effect of Work Environment on Performance through Job Satisfaction

Job satisfaction mediates the influence of the work environment on performance. The research findings indicate that the work environment which is illustrated by the lighting in the form of lighting in the bank (electricity and sunlight) in the work space already supports work, can foster job satisfaction which is illustrated by supervision in the form of superiors in enforcing very strict discipline, making employees very disciplined at work.

Study Chaudhary & Bhaskar (2016) examine the relationship between work environment, training and development on employee engagement, job satisfaction, and performance and look at the indirect relationship between work environment and training and development on performance through employee involvement. The findings of this research indicate that the work environment influences performance with job satisfaction as a mediating variable. There are conflicting findings from this investigation. In this study, 300 bank employees from the Punjab province of Pakistan were sampled. SPSS, AMOS, and SEM were used in the analysis of this study's data for a number of tests that had different requirements. The findings of this study show the validity of all hypotheses, showing that the work environment influences performance with satisfaction as a moderating variable. Another study by Hardiyono et al. (2017) and Pawirosumarto et al. (2017) support the idea that job satisfaction mediates the relationship between work environment and performance.

CONCLUSION

With regard to the discussion, it can be concluded, among others: Motivation affects job satisfaction, which means that high employee motivation to work can increase job satisfaction. The work environment affects job satisfaction, which means that the more conducive the work environment can increase job satisfaction. Motivation does not affect employee performance, which means that the level of employee performance is not determined by employee motivation. The work environment affects employee performance, which means that the more conducive the work environment, the employee's performance will increase. Job satisfaction affects employee performance, which means that employees who are satisfied with their jobs can improve employee performance. There is an influence of motivational variables on performance with satisfaction as an intervening variable. There is an influence of work environment variables on performance with satisfaction as an intervening variable.

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