



The Contribution of the Work Environment and Motivation on the Success in Performance of the Employees Mediated By Job Satisfaction

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ABSTRACT: This paper, the simulation of a double pendulum with numerical solutions are discussed. The double pendulums are arranged in such a way that in the static equilibrium, one of the pendulum takes the vertical position, while the second pendulum is in a horizontal position and rests on the pad. Characteristic positions and angular velocities of both pendulums, as well as their energies at each instant of time are presented. Obtained results proved to be in accordance with the motion of the real physical system. The differentiation of the double pendulum result in four first order equations mapping the movement of the system.

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

Received 06 Mar., 2023; Revised 17 Mar., 2023; Accepted 19 Mar., 2023 © The author(s) 2023.

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I. INTRODUCTION

In an effort to achieve good and effective quality of human resources, the performance of individuals within the organization or employees needs to be considered. The existence of employees with high performance in the organization will lead the organization to a favorable condition. Performance as behaviors or actions that are relevant to the achievement of organizational goals. With the high performance of employees, it is expected that organizational goals can be achieved. On the other hand, organizational goals are difficult or even impossible to achieve if their employees do not have good performance so that they cannot produce good work as well.

Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly. Bandura, A (1977) reveals that performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned illegally, not violating the law and in accordance with morals and ethics.

If employees of an organization show low performance, the organization will have negative impacts such as skipping work, late for work, absenteeism, poor work, delayed tasks, lack of communication and cooperation with superiors and others. . The impact of low employee performance is certainly very detrimental to the organization, the organization will try hard to improve it by examining what factors can affect employee performance.

Chapra (2001), Factors that affect a person's performance include: a) factors from within the individual consist of: physical and psychological factors, and b) factors outside the individual consist of: work environment, facilities provided, education and work motivation. In addition, work readiness is also one of the factors that affect performance.

Factors that affect employee performance is the work environment. According to Goleman (2003) that the work environment has a positive and significant effect on employee performance. Fikri, *et., al.*, (2019) Adding a conducive work environment will create work readiness for employees so that it will produce good performance for the organization. Siregar (2018) said that the factors that affect performance are a sense of security in the future (with severance pay), relationships with colleagues and relationships with leaders, all three

of which are factors in the work environment. The work environment is everything that is around the workers that can affect them in carrying out their assigned tasks.

In addition, factors that affect employee performance, namely motivation is the driving force that causes employees to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving organizational goals and objectives. . Thus the work motivation of employees will encourage them to work as much as possible in carrying out their duties so that they get good work results (performance). On the contrary Nashori (2008) mentions that several indications that show an employee who has low work motivation at work include arriving late and leaving early and not coming to work for no apparent reason. This of course will have an impact on low employee performance which is in line with the opinion Puspasari (2009) that the high and low employee performance is influenced by the high and low motivation of employees.

Rahman A (2013) in his study gives the result that motivation has a positive effect on organizational performance. Motivation is grown by the organization through positive stress. The relationship between motivation, work readiness, and optimal performance has a linear form in the sense that by providing good work motivation, employee work readiness will increase which in the end will get optimal performance in accordance with the performance standards set. Work readiness as a form of motivation can be seen, among others, from the level of employee attendance, responsibility for the work time that has been set (Gunarsa F, 2001).

In addition, another factor that affects performance is job satisfaction. Employee performance will be high if the job satisfaction felt by employees is also high. Employees will be able to give a role to their organization because they are driven by a sense of job satisfaction related to salaries that are in accordance with their level of responsibility, receive effective supervision, and establish harmonization with co-workers (Hadori M, 2014).

Job satisfaction is a person's attitude towards his work that reflects his pleasant and unpleasant experiences in his work and his hopes for future experiences. Employee job satisfaction is closely related to employee performance. Someone who is satisfied in their work will have high motivation, commitment to the organization and work participation, which in turn will continue to improve their performance. The higher the motivation (intrinsic and extrinsic) employees will have an impact on increasing employee job satisfaction, and through job satisfaction will have an impact on increasing employee performance (Gowdy, 2002). Vice versa, high employee performance will affect job satisfaction. Job satisfaction will be related to employee attachment to the organization. If job satisfaction is not maintained, it is likely to result in high turnover of employees from the organization. In addition, employee job dissatisfaction can be identified from: low employee productivity, high absenteeism from work, and low commitment to the organization.

Several studies have focused on job satisfaction as one of the variables that affect employee performance. One of them is research conducted by Fehr dkk (2016) shows that job satisfaction has an effect on employee performance. However, this study is different from the research conducted by Baron (1986) whose research results show that job satisfaction does not positively affect employee performance. In the study it was explained that there are things that cause comfort and satisfaction for someone at work, including: challenging work, application of a fair reward system, supportive working conditions, and the attitude of coworkers..

Based on the rationale as described above, the purpose of this study is to find out whether there is a contribution from the work environment and work motivation to the success of employee performance mediated by job satisfaction.

II. RESEARCH METHODS

This study uses a quantitative approach. The purpose of the study was to determine whether there is a contribution of work environment (X1) and work motivation (X2) to the success of employee performance (Y) mediated by job satisfaction (X3). According to its purpose, this research is designed as an explanatory study. The data analysis technique used Structural Equation Modeling (SEM) analysis. The sample in this study were all employees of PT. Kali Jaya Putra in Makassar is 113 people. In this study, data collection used a questionnaire with closed questions which were distributed to employees as the unit of analysis. Five alternative answers are provided in each questionnaire item, and the scores are averaged that the interval scale measures each variable.

III. RESULTS AND DISCUSSION

1. Description of Respondent Identity

This study took a sample of employees at PT. Kali Jaya Putra branch in Makassar. Obtained as many as 113 instruments in the form of questionnaires can be collected from the distributed questionnaires. From the questionnaires that have been filled in by the respondents, the respondent's identity data is obtained. Presentation of data on the identity of the respondent to provide an overview of the state of the respondent.

a. Respondents by Gender

Gender is one of the factors that determine employee performance because there are still perceptions in society about gender differences in relation to views on the concept of work. The presentation of respondent data by gender is as follows:

Table 1. Respondents by Gender

Gender	Amount	Persentase
Male	77	68,42
Female	36	31,58
Amount	113	100,00

Source: Data Processing Results, 2022

Table 1. It can be seen that most of the respondents are male, as many as 77 people or 68.42%, and the rest are female respondents, as many as 36 people or 31.58%.

b. Respondents by Age

In relation to individual behavior in the workplace, age usually shows a picture of individual experiences and responsibilities. A person who is active in an organization will generally have a different perception of something if his age is different. In many cases, members of the organization at various age levels have much different behavior patterns and greatly affect the ability to think, work, and make decisions. The tabulation of respondents' ages can be seen as follows:

Table 2. Respondents by Age

Age	Amount	Persentase
< 30 year	18	15,79
31-40 year	42	36,84
41-50 year	42	36,84
>50 year	11	10,53
Amount	113	100

Source: Data Processing Results, 2022

ased on table 2. it can be seen that the majority of respondents are in the age group of 31-40 years and 41-50 years, each of which is 42 people or 36.84%. While the least age group is more than 50 years old or the oldest age group, which is 11 people or 10.53%. This shows that the employees of PT. Most of the Kali Jaya Putra Makassar branches are still of middle age. This shows that there are employees who can still be expected to be able to improve their performance more optimally because they still have good physical conditions.

2. Respondents by Education Level

Education is a provision that must be owned by someone in work where with education a person can have a skill, knowledge and ability. Educational limitations will affect a person in determining the desired world of work. A person's educational background has an important role in taking attitudes related to the work environment. The presentation of respondent data based on education is as follows:

Tabel 3. Responden Berdasarkan Tingkat Pendidikan

Education Level	Amount	Persentase
SLTA	34	29,82
Diploma	27	23,68
S1	42	36,85
S2	10	9,65
Amount	113	100

Source: Data Processing Results, 2022

From table 3. it can be seen that most of the respondents have an undergraduate education (undergraduate), as many as 42 people or 36.81%. Respondents who have a master's education level is the smallest, which is 9.65%.

3. Prerequisite Test

a. Normality Test

The purpose of the normality test in this study is to determine whether the data is normal or not, which means that normal data has a normal distribution so that the data is considered to represent the population. Normality test with Kolmogorov-Smirnov in this study was carried out with the help of SPSS 20.0 for Windows. The results of the normality test of the five research variables are presented in table 4.4 as follows:

Table 4. Summary of Normality Test Results

No.	Variable	Test Results	Kriteria Sig.	Description
1	Work environment	0,854	>0,05	Normal
2	Work motivation	0,437	>0,05	Normal
3	Job satisfaction	0,541	>0,05	Normal
4	Employee Performance Success	0,600	>0,05	Normal

Source: Data Processing Results, 2022

Based on the summary of the results of the normality test in table 4.4, it is known that the value of Sig. Kolmogorov-Smirnov is greater than 0.05 for all variables, so it can be concluded that the data on implementation, work environment, work motivation, job satisfaction, and successful employee performance are normally distributed.

b. Linearity Test

The relationship between the independent and dependent variables in the regression equation must be linear so it is necessary to do a linearity test. An increase or decrease in the quantity in one variable will be followed linearly by an increase and decrease in the other variable. Linearity test is carried out on each relationship of the independent variable and the dependent variable.

In this study, the linearity test was carried out using the deviation of linearity using the Sig criteria. Greater than = 0.05. The summary of linearity test results is presented in table 4.5 as follows:

Table 5. Summary of Linearity Test Results

Variabel Dependen	Variabel Independen	Test Results	Kriteria Sig.	Description
Job satisfaction	Work environment	0,220	>0,05	Linear
	Work motivation	0,253	>0,05	Linear
Employee Performance Success	Work environment	0,074	>0,05	Linear
	Work motivation	0,210	>0,05	Linear
	Job satisfaction	0,364	>0,05	Linear

Source: Data Processing Results, 2022

Based on the summary of the linearity test results in table 4.5 above, it is known that the significance value of the deviation of linearity for each regression pair, all of which meet the linearity requirements (Sig. > 0.05). Therefore, it can be concluded that all regression pairs meet the assumption of a linear relationship between the independent variable and the dependent variable.

4. Hypothesis Testing

An alternative model that describes the relationship between the three latent variables in this study:

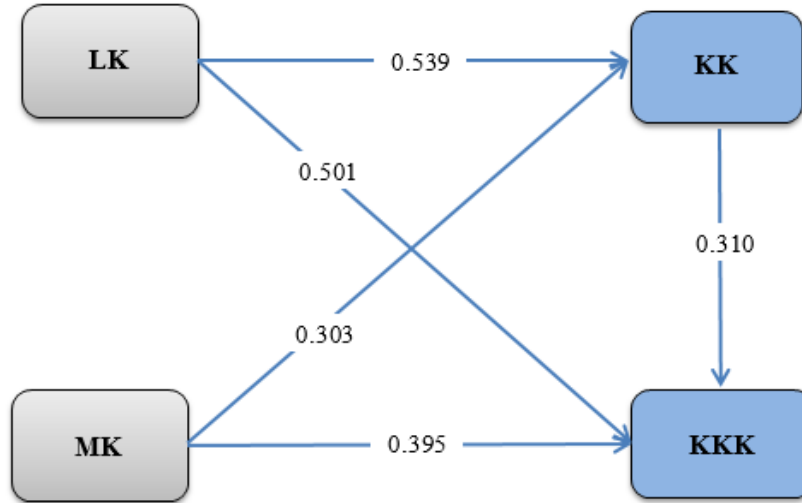


Figure 1. Structural Model Fit

Figure 1. Shows that the structural model has met the criteria for the suitability of the structural model. This can be seen from the significant effect of exogenous variables to endogenous variables. The suitability of the model can also be seen from the value of the coefficient that meets the criteria for the determination of the structural model analysis. The results of the structural model fit test can be seen in the following table.

Table 6. Structural Model Fit

Model Alignment	Coefficient	Criteria	Information
Chy-square (X ²)	50,93	Small (non significant)	OK, fulfilled
P-Value	0,42	≥0,05	OK, fulfilled
Df	58	-	
Cmin (X ² /Df)	0,88	≤2,00	OK, fulfilled
RMR (standardized)	0,040	≤0,08	OK, fulfilled
RMSEA	0,00	≤0,08	OK, fulfilled
GFI	0,99	≥0,90	OK, fulfilled
AGFI	0,99	≥0,90	OK, fulfilled
CFI	0,99	≥0,94	OK, fulfilled
IFI	0,99	≥0,94	OK, fulfilled
NNFI atau TLI	0,99	≥0,94	OK, fulfilled
AIC (Model)	48,02	Small, relative	OK, fulfilled

Source: Data Processing Results (2022)

All levels of alignment have met the standard criteria as required. Lambda coefficient (λ), determination (R²), and T-Value of each manifest variable that constructs exogenous and endogenous variables, can be seen in the following table.

Table 7. Manifests of Structural Model Construct

No.	Variabel	Manifes	λ	R ²	T-value
1	Work environment	X1.1	0,43	0,05	4,54
	Work motivation	X1.2	0,45	0,05	5,93
2	Job satisfaction	X2.1	0,61	0,05	7,54
		X2.2	0,56	0,05	6,22

3	Work environment	X3.1	0,81	0,07	7,77
	Work motivation	X3.2	0,86	0,07	8,97
4	Job satisfaction	Y1	0,65	0,06	7,98
		Y2	0,79	0,07	7,53

Source: Data Processing Results (2022)

Each manifest that constructs the two latent variables meets the validity criteria, as evidenced by the standard loading value (λ 0.40) and the value of R2 . In accordance with the results of the analysis and model findings above, it can be tabulated the coefficients of direct influence between variables.

Table 8. Conclusion of Direct Effects between Variables

No.	Test	Coefficient of Influence			T-value	Conclusion
		Direct	Indirect	Total		
1.	LK → KKK	0,501	-	0,501	3,27	Significant
2	MK → KKK	0,303	-	0,303	2,69	Significant
3	LK → KK	0,539	-	0,539	3,78	Significant
4	MK → KK	0,395	-	0,395	4,26	Significant
5	KK → KKK	0,301	-	0,301	2,53	Significant
6	LK, MK → KKK→ KK	-	0,491	0,491	3,05	Significant

Source: Data Processing Results (2022)

There is a direct contribution of the work environment to the success of employee performance

One of the most important assets owned by a company is human resources because it has an influence on the survival of the company. The form and purpose of the organization are made based on various visions for the benefit of humans, in the implementation of its mission it is managed and managed by humans. So, humans are a strategic factor in all organizational activities. Organizations must realize the potential of their workforce due to the increasingly competitive business environment. Having high employee performance, will increase the level of company productivity and thus will increase company profits.

Based on research, Lestary, & Chaniago, (2017) Proving employee performance depends on the willingness and also the employee's own openness to himself and others in doing his job. Furthermore, he stated that the willingness and openness of employees in carrying out their duties can increase employee productivity which also leads to performance.

Employee performance is influenced by many factors, internal and external factors. Factors in themselves are knowledge, skills and competencies possessed, work motivation, personality, attitudes and behaviors that have an influence on performance. Factors from outside themselves include the leadership style of superiors, the relationship between employees, the work environment in which employees work.

The work environment is one of the factors that determine employee performance. Employee performance is one of the keys to the company's success to achieve success. Therefore, every company must have an appropriate work environment for the continuity of employees' work and improve employee performance. The work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. In this case the work environment is all aspects of the physical work, work psychology, and work regulations that can affect job satisfaction and productivity achievement. Lestary, & Chaniago, (2017) describes the work environment as the physical environment in which employees work that can affect their performance, safety and quality of work life.

Based on the results of research and several experts, the factors that affect the physical work environment are lighting, temperature/air temperature, humidity, air circulation, and noise, while non-physical work environment factors are factors that condition the working relationship between superiors and subordinates and between fellow employees. which can affect the work atmosphere and employee performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Schechner, (2017) added that performance is a result achieved by a person in carrying out the tasks assigned to him. Job performance is defined as the fulfillment of job-related tasks or skills by an employee.

Employee performance can be assessed using several indicators such as the quality of employee work, quantity or achievement of predetermined targets, completion of predetermined tasks, employee responsibilities for the work given, and how employees take care of themselves.

There is a direct contribution of work motivation to the success of employee performance

The company's success in achieving its goals cannot be separated from the role of employees. Employees are not only objects in achieving goals, but also become subjects or actors. They can be planners, implementers and controllers who always play an active role in realizing the company's goals, and have thoughts, feelings and desires that can influence their attitudes towards work. In these interactions, employees contribute to the organization in the form of abilities, skills, otherwise the company will reward and reward employees fairly so that they can provide satisfaction.

Workers are an important resource for the company, because they have the ability, talent, and creativity that are needed by the company to achieve its goals. On the other hand, workers also have various needs that they want to fulfill. The desire to fulfill this need is seen as a driving force for someone to work or do a job. Today, with increasingly fierce business competition, companies are faced with the challenge of being able to survive. Therefore, companies must be able to compete, and one of the tools that companies can use is wages. If the wage system is perceived as fair and competitive by employees, then the company will find it easier to attract potential workers, retain them and motivate them to further improve their performance. The work environment also affects employee performance. According to Rahawati, the work environment is everything that is around workers who can influence him in carrying out the tasks assigned to him.

A good, safe, clean and healthy work environment will make employees feel safe and comfortable in carrying out the tasks assigned to them. The work environment is more focused on the physical state of the workplace. The indicators of the work environment include the room, air temperature and noise. From this understanding, the work environment can affect employee performance at work. Motivation greatly affects work productivity. High motivation will produce high productivity and vice versa. There are several factors that influence motivation, including leadership style, individual attitudes, and work situations. Performance is a combination of the motivation that exists in a person and his ability to carry out work tasks. Based on the description it can be concluded that employees need motivation to be able to work with satisfactory results and good achievements so that company goals can be achieved.

Wages can be used as a tool to motivate employees in order to improve their performance and stimulate employees to play an active role in achieving company goals. In addition, wages are one of the factors that affect employee performance. Wage is an acceptance as a reward and the provision of work to employment for a job or service that has been and will be performed, serves as a guarantee for the survival of a decent life for humanity and production is stated or valued in the form of money determined according to an agreement, law, and regulations and paid on the basis of an employment agreement between the employer and the employee. From this understanding, wages or salaries are a reward rather than what has been given and received by a person in an employment relationship in the form of money, through an employment agreement.

There is a direct contribution of job satisfaction to the success of employee performance

Job satisfaction is defined by Susilo Martoyo as one of the psychological aspects that reflects a person's feelings towards his work, he will feel satisfied with the suitability between his abilities, skills and expectations with the work he faces. Defining job satisfaction as a positive feeling on a job, which is the impact/result of evaluation of various aspects of the job. According to Locke, job satisfaction is a pleasant or positive emotional state as a result of an assessment of one's work or work experience. It can be concluded that job satisfaction or job satisfaction is simply what makes someone enjoy the work they do because they feel happy in doing their job. Workers with high levels of dissatisfaction are more likely to do things that hinder the company itself. There are five determinants of job satisfaction called the Job Descriptive Index (JDI).

The work itself Jobs are the source of the majority of job satisfaction. The degree to which a job provides tasks that match the employee's abilities, learning opportunities and opportunities to take responsibility. Employees tend to prefer jobs that provide opportunities to use their skills and abilities and offer a variety of tasks, freedom and feedback on how well they are doing their jobs so that job satisfaction and pleasure can be created.

Salary Another significant factor on job satisfaction is wages and salaries. Theriault states that job satisfaction is a function of the absolute amount of salary received, the degree to which the salary meets the expectations of the workforce. With a salary, individual satisfaction will arise because the salary is able to answer individual needs. Judge and Locke stated that employees will get job satisfaction if the salary they get from their work exceeds expectations.

Opportunities or promotions The opening of opportunities to gain promotions causes employees to have the opportunity to develop themselves and expand their work experience. Refers to the extent of movement

or opportunity for advancement between different levels in the organization. Promotion is able to satisfy employees with higher income, social status, psychological growth and desire for a sense of justice.

Supervisor Viewed from the supervisor's ability to provide technical assistance and behavioral support. Superiors who have good personal relationships with subordinates and want to understand the interests of subordinates make a positive contribution to job satisfaction, and the participation of subordinates in decision making has a positive impact on job satisfaction.

Colleagues Coworkers who support employees will fulfill basic human needs, namely the need for social relations. For most employees, work also fills the need for social interaction, therefore having friendly and supportive coworkers will lead to increased job satisfaction. If there is a conflict with a coworker, then this will affect the level of job satisfaction with his job. Kanfer *et., al.*, (2017) defines work motivation as the work spirit that exists in employees that makes the employee able to work to achieve goals. Herzberg, (2017) Motivation is the driving force for someone to contribute as much as possible to the success of the organization.

There is a direct contribution of the work environment to employee performance satisfaction

Putri *et., al.*, (2019) The definition of the work environment is everything that is around workers, which can affect a worker in carrying out the tasks given. Basically, the notion of the environment relates to the elements that exist around the company that have a direct or indirect impact on the company. In the context of the work environment, it can be defined as elements that exist around employees, which have a direct and indirect impact on employee performance.

Definition of the corporate environment according to Kontinen *et., al.*, (2020) which states that the corporate environment can be interpreted as a whole of external factors that affect the organization and its activities. While the definition of the work environment broadly includes all external factors that affect individuals, companies, and society.

From some of the understandings that have been explained by experts in the field of human resources, it can be concluded that the work environment is basically related to elements or various factors that exist around employees, which affect both directly and indirectly on the performance of company employees. Therefore, it is imperative for company management to seriously pay attention to the components of the work environment in order to create a conducive work environment.

Managing employees is one of the keys to the success of an organization. The task of human resource managers in managing employees is about how efforts might be made to increase employee job satisfaction. Job satisfaction is an important consideration for employees to be loyal and stay in an organization. In this era of globalization, the development of human resources has always been an important factor in carrying out the goals and functions of an organization. Every organization must be able to maintain its survival. One of the factors that play a role in maintaining the viability of an organization is human resources. The welfare and comfort of human resources in the organization need to be considered. Therefore, organizations need to create a good, comfortable, clean and pleasant work environment for their employees. Employee job satisfaction is an interesting topic to be studied in a research.

Increasing job satisfaction can be done by creating a good and comfortable work environment. Such conditions will be able to make employees happy, comfortable and at home in the organization. A good work environment can reduce the level of boredom and stress levels of employees. So that employee performance will increase. Good work facilities without being supported by a good work environment will be meaningless. Based on research conducted by Handaru, suggests that a conducive work environment can increase employee job satisfaction and vice versa, an inadequate work environment will reduce employee job satisfaction. According to Bahri & Nisa, (2017) stated that job satisfaction is an emotional attitude that is pleasant and loves work. According to Judge *et., al.*, (2020) stated that job satisfaction is an emotional attitude that is pleasant and loves his job. According to Jufrizen, (2017) that job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work. Handoko (2014) states that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. According to Vincent, & Nugroho, (2019) Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work.

Meet the basic needs of employees, Meet the expectations of employees, Meet the wishes of employees. The work environment plays an important role in creating and increasing job satisfaction. Satisfied employees will be more loyal to the organization, so that employees can carry out their duties and responsibilities properly. Job satisfaction arises as a result of the existing work situation in the organization. Job satisfaction reflects the employee's feelings about being happy or unhappy, comfortable or uncomfortable with the work environment of the organization where he works. The form of employee job satisfaction will be seen from the positive or negative attitude in the employee. Employee job satisfaction is dynamic, meaning that it can change at any time.

According to Sihaloho, & Siregar, (2020) the definition of the work environment is everything that is around workers, which can affect a worker in carrying out the tasks given. Basically, the notion of the

environment relates to the elements that exist around the company that have a direct or indirect impact on the company. In the context of the work environment, it can be defined as elements that exist around employees, which have a direct and indirect impact on employee performance. The definition of the corporate environment according to Febriani et., al., (2022) which states that the corporate environment can be interpreted as a whole of external factors that affect the organization and its activities. While the definition of the work environment broadly includes all external factors that affect individuals, companies, and society. From some of the understandings that have been explained by experts in the field of human resources, it can be concluded that the work environment is basically related to elements or various factors that exist around employees, which affect both directly and indirectly on the performance of company employees. Therefore, it is imperative for company management to seriously pay attention to the components of the work environment in order to create a conducive work environment.

The definition of the physical work environment according to Fikri et., al., (2019) is all elements or circumstances that exist around the workplace that will affect employees either directly or indirectly. While the definition of the physical work environment according to Handoko (2014) the physical work environment is everything that is around employees, which can affect employees in carrying out their assigned tasks. Based on the understanding of the experts above, it can be concluded that the physical work environment includes all the physical components that exist around the employee's workplace that have an effect either directly or indirectly on employees in carrying out their duties.

Several experts have tried to provide a definition of the non-physical work environment. According to Wibowo et., al., (2014) The non-physical work environment includes all conditions that occur related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates. Meanwhile, Fikri et., al., (2019) stated that companies should be able to create working conditions that support cooperation between superiors, subordinates and those who have the same position status in the company. Management should be able to create a work atmosphere that is full of family nuances and good communication. Based on the above definition, it can be concluded that the non-physical work environment is part of the overall work environment which includes individual behavior such as ways of communication and relationships between employees. The non-physical work environment is a group of work environments that should not be ignored by company management. Job Satisfaction The definition of job satisfaction according to Handoko (2014) is an emotional state that is pleasant or unpleasant from the point of view of the workforce or employees who view their work. While Vincent & Nugroho, (2019) defines job satisfaction as a form of emotional attitude that is pleasant or unpleasant. Employees who are satisfied with their work will appear in employees' emotions. Employee satisfaction will make employees love their work. Job satisfaction is enjoyed on the job, outside of work, and a combination of inside and outside work. Based on the opinions of several experts above, it can be concluded that job satisfaction is basically an emotional response to work situations. Each individual will have a different level of job satisfaction, so that in achieving job satisfaction, individuals are required to be able to interact with business administration with colleagues, superiors, and comply with applicable regulations within the company.

There is a direct contribution of work motivation to employee performance satisfaction

Human resources (HR) are the only resources that have sense, skills, knowledge and encouragement. All of these potential human resources affect the organization's efforts in achieving its goals. The advancement of technology, the development of information, the availability of capital and adequate materials, if without human resources it is difficult for the organization to achieve its goals. One of the most important human resources in an organization is employees. Employees are very valuable assets that must be managed properly by the company in order to make an optimal contribution.

One thing that must be the main concern of the company is the job satisfaction of its employees, because employees who do not feel comfortable at work and cannot develop their potential, automatically employees cannot focus and concentrate fully on their work. Work is a job that is not just doing work, but there are other aspects, namely interacting with co-workers, bosses, rules and the work environment. In addition to job satisfaction, companies must also pay attention to how to maintain and manage employee motivation to work so that it is always high and focused on company goals.

Maintaining employee motivation is very important because motivation is the driving force for each individual that underlies them to act and do things optimally if they do not have high motivation from within themselves to do so. In this case BPJS Kesehatan Metro Branch, as a company that has the task of administering national health insurance, with its mission to improve service quality services that are fair to participants, health service providers and other stakeholders through an effective and efficient work system, from that it should have employees who are passionate and highly motivated in their work and do their work effectively and efficiently, to then show high employee performance in an effort to realize the mission and goals that have been set.

Based on the results of the study, it shows that work motivation has a direct positive influence on job satisfaction of BPJS Kesehatan Metro Branch employees. This shows that if the differences in job satisfaction and income are increasingly understood by employees, they will motivate themselves to improve employee performance which can be concluded that work motivation is the driving force for individuals to achieve their goals in an effort to create enthusiasm for work so that they can work well together, there is appreciation, achievement and work productively with full responsibility. The results of this study are in accordance with research conducted by previous research which states that work motivation has a direct influence on job satisfaction. There is an influence of work motivation on employee performance.

There is an indirect contribution of the work environment and work motivation to the success of employee performance through job satisfaction

One of the most important assets owned by a company is human resources because it has an influence on the survival of the company. The form and purpose of the organization are made based on various visions for the benefit of humans, in the implementation of its mission it is managed and managed by humans. So, humans are a strategic factor in all organizational activities. Organizations must realize the potential of their workforce due to the increasingly competitive business environment. Having high employee performance, will increase the level of company productivity and thus will increase company profits.

Based on research, Sihalohe & Siregar, (2020) proves that employee performance depends on the willingness and also the openness of the employee himself and others in doing his job. Furthermore, he stated that the willingness and openness of employees in carrying out their duties can increase employee productivity which also leads to performance.

Employee performance is influenced by many factors, internal and external factors. Factors in themselves are knowledge, skills and competencies possessed, work motivation, personality, attitudes and behaviors that have an influence on performance. Factors from outside themselves include the leadership style of superiors, the relationship between employees, the work environment in which employees work. The work environment is one of the factors that determine employee performance. Employee performance is one of the keys to the company's success to achieve success. Therefore, every company must have an appropriate work environment for the continuity of employees' work and improve employee performance.

The work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. In this case the work environment is all aspects of the physical work, psychological work, and work regulations that can affect job satisfaction and productivity achievement. Wibowo et., al., (2014) describe the work environment as the physical environment in which employees work that can affect their performance, safety and quality of work life.

While work motivation according to Handoko (2010), motivation comes from the Latin word *movere* which means encouragement or giving driving force that creates one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation (motivation) in management is only shown in human resources in general and subordinates in particular. The importance of motivation because motivation is the thing that causes, distributes, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results.

Work motivation according to Febriani et., al., (2022) is a driving force for someone to contribute as much as possible for the organization's success in achieving its goals, with the understanding that achieving organizational goals means achieving the personal goals of the members of the organization concerned. While the understanding of work motivation according to Laksmiari, (2019) is the provision of a driving force that creates one's enthusiasm, so that they want to work together, work effectively and are integrated with all their efforts to achieve goals.

According to Maslow quoted by Laksmiari, (2019) that employee work motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-realization. Then from these factors, indicators are derived to determine the level of motivation in employees, namely: physical needs, indicated by: giving salaries, giving bonuses, food allowances, transportation fees, housing facilities and so on. The need for a sense of security and safety is indicated by: work security and safety facilities which include labor social security, pension funds, health insurance, accident insurance and work safety equipment. Social needs, indicated by: interacting with others, including to be accepted in the group and the need to be loved and loved. The need for appreciation, indicated by: recognition and appreciation based on their abilities, namely the need to be respected and appreciated by other employees and leaders for work performance. Self-realization needs, addressed by the nature of the work that is interesting and challenging, where the employee mobilizes his abilities, skills, skills, and potential. The company can fulfill this need by providing education and training.

Through job satisfaction is generated from employees' perceptions of how well their work provides things that are considered important. Five aspects of job satisfaction are measured by the Job Descriptive Index (JDI), namely the job itself (related to responsibility, interest and growth); quality of supervision (related to technical assistance and social support); relationships with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payments (related to adequate payments and perceptions of fairness) (Irawan 2015). Job satisfaction is an emotional attitude or feeling that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work.

Employee performance is said to be good, if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by job satisfaction on employees. Thus job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in the form of basic salary, compensation, salary increase opportunities, promotion opportunities, awards, overseas trips, employment relationships.

IV. CONCLUSION

Based on the results of this study it can be concluded that:

1. There is a direct contribution of the work environment, work motivation, and job satisfaction to the success of employee performance.
2. There is a direct contribution of work environment and work motivation to job satisfaction.
3. There is an indirect contribution of the work environment and work motivation to the success of employee performance through job satisfaction.

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