

2021 - The Influence Of  
Motivation, Work Satisfaction  
And Work Environment  
Towards Performance  
Employee Of Limited Liability  
Company Anugerah Bara East  
Borneo- IOSRJ

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**Submission date:** 06-Jan-2023 08:21AM (UTC+0700)

**Submission ID:** 1989026384

**File name:** f\_Limited\_Liability\_Company\_Anugerah\_Bara\_East\_Borneo-\_IOSRJ.pdf (238.58K)

**Word count:** 4374

**Character count:** 24576

## The Influence Of Motivation, Work Satisfaction And Work Environment Towards Performance Employee Of Limited Liability Company Anugerah Bara East Borneo

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### Abstract:

The aim of this study is described: 1) the variables of motivation, job satisfaction, work environment, and performance employees of Limited Liability company Anugerah Bara east Borneo. 2) analyzed motivation effect, job satisfaction, and work environment towards performance employees of Limited Liability Company Anugerah Bara east Borneo. 3) analyzed the variables which have a dominant influence between the motivation and job satisfaction variables and the work environment towards the employee's performance of Limited Liability Anugerah Bara east Borneo. The samples in this study are 60 employees taken from the same company. Technical analyzes data of this study use multiple linear regressions analyzes. Analyzes result of this study was showed that motivation, job satisfaction, and work environment are given simultaneously effect to performance employees. Finally, the conclusion says that motivation, job satisfaction, and work environment are given partially effect to performance employees and specifically work environment has a dominant effect towards performance employees of Limited Liability Company Anugerah Bara east Borneo. The keywords are Motivation, Work satisfaction, Work environment, and Employees performance.

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

Date of Submission: 06-01-2021

Date of Acceptance: 21-01-2021

### I. Preliminary

Performance employee is one of the most important things to achieve the expected goals of the company. If the employee's performance is bad so the company's productivity will be decreased, but if the employee's performance is good so the company's productivity will be easily achieved. The high-performance productions succeeded by employees show that the duties and responsibilities given to employees are can do effectively and efficiently. And the low-performance productions succeeded by employees show that the duties and responsibilities given to employees are can't effectively and efficiently.

The performance of employees is also connected with the effective quality of human resources. The existence of employees with high performance in the company will lead the company to a favorable condition. The performance of a company is largely determined by its employees. All workers will be involved in the development of a company, both workers at the top level to workers at the lower level. Improving employee performance has become a concentration of company to continue its business because it is always connected with every aspect of the company.

One of the big companies that trade in Indonesia is PT. (Limited Liability Company) Anugerah Bara east Borneo. This company is afoot in the production and exportation of mine coal. The company has a problem downward trend in selling, in particular problem regarding coal prices. This Problem is continued until July 2020, amounting to USD 51.95/tonnage. This problem is caused that employees who work in the coal production and processing sectors become decreases in their work performance.

This study aims to describe the variables of work motivation, job satisfaction, work environment, and employee performance, analyzed the effect of work motivation towards employee performance, analyzed the effect of job satisfaction towards employee performance, and to analyze the effect of work environment on employee performance, at Limited Liability Company Anugerah Bara east Borneo.

### II. Literature Review

#### 2.1 Work Motivation

Motivation is a condition that moves employees to be able to achieve the goals of their motive, Mangkunegara (2009: 93). Motivation can be said as the energy to generate encouragement for employees to achieve the goals at work. According to Hasibuan (2008), motivation is the provision of a driving force that

creates enthusiasm for a person's work so that they can work together, work effectively and integrate all their efforts to achieve satisfaction.

According to Wilson (2012: 312) motivation is a condition that encourages or causes someone to do an action that takes place consciously. Someone will want to do the action if there is encouragement or support in doing the action. Meanwhile, according to Robbins (2007: 55) motivation is the desire to do something and determine the ability to act to satisfy individual needs.

## 2.2 Work Satisfaction

According to Mangkunegara (2009), Job satisfaction is a feeling of pleasure or displeasure with employees who are related to a job or with their condition. Job satisfaction is a general attitude of an individual towards his job, Robbins (2007). Malayu S.P Hasibuan (2008) defines job satisfaction as a pleasant emotional attitude and to love the job.

## 2.3 Work Environment

According to Heizer and Render (2015), explaining the work environment as a physical environment in which employees work can affect their performance, safety, and quality of work life. According to Schultz (2010) work environment or working conditions are all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity. Nitisemito (2001) defines the work environment as everything that is around employees and can influence employees in carrying out their assigned tasks.

## 2.4 Employee Performance

According to Moehariono (2012) Employee performance is a result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, does not violate the law and according to ethical morals. According to Mangkunegara (2009), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the given responsibilities. Prawirosentono (2008) defines employee performance is the result that can be achieved by a person in an organization by their respective authorities and responsibilities in striving to achieve organizational goals legally and by morals and ethics. The performance of government agencies is a picture of the level of achievement of goals or objectives. The term performance comes from the word performance or actual performance which means work performance or achievement achieved by someone (Veronika et al., 2019).

# III. Research Methods

## 3.1 Research Variable

a. Motivation. Work motivation is a psychological process that results in and directs behavior towards achieving goals. The motivation variable is measured using four indicators for example:

- 1) Physiological Needs
- 2) Feeling secure Needs
- 3) Self-Esteem Needs
- 4) Self-actualization Needs

b. Work Satisfaction. Work satisfaction can describe as so far, the individuals feel positively or negatively about various factors or dimensions of tasks in their work. Work Satisfaction Indicators consist of:

- 1) Worker
- 2) Co-Workers
- 3) Salary

c. Work Environment. The work environment is an important factor in creating employee performance. Because the work environment has a direct influence on employees to succeed their work, which will ultimately improve the performance of the company. Work environment variables are measured using six indicators for example:

- 1) Relations Employee as a group
- 2) Noise
- 3) Work regulations
- 4) Lighting
- 5) Air circulation
- 6) Security

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d. Employee Performance. Employee performance is a record of the results obtained through certain job functions or activities during a certain period. Employee Performance Indicators consist of:

- 1) Discipline (on-time)
- 2) Quantity of work
- 3) Quality of work

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**3.2. Population and Sample**

The population in this study are 150 employees. They are employees of Limited Liability Company Anugerah Bara east Borneo. This sampling method is using a simple random sampling method. With a population of 150. And this sample was taken with 60 respondents using the Slovin formula.

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**3.3. Technical data analysis**

This technical analysis data is using descriptive analysis and multiple linear regression to determine the effect of two or more independent variables towards one dependent variable. This analysis is also useful for knowing which independent variables are most influential among other variables. The equation model can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e.$$

Information:

- Y = Employee performance
- X1 = Motivation
- X2 = Job satisfaction
- X3 = Work environment
- a = Constant value
- b = Regression coefficient
- e = Residual error

**IV. Research Results And Discussion**

**4.1. Descriptions of Respondents**

The number of respondents in this study is 60 peoples. It consists of some employees of Limited Liability Company Anugerah Bara east Borneo. With different characteristics. Therefore, it requires a category with certain characteristics as follows:

**Table 1. Characteristics of Respondents**

Age	Frequency	Percentage (%)
20-26	18	30%
27-33	11	18%
34-40	15	25%
41-46	6	10%
47-53	7	12%
54-60	3	5%
<b>Level Of Education</b>		
High School	46	77%
Diploma	5	8%
Bachelor	9	15%
<b>Years Of Service</b>		
1-3	3	5%
4-6	6	10%
7-9	4	7%
10-12	7	12%
13-15	9	15%
16-18	12	20%
19-21	10	17%
22-24	7	12%
25-27	2	2%
<b>Employee Work Status</b>		
Permanent	36	60%
Contract	24	40%

4.2. Multiple Linear Regression Analysis

**Table 2. Analysis of Multiple Linear Regression**

Variable	Regression Coefficient	T <sub>statistic</sub>	Sig.	Information
Motivation	0,185	2,578	0,013	Significant
Satisfaction	0,240	2,078	0,042	Significant
Work environment	0,241	4,783	0,000	Significant
A Constant	2,680			
R square	0,789			
Adjusted R square	0,778			
F <sub>statistic</sub>	69,748			
Sig. F	0,000			
N	60			
Dependent variable= Employee Performance (Y)				
F <sub>table</sub>	2,77			
t <sub>table</sub>	2,00324			

According to the data shown in T<sup>53</sup> 2, we can see that the constant value of multiple linear regression is 2.680, where the regression coefficient value for the Motivation variable is 0.185, the regression coefficient value for Satisfaction is 0.240<sup>36</sup> and the regression coefficient value for the Work Environment is 0.241. Therefore, according to the multiple linear regression equation formula  $Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$ , and multiple linear equation can be formed as follows:

$$Y = 2,680 + 0,185 X_1 + 0,240 X_2 + 0,241 X_3 + e$$

Explanations:

Y = Employee Performance

X1 = Motivation

X2 = Satisfaction

X3 = Work Environment

ei = Residual Error

Implications of Significance

- a. The constant 2,680 contains motivation, satisfaction, work environment variables.
- b. The regression coefficient X1 (Motivation) is 0.185 and it is a positive sign, meaning that there is a unidirectional influence. An increase in the motivation variable will have a tendency followed by an increase in employee performance.
- c. The regression coefficient X2 (Satisfaction) is 0.240 and it is a positive sign, meaning that there is a unidirectional influence
- d. The regression coefficient X3 (Work Discipline) is 0.241 and it is a positive sign, meaning that there is a unidirectional influence.
- e. The coefficient of determination is 0.778. It is implying that the variables of motivation, satisfaction, and work environment get to affect the performance of employees of a Limited liability company. Anugerah Bara Kaltim (ABK) in the amount of 77.8%.

4.3 Classic Assumption Test

**Multicollinearity Test**

To detect the presence or no<sup>27</sup> presence of multicollinearity it can look at the tolerance values and VIF values. If the tolerance value is more than 0.1 and the VIF value is less than 10 it means that there is no multicollinearity among the values or variables.

**Table 3 Multicollinearity Analysis of Collinearity Data**

Independent Variable	Tolerance	VIF
X1 Motivation	0,240	4,159
X2 Work Satisfaction	0,335	2,983
X3 work environment	0,449	2,227

<sup>24</sup> The table above shows that among the independent variables there is no multicollinearity problem, where the resulting test of variance inflation factor (VIF) shows each other a numerical value less than 10 (VIF <10). A VIF value that is smaller than 10 indicates that there is no multicollinearity problem in this research model, whereas when it viewed from the tolerance value on <sup>54</sup> variables of motivation, satisfaction, work environment, it has a value greater than 0.1 (tolerance 0.1), so there is no multicollinearity problem between these three variables.

**Heteroscedasticity Test**

The following table is the result of the heteroscedasticity test for competency variables, work motivation, work satisfaction, work environment towards employee performance.

**Table 4. Heteroscedasticity Analysis of Data**

Variable	Score Sig
Motivation	0,833
Work Satisfaction	0,816
work environment	0,906

24 The table above shows that among the independent variables there is no heteroscedasticity problem because all sig values for each variable is > 0.05

**Autocorrelation Test**

A good regression model is requiring when there are no autocorrelation problems. The impact caused by existing autocorrelation is that the sample variant cannot describe the population variant. The DW value which succeeded from the regression model with amount 2.141 37 whereas from the DW table with a significance of 5% and the amount of data n = 60 and k = 3, there are get a value of dL = 1.4797 and dU = 1.6889. Because the DW value (1.873) lies between dU (1.6889) and 4-dU (2,312) so Ho is accepted, it means that there is no autocorrelation.

**Normality test**

11 Skewness ratio is = 0.056 / 0.309. = 0.18 while the Kurtosis ratio is = 0.466 / 14,08 = 0.76. The criterion test whether the data is normally distributed or not with the provisions, namely if the skewness ratio and the kurtosis ratio are between -2 to + 2, it can be concluded that the data distribution is normal. From the ratio of skewness 11 kurtosis above, it is obtaining 0.18 to 0.76 it means that the value existing in the range between -2 to + 2, it can be said that the data is normally distributed.

**4.4 Model testing**

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**Table 5. Competency F Test Results Motivation, Satisfaction, and Work Environment**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	731.234	3	243.745	69.748	.000 <sup>b</sup>
Residual	195.699	56	3.495		
Total	926.933	59			

29 Testing for motivation, satisfaction, and work environment simultaneously have a significant effect on employee performance it using the F test. From 46 calculation results of multiple regression analysis using SPSS obtained F count = 69,748 and probability 0,000, because the probability value is smaller than α 0.05, so Motivation (X1), Satisfaction (X2), and Work Environment (X3), simultaneously or overall get affect towards employee performance (Y). Thus, based on the calculations above can be concluded that the first hypothesis said that motivation, satisfaction, work environment simultaneously has effects on the performance of employees of Limited Liability Company Anugerah Bara, East Borneo is statistically evident with α 5%.

**4.5 Partial testing**

**Table 6. Partial Regression Coefficient Test**

Variable independent	t <sub>statistic</sub>	t <sub>table</sub>	Sig	Result
Motivation	2.578	1,672	0,013	Significant
Satisfaction	2.078	1,672	0,042	Significant
Work environment	4.783	1,672	0,000	Significant

Dependent variable is Employees Performance

Based on the calculation of the sig value in Table 6. which said that the competency variable (X1) Motivation, (X2) Job Satisfaction, and (X3) work environment has a significant effect on the employee performance variable (Y).

**Table 7. Results of Dominant Variable Regression Coefficient Test**

Variable	B	t count	t <sub>table</sub>	sig	A	Information
Motivation	0.185	2,578	1,672	0,013	0,05	Significant
Satisfaction	0.240	2,078	1,672	0,042	0,05	Significant

Work environment	0,241	4,783	1,672	0,000	0,05	Significant
Dependent variable is Employees Performance						

The calculation results in table 9 which has been claimed earlier, show that the coefficient of each variable is Motivation (X1) 2.578, Satisfaction (X2) 2.078, Work Environment (X3) 4.783 which means that it all has a significant effect on employee performance (Y). So that the third hypothesis test said that there is an assumption that the work environment variable (X3) has a dominant effect on the performance of employees of Limited Liability Company. Anugerah Bara east Borneo is statistically evident with  $\alpha$  5%.

## V. Discussion <sup>52</sup>

The discussion is directed to answer the main research problems in this thesis with the title: *The Influence of Motivation, Job Satisfaction, Work Environment towards Employee Performance* of Limited Liability Company Anugerah Bara East Borneo.

### 5.1 Effect of motivation variables towards employee performance

The results of this thesis showed that motivation is a significant thing which can influence the performance work of employees especially in this cause the author make this research at one of the most popular company in east Borneo namely Limited Liability Company Anugerah Bara, with a significant value among  $0.000 < 0.05$ . Improvement performance of employees is determined by the amount of motivation which has the employees. This thing is certainly caused by the role of employees as spearheads in company activities. This result is supported by research which has made by Ariyani (2017). She was claimed that motivation has a significant effect on employee performance. This thesis is strengthened also by the results of observations and interviews which said that the motivation variable is an important aspect that must exist and must be done by employees at Limited Liability company Anugerah Bara East Borneo. Therefore, employees realize that motivation has a significant effect on employee performance.

### 5.2 The Influence Of Work Satisfaction Variables Towards Employee Performance

The results in this thesis showed that job satisfaction has also a significant effect on employee performance with a significance value of  $0.000 < 0.05$ . According to Rizki and Hajan's research (2017), they were claimed that job satisfaction and work discipline together partially and simultaneously have a positive effect on employee performance. Through observations and interviews in this thesis, it was found that job satisfaction of employees in Limited Liability Company Anugerah Bara east Borneo is needed to improve by the company. The company employees are realized that in devoting themselves as a worker, they have less level in job satisfaction so this problem also give effects on their work performance. Thus, the employees realize that job satisfaction has a significant effect on employee performance at Limited Liability Company Anugerah Bara east Borneo.

### 5.3 The influence of work environment variables towards employee performance

The results in this thesis showed that the work environment has a significant influence on the performance of employees from Limited Liability Company Anugerah Bara east Borneo, with a significance value among  $0.000 < 0.05$ . Improvement Employee performance is determined by a more and more high level of comfort experienced by employees in their work environment. These results are supported by research conducted by Aldo Herlambang et al. (2014) which shows that work motivation and work environment together partially and simultaneously have a positive effect on employee performance. And on the other hand, the research conducted by Nurul et al. (2015) has the same idea. They are claimed that work environment, job satisfaction, and compensation together partially and simultaneously have a significant effect on employee performance.

Strengthened in this thesis by the results of observations and interviews that a supportive work environment variable is an important aspect that must be existing in Limited Liability Company Anugerah Bara east Borneo. Employees feel that a lack of comfort level in their work environment has an impact on their performance as a company employee. Without an adequate work environment, it will give an effect to work performance and of course, it will also give an effect to the output level that will be produced by the company. Therefore, employees, realize that the work environment has a significant influence on employee performance.

### 5.4. Implications of Research Results

As research was conducted in the mine coal company environment, so the conclusions certainly have implications in the mine coal company itself as well as for subsequent research or studies. Therefore, the implications are as follows: The research result about motivation, job satisfaction, and work environment that are claimed before which have a positive relationship is accepted at last.

In this study, statistically tested it appear that the variables of motivation, job satisfaction, and work environment have a value of 0.013, a value of 0.042, and 0.000, it means that respondents at Limited Liability Company Anugerah Bara east Borneo have an assumption that motivation, job satisfaction, and work environment become priority thing to improve employee performance. For this reason, Limited Liability Company Anugerah Bara east Borneo needs to conduct an evaluation of the employees about' motivation, job satisfaction, and work environment and also improve these three variables so that they are getting better in the future. Thus, it can improve employee performance.

At the third hypothesis, it was assumed that the work environment variable has a dominant effect on the performance of employees of limited Liability Company Anugerah Bara east Borneo, this idea could be proved and accepted in this study. This idea has the same aim as Aldo Herlambang's research et al (2014). They claimed that work motivation and work environment together have a positive effect on employee performance, and in the same idea by research from Nurul et al. (2015). They said that work environment, job satisfaction, and mutual compensation gather together has a significant effect on employee performance. On another side that a rewards system is highly needed by employees when an industry is in a highly competitive position (Respati and Triatmanto, 2019)

## VI. Conclusions And Suggestions

### 6.1. Conclusion

The motivation, job satisfaction, and work environment are simultaneously having a significant effect on employees' performance of Limited Liability Company Anugerah Bara east Borneo. Motivation, job satisfaction variables, and work environment variables have a significant effect on employee performance. Therefore, it is concluded that motivation, job satisfaction, and work environment partially affect the performance of employees of PT Anugerah Bara Kaltim. The work environment also has a dominant effect on employee performance. A conducive and comfortable work environment is a must in the company's operational activities, especially in improving the performance of the employees. This shows that the main aspect that needs to be considered in improving employee performance is the extent to which the work environment contributes to improving the performance of employees.

### 6.2 Suggestion

In facing competition in the coal mining industry, employees must continue to increase motivation, to improve the performance of the company. Besides, employees must also pay attention to job satisfaction factors and work environment factors that support the company activities so that the implementation of company operations runs well and the results achieved are satisfactory and following the goals of the company.

The motivation of employee is need to maintained and improved again by giving rewards to employees so they can continue to maintain and increase their motivation. Job satisfaction is needed to be maintained and enhanced by increasing the relationship between employees, especially between employees and superiors, and by creating a system design work which will be to do in the future. The work environment is also needed to maintained and improved again by the company, it does to realization by creating a conducive and comfortable work atmosphere for employees, so they can improve their performance.

For further researchers. This study is only researching the variables motivation, job satisfaction, and work environment at one company. For this reason, it is hoped that the next researcher will examine the other variables, and not only in one company but in the industrial scope. In Hospital management systems have succeeded in creating job satisfaction with nurses' work, salaries, and promotions so that they do not directly need leadership models/styles (Indah et al.,2020). So, future research can be conduct in the hospitality sector.

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Natalia Carolina, et. al. "The Influence Of Motivation, Work Satisfaction And Work Environment Towards Performance Employee Of Limited Liability Company Anugerah Bara East Borneo." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(01), 2021, pp. 12-19.

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