

IMPACT OF WORK MOTIVATION, WORK SATISFACTION AND WORK ENVIRONMENT ON BUSINESS STAFF PERFORMANCE IN PT. B

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ABSTRACT

This study aims to examine the factors that affect the performance of Business staff employees at PT. B. The variables studied were work motivation (X1), job satisfaction (X2), and work environment (X3). Work motivation has five indicators, namely physiological needs, security needs, social needs, appreciation needs, and self-actualization needs. Job satisfaction has five indicators, namely the work itself, the quality of supervision, relations with colleagues, opportunities for promotion, and salary. The work environment has seven indicators, namely coloring, cleanliness, air exchange, lighting, music, security, and noise. The analytical tool used is multiple linear regression analysis. The population in this study is the staff of Business Department staff at PT. B which is 38 respondents. The sampling technique used is saturated sampling. The results showed that work motivation (X1) and work environment (X3) had a positive significant effect on employee performance on Business Department staff at PT. B, while job satisfaction (X2) does not have a significant effect on employee performance on Business department staff at PT. B.

Keywords: work motivation, job satisfaction, work environment, and employee performance.

INTRODUCTION

Employees or staff are people who interact and carry out the operations of a company every day, the success or failure of an organization in achieving its objectives is strongly influenced by the performance of its employees (Paul, 2016). There are many factors that influence performance, factors that will be discussed are work motivation, job satisfaction, and work environment.

Motivation is an inner impulse that causes a person to decide to take action (Chaudhary and Sharma, 2012). Motivation refers to the process in which one's efforts are energized, directed and endured towards achieving goals (Robbins and Coulter, 2010). Well- motivated employees have a big influence on employee performance.

Job satisfaction is a positive feeling about work that results from evaluating and evaluating. Frederick-Herzberg's two-factor job satisfaction theory states that reciprocity is given when employees are satisfied with their work, significantly different from reciprocity of employees who feel dissatisfied with their work (Robbins and Judge, 2012). Employees who are satisfied with their work will do their job well and are responsible for the work done.

Work environment is the whole work equipment and materials that are in the surrounding environment, where a person works with work methods and work arrangements both individually and in groups (Sedarmayanti, 2012). A conducive work environment will make employees feel at home and work optimally. A conducive work environment can be created with a supply of useful facilities, facilities and infrastructure.

PT. B is a footwear manufacturer located in Lamongan, East Java. The company was founded in April 2015, with the main vision being the No. 1 with hugest exporter company in the field of footwear production. Exports of footwear to various countries in the world are the main source of income for PT. B. Export activities at PT. B is handled by the Business department with 38 staff.

Department of Business at PT. B requires staff who have high performance to carry out organizational tasks. Therefore, it is necessary to know what factors influence the performance of Business Department staff at PT. B. The purpose of this study is to examine the effect of work motivation, job satisfaction, and work environment on employee performance.

RESEARCH METHODS

Place and Time of Implementation

The research was conducted at PT. B, a company in the footwear sector having its address at Lamongan, East Java. The time for implementation is March-April 2019.

Population and Samples

The population in this study is the staff of Business Department staff at PT. B. The sampling technique used is saturated sampling. Therefore, the number of samples is equal to the total population, which is 38 employees. Given the relatively small number of study populations, all Business department staff are the research samples. The majority of PT. B is female, where the number of female staff is 30 and male as many as 8. There are 30 people who have a working period of 1-2 years, 6 people with 3-4 years working period, and 2 other people with more than 5 years of service year. Business Staff of PT. B is staff who have high school or undergraduate education. There were 9 people who had high school education and 29 others had a Bachelor's final education.

Analysis Model and Data Analysis Technique

This study uses a qualitative approach by distributing questionnaires to respondents to test the effect of independent variables on the dependent variable. The independent variables to be examined are work motivation (X1), job satisfaction (X2), Work Environment (X3), while the dependent variable is employee performance (Y). The analysis model is described as follows:

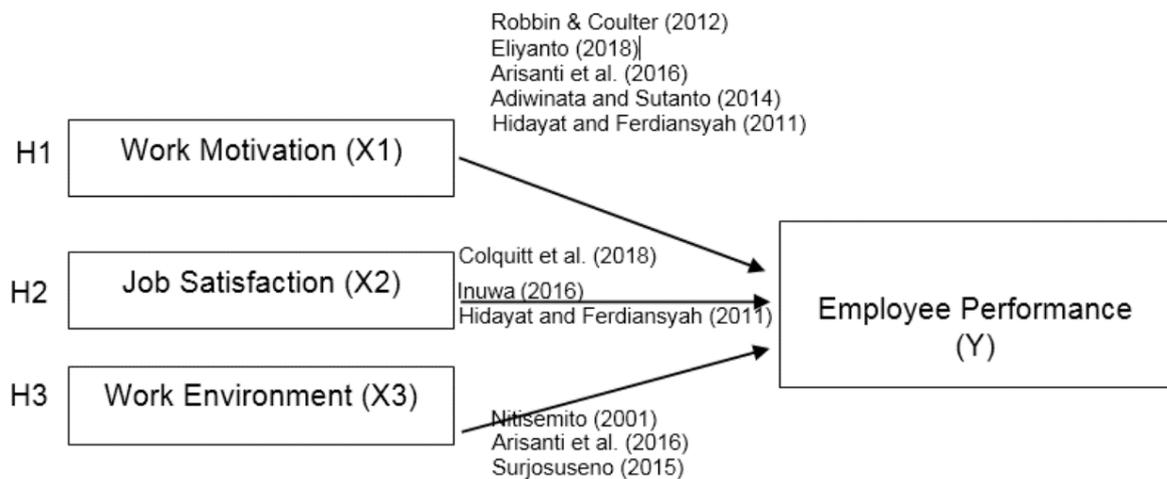


Figure 1. Research Analysis Model

The data processing used in this study is multiple linear regression with the SPSS program. This technique was chosen according to the objectives to be achieved to test the influence of the dependent variable on the independent variable.

Operational Definition of Variables

The motivational variables are 5 indicators presented by Robbin & Coulter (2010). The variables of job satisfaction are 5 indicators presented by Colquitt et al. (2018). The work environment variable has 7 indicators presented by Nitisemito (2001). Employee performance variables have 4 indicators presented by Prawirosentono (2010).

The operational definition of variables are presented in Table 1 as following.

Table 1. Research Variables and Indicators

No	Remarks	Variables	Indicators	Scale
1	Robbin & Coulter (2010)	Work Motivation	Physiological	Interval
			Safety	
			Love/belonging	
			Esteem	
			Self-actualization	
2	Colquitt et al. (2018)	Work Satisfaction	The work itself	Interval
			Quality of supervision	
			Relationship with co-workers	
			Promotional opportunities	
			Salary	
3	Nitisemito (2001)	Work Environment	Colouring	Interval
			Cleanliness	
			Air exchange	
			Lighting	
			Music	
			Security	
			Noise	
4	Prawirosentono (2010)	Employee Performance	Effectiveness and Efficiency	Interval
			Responsible	
			Discipline	
			Initiative	

Result

Characteristics of Respondents

The Characteristics of Respondents are presented in Table 2 as following.

Table 2. Characteristics of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	8	2
	Female	3	1
		0	7
		9	9
Long of Works	1-2 years	3	7
	3-4 years	0	9
	>5 years	6	1
		2	6
		5	5
Education	High	9	2
	School	2	4
	Bachelor	9	7
		6	6

Hypothesis Testing

In this study, we want to know the effect of work motivation variable (X1), job satisfaction variable (X2), and work environment variable (X3) on employee performance variable (Y) with previously fulfilling the validity and reliability testing requirements.

The result of testing the regression constants and coefficients are presented in Table 3.

Table 3. Constants and Coefficients

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	.588	.440
	X1_N	.491	.110
	X2	.160	.132
	X3_N	.244	.133

Based on the results of testing multiple linear regression analysis in Table 3, the multiple regression equations obtained are as following.

$$Y = 0,588 + 0,491 X_1 + 0,160 X_2 + 0,244 X_3$$

According to the regression equation, it can be seen that the regression coefficient of work motivation variable (X1) has a value of 0.491, so the conclusion is that if the work motivation variable increases by 1 unit, it will increase employee performance by 0.491. The equation can be seen that the regression coefficient of job satisfaction variable (X2) has a value of 0.160, then it can be concluded that if the work motivation variable increases by 1 unit, it will increase employee performance by 0.160. The equation can also be known that the regression coefficient of the work environment variable (X3) has a value of 0.244, so it can be concluded that if the work motivation variable increases by 1 unit, it will increase employee performance by 0.244.

Partial Testing

In this study, the partial influence between work motivation variables (X1), job satisfaction variables (X2), and work environment variables (X3) on employee performance variables (Y) is needed. The hypothesis test used in this study is one-sided testing (1-tailed), therefore the output value of Sig. (2-tailed) produced divided into two, namely Sig. (1-tailed). This is because the SPSS software used in the study uses a default test based on two-sided testing. The results of the t test are presented in Table 4 as follows.

Table 4. Regression t Testing Result on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig. (2-tailed)	Sig. (1-tailed)
		B	Std. Error	Beta			
1	(Constant)	.588	.440		1.336	.191	0.095
	X1_N	.491	.110	.544	4.455	.000	0.000
	X2	.160	.132	.200	1.215	.233	0.116
	X3_N	.244	.133	.258	1.830	.076	0.038

Table 4 shows the Sig values. (1-tailed) in the work motivation variable (X1) of 0.000. Based on the significance level of 0.05 (5%), the value of Sig. (1-tailed) less than the significance level. It can be concluded that work motivation has a significant and positive effect on the performance of Business staff employees of PT. B partially. Sig value. (1-tailed) in the job satisfaction variable (X2) of 0.116. Based on the significance level of 0.05 (5%), the value of Sig. (1-tailed) more than the significance level. It can be concluded that job satisfaction does not significantly influence the performance of the staff of Business staff at PT. B partially. Sig value. (1-tailed) in work

environment variables (X3) of 0.038. Based on the significance level of 0.05 (5%), the value of Sig. (1-tailed) less than the significance level. It can be concluded that the work environment has a significant and positive effect on the performance of Business staff employees of PT. B partial.

Discussion

Respondents Description

There were 8 male respondents and 30 female respondents. It can be seen that the majority of business staff of PT. B is female, where the number of female staff is almost three times the number of male staff. The work done by women and men is different. Gender, the assumption that men are stronger than women is the basis of the job differentiation in an organization. Women's working characteristic is more like admin and data processing, men's work is using energy. This shows that the majority of jobs in the Business Department of PT. B uses more mind and time than energy.

There are 30 respondents who have a tenure of 1-2 years, 6 respondents with 3-4 years working period, and 2 respondents with work periods of more than 5 years. It can be concluded that the majority of the business staff of PT. B has worked at the company for 1-2 years with a percentage of 79%. This shows that the business department's turnover rate is very high. Turnover is someone's strong interest in various other alternative jobs outside the organization or chooses to withdraw from current unsatisfactory work. The high turnover rate in the Business Department of PT. B is caused by low performance.

There were 9 respondents who had high school education and 29 respondents had a Bachelor's final education. It can be seen that the majority of PT. B has a Bachelor degree. Education is an important factor in the development and placement of work in an organization. Education is not only knowledge, but also work skills can thus improve performance. Department of Business at PT. B places staff based on education level, namely staff with high school education as Finishing Good Warehouse staff and staff with Bachelor education as office staff (Packaging and Shipping).

Results Description

Impact of Work Motivation on Employee Performance

The results of hypothesis testing indicate that work motivation has a positive direct effect on employee performance. Work motivation is one of the factors that influence employee performance improvement. Jobs without appropriate work motivation can influence employees in carrying out their duties and responsibilities. So the business department management at PT. B must know the desires of employees and determine policies and programs that can meet employee needs and provide appropriate motivation.

Based on the discussion and analysis that has been done, there are several things that can be done by the company to increase the influence of work motivation on employee performance.

1. Hold events, workshops, or gatherings with the aim of establishing relationships between colleagues or leaders.
2. Hold reward programs that are more targeted for employees who excel, not only using rewards materially, but in the form of praise or appreciation.
3. It is better if the management and leaders of the Business department do not provide equally in the provision of salaries and benefits, but can also assess in terms of experience, education, and the responsibilities and difficulties of the work performed.
4. Increasing security in work physically and emotionally. Provide PPE (personal protective equipment) and adequate security for warehouse staff.
5. Guarantees employment or safety in accordance with the danger level of the work carried out

Impact of Work Satisfaction on Employee Performance

The results of hypothesis testing indicate that job satisfaction does not affect employee performance. That is, Business staff respondents at PT. B does not consider job satisfaction as a variable that affects their performance.

The results of this study are different from several theories of Colquitt et al. (2018) which found that job satisfaction has a significant effect on employee performance. Based on the results of testing the second hypothesis (H2), there is no effect of job satisfaction on employee performance. This is not consistent with the theory of research that has been done before, because this research is applied

to Business Department staff with different job characteristics between office and warehouse staff, so that there are differing views and levels of satisfaction with work.

However, job satisfaction is a perception and recognition felt by someone towards the work done. Job satisfaction can be known by comparing self-perceptions of the things they receive and feel with expectations. Job satisfaction is an important thing that must be considered by companies to maintain and improve work effectiveness and efficiency at PT. B.

Based on the discussion and analysis that has been done, there are several things that can be done by the company to increase the influence of job satisfaction on employee performance.

1. Stay responsive in providing input and direction to employees
2. Changing the way from the beginning more often gives work orders to more discussions, invites employees to actively contribute opinions.
3. The warehouse staff promotion rating system should not be confused with office staff. If office staff are judged on merit, the warehouse staff is judged by seniority, loyalty, and responsibility and agility at work.
4. Erase the concept that work in warehouses is low-class work that does not require higher education.

Impact of Work Environment on Employee Performance

The results of hypothesis testing indicate that the work environment has a positive direct effect on employee performance. That is, respondents at PT. B considers that environment as a variable that influences employee performance, a conducive work environment will improve employee performance on Business Department staff at PT. B.

Based on the discussion and analysis that has been done, there are several things that companies can do to increase the influence of the work environment on employee performance.

1. Maintaining a policy towards processing waste and industrial waste.
2. Reward and punishment of the 6S program also involves office staff, so it does not assume that cleanliness is only the responsibility of operators and warehouse staff.

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