



THE EFFECT OF WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION (AT PT ICI PAINTS INDONESIA)

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Abstract: The effect of work motivation and work environment on employee performance is mediated by job satisfaction (at PT. Ici Paint Indonesia). The research used is descriptive analysis and causality of the population. The respondents of this research were 105 population samples, this analysis method used path analysis, coefficients, and inter-dimensional analysis. The results here show (H1) Work motivation has a positive and significant effect on job satisfaction, (H2) Work environment on job satisfaction has a positive and significant effect, (H3) Work motivation on employee performance has a positive and significant effect, (H4) Work environment on employee performance positive and significant effect, (H5) Job satisfaction on employee performance has a positive and significant effect, (H6) Work motivation on performance through job satisfaction has a positive and significant effect, (H7) the work environment on employee performance through job satisfaction has a positive and significant effect. The independent variable (x) is work motivation (x1) and work environment (x2). The dependent variable is job satisfaction (y1) and performance (y2), from the research it is proven from the hypothesis that has been researched and calculated through the Spss 23 application.

Keywords: Work Motivation, Work Environment, Job Satisfaction, Performance

INTRODUCTION

Employee growth, employee maintenance, and employee performance evaluation are all aspects of human resource management. The performance of an organization's personnel has an impact on its success. Human resources are important because humans play an important role in increasing organizational effectiveness. Typical behavior that distinguishes each individual in a work group or social setting and has a significant impact on an event (Amiruddin, 2016). As a result, human resources have an impact on the long-term viability of the company; As a result, performance must be improved to improve the quality of human resources.

On August 11, 1971, PT ICI Paints Indonesia, which is now part of the business founded by AkzoNobelDecorative. Has been a pioneer of superior Dulux™ color wall

coverings since its inception, often using advanced quality materials that are safe for nature. through standards (Health, Safety, Environment, and Security) and commitment to sustainable development. PT ICI Paints Indonesia is a founding member of the Green Building Council Indonesia and holds ISO 14001 and ISO 9001 certifications as well as the Singapore Green Label.

Various buildings throughout Indonesia from hotels, apartments, houses, hospitals, private and state office buildings have been dedicated by PT. Ici Paints Indonesia. The research went through the pre-research stage of 33 respondents what affected the performance of PT Ici Paint Indonesia, the data is through the table below:

Table 1. Things That Influence From Performance

Information	%	Number of Respond
Work motivation	27.3%	9
Work environment	24.3%	8
Job satisfaction	18.1%	6
Commitment	6.1%	2
Incentive	6.1%	2
Workload	6.1%	2
Leadership Style	3%	1
Work Culture	3%	1
Training	3%	1
Work stress	3%	1
Total	100%	33

From the initial results of research on things that can affect employee performance, it can be concluded that the first is motivation at work (29%), the second is the environment at work (23%) and the third is job satisfaction (16%) which most influences employee performance at work. PT. Ici Pains Indonesia.

In order to deepen the research and strengthen the existing phenomena, the authors conduct a more in-depth study of the 3 factors that according to the respondents' perspective have the most influence on performance. Researchers provide statements about motivation at work, work environment, and job satisfaction.

According to research tested by Indra Hendiyana in 2019 at Vocational High Schools in Bogor Regency, West Java about what affects compensation and work motivation on employee job satisfaction and has an impact on employee performance, motivation at work has a positive effect on job satisfaction and employee performance where the better the motivation received by employees the better as well as satisfaction in work and employee performance. Employees do a good job if they have a strong desire and create good motivation for their work.

To examine more deeply about the conditions at PT. Ici Paints Indonesia, the researchers conducted a pre-research on the state of work motivation, through the choice of

samples that affected their performance, with 33 respondents from a total sample of 105 employees, with the results of the pre-research as follows:

Table 2. Pre-research Results on Work Motivation

Number	Statement	Yes		Not	
		(%)	Amount	(%)	Amount
1	Information on career development opportunities is carried out in a transparent manner	54.5%	18	45.45%	15
2	The company provides opportunities for employees to develop careers fairly	57.5%	19	42.42%	14
3	The company recognizes and gives awards for the work achieved	78.7%	26	21.21%	7
4	By fulfilling basic needs, it can encourage enthusiasm at work	72.7%	24	27.27%	9
Average		65.91%	21.75	34.09%	11.25

From the results of the pre-research on work motivation, it can be seen that almost all factors regarding work motivation are still small enough to support the respondent's performance as seen from the average number of incentive fulfillment, namely (65.91%), and it can be seen that information on career development opportunities is carried out in a transparent manner, namely (54.55%). From the results of previous research which states that there is a good role in motivation in work on performance. According to research conducted by Ariadin in 2019 at BCA, tbk and Teko Ruko Jakbar about the influence of motivation, discipline, and the environment at work on employee performance, the work environment has a positive effect on employee performance. So, the better the working atmosphere in an employee's workplace, the better.

Then in addition to pre-research on the work environment to explore the conditions of performance at PT. Ici Paints Indonesia, the researcher also conducted research on the work environment as one of the respondents chosen as a factor affecting their performance, this pre-research was carried out in conjunction with pre-research on the state of the work environment at PT. Ici Paints Indonesia, This pre-research on the work environment is useful to find out the state of the environment in PT. Ici Paints Indonesia with 33 respondents from the total sample of PT. Ici Paints Indonesia as many as 105 responses, with pre-research results as follows:

Table 3. Pre-research Results on Work Environment

Number	Statement	Yes		Not	
		(%)	Amount	(%)	Amount
1	The layout of the space where you work, already supports you at work	75.76%	25	24.24%	8
2	The lighting at the place where you work, is in accordance with	87.88%	29	12.12%	4

	your needs to support activities at work				
3	The security system where you work makes you comfortable working	45.45%	15	54.55%	18
4	Your boss always supports you to develop yourself	51.52%	17	48.48%	16
Average		65.15%	21.50	34.85%	11.50

From the results of the pre-research on the work environment, it can be seen that almost all factors regarding the work environment still do not support the respondents, as can be seen from the average number of job satisfaction that supports work satisfaction activities, namely (65.15%), and it can be seen that Workplace security system makes working comfortable respondents are (45.45). From the results of previous research which states that there is a good influence on the work environment on performance.

According to research conducted by Abdillah Joey Devino in a limited company in Makassar, namely Raja Indo, about the influence of motivation at work, work environment, and job satisfaction on employee performance. Job satisfaction has a beneficial impact on performance according to the study. Therefore, the environment that is applied to employees is getting better at the expected performance of either the employee or the employee.

In addition to pre-research regarding the state of job satisfaction at PT. Ici Paints Indonesia, researchers also conducted a pre-research on the application of job satisfaction to find out more about the conditions of job satisfaction at PT. Ici Paints Indonesia, a pre-research on the state of job satisfaction at PT. Ici Paints Indonesia with 33 respondents from the total sample of PT. Ici Paints Indonesia as many as 105 responses, with pre-research results as follows:

Table 4. Pre-research Results on Job Satisfaction

Number	Statement	Yes		Not	
		(%)	Amount	(%)	Amount
1	Employees feel that there is often a discrepancy between company regulations and implementation	48.48%	16	51.52%	17
2	Employees use the facilities provided by the company only for work matters	57.58%	19	42.42%	14
3	Employees enjoy the work they are currently doing	72.73%	24	27.27%	9
4	Employees are satisfied with the benefits provided by the agency	78.79%	26	21.21%	7
Average		64.40%	21.25	35.60%	11.75

From the results of the pre-research on job satisfaction, it can be seen that almost all factors regarding job satisfaction have not been carried out optimally according to respondents' perceptions, it can be seen from the average number, namely (64.40%), and it can be seen in the fulfillment of job satisfaction that employee respondents feel that there is often a discrepancy between company regulations and implementation, which can be seen in the statement of respondents' willingness that employees feel that there is often a discrepancy

between company regulations and implementation (48.48%). From the results of previous research which states there is a positive relationship about the work environment through employee performance.

Research that looks at the limited liability company Ici Paints Indonesia, which is located at Jl. Boulevard Bintaro. An employee at PT. Ici Paints Indonesia needs to work at a high level so that companies can increase productivity. As a result, it is very important to take action to improve employee performance. The most important thing is a change in motivation and a positive and supportive work environment.

This study is projected to benefit the organization by increasing employee motivation, work environment and job satisfaction, enabling the company to meet its goals.

Interest in researching research with a title through a description through the background is given. Effect of Work Motivation and Work Environment on performance mediated by job satisfaction (At PT. Ici Paints Indonesia)

LITERATURE REVIEW

Work motivation

Motivation in work is defined as a desire to arise within or outside of a person and is a psychological, physiological and environmental process to complete a strong desire and determination, utilizing his strengths and skills, with the aim of achieving satisfaction in accordance with his wishes.

Dimensions in this research refer to:

Abraham Maslow's Hierarchy of Needs Hypothesis. Humans have a number of needs, according to Maslow in Siagian, Sondang (2002), which can be grouped into levels or hierarchies (hierarchy of needs), namely:

- a. Physiological Requirements.
Needs that must be met for life and as basic needs. Food, drink, sexual needs, physical protection needs, housing needs, and so on are all physiological demands.
- b. Security Claims.
The drive for security stems from the desire to be free from all threats. These requirements include the desire to feel comfortable, the desire to be protected from harm, and the desire to avoid environmental disputes.
- c. Social Requirements.
The need to be accepted in society is called a social need. These requirements include the desire to be accepted by friends, co-workers, and the surrounding community, as well as the desire to belong, affiliate, and interact. Social needs refer to a person's desire to be a part of the society in which they live.

Work environment

Work environment refers to all facilities and all that is needed in the work surrounding the employee applies to work and may accept how tasks are completed. Be it the workplace, facilities, cleanliness, lighting, or serenity, it also involves working relationships between company personnel. According to Sedarmayanti (2001:46), the following are indicators of the work environment:

1. Explanation
2. air temperature (Air Temperature)
3. Noise
4. role of pattern (use of color)
5. The size of the room used or needed
6. Guaranteed in safety
7. Employee Relations

Job Satisfaction

Job satisfaction is a set of employee feelings towards their work, both positive and negative, as a result of employee involvement and their work area, such as an understanding of psychological behavior or such as the quality of an employee's job role.

The following are job satisfaction indicators:

Enjoy the effort. Someone who understands where he is going, why he is going there, and how he must get there. He enjoys his profession because he is good at it.

He adores his work. Try your best to give all forms of attention with all your heart in order to achieve the best workmanship for the task. Employees want to give their all, even if it's hard, even if they're not well, even if they don't have time, and even if they don't work.

Morale is an internal agreement that flows from within a person or group of people to achieve certain goals with quality standards. Discipline conditions are set and maintained through a series of behaviors that reflect obedience, loyalty, order, and order. The work that a person does in carrying out the mission that has been assigned to him is based on skill, sincerity, and time.

Performance

Performance refers to a person's overall success in carrying out activities when compared to other options such as work standards, targets or goals, or pre-determined and mutually agreed performance over a certain period of time. The dimensions that will be used in this investigation are as follows, number of jobs available, Individuals or organizations produce a number of jobs as a condition of industrial employment. Each job has its own standards, which employees must meet in terms of knowledge, skills and abilities. High quality work, every worker in the organization must meet certain requirements in order to create jobs of the quality expected by a particular project. Employees must adjust quality standards for each job in order to complete it as needed. Employees perform well if they are able to produce work that meets job quality requirements. Punctuality, because they depend on other jobs, the specified type of labor must be done within a certain time. As a result, if certain areas of work are not completed on schedule, it will hinder work in other areas, resulting in a reduction in the quantity and quality of work. Come or attend, some jobs require employees to work eight hours a day, five days a week. The level of employee attendance in doing so determines employee performance. Ability to work together, certain types of work may require the collaboration of two or more individuals, which requires the cooperation of employees. Employees' ability to collaborate with colleagues can be used to evaluate their performance.

Hyphotesist

The following are the hypotheses presented in this study:

- H1 : Work motivation has a direct impact on job satisfaction.
- H2 : The work environment has a direct impact on job satisfaction.
- H3 : Work motivation has a direct impact on employee performance.
- H4 : The work environment has a direct impact on employee performance.
- H5 : Job satisfaction has a direct impact on employee performance.
- H6 : Work motivation has an indirect impact on employee performance through job satisfaction.
- H7 : The work environment has an indirect impact on employee performance through job satisfaction.

RESEARCH METHOD

Variable Operations

Research Category

The writer will use descriptive and causality research categories in this research.

Operationalization Variables

Variable Free (X):

Variable independent is the defining characteristic or being studied for its impact Factor X in this study is:

- a. Work Motivation (X1)
Wibowo (2016:379) defines motivation as "the drive to a series of processes of human behavior that aims to achieve goals." Meanwhile, motivation contains elements such as producing, guiding, maintaining, showing intensity, being continuous, and having a purpose.
- b. Work Environment (X2)
Sutrisno (2016:118) defines the work environment as "all work facilities and infrastructure around people who are doing work and can affect the implementation of tasks." It also includes work connections between people who are assertive, be it the workplace, facilities, cleanliness, lighting, or serenity.

Variable Bound (Y)

The dependent variable is the variable that arises through functional interactions or as a result of the influence of the independent variable. The following are the dependent variables:

- a. Job Satisfaction (Y1)
A set of employees' feelings about their work is referred to as job satisfaction. As a result of an employee's interaction with his work environment or as a perception of mental attitude, an employee may be happy or unhappy, as well as an employee's evaluation of his work (Priansa, 2016). : 291).
- b. Performance (Y2)

The results obtained by an organization, both business and non-profit, over a certain period of time are referred to as performance (Fahmi, 2016:176).

Types and sources of data, population and samples, research objects

Types and sources of data

The research data is separated into two categories: primary data and secondary data. (PT. ICI Paints Indonesia) provides primary data.

Population and Sample

The census approach was used for sampling this research. In other words, all research questionnaires were used. So there are 105 employees in the sample of this study.

Object of research

In the research using employees at PT. ICI Paints Indonesia as the object of research. The author chose this location because he wanted to learn more about the impact of job satisfaction and staff performance on work motivation and work environment.

Field Research

This investigation can be carried out in a number of ways:

- a. question and answer
- b. observation
- c. questionnaire

Data collection

In the research, a series of questions were asked using a 5-category Likert scale (yono, 2007:87), including:

- a. Group SS allocated number 5
- b. Group S is allocated the number 4
- c. Group N is allocated the number 3
- d. Group TS is allocated the number 2
- e. Group STS is allocated the number 1

Data Validity & Reliability Test

Data Validity Test

The choice to determine whether an instrument item is valid or not depends on how the item is used. using validity test using Pearson correlation analysis. It can be concluded that the item means if the value of $r > r$ at the 5% level. By using Spss, to find the correlation number in the validation test

Here's the formula:

$$r_{itung} = \frac{n(\sum F) - (\sum +) \cdot (\sum F)}{0\{n \cdot \sum +^2 - (\sum +)^2\} \cdot \{n \cdot \sum F^2 - (\sum F)^2\}}$$

Explanation :

r_count = Correlation coefficient
 Xi = Total item value
 Yi = Total total value (all items)
 n = Total respondents

If the instrument is original, here are the correlation index (r) interpretation criteria:

Criteria for Interpreting correlation

Table.5

Interval Coefficient	Accuracy
0.000 to 0.199	SR (Very Low)
0.200 to 0.399	R (Low)
0.400 to 0.599	S (Medium)
0.600 to 0.799	K (Strong)
0.800 to 1000	SK (Very Strong)

Decision making of item validity test, namely:

- 1) If r is positive the result is (+) with rcount > rtable, the description section is valid
- 2) If r is negative the result is (-) with rcount < rtable. The valid description section is invalid

Reliability Test

This technique tests the reliability of a set of values not 0.00-1 but the number of calculations, such as 0.00-10 or 0.00-10, or containing a ratio of 1 to 5 or 1 to 7.

$$r_{44} = \frac{k}{k-1} \left(1 - \frac{\sum Si^2}{\sum Si} \right)$$

Explanation :

r11 = Mark accuracy
 k = score items
 St = variance total
 Si = the amount of variance in the value of each item

Measures of alpha stability can be integrated when the scale is divided into five equal-range groups, similar to what is listed in the table below:

Table 6. Reliable Reliability

SCORE	Reliable Class
0.000 – 0.199	KR (less reliable)
0.000 - 0.399	AR (again reliable)
0.400 – 0.599	CR (fairly reliable)
0.600 – 0.799	R (reliable)
0800 – 1000	SR (very reliable)

Classic Assumption Test

To see if the data is reliable, perform the Classical Assumption Test deviate or not. The Classic Test consists of the following items:

- Normality Test
- Multicollinearity Test

- Heteroscedasticity test

Correlation coefficient

This assumption requires the use of two additional values derived from the Durbin-Watson table values, as follows: DL numbers with DU, respectively, k = independent variable value and n = sample value. The assumption of no autocorrelation is fulfilled if the DN is between the number of DU and $(4-DU)$ (Ghozali, 2007:111)

Analysis Design and Hypothesis Testing

Statistics used in procedures According to Sugiyono, data analysis is important in quantitative research (2012: 147). The data will be analyzed using a descriptive statistical approach in the study.

Inter-Dimensional Correlation Analysis

The strongest connection between the dimensions of the independent variables (motivation at work and the environment at work) as well as the Job Satisfaction Mediation variable and the dependent variable performance were determined along with dimensional correlation analysis.

Table 7. correlation coefficient clarification

0.000 to 0.199	SR (very low)
0.200 to 0.399	R (low)
0.400 to 0.599	S (medium)
0.600 to 0.799	K(strong)
0.800 to 1000	SK (very strong)

Path analysis method

Path analysis method namely the data translation approach used using research.

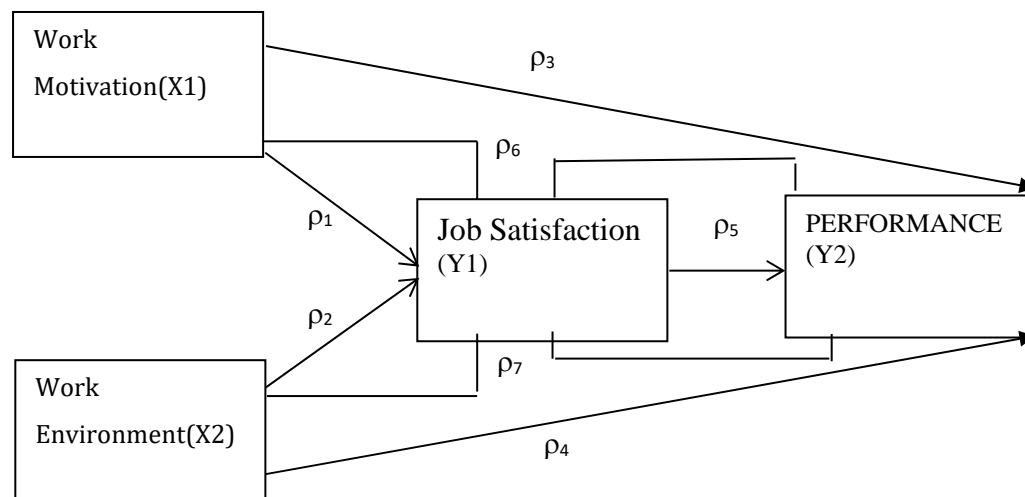


Figure 1. Path Chart

there are 2 structured equations as follows:

$$(1) Y1 = \rho_1 X1 + \rho_2 X2 + e1$$

$$(2) Y2 = \rho_3 X1 + \rho_4 X2 + \rho_5 Y1 + e2$$

Hypothesis testing

Partial Test (t Test)

The decision is made by comparing the t-count value and the significance value according to the significance level used, which is 0.05.

- 1) $H_0 = 0$, it means Work motivation and work environment variables have no effect on employee job satisfaction and performance.
- 2) $H_a \neq 0$, meaning in Work motivation and work environment have a partial impact on job satisfaction and employee performance.

Decision parameters, namely:

H_0 is accepted if $t_{count} < t_{table}$

H_1 is accepted if $t_{count} > t_{table}$

T test formula:

$$t_{count} = \frac{\sqrt{n} r}{\sqrt{1 - r^2}}$$

Information :

r = Correlation

n = Number of observations

RESULTS AND DISCUSSION

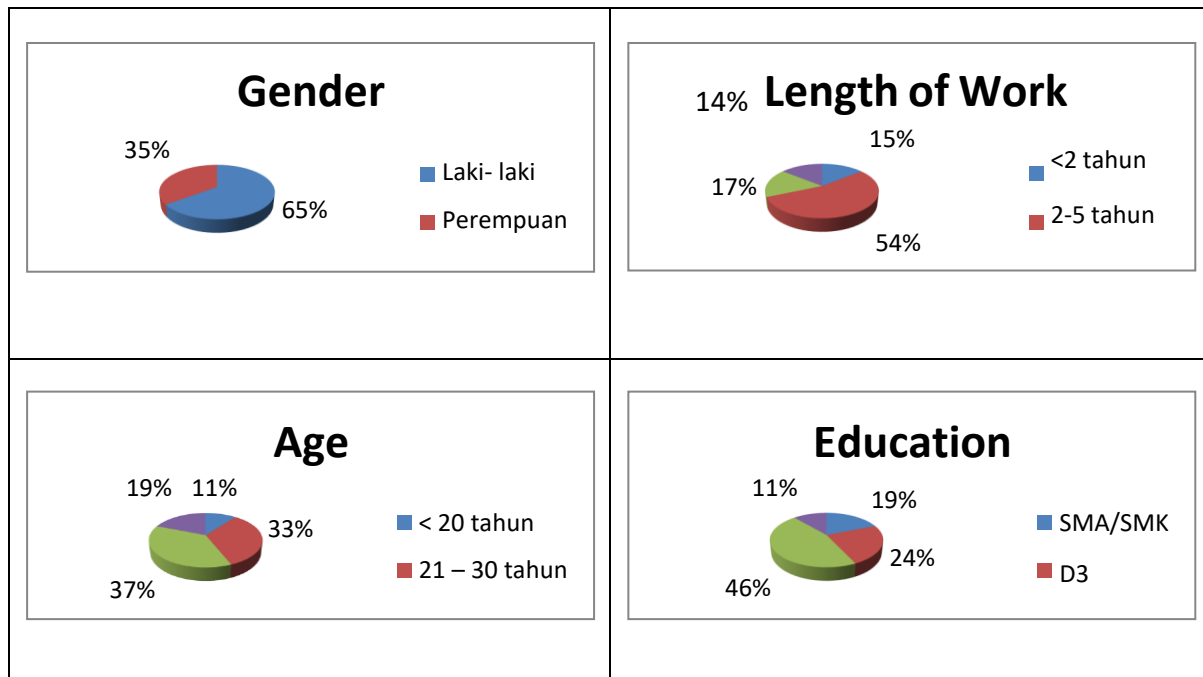
Object of research:

Overview & Description of Research Object

The 105 people who participated in this research were all staff of PT. Ici Paints Indonesia is located at Titan Center, Blok B7/B1, Jl. Boulevard Bintaro Jaya No.05, Pd. Jaya, Kab. matter. Aren, South Tangerang City, Banten 15220.

Table 8. Characteristics of Respondents

Gender Characteristics of Respondents				Characteristics of Respondents based on Length of Work			
No	Gender	Frequency	Percentage	No	Length of working	Frequency	Percentage
1	Man	68	65%	1	Less than 2	15	15%
2	Woman	37	35%	2	2 to 5	57	54%
	Total	105	100%	3	6 to 10	18	17%
				4	over 11	15	14%
					Amount	105	100%
Characteristics of Respondent Age Group				Characteristics of Respondents Based on Education Level			
No	Age	Frequency	Percentage	No	Education	Frequency	Percentage
1	Less than 20	11	11.00%	SMA/SMK	20	19%	SMA/SMK
2	21 to 30	35	33.00 %	D3	25	24%	D3
3	32 to 40	39	37.00%	S1	48	46%	S1
4	over 41	20	19.00%	S2	12	11%	S2
	Amount	105	100%		Total	105	100

**Diagram 1.**

1. In the table and figure above, the respondent's data is based on the type of work, that the respondents are male as many as 68 people or 65% and women as many as 37 people or 35%.
2. The table and figure above explain that 11 or 11% of respondents aged less than 21 years, aged 21-30 years were 35 people or 33%, aged 31-40 years were 37%, while respondents with age more than 41 years were 19 %.
3. The table and figure above shows respondent data based on length of service, respondents with a tenure of less than 2 years 15 or 15%, 2-5 years as many as 57 people or 54%, 6-10 years as many as 18 or 17% and more than 11 years as many as 15 people or 14%.
4. In the table and figure above, it is found that respondents with high school/vocational education levels are 20 people or 19%, D3 are 25 people or 24%, S1 are 48 people or 46% and S2 are 12 people or 11%.

Descriptive Analysis of Respondents Based on Research Variables

Table 9. Interpretation Criteria for Research Correlation

Mark	Class
1,000-1,799	SR(very low)
1,800-2,599	R(low)
2,600-3,399	S(medium)
3,400-4,199	T(height)
4,200-5,000	ST(very high)

Variable Work Motivation**Table 10. Distribution of Staff Answers on Work Motivation**

No.	Indicator	MEAN	Relationship Level
1	The monthly allowance I get is enough to replace gas money to commute to work.	4.44	Tall
2	Health insurance in the office really guarantees my physical and physical health at work.	4.29	Very high
	Physiological needs	4.36	Very high
3	I am very comfortable with the work environment in the office.	3.82	Tall
4	The facilities provided in the office are guaranteed.	3.85	Tall
	Need for security	3.83	Tall
5.	My boss always gives instructions at work.	4.21	Very high
6.	All my co-workers accept my presence as part of the work team.	4.51	Very high
	Social needs	4.36	Very high
7	The office assigns positions to outstanding employees.	3.93	Tall
8	The office honors employees by rewarding potential employees.	4.06	Tall
	Self-esteem needs	3.99	Tall
9	Possibility to do some creative work or come up with new ideas.	4.37	Very high
10	Praise for employee personal development and growth.	4.47	Very high
	The need for self-actualization	4.42	Very high
	Overall average	4.19	Tall

Work Environment Variables**Table 11. Distribution of Respondents' Answers about the Work Environment**

No.	Indicator	MEAN	Relationship Level
1	Existing workspace lighting (sunlight and electricity) meets the requirements.	4.42	Very high
2	The employee's work environment is calm and free from engine noise	4.42	Very high
	Lighting and Noise	4.42	Very high
3	During the day, the air conditioner at work keeps me comfortable.	3.90	Tall
4	The humidity at work has no effect on my body temperature.	3.95	Tall
	Air temperature	3.92	Tall
5	The color of the walls in my office really helps me focus on my work.	4.20	Very high
6	Choosing a uniform color of clothes so that there is togetherness	4.48	Very high
	Use of color	4.34	Very high
7	The work facilities currently available are sufficient adequate to support work activities	4.09	Tall
8	I participate in maintaining cleanliness at work	3.88	Tall
	Required wiggle room	3.98	Tall
9	The existence of security in the office environment, makes me a very good leader	4.46	Very high
10	The relationship between co-workers is very harmonious	4.42	Very high
	Job security and employee relations	4.44	Very high
	Overall average	4.22	Very high

Job Satisfaction Variable

Table 12. Distribution of Respondents' Answers on Job Satisfaction

No.	Indicator	MEAN	Relationship Level
1	My monthly compensation is proportional to the activities I complete.	4.21	Very high
2	When I work overtime, the pay I earn is based on the tasks I complete.	3.89	Tall
	Payment	4.05	Tall
3	The workplace environment where I work is appropriate in terms of comfort.	4.18	Tall
4	My main tasks are well understood and executed.	4.02	Tall
	The Work Itself	4.1	Tall
5	My co-workers are very close to each other.	3.77	Tall
6	Collaborate with my colleagues to increase productivity at work.	3.80	Tall
	Work colleague	3.78	Tall
7	The office has clear rules in place to deal with job rollovers.	3.99	Tall
8	The implementation of workplace policies is being socialized in stages.	4.65	Very high
	Job Promotion	4.32	Very high
9	When employees work according to their responsibilities, superiors expect them to meet targets.	4.30	Very high
10	The boss provides explicit instructions on how to meet goals.	4.12	Tall
	Supervision (Supervision)	4.21	Very high
	Overall average	4.09	Tall

Performance Variables**Table 13. Distribution of Respondents' Answers on Performance**

No.	Indicator	MEAN	Relationship Level
1	My work always meets or exceeds the goals set by the office.	4.55	Very high
2	I was able to complete more work than before.	4.50	Very high
	Number of jobs	4.53	Very high
3	My boss is satisfied with my work.	4.13	Tall
4	I am familiar with and proficient in the work which is my primary responsibility.	4.19	Tall
	Quality of work	4.16	Tall
5	I arrived early during the work hours set by the office.	4.26	Very high
6	I am always on time with my work.	4.36	Very high
	Punctuality	4.31	Very high
7	I am very disciplined about attendance.	4.32	Very high
8	The residual absence rate is high during work.	4.34	Very high
	Presence	4.33	Very high
9	I can work well with other people.	4.10	Tall
10	Always open to other people's differences of opinion.	4.14	Tall
	Cooperation ability	4.12	Tall
	Overall average	4.29	Very high

1. Respondents in the table above shows that employees provide responses to work motivation - an average score of 4.19. Based on the vulnerable category, the interval score at 3.40 to 4.19 is categorized as very high. So with a high interval of work motivation variables will have an impact on employee performance.

2. Based on the table above, it shows that employees respond to work environment variables with an average score of 4.22. Based on the category, the interval score range from 4.20 to 5.00 is categorized as very high. So with a very high interval of work environment variables will have an impact on performance.
3. Respondents in the table above shows that employees give an average job satisfaction variable response of 4.09. Based on the vulnerable category, the interval score at 3.40 to 4.19 is categorized as high. So the very high work variable interval will have an impact on employee performance.
4. Respondents in the table above show that employees respond to performance variables with an average score of 4.29. Based on the vulnerable category, the interval score is at 4.20 to 5.00 categorized as very high.

Validity Test and Reliability Test

Table 14. Validity Test

Total Validity Test of Work Motivation Variable Questionnaire (X1)				Total Work Environment Variable Questionnaire Validity Test (X2)			
number	rcount	rtable	Data	number	rcount	rtable	Data
1.	0.303	0.193	VALID	1.	0.644	0.193	VALID
2.	0.764	0.193	VALID	2.	0.287	0.193	VALID
3.	0.750	0.193	VALID	3.	0.526	0.193	VALID
4.	0.324	0.193	VALID	4.	0.535	0.193	VALID
5.	0.366	0.193	VALID	5.	0.624	0.193	VALID
6.	0.469	0.193	VALID	6.	0.246	0.193	VALID
7.	0.198	0.193	VALID	7.	0.376	0.193	VALID
8.	0.744	0.193	VALID	8.	0.718	0.193	VALID
9.	0.570	0.193	VALID	9.	0.244	0.193	VALID
10.	0.486	0.193	VALID	10.	0.240	0.193	VALID

Total Test Validity of Job Satisfaction Variable Questionnaire (Y1)				Total Test Validity of the Performance Variable Questionnaire (Y2)			
number	rcount	rtable	Data	number	rcount	rtable	Data
1.	0.530	0.193	VALID	1.	0.640	0.193	VALID
2.	0.807	0.193	VALID	2.	0.259	0.193	VALID
3.	0.489	0.193	VALID	3.	0.346	0.193	VALID
4.	0.431	0.193	VALID	4.	0.838	0.193	VALID
5.	0.350	0.193	VALID	5.	0.818	0.193	VALID
6.	0.459	0.193	VALID	6.	0.715	0.193	VALID
7.	0.670	0.193	VALID	7.	0.608	0.193	VALID
8.	0.211	0.193	VALID	8.	0.288	0.193	VALID
9.	0.617	0.193	VALID	9.	0.357	0.193	VALID
10.	0.744	0.193	VALID	10.	0.569	0.193	VALID

Reliability Test

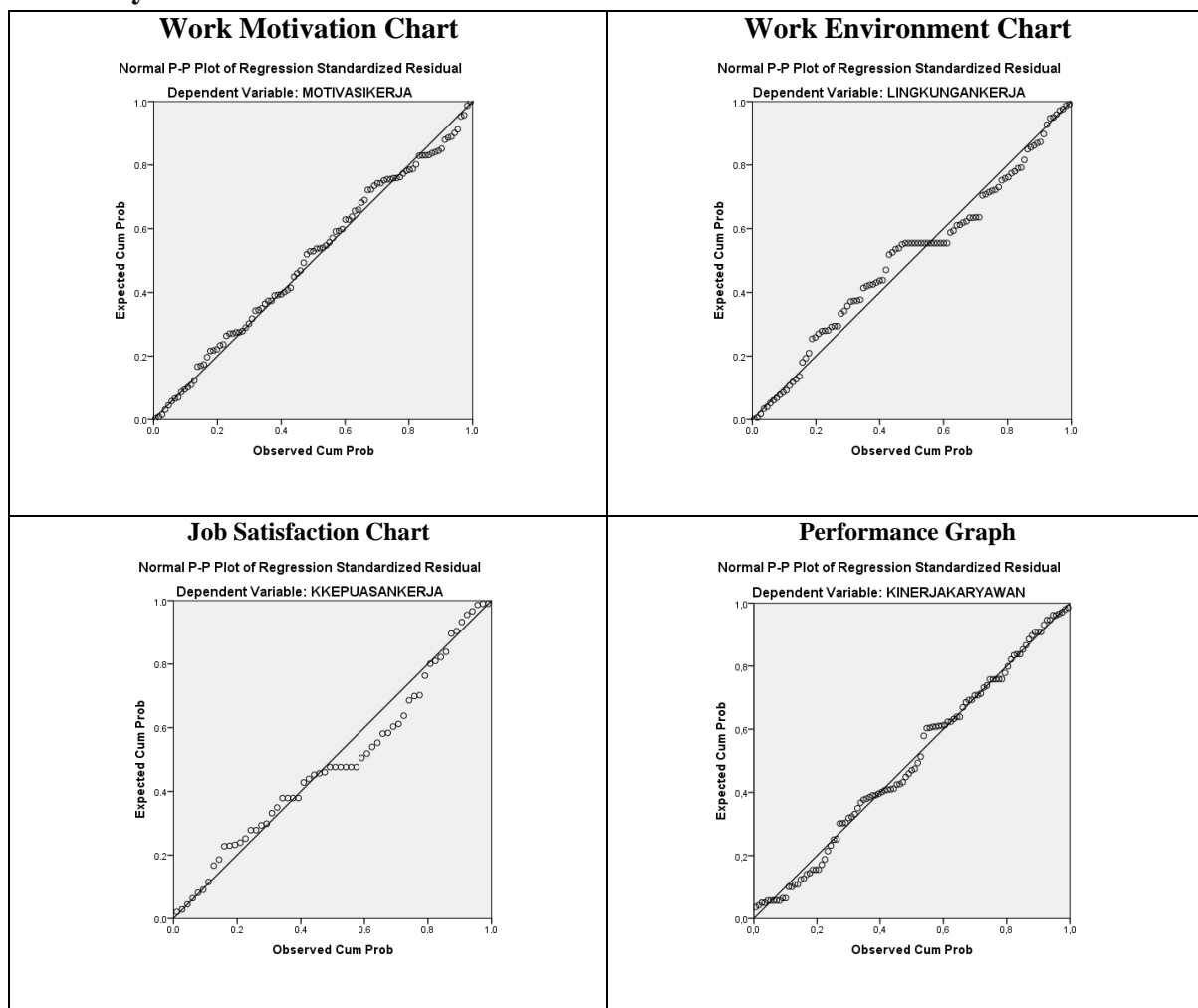
How to get reliability test scores using the SPSS vol software application. 23

Table 15. Reliability Test Results

Number	Variable	Alpha Conbach Results	Alpha Conbach's . Standard Value	Information
1.	Work motivation	0.716	0.600	Reliability
2.	Work environment	0.683	0.600	Reliability
3.	Job satisfaction	0.688	0.600	Reliability
4.	Performance	0.730	0.600	Reliability

Classic assumption test

Normality test



Based on the normal probability plot graph above, it shows that the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality.

**Table 16. Kolmogorov–Smirnov normality
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		105
Normal Parameters, b	mean	,0000000
	Std. Deviation	2.56101739
Most Extreme Differences	Absolute	,138
	Positive	,125
	negative	-,138
Test Statistics		,138
asyp. Sig. (2-tailed)		,200 ^c

a. Test distribution is Normal.

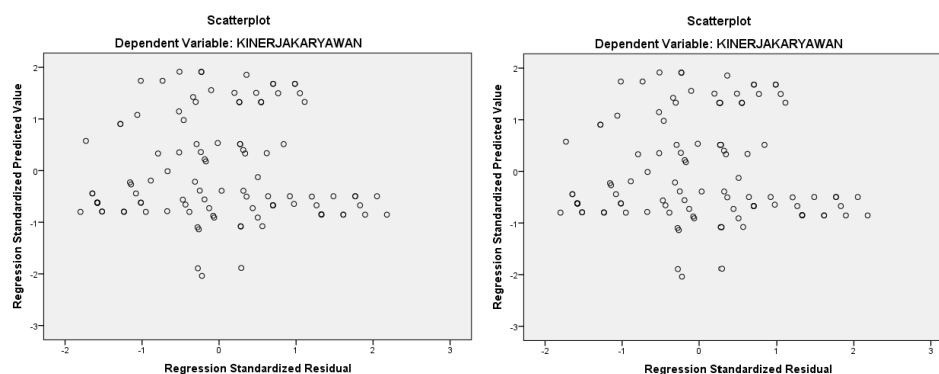
b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table, it can be seen that the value of Asymp Sig, (2-tailed) is 0.200. This means that the value is above the significant value of 5% (0.05). In other words, the variable is normally distributed.

Heteroscedasticity Test

Heteroscedasticity Test



In the picture above, it can be seen that the points spread randomly and do not form a certain clear pattern and are spread both above and below zero on the Y axis. This does not occur heteroscedasticity in the path analysis model, so the path analysis model is feasible to use to predict employee performance based on the independent variable.

Multicollinearity Test

Table 17. Sub-Structure Multicollinearity Test 1

Collinearity Statistics		
Model	Tolerance	VIF
WORK MOTIVATION	,758	1,320
WORK ENVIRONMENT	,758	1,320

Table 18. Sub-Structure 2 . Multicollinearity Test Results

Collinearity Statistics		
Model	Tolerance	VIF
WORK MOTIVATION	0.670	1,493
WORK ENVIRONMENT	0.703	1,423
JOB SATISFACTION	0.710	1,409

From the table above, it can be seen that the Tolerance value of the two independent variables and the Mediation variable is more than 0.1 and the VIF is less than 10, so it can be concluded that in the regression model there is no multicollinearity problem.

Table 19. Correlation Coefficient Analysis Between Variables

Correlations

		Work motivation	Work environment	Job satisfaction	Performance
Work motivation	Correlation	1	,492**	,484**	,611**
	Sig. (2-tailed)		,000	,000	,000
	N	105	105	105	105
Work environment	Correlation	,492**	1	,444**	,171
	Sig. (2-tailed)	,000		,000	,081
	N	105	105	105	105
Job satisfaction	Correlation	,484**	,444**	1	,424**
	Sig. (2-tailed)	,000	,000		,000
	N	105	105	105	105
Performance	Correlation	,611**	,171	,424**	1
	Sig. (2-tailed)	,000	,081	,000	
	N	105	105	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

1. The correlation test of work motivation on job satisfaction = 0.484, which means that the relationship between the two variables is strong and unidirectional.
2. The correlation test of the work environment on job satisfaction = 0.444, which means that the relationship between the two variables is strong and unidirectional
3. The correlation test of work motivation on performance = 0.611, which means that the relationship between the two variables is strong and unidirectional.
4. Work environment correlation test on performance = 0.171 which means that the relationship between the two variables is strong and unidirectional.
5. The correlation test of job satisfaction on performance = 0.424, which means that the relationship between the two variables is strong and unidirectional.

Table 10. Inter-Dimensional Correlation Analysis

Correlations						
		Performance (Y2)				
Var	Dimension	1.	2.	3.	4.	5.
		Number of Jobs	Work productivity	period accuracy	attendance	Cooperation
	Physiological Needs	0.407	0.348	0.382	0.583	0.173

X1

	Safety Needs	0.314	0.124	0.016	0.103	0.574
	Social Needs	0.574	0.546	0.386	0.460	0.605
	Self-Esteem Needs	0.079	0.039	0.039	0.460	0.605
	Self-Actualization Needs	0.613	0.546	0.386	0.460	0.605
	Lighting and Noise	0.173	0.091	0.236	0.168	0.265
X2						
	Air temperature	0.124	0.085	0.092	0.389	0.473
	Use of color	0.135	0.315	0.067	0.228	0.110
	Required wiggle room	0.114	0.295	0.404	0.490	0.487
	Job security and employee relations	0.436	0.158	0.391	0.402	0.154
	Payment	0.484	0.488	0.240	0.041	0.632
Y1	The work itself	0.067	0.572	0.315	0.034	0.225
	Work colleague	0.011	0.065	0.067	0.393	0.339
	Job Promotion	0.117	0.099	0.091	0.206	0.020
	Supervision (Supervision)	0.411	0.552	0.430	0.115	0.483

The effect of correlation analysis between dimensions in the table above:

1. Correlation of motivation to performance

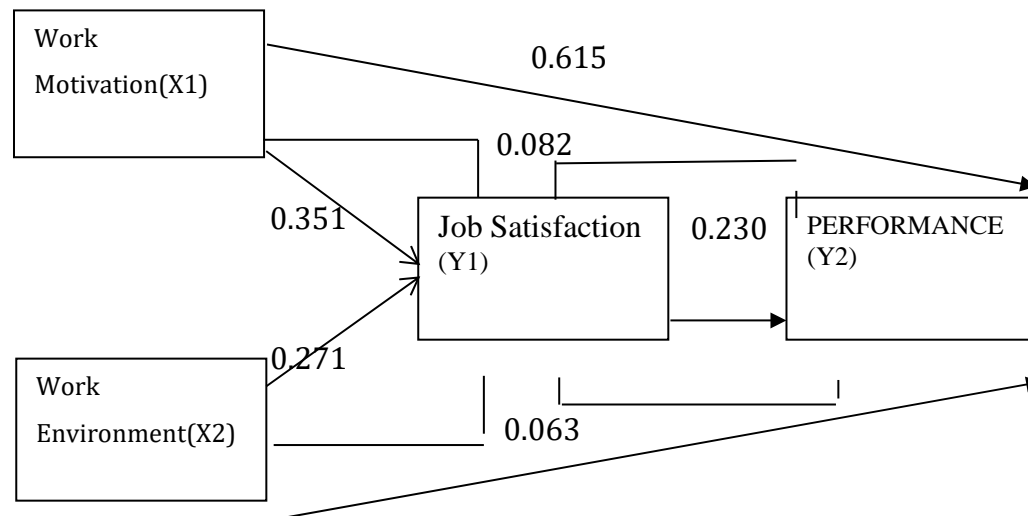
The relationship between the dimensions of work motivation (X1) to performance (Y2), then the largest and smallest estimated relationship with a strong level of relationship is indicated by the work motivation component with the dimensions of self-actualization needs 0.613 and 0.386.

2. Correlation of work environment to performance

The relationship between the dimensions of the work environment (X2) to performance (Y2), then the relationship between the largest and smallest estimates with a strong level of relationship is indicated by the work environment component with the required dimensions of space of 0.490 and 0.114.

3. Correlation of job satisfaction on performance

The relationship between the dimensions of job satisfaction (Y1) to performance (Y2), then the relationship between the largest and smallest estimates with the level of the relationship being shown by the component of job satisfaction with the dimensions of the job itself is 0.572 and 0.034.

Path Chart

$$Y1 = 0.351 X1 + 0.271 X2$$

$$Y2 = 0.615X1 + 0.234 X2 + 0.230 Y1$$

Information :

Y2 = *Performance*

Y1 = *Job Satisfaction*

X1 = *Work Motivation*

X2 = *Work Environment*

β = *Regression coefficient standardized*

e = *Error of term or confounding variables*

Calculating Direct Effect**Table 21. Calculating Direct Effect**

Model	Uns Coefficients		Stan Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toll	VIF
1 (Constant)	19.969	5,417		3,687	,000		
WORK MOTIVATION	,632	,094	,615	6,717	,000	,670	1,493
WORK ENVIRONMENT	,374	,143	,234	2,616	0.000	,703	1,423
JOB SATISFACTION	,298	,115	,230	2,592	.001	,710	1,409

a. Dependent Variable: performance

Sum Results

1. the impact of work motivation on employee performance = 0.615
2. the impact of the work environment on employee performance = 0.234

3. the impact of job satisfaction on employee performance $Y_2 = 0.230$

Table 22. Calculating direct effect

Coefficients^a

Model	Uns Coefficients		Stan Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toll	VIF
1 (Constant)	15,073	4,422		3,409	.001		
WORK MOTIVATION	,279	,076	,351	3,664	,000	,758	1,320
WORK ENVIRONMENT	,335	,119	,271	2,826	,006	,758	1,320

a. Dependent Variable: JOB SATISFACTION

4. the impact of work motivation on job satisfaction = 0.351
 5. the impact of work environment variables on job satisfaction = 0.271

Calculating Indirect Impact

1. Impact of x_1 to y_2 through y_1 . ($0.351 \times 0.234 = 0.082$)
2. Impact of x_2 to y_2 through y_1 . ($0.271 \times 0.234 = 0.063$)

Calculating Total Impact

1. Impact of x_1 to y_2 through y_1 . ($0.351 + 0.082 = 0.697$)
2. Impact of x_2 to y_2 through y_1 . ($0.271 + 0.063 = 0.297$)

Analysis of Substructure 1 and 2

1. The impact of x_1 to y_1 is 0.351
2. The impact of x_2 to y_1 is 0.271
3. The impact of x_1 to y_2 is 0.615
4. The impact of x_2 to y_2 is 0.234
5. The impact of y_1 to y_2 is 0.230
6. The impact of x_1 to y_2 through y_1 is 0.082
7. The impact of x_2 to y_2 through y_1 is 0.063

Discussion

The impact of x_1 to y_1 on PT. ICI Paints Indonesia.

With a p-value of 0.003, the coefficient that has a direct impact on x_1 to y_2 is 0.163, indicating that the more or the greater the work motivation offered to the staff, the higher the performance. 1.659 so that H_0 is rejected will have an impact (H_1) indicating that at PT. ICI Paint Indonesia, work motivation has a strong impact on job satisfaction.

Wibowo (2016: 379) defines motivation as "the impetus for a series of processes of human behavior that seeks to achieve goals." Meanwhile, motivation contains elements such as producing, guiding, maintaining, showing intensity, being continuous, and having a purpose.

The findings of this study are back with previous findings, Teacher work motivation, according to Rifaldi (2014), has a significant impact on teacher job satisfaction. Another study supports the findings of Kolawole et al (2015) that there is a positive relationship between work motivation and job satisfaction. Work motivation and job satisfaction have a fairly strong relationship, according to Indra Hendiyana research at SMK XYZ Bogor Regency about the influence of competence and work motivation on teacher job satisfaction and their impact on teacher performance.

In terms of managerial implications, one of the factors that must be improved, namely physiological needs is one of the factors that must be improved, according to the results of the questionnaire on work motivation variables. There are two statements that are very comfortable with the work environment in the office and the facilities provided in the office are very safe, then what is good, There are two statements of opportunities to do creative work or generate ideas and rewards for the personal development and progress of employees, which are called self-actualization needs. .

The impact of x2 to y1 on PT. ICI Paints Indonesia

With a p-value of 0.001, the coefficient has a direct impact of x2 to y1 of 0.317, indicating that the more or the larger the work environment offered to the staff, the greater the job satisfaction. Furthermore, tcount is 3.341 when using a significant level of 5%. Furthermore, because the t-table value is 1.659 and tcount = 3.341 is higher than 1.659 so that Ho is rejected, it will have an impact (H2) indicating that at PT. ICI Paint Indonesia, the work environment has a strong impact on job satisfaction.

Sutrisno (2016: 118) defines the work environment as "all work facilities and infrastructure that exist around people who are doing work and can affect the implementation of tasks." It also includes work connections between employers, whether it's the workplace, facilities, cleanliness, lighting, or quiet.

In terms of management implications. Based on the results of the distribution of the questionnaire variable x2, one of the variables that must be increased is air temperature. There are two statements: Air conditions in the workplace keep employees comfortable, and humidity in the workplace has no effect on body temperature. The good, especially work safety and employee relations, are two statements: there are security officers in the workplace environment, who make the work very good and very harmonious co-workers relationship.

The impact of x1 to y2 on PT. ICI Paints Indonesia.

With a p-value of 0.000, the coefficient that has a direct impact on x1 to x2 is 0.615, indicating that a lot or a large amount of work motivation is offered to staff, that the performance is also getting bigger. Furthermore, at a significant level of 5%, a t-count of 6.717 was obtained. The t-table value is 1.659, and because tcount = 6.717 is more than 1.659 so that

H_0 is rejected, it will have an impact (H_3) indicating that at PT. Ici Paint Indonesia, work motivation has a strong impact on performance.

Job satisfaction, according to Kreitner and Kinicki, is an affective or emotional reaction to many aspects of one's work (in Wibowo, 2016:132).

The findings of this study agree with Riesmaningsih (2013), who found that the positive and good influence of the results, but had a low association. That is, the encouragement given by schools and foundations has a small impact on teacher effectiveness. Sumarsih explains the same thing, stating that the results of research tests reveal that a teacher's motivation at work has a direct impact on their performance.

Because of the importance of competence and work motivation on teacher job satisfaction and their impact on teacher performance, Indra Hendiyana (2019) found a fairly high association between teacher motivation and performance at SMK XYZ Bogor Regency.

There are results of the distribution of the Job Satisfaction Questionnaire on Performance that the indicator of Self-Actualization Needs on the Number of Jobs if it is associated with the results of the correlation between dimensions in the research results (advantages) is the opportunity to do creative work or develop ideas, as well as recognition of employee personal development and growth and its influence. work consistently meets or exceeds office goals, I am able to achieve more than I could before.

The lack of indicators of the need for security between punctuality and the work environment in the office is troubling, as are the facilities. Scheduled office work and always completes work on time.

The impact of x_2 to y_2 on PT. ICI Paints Indonesia

With a p-value of 0.000, the coefficient that has a direct impact on x_2 to y_2 is 0.234, indicating that the more or larger the work environment offered to the staff, the higher the performance. Furthermore, if tcount is 2.616 at a significant level of 5%, then the t-table value is 1.659 indicating that tcount = 2.616 is greater than 1.659. so that H_0 is rejected will have an impact (H_4) indicates that at PT. Ici Paint Indonesia, the work environment has a strong impact on performance

Employee performance refers to how well they complete their tasks. Performance is an expression of talent or ability, not an individual trait such as talent or ability. Employees work to produce tasks, and the results of the organization's efforts in performance (Priansa, 2016:269). Previous research has found According to Janjang Amiroso & Mulyanto, there is a beneficial relationship between the work environment and employee performance (2013) and Suchel Jayaweera (2014). Anwar Prabu Mangkunegara, a researcher, conducted another investigation (2016). According to Shutrika Rorong (2016), employee performance is influenced by the work environment.

There is a questionnaire distribution test for job satisfaction variables on performance whose indicators are related to the results of the correlation between dimensions in the results of the

study. (advantages) The existing work facilities are adequate to support work activities and contribute to maintaining the cleanliness of the workplace and the impact is very disciplined on absenteeism and high levels of remaining absenteeism during work.

The lack of co-worker signs between the amount of work is that the air conditioner in the workspace keeps me comfortable while I work, and the humidity in the workplace has no effect on my body temperature or its effects. The boss is dissatisfied with the work and believes that he or she does not understand or master the main task .

The impact of y1 to y2 on PT. ICI Paints Indonesia.

With a p-value of 0.001, the coefficient has a direct impact on y1 to y2 of 0.230, indicating that the more or the greater the job satisfaction offered to the staff, the greater the performance. Furthermore, if the t-count is 2.592 and the significant threshold is 5%, the t-table value is 1.659 which indicates that t-count = 2.592 is greater than 1.659 so that H_0 is rejected will have an impact (H_5) indicating that at PT. ICI Paint Indonesia, job satisfaction has a strong impact on the performance of PT. ICI Paint Indonesia.

There is a significant relationship between job satisfaction and teacher performance, according to Indra Hendiyana (2019), the effect of competence and work motivation on teacher happiness and its impact on teacher performance at SMK XYZ Bogor Regency. Based on the analysis of research data by Siti Nurnaningsih and Wahyono (2017),

There are results of distributing job satisfaction questionnaires on performance whose indicators are related to the results of the correlation between dimensions in the research results. (advantage) The money received is balanced with the tasks completed every month, and the rewards obtained are in accordance with the tasks completed during overtime and its impact. Ability to collaborate well with others and accept other people's perspectives.

The lack of indication of co-workers between the number of work is the closeness of co-workers to each other, and the association of co-workers does not support work productivity and its influence. Work results never live up to the office's expectations, and they can't do more work than they used to.

The impact of x1 to y2 is mediated by y1 on PT. ICI Paints Indonesia.

At Pt. ICI Paints Indonesia, the impact of x1 to y2 is mediated by y1 which has a number of 0.069, meaning that every increase in work motivation variables plus job satisfaction will increase employee performance at Pt. ICI Paints Indonesia. The variable of work motivation has an indirect effect of 0.366 on employee performance through job satisfaction. Because the indirect coefficient is greater, it is said that work motivation has an indirect effect on employee performance through job satisfaction, and H_6 is accepted.

Lidia Lusri and Hotlan Siagian examined the effect of work motivation on employee performance by using job satisfaction as a mediating variable on employees of PT. Borwita Citra Prima Surabaya (2017)

Bayu dwilaksono Hanafi (2017) investigated the effect of motivation and work environment on employee performance at PT BNI Lifeinsurance, using job satisfaction as a mediating variable. by job satisfaction, and the final result has a significant effect. The indirect effect of work motivation on employee performance through job satisfaction is higher than the direct effect, according to the findings of this study. This indicates that the motivational variable, i.e. changing the non-functioning portion, is one of the components that may increase motivation and work performance. to increase motivation and improve results

The impact of x2 to y2 is mediated by y1 on PT. ICI Paints Indonesia.

At Pt. Ici Paints Indonesia, the impact of x2 to y2 is mediated by y1 which has a number of 0.069, meaning that every increase in work environment variables plus job satisfaction will increase employee performance at Pt. Ici Paints Indonesia. The work environment variable has an indirect effect of 0.063 on employee performance through job satisfaction. Because the indirect coefficient is greater, it is said that the work environment has an indirect effect on employee performance through job satisfaction, and H7 is accepted.

Bayu dwilaksono Hanafi (2017) investigated the effect of motivation and work environment on employee performance at PT BNI Lifeinsurance, using job satisfaction as a mediating variable. by job satisfaction, and the final result has a significant effect. The indirect effect of work motivation on employee performance through job satisfaction is higher than the direct effect, according to the findings of this study. This indicates that the motivational variable, i.e. changing the non-functioning portion, is one of the components that may increase motivation and work performance. to increase motivation and improve results. According to Silfia Putri,

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

According to the research findings "The Influence of Work Motivation, Work Environment, and Job Satisfaction on Employee Performance (at PT. Ici Paints Indonesia)," it can be concluded that:

1. At PT. Ici Paints Indonesia, work motivation has a beneficial and quite large impact on job satisfaction.
2. At PT. Ici Paints Indonesia, the work environment has a beneficial and significant impact on job satisfaction.
3. At PT. Ici Paints Indonesia, work motivation has a beneficial and significant impact on staff performance.
4. At PT. Ici Paints Indonesia, the working environment has a significant and beneficial impact on staff performance.
5. At PT. Ici Paints Indonesia, job satisfaction has a beneficial and considerable impact on staff performance.
6. At PT. Ici Paints Indonesia, Work motivation has a beneficial and significant impact on staff performance through job satisfaction as a mediating variable.
7. At PT. Ici Paints Indonesia, the work environment has a beneficial and significant impact on staff performance through job satisfaction as a mediating variable.

From the conclusion above in order to improve the performance of existing staff at PT. Ici Paints Indonesia, it is important for the management of PT. Ici Paints Indonesia makes efforts to improve employee performance, one of which is to increase the three variables of work motivation, work environment, and work happiness so that the results of the performance of PT. Ici Paints Indonesia can be monitored accurately.

SUGGESTION

Based on the results of research, discussions, and findings, as well as recommendations the authors provide, namely:

For Companies.

1. Higher calculation results through path analysis are the influence of work motivation, work environment and job satisfaction. So Pt Ici Paints Indonesia is advised to pay attention to these three variables to improve performance for example work motivation for physiological needs, needs that must be satisfied in order to stay alive and basic needs, the need for security. the need for security is the need to be free from all forms of threats, social needs. Social needs are the need to be accepted in the community, the need for appreciation is the need for recognition and self-esteem from employees and their environment, the need for self-actualization. The need for self-actualization is the need for self-actualization by using abilities. The work environment needs to be considered lighting, air temperature, noise, use of color, space required, work safety and employee relations. And job satisfaction is the pleasure of work, love of work, morale, discipline, work performance, where the results to be received have an impact on employee performance, namely the amount of work, quality of work, punctuality, attendance, ability to work together.
2. The relationship between the self-actualization dimension of work motivation with the number of jobs that shows a "strong" correlation, so to improve the performance of Pt Ici Paints Indonesia employees, it is necessary to do things related to the working conditions of employees including: The need for self-actualization is the need for self-actualization by using abilities where employees are able to adapt when doing work to support their performance. Where the performance affects the amount of work produced by individuals or groups as requirements that become job standards. Each job has different requirements so that it requires employees to meet these requirements, both the appropriate knowledge, skills and abilities.
3. The relationship between the work environment, the dimensions of the space required and the presence that shows a "medium" correlation, so that to improve the performance of the employees of Pt Ici Paints Indonesia, it is necessary to do things related to the working conditions of the employees, including: The work facilities currently available are sufficient to support work activities and employees participate in maintaining cleanliness in the workplace. Equipment used to measure complete work smoothness. The availability of complete facilities, although not new, is one of the supporting processes for smooth work, so the performance in the presence of employees is very disciplined in terms of attendance and a high level of residual absenteeism during work.

There are types of jobs that require employees to be present for eight hours a day for five days a week. Employee performance is determined by the level of employee attendance in doing it.

4. The relationship between job satisfaction, the dimensions of the work itself and the quality of work which shows a "medium" correlation, so to improve the performance of Pt Ici Paints Indonesia employees, it is necessary to do things related to the working conditions of employees, including: Comfort conditions to work in the workplace are adequate and understand, master the work that is the main task. Employee work productivity leads employees to job satisfaction. If employees do their job well, the organization will appreciate their productivity. Awards given by the organization can be in the form of salaries or promotions which can then lead to employee satisfaction at work. It can be said that employees who are happy and satisfied with their work will be more productive. Preferably, if the employee is not satisfied with his job. So productivity is low. Mka will improve performance in terms of quality, it will affect superiors, feel satisfied with the work and understand and master the work that is the main task. Every employee in the company must meet certain requirements to be able to produce work according to the quality required by a particular job. Each job has certain quality standards that must be adjusted by employees to be able to do it according to the provisions. Employees have good performance if they can produce work according to the quality requirements demanded by the job.

For further researchers

For academics or researchers who will conduct research on the effect of motivation and work environment on job satisfaction mediated performance.

1. It is recommended to change or add other variables such as commitment, incentives, leadership style, work culture and training.
2. For the mediating variable of job satisfaction, it can be investigated the effect on other independents, because in this study job satisfaction can improve employee performance.
3. Can use other calculation applications such as PLS, SEM, AMOS.

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