

# Effect Of Work Environment And Motivation On Employee Performance With Job Satisfaction As A Mediation

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*Abstract — This study aims to examine the effect of work environment and motivation on job satisfaction and its impact on performance, in this study will examine job satisfaction as a mediating variable. Data were collected from 100 respondents, namely employees at modern minimarkets in Jakarta by purposive sampling method, with the criteria of employees who have worked for more than 1 year and want to fill out a questionnaire. The collected data was tested by path analysis method using AMOS 24.00. The results of this study are the work environment has a significant effect on job satisfaction, motivation has a significant effect on job satisfaction, the work environment has a significant effect on performance, motivation has a significant effect on performance, and job satisfaction is a significant mediating variable for work environment variables and motivation on performance.*

**Keywords :** *Work Environment, Motivation, Employee Performance, Job Satisfaction.*

## I. INTRODUCTION

The strategic role of Human Resources (HR) in the economy has received great attention in today's era of business competition (Darda et al., 2022; Ruhana, 2012). Human Resources is the main factor of macroeconomic growth. Meanwhile, at the micro level, Human Resources are the main resource for sustainable competitive advantage for the company (Idris, 2016). Companies today rely on creativity and innovation to survive and win the business competition, all of which is the result of the thought of employees who work with dedication (Sinaga et al., 2020). Therefore, the strategy to win the competition in the current era of globalization relies on the company's ability to provide comfortable working conditions, comfortable conditions will certainly make employees have high job satisfaction, so that employees are able to provide all their abilities for the advancement of the company (Hartanto, 2009; Putra, 2015).

The company makes human resources as the foundation, but there is a dearth of reliable and competent human resources, even though the world is developing along with advances in computerized technology, humans are still needed to manage the company so that it becomes more advanced. Therefore, HR management that pays attention to the comfort and satisfaction of HR is still relevant and important, so that qualified HR talent remains committed to working optimally (Saputra, 2021; Sosrowidigdo et al., 2011).

Feeling comfortable with work can be called job satisfaction, which can be related to career development opportunities, remuneration received, interaction with fellow workers, type of work, job placement and so on. mileage and others, If all aspects are met, then a feeling of satisfaction will be realized in employees. Conversely, if it is not fulfilled, the employee's level of satisfaction will decrease. Work-related feelings involve wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. While feelings related to himself include age, health condition, ability, education. Employees will feel satisfied at work if all these aspects can be met (Amaliyah et al., 2014; Shodiq, 2021; Sumardi, 2018). However, if these aspects are not met, employees will feel dissatisfied, furthermore satisfied employees will have good performance (Gusriani, 2018).

Satisfaction is influenced by many factors, such as the work environment and motivation to work, the work environment is everything that is around the workers both physically or non-physically that affects the tasks assigned and a conducive work environment will encourage and increase employee work enthusiasm so that Employee Job Satisfaction can be obtained (Handaru et al., 2013; Nabawi, 2020). The condition of the work environment is said to be good if employees can carry out activities optimally, healthy, safe, and comfortable. Therefore, the creation of a good work environment will determine the success of achieving organizational goals.

If the work environment is not good, it will reduce motivation and morale and ultimately can reduce employee job satisfaction (Sidanti, 2015).

A good physical environmental condition can be seen from the design of a workspace that is comfortable to work with, the lighting is also bright enough, the air ventilation ensures air circulation and the adequacy of sunlight also needs to be calculated so that the room is not crowded. The presence of air conditioning must be maintained so that bacteria or germs do not interfere with health. For office design, the choice of wall paint color should be one that excites employees' work passion, in addition to paying attention to aesthetics. Dull wall paint should be replaced immediately. Work desks and chairs are available with due regard to ergonomics and neatly arranged, taking into account the logistical flow of work so that in general a physical work environment is created that is efficient, concise and aesthetically pleasing. Non-physical environmental conditions can be seen from the establishment of a working situation that is full of cooperation, communicates and relates in a healthy and equal way, so that interpersonal relationships are closely intertwined, both to superiors and subordinates. Employees are satisfied because there is a clear career path, appropriate benefits and remuneration, and work placements in accordance with their competencies.

Furthermore, employees must have work motivation. This motivation aims to provide enthusiasm for employees to carry out company tasks. Motivation is closely related to job satisfaction and performance. Changes in performance can be seen from several factors such as decreased attendance, increased labor turnover, increased damage and the emergence of anxiety, demands and strikes. If employees show reluctance to do work because they are faced with an imbalance between expectations and reality, then the accuracy of work and sense of responsibility for the results of their work tends to decrease. One result is frequent mistakes in doing work. A further consequence is damage that exceeds normal limits. If the situation is not addressed immediately, losses tend to increase and satisfaction and performance decrease (Mappakalu, 2013; Yuliyani, 2006). An important driving factor that causes people to work is the existence of needs that must be met. Activities in work contain elements of a social activity, produce something and ultimately aim to meet their needs. However, behind this indirect purpose, people also work to get paid for their work and depend on the company for their life by receiving wages or salaries from the results of their work. So basically people work, not only to maintain their survival, but also to achieve a better standard of living (Halawa, 2021; Lontoh, 2016). Therefore, paying attention to conditions that encourage motivation to achieve satisfaction and performance needs to be carried out by company management.

Research on the work environment, motivation, satisfaction and performance of minimarket employees in Jakarta is currently quite important to do. The work of minimarket employees requires excellent physical, but in the midst of a limited work environment. In serving customers, minimarket employees often find it difficult to rest for a while because of minimal facilities. In this regard, minimarket employees need high motivation so that they are always ready to serve a variety of typical customers.

## **II. LITERATURE REVIEW**

### **A. Work Environment**

According to Nasermodeli, Ling, & Maghnati (2013) stated that buying interest is a consumer's prediction about the consumer's choice regarding which company/store they will choose to make a purchase. According to Kristiana & Wahyudin (2012) buying interest is the stage of the respondent's tendency to act before the buying decision is actually implemented.

The work environment is the material and psychological conditions that exist in the organization, therefore the organization must provide an adequate work environment such as a physical environment (comfortable office layout, clean environment, good air exchange, color, adequate lighting and music). melodious), as well as the non-physical environment (employee work atmosphere, employee welfare, relations between fellow employees, relations between employees and leaders, and places of worship). A good work environment can support the implementation of work so that employees have the enthusiasm to work and improve employee performance (Sidanti, 2015). The work environment is one of the important things to support the process of achieving company goals. The work environment in the company affects the performance carried out by employees. This work environment itself consists of physical and non-physical attached to employees so that it cannot be separated from efforts to develop employee performance. A fresh, comfortable work environment that meets proper standards of needs will contribute to the comfort of employees in carrying out their duties. The work environment is everything that is around employees at work, whether in the form of physical or non-physical, directly or indirectly, which can affect themselves and their work while working (Sahlan et al., 2015). The work environment is influenced by the following factors (Sofyan, 2013):

1. Work Facilities, A work environment that does not support the implementation of work contributes to poor performance such as lack of work tools, stuffy workspaces, poor ventilation and unclear procedures.

2. Salaries and allowances, salaries that are not in line with the expectations of workers will make workers glance at the work environment which guarantees the achievement of work expectations.
3. Working relationships, working groups with high cohesiveness and loyalty will increase work productivity, because one worker and another will support each other in achieving goals and/or results.

## B. Motivation

Motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. A person's motivation is influenced by the intrinsic power of stimuli that exist in the individual concerned, external stimuli may also affect motivation but the motivation itself reflects the individual's reaction to these stimuli (Stephens P Robbins & Judge, 2017).

Motivation is the work done by a manager to inspire, encourage and encourage others. In this case, employees take actions, giving this encouragement aims to activate employees so that they are enthusiastic and can achieve the desired results (Manullang, 2012). David Clarence McClelland in Robbins (2016) with the theory "Mc.Clelland's Achievement Motivation Theory" suggests indicators of employee motivation, including:

### a. Need for achievement (n-ACH)

The need for achievement is the drive to excel, to excel in relation to a set of standards, and to strive for success. individual characteristics that show a high orientation towards achievement include:

- 1) Willing to accept a relatively high risk.
- 2) Desire to get feedback on work results.
- 3) Desire to take responsibility for problem solving.

### b. Need for power (n-POW)

The need for power is the need to make other people behave according to their wishes or a form of expression from individuals to control and influence others. The characteristics of employees who have a need for power are:

- 1) Have the motivation to influence the environment.
- 2) Have a strong character to lead.
- 3) Have ideas to win
- 4) Have motivation to increase personal status and prestige.

### c. Need for affiliation or friendship (n-AFFIL)

The need for affiliation is the desire for friendly and intimate interpersonal relationships. Individuals who have a high need for affiliation are reflected by the following attitudes:

- 1) The desire to have a close relationship.
- 2) Be cooperative.
- 3) Be friendly with other parties.

## C. Job Satisfaction

Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards workers receive and the amount they believe they should receive (Stephens P Robbins & Judge, 2017). Job satisfaction is the thoughts, feelings and tendencies of a person's actions which are a person's attitude towards his work (Wibowo, 2016). The company must be able to create job satisfaction for employees in order to improve the maximum service quality. Satisfied employees will create a pleasant feeling at work, while job satisfaction will have an impact on performance and productivity through improving employee attitudes and behavior at work, satisfied workers will optimally exert their efforts and potential (Priansa & Suwatno, 2016). Thus, it can be concluded that job satisfaction is the attitude of the workforce towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees prefer their work situations.

The factors that influence job satisfaction are (Luthans, 2008);

1. There is an opportunity to use the ability, skills and creative freedom and feedback that is sporty. The challenges of work make passion at work, avoid boredom, but tough challenges can be frustrating.
2. There is a fair remuneration system and career policy. Remuneration is in line with K . career path
3. Working conditions in the company are very helpful for employees at work. With very comfortable and adequate working conditions.
4. Supervision that is fair, open and willing to cooperate with subordinates. Supervision is fair, patient, and considerate so that everyone carries out his work skillfully, thoroughly, intelligently, passionately, and perfectly.
5. There is social interaction and mutual support between co-workers.

#### D. Employee Performance

Performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Sedarmayanti, 2013).

Performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the dependents given to them, which becomes an indicator of employee performance, namely: quality, quantity, duration and cooperation (Mangkunegara, 2015).

##### 1. Quantity of work

The quantity of work is related to the volume of work and work productivity produced by employees within a certain period of time or the results achieved by employees in a certain number based on the standards that have been determined previously by the company.

##### 2. Quality of work

The quality of work is related to the standard of results related to the quality produced by employees. In this case, it is the ability of employees to complete their work according to the standards in the form of accuracy, neatness, and completeness that have been determined.

##### 3. Punctuality

Employees can complete at a predetermined time and maximize the time available for other activities.

##### 4. Cooperation

Ability in the relationship among employees in handling work.

#### E. Research Framework

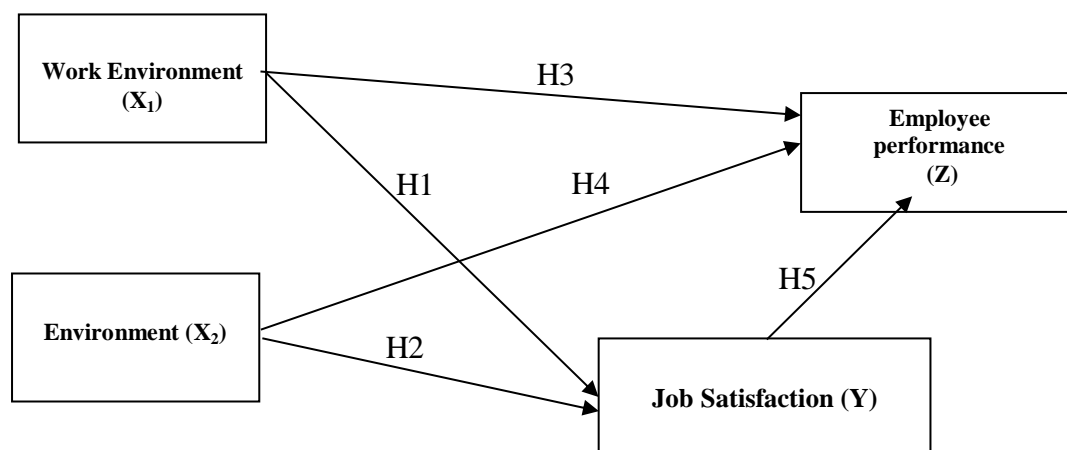


Figure 1. Research Framework

#### F. Hypothesis

- H1 There is a significant effect of the work environment on job satisfaction
- H2 There is a significant effect of motivation on job satisfaction
- H3 There is a significant effect of the work environment on employee performance
- H4 There is a significant effect of motivation on employee performance
- H5 There is a significant effect of job satisfaction on employee performance
- H6 There is a significant effect of the work environment on employee performance through job satisfaction
- H7 There is a significant effect of motivation on employee performance through job satisfaction

### III. METHOD

#### A. Population and Sample

This research will be conducted by distributing questionnaires to minimarket employees in Jakarta. This research was conducted from February 2022 to May 2022. In selecting the sample, the research used purposive sampling, with the criteria of minimarket employees who had worked for at least 1 year and voluntarily filled out the questionnaire that the researcher gave. The sample is part of the population that functions to describe the actual state of the population (Sugiyono, 2018), sampling must represent the characteristics of the entire

population because the sample will be the basis for answering the hypothesis proposed in research on the research object that the researcher has determined, because the object in the population is too broad, the researcher uses unknown population formula (Riduwan & Achmad, 2007).

$$n = \left( \frac{Z_{\alpha/2}}{e} \right)^2$$

Information:

n = Number of samples

Z $\alpha/2$  = confidence level measure  $\alpha = 0.05$  (95% confidence level means Z0.05 = 1.96

e = The level of determination used by stating the maximum error of 20% or 0.20 (error of estimation)

Calculation.

$$n = \left( \frac{1.96}{0,20} \right)^2 = 96,04$$

Based on the sample calculation, the researcher believes with a 95% confidence level that the minimum random sample size is 96.04, but to provide better test results, the number of samples in the study is rounded up to 100 respondents.

**B. Variable Operationalization**

**Table 1. Variable Operationalization**

Variable	Dimension	Indicator	No	Scale
Work Environment	Physical	• Spatial	1	Interval
		• Lighting	2	
		• Air temperature and humidity	3	
		• Noise level	4	
		• Work atmosphere	5	
		• Job security	6	
	No Physical	• Work structure	7	
		• work responsibilities	8	
		• Leadership support	9	
		• Cooperation	10	
Variable	Dimension	Indicator	No	Scale
Motivation	Job challenges	• Opportunity to use skills	1	Interval
		• Kebebasan dalam menyelesaikan pekerjaan Freedom in completing work	2	
		• Feedback	3	
	Wage System and Promotion Policy	• Wages according to work demands	4	
		• Wages according to skills	5	
		• Wages according to community standards	6	
		• Fair promotion policy	7	
	Working conditions	• Comfortable working conditions	8	
		• Sufficient working conditions	9	
Variable	Dimension	Indicator	No	Scale
Job satisfaction	Job challenges	• Opportunity to use skills	1	Interval
		• Kebebasan dalam menyelesaikan pekerjaan Freedom in completing work	2	
		• Feedback	3	
	Wage System and Promotion Policy	• Wages according to work demands	4	
		• Wages according to skills	5	
		• Wages according to community standards	6	
		• Fair promotion policy	7	
		• Comfortable working conditions	8	

	conditions	• Sufficient working conditions	9	
	Supervision	• Fair	10	
		• Open/transparent	11	
		• Be considerate and cooperate	12	
	Work colleague	• Friendly coworkers	13	
• Supportive coworkers		14		
<b>Variable</b>	<b>Dimension</b>	<b>Indicator</b>	<b>No</b>	<b>Scale</b>
Performance	Quality	• Accuracy	1	Interval
		• Skills	2	
	Quantity	• Routine output	3	
		• Additional work output	4	
	Reliability	• Obey Instructions	5	
		• Initiative	6	
	Attitude	• Attitude to the company	7	
		• Attitude to superiors, subordinates and coworkers	8	
		• Attitude to the work environment	9	

**C. Data Analysis**

Data analysis in this study used path analysis with the AMOS 23.00 software tool. According to Ghozali (2011) path analysis is a further development of multiple and bivariate regression analysis. To calculate the mediating effect of employee satisfaction, the Sobel test is used, with the following formula:

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

Sat : The size of the standard error of indirect effect

a : Independent variable path (X) with intervening variable (Y1)

b : Path of intervening variable (Y1) with dependent variable (Y2)

sa : Standard error coefficient a

sb : Standard error coefficient b

To test the significance of the indirect effect, we need to calculate the t value of the coefficient with the following formula:

$$t = \frac{ab}{sab}$$

This t-count value is compared with the t-table value, if the t-count value > the t-table value, it can be concluded that there is a mediation effect.

**IV. RESULT**

**A. Respondent Profile**

**Table 2. Gender**

Gender	Amount	Prosentase (%)
Man	23	23%
Woman	77	77%
Sum	100	100%

The table above describes the respondent's data collected based on the questionnaire at the research location, consisting of 23 men and 77 women.

**Table 3. Age**

Age	Amount	Prosentase (%)
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Age	Amount	Prosentase (%)
≤ 20 Yrs	18	18%
21 - 30 Yrs	65	65%
31 - 40 Yrs	17	17%
Sum	100	100

The table above describes the tenure of the respondents who were collected based on the questionnaire, the conclusion is that the largest respondent's age is between 21 - 30 years, namely 65 people.

### B. Validity and Reliability Test

Validity is a measure that shows the levels of validity or validity of an instrument. A valid or valid instrument has high validity. The number of respondents and the significance (error level) used is 5%, and the number of initial respondents is 30 people, then the r table value is 0.3061.

**Table 4. Work Environment Validity Test Results**

Statement	r count	r table	Info
Work_Environment1	0,818	0,3061	Valid
Work_Environment2	0,842	0,3061	Valid
Work_Environment3	0,651	0,3061	Valid
Work_Environment4	0,810	0,3061	Valid
Work_Environment5	0,885	0,3061	Valid
Work_Environment6	0,837	0,3061	Valid
Work_Environment7	0,688	0,3061	Valid
Work_Environment8	0,725	0,3061	Valid
Work_Environment9	0,891	0,3061	Valid
Work_Environment10	0,675	0,3061	Valid

**Table 5. Motivation Validity Test Results**

Statement	r count	r table	Info
Motivation_1	0,712	0,3061	Valid
Motivation_2	0,662	0,3061	Valid
Motivation_3	0,623	0,3061	Valid
Motivation_4	0,512	0,3061	Valid
Motivation_5	0,620	0,3061	Valid
Motivation_6	0,701	0,3061	Valid
Motivation_7	0,617	0,3061	Valid
Motivation_8	0,619	0,3061	Valid
Motivation_9	0,648	0,3061	Valid

**Table 6. Job Satisfaction Validity Test Results**

Statement	r count	r table	Info
Job_Satisfaction_1	0,801	0,3061	Valid
Job_Satisfaction_2	0,712	0,3061	Valid
Job_Satisfaction_3	0,871	0,3061	Valid
Job_Satisfaction_4	0,645	0,3061	Valid
Job_Satisfaction_5	0,559	0,3061	Valid
Job_Satisfaction_6	0,808	0,3061	Valid
Job_Satisfaction_7	0,582	0,3061	Valid

Job_Satisfaction_8	0,761	0,3061	Valid
Job_Satisfaction_9	0,582	0,3061	Valid
Job_Satisfaction_10	0,852	0,3061	Valid
Job_Satisfaction_11	0,661	0,3061	Valid
Job_Satisfaction_12	0,632	0,3061	Valid
Job_Satisfaction_13	0,751	0,3061	Valid
Job_Satisfaction_14	0,784	0,3061	Valid

**Table 7. Performance Validity Test Results**

Statement	r count	r table	Info
Performance_1	0,856	0,3061	Valid
Performance_2	0,814	0,3061	Valid
Performance_3	0,822	0,3061	Valid
Performance_4	0,835	0,3061	Valid
Performance_5	0,895	0,3061	Valid
Performance_6	0,732	0,3061	Valid
Performance_7	0,653	0,3061	Valid
Performance_8	0,674	0,3061	Valid
Performance_9	0,817	0,3061	Valid

Based on the results of data processing, all question items on the variables in this study are valid, because all have an r value  $> 0.3061$ . while the results of the reliability test can be seen in the following table:

**Table 8. Reliability Statistics**

Variable	Cronbach's Alpha	N of Items
Work_Environment	,807	10
Motivation	,861	9
Job_Satisfaction	,815	14
Performance	,885	9

The standard of reliability testing using Cronbach's alpha value is 0.6 (Suherman & Yusuf, 2021), based on the results of calculations, all reliability test results are above 0.6 so that all are reliable.

### C. Descriptive Statistics

The results of data processing using descriptive statistics are as follows:

**Table 9. Descriptive Statistics**

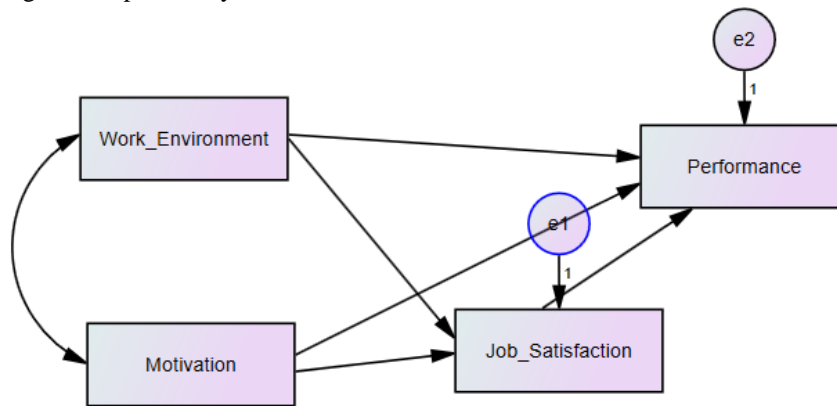
	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment	100	29.00	50.00	40.4900	4.94923
Motivation	100	24.00	45.00	36.0800	4.91684
Job Satisfaction	100	35.00	70.00	56.5300	8.30414
Performance	100	25.00	45.00	36.8700	5.03454
Valid N (listwise)	100				

Based on the results of descriptive statistical data processing, the work environment variable has an average of 40.49, the motivation variable has an average of 36.08. The job satisfaction variable has an average of 56.53 and the employee performance variable has an average of 36.87.



**D. Path Analysis**

The initial image of the path analysis is as follows:



**Figure 1. Initial Research Model**

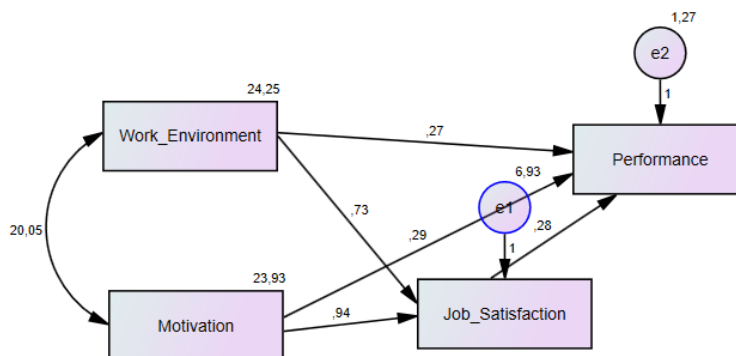
The results of the conformity test (goodness of fit) are based on the following table:

**Tabel 10. Goodness Of Fit**

Goodness of Fit Size	Limit	Result	Conclusion
Chi – Square	The smaller, the better	0,000	Good Fit
RMSEA	0,05 <RMSEA<0,08	1,032	Marginal Fit
TLI	0,80<TLI<1	1,000	Good Fit
GFI	0,80<GFI<1	1,000	Good Fit
NFI	0,80<NFI<1	1,000	Good Fit

From the table it can be seen that the chi square is 0.000 (small), the RMSEA value is 1.032, NFI 1,000 (> 0.8), TLI 1,000 (> 0.8) and NFI 1,000 (> 0.80) all criteria are included in the conclusion of good fit so that the hypothesis testing can be continued.

Furthermore, hypothesis testing from the results of data processing with AMOS 24 can be briefly seen in the following figure:



**Figure 2. Final Research Model**

To clarify the results of data processing in Figure 2, a summary table of path analysis is presented:

**Tabel 11. Regression Weight Results**

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Job_Satisfaction <--- Work_Environment	,729	,097	7,526	***	
Job_Satisfaction <--- Motivation	,937	,098	9,610	***	
Performance <--- Job_Satisfaction	,279	,043	6,482	***	
Performance <--- Motivation	,289	,058	4,967	***	
Performance <--- Work_Environment	,273	,052	5,238	***	

From the results of data processing in table 11, it can be seen the results of hypothesis testing as follows:

1. Effect of Work Environment on Job Satisfaction  
Based on table 11, it is obtained that the P Value of 0.000 is smaller than 0.05 ( $0.0 > 0.05$ ) so it can be concluded that the work environment variable has a significant effect on job satisfaction.
2. The Effect of Motivation on Job Satisfaction  
Based on table 11, it is obtained that the P Value of 0.000 is smaller than 0.05 ( $0.0 > 0.05$ ) so it can be concluded that the motivation variable has a significant effect on job satisfaction.
3. The Effect of Work Environment on Performance  
Based on table 11, it is obtained that the P Value of 0.000 is smaller than 0.05 ( $0.0 > 0.05$ ) so it can be concluded that the work environment variable has a significant effect on Performance.
4. The Effect of Motivation on Performance  
Based on table 11, it is obtained that the P Value of 0.000 is smaller than 0.05 ( $0.0 > 0.05$ ) so it can be concluded that the Motivation variable has a significant effect on Performance.
5. The Effect of Job Satisfaction on Performance  
Based on table 11, it is obtained that the P Value of 0.000 is smaller than 0.05 ( $0.0 > 0.05$ ) so it can be concluded that the Job Satisfaction variable has a significant effect on Performance.

Furthermore, to test the hypothesis of the effect of job satisfaction as a mediating variable of work environment and motivation on performance, it can be calculated using the Sobel test, the results of which can be seen in the following table.

**Table 12. Sobel Test Results**

Variabel	Test Statistics	P-Value
X1 => Y => Z	4.91127844	0.000
X2 => Y => Z	5.36886679	0.000

Based on calculations using the Sobel test, job satisfaction was able to significantly mediate work environment and motivation variables, because the p-value of 0.000 was smaller than 0.05 ( $0.000 < 0.05$ ).

## V. DISCUSSION

1. Effect of Work Environment on Job Satisfaction  
The work environment is the material and psychological conditions that exist in the organization, the physical and non-physical environment must provide work comfort for employees to be more productive, in accordance with management demands. The results of this study indicate that the work environment has a positive and significant effect on job satisfaction. The results of this study are in accordance with Hadinata (2014), Aruan & Fakhri (2015) research which states the same thing, namely the work environment has a significant impact on job satisfaction. This research on employees of modern minimarkets reveals that the conditions of the work environment they feel are already comfortable. Respondents who are young people who have just started work feel very grateful to get a job at a modern minimarket that provides air-conditioned room facilities, adequate lighting, and co-workers who support each other. The opportunity to work at this modern minimarket they can get after going through a rigorous selection, with narrow employment conditions, they are grateful that they are satisfied with the working conditions they are currently experiencing, the results of the interview stated, they feel a decent wage which is equivalent to the regional minimum wage and other benefits that are currently quite rare for newly graduated workers.
2. Effect of Motivation on Job Satisfaction  
Motivation is a process that describes a person's strength, direction and persistence in an effort to achieve goals. Therefore, motivation in general is related to efforts towards each goal, Strength (intensity)

describes how hard a person tries, receives directions that provide benefits to the organization and persistence measures how long a person can maintain his efforts. Motivation is needed in order to achieve performance that has an impact on company goals. The results of this study indicate that motivation has a positive and significant effect on job satisfaction. This is in line with research (Meidita, 2019), (Lumentut & Dotulong, 2015) which states that motivation has a significant impact on job satisfaction. The results of the study revealed that the respondents who were mostly young minimarket employees who took their first career had high strength and perseverance, and obeyed work directions without feeling burdened. They have high work motivation, although in plain view their work has a heavy and exhausting task, so that this makes them feel satisfied with their work and hope to continue to be extended as permanent employees. This is also inseparable from the success of the recruitment process that went well, where modern minimarket personnel were able to choose the best and reliable workers.

3. The Effect of Work Environment on Performance

Work environment that provides comfort will improve performance, this is also evidenced by the results of this study which concludes that the work environment has a positive and significant effect on performance. a work environment that provides comfort will improve performance, this is also evidenced by the results of this study which concludes that the work environment has a positive and significant effect on performance. The results of this study are in accordance with (Hasibuan, 2018) research which states the same thing, namely the work environment has a significant effect on performance. According to the respondents, the working environment conditions are better than the working conditions outside, the AC is always cold so they don't feel the hot and humid air. Lighting is also very good with good ventilation. Colleagues also support each other and work closely together. In addition, with modern minimarket conditions, they are always connected with a free wifi connection. This makes them very grateful to be in a bona fide company so they try to maintain their existing career by working better.

4. The Effect of Motivation on Performance

Motivation is an urge to work to achieve the goals set by the company, daily operational targets are the main goal for minimarket employees. Providing friendly and agile service is one of the main performance indicators. The results of this study indicate that motivation has a positive and significant effect on performance. This study is in accordance with Hasibuan (2018) research which states that motivation has a significant impact on employee performance. Modern minimarket employees, who are generally young in age, feel they have high work motivation every day. In addition to the strict direction and control from the area store manager which requires them to achieve strict daily operational work targets, they also realize that in order to maintain their comfortable working position, they must perform well.

5. The Effect of Job Satisfaction on Performance

Job satisfaction is a feeling of loving work that is realized with discipline, morale and achievement. Theoretically, the relationship between satisfaction and performance is that increasing satisfaction will have an impact on performance, on the other hand, if satisfaction decreases, it will decrease performance. The results of this study indicate that job satisfaction has a positive and significant effect on employee performance. The results of this study indicate that job satisfaction has a positive and significant effect on employee performance, in accordance with (Rosmaini & Tanjung, 2019) research which also states that job satisfaction has a significant effect on performance. Based on the results of observations, modern minimarket employees who become respondents are satisfied with their work and continue to try their best to achieve the best performance.

6. The effect of job satisfaction as a mediating variable of work environment and motivation variables on performance.

The results showed that job satisfaction was a significant mediating variable for the work environment and motivation for the minimarket employee performance variable in Jakarta.

## VI. CONCLUSION

Work environment variable has a significant effect on job satisfaction and performance as a result they also have good performance. Respondents felt that the working environment was comfortable, because work in modern minimarkets has facilities with air-conditioned rooms, adequate lighting, and co-workers who support each other. In difficult economic conditions and limited employment opportunities, they are grateful for the working conditions they experience with a living wage equivalent to the regional minimum wage and other benefits that are currently quite rare for fresh graduates. Motivation variable has a significant effect on job satisfaction and performance. Respondents who are mostly young minimarket employees who are starting their first careers have high strength and perseverance, and obeys work directions without feeling burdened. They have high work motivation, even though their work is physically heavy and tiring, so this makes them feel satisfied with their work and hopes to continue to be extended as permanent employees.

Furthermore, The results showed that job satisfaction was a significant mediating variable for the work environment and motivation for the minimarket employee performance variable in Jakarta.

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