

The Effect of Work Motivation and Work Environment on Employee Performance With Work Satisfaction as a Mediation Variable at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI)

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ABSTRACT

This study aims to determine the effect of work motivation and work environment on employee performance with job satisfaction as a mediating variable at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI). This type of research is Associative. The variables used by researchers are work motivation variables, work environment, job satisfaction and employee performance. The sample in this study were 120 employees of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI) who were selected using Cluster Random Sampling. The data used in this study were primary data with a questionnaire data collection method. The data analysis technique used was Structural Modeling Equation (SEM) with the Lisrel Program Application. The results of this study indicate that: (1) Work motivation has a positive and significant effect on job satisfaction (2) Work environment has a positive and significant effect on job satisfaction (3) Work motivation has a positive and significant effect on employee performance (4) Work environment has a positive and significant effect on employee performance (5) Job satisfaction has a positive and significant effect on employee performance (6) Job satisfaction strengthens the influence of work motivation on employee performance (7) Job satisfaction strengthens the influence of the work environment on employee performance.

Keywords : Motivation, Environment, Satisfaction and Performance

1. Introduction

The company's goals are difficult to achieve without the active role of all human resources owned by the company. need human Resources Which enthusiastic And capable adapt with every changes in technology and the work environment occurs. The factors of employee job satisfaction and work motivation are expected to contribute to behavior to focus on improving optimal performance and company sustainability. The creation of a good company work environment is another factor that supports the optimization of employee performance and company sustainability.

Performance Employees are one of the determining factors success company or organization in reach its purpose. According to [Kasmir \(2019\)](#) Employee performance is the result of work

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and behavior. work that has been done achieved in completing assigned tasks and responsibilities in a period certain. Performance shows the results of work and work behavior of a person or group of people in a period, usually 1 (one) year. Performance can be measured from the employee's ability to complete tasks and not quite enough answer Which given.

Observing the statement of the theoretical concept, according to [Afandi \(2018\)](#) and [Kasmir \(2019\)](#), several factors that can influence performance include job satisfaction, work motivation, work environment, loyalty, work culture, and work discipline.

One of the important factors that affect performance is job satisfaction. Job satisfaction, according to [Edy \(2019\)](#) Job satisfaction reflects a person's feelings towards their work. This can be seen from the employee's positive attitude towards work and everything they face, so that it will support the optimization of the employee's performance itself. Job satisfaction is a person's behavior and response to the work situation being carried out. Job satisfaction is a person's feelings and assessment of their work, especially regarding work conditions in relation to whether the work they do is able to meet their expectations, needs, and desires.

In addition, the factor that influences performance is work motivation. According to [Edy \(2019\)](#) Motivation is a factor which drives someone to do certain activities, motivation often interpreted also as factors that can strengthen the drive for behavior somebody. Motivation questioning how to direct the power and potential of subordinates, as well as being a factor that strengthens the motivation for employees willing to work together productively, successfully achieve and realize goals Which has determined. Providing good motivation to employees is a company effort to improve employee performance in order to obtain maximum results.

Apart from job satisfaction and motivation, the environment Work Also is factor Which influence performance employees. According to [Sedarmayanti \(2017\)](#) stated that the work environment is the overall condition of the environment around it, where a person works, his work methods, and his work arrangements both as individuals and as a group. The work environment can be divided into two, namely the physical work environment and the non-physical work environment.

A comfortable and conducive working environment will also encourage the creation of employee job satisfaction in working. A conducive working environment can make employees feel comfortable and calm in working so that it creates a sense of job satisfaction in employees. However, when the working environment is less conducive, it will make employees less comfortable and feel dissatisfied in working.

2. Literature Review

2.1. Employee Performance

Based on several definitions by [Wibowo \(2018\)](#), [Mangkunegara \(2017\)](#) and [Busro \(2018\)](#), it can be concluded that performance is the work results achieved by employees, both in terms of quality and quantity as determined by the company.

Referring to [Kasmir \(2019\)](#) Factors that influence performance are: Ability and expertise; Knowledge; Work design; Personality; Work motivation; Leadership; Leadership style; Organizational culture; Job satisfaction; Work environment; Loyalty; Commitment; Discipline. According to [Wibowo \(2018\)](#) Performance indicators are as follows: Objectives; Tools or Means; Improving the results achieved; Enthusiasm; Self-development; Quality; Efficiency; Competence. Performance is a very important thing for employees in the

organization. With existence optimization performance employee expected work will implemented in a way efficient and effective , so that This all finally very necessary in achievement the goals that have been achieved set .

2.2. Satisfaction Work

Based on a number of understanding according to expert [Afandi \(2018\)](#); [Edy \(2019\)](#); , so can In conclusion, the definition of job satisfaction is a positive attitude from employees including feelings and behavior towards their work as a sense of appreciation in achieving one of the important values of work.

According to [Kreitner and Kinicki \(2012\)](#) factors that influence satisfaction Work as following: Motivation; Involvement Work; Organizational citizenship behavior; Organizational commitment; Discipline ; Turnover ; Stress Work ; Achievement Work.

[Afandi \(2018\)](#) The indicators of job satisfaction are: covering among others: Work, Wages, Promotion, Supervisor. Colleagues. According to [Busro \(2018\)](#), other opinions. Factors of satisfaction: Job, Myself, Salary, Co-workers, Leader, Promotion, Environment, Work.

2. 3. Motivation Work

Based on several understandings, [Sedarmayanti \(2017\)](#) and [Busro \(2018\)](#) can conclude that work motivation is an internal force that drives a person's enthusiasm to work effectively and with integrity in achieving organizational goals.

According to [Afandi \(2018\)](#) work motivation indicators include:

1. remuneration that is anything in the form of goods, services or money provided by the company to employee .
2. Condition Work that is a series of working environment conditions of a company.
3. Facility Work that is everything that includes facilities and infrastructure in the company that can be occupied and enjoyed by employees, both in direct relation to the work itself and for the smooth running of the work.
4. Performance Work that is a work result achieved by a person in carrying out the tasks assigned to him by the company.
5. Confession from superior which is one of the factors that drives employee motivation that can make employees happy.

Work That Alone namely a situation where employees find interesting tasks, opportunities to learn and opportunities to take responsibility for their work.

2.4. Work Environment

The Environment Work is a designated area or location where employees carry out their work activities. The work environment can have a positive and negative impact on employees. Environment Work Which conducive and good is Which safe, peaceful, clean, quiet, bright, and free from all kinds of threats and disturbance Which can hinder employee For Work in a way optimal. An environment conducive to work will have a positive impact on employee continuity; on the other hand, a work environment that is not conducive enough will have a negative impact on employee continuity.

Based on the work of [Edy \(2019\)](#), [Sedarmayanti \(2017\)](#), [Afandi \(2018\)](#) understand that can It is concluded that the work environment is everything that is around employees and can influence them in carrying out the tasks assigned to them

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Indicators of the environment Work according to [Afandi \(2018\)](#) are as follows: Air, Color, Lighting, Sound. According to [Sedarmayanti \(2017\)](#), the dimensions and indicators of the work environment are as follows: Physical work environment: a) Lighting; b). Circulation of the work space, c). Layout of the room; d). Decoration.; Noise; f). Facilities; availability of facilities. 2) Non-physical work environment: a) Relationship with the leader; b) Relationship with fellow co-workers:

2.5. Framework of Thought

A framework of thought is a temporary explanation of the symptoms that are the object of the problem, the relationship between theories or concepts that support previous research which are used as a systematic arrangement of the research.

The Influence of Work Motivation on Job Satisfaction

According to [Kreitner and Kinicki \(2012\)](#), among the factors that influence job satisfaction is motivation. The role of work motivation is a force that comes from both within and outside a person that encourages employees to behave at work according to the format, direction, intensity and has an impact on job satisfaction.

Research conducted by [Febriani & Krisnabudi \(2015\)](#), entitled The Influence of Compensation and Work Motivation on Employee Job Satisfaction and Performance at PT. Perkebunan Nusantara X (Persero) Kebun Kertosari Jember, found that work motivation has a significant effect on job satisfaction.

The Influence of Work Environment on Job Satisfaction

According to [Jopanda \(2021\)](#), empirically, among the factors that influence job satisfaction is the work environment. The role of the work environment is crucial, including something in the employee's environment that has an impact on job satisfaction and their comfort in carrying out their duties.

Research conducted by [Purwaningsih \(2020\)](#), with the title The Influence of Leadership and Work Environment on Performance with Job Satisfaction as an Intervening Variable (Case Study of Employees of PT Timbul Jaya Boyolali), states that the work environment has a positive effect on job satisfaction.

The Influence of Work Motivation on Performance

According to [Kasmir \(2019\)](#) among factors that affect performance are work motivation. The role of motivation is a positive force that drives employees to take action on work. In essence, work motivation is generated internally and externally so that it will have an impact on improving performance.

Research that has been conducted by [Cahyadi, Lubis and Lubis \(2021\)](#), with title The Influence of Employee Satisfaction and Work Motivation on Work Ethic and its Implications on the Performance of Implementing Employees at PTPN III Palm Oil Plantations and Factories, reveals that work motivation has a significant influence on employee performance.

The Influence of Work Environment on Performance

According to [Kasmir \(2019\)](#) among factors that affect performance are the work environment. The aspect of the work environment is very relevant for employees in carrying out the tasks assigned. Company organizations are required to create a conducive work environment, both

physically and non-physically, so that they can have a tremendous impact on employee productivity.

Research conducted by [Syahrul et.al \(2019\)](#); with the research title: The Influence of the Work Environment on the Performance of Panen Employees in PT Dewata Sawit Nusantara, found that the work environment has a positive effect on employee performance.

Influence Satisfaction Work On Performance

According to [Kasmir \(2019\)](#) among the factors that influence performance is job satisfaction. There is a reciprocal relationship between job satisfaction and employee performance. On the one hand, job satisfaction leads to increased performance so that employees are more productive. While on the other hand, job satisfaction can occur due to performance or work achievements so that employees are more productive. Job satisfaction is an important *point* in organizational effectiveness, because it affects the behavior of each employee in the company. Employees who are satisfied with their work tend to improve their work performance

Previous research conducted by [Sihombing et.al \(2022\)](#), with the title: The Influence of Motivation, Compensation and Job Satisfaction on Employee Performance at PT Perkebunan Nusantara 4 Sawit Langkat, found that job satisfaction has a positive and significant effect on employee performance.

Based on The explanation above , as follows This is picture framework thinking.

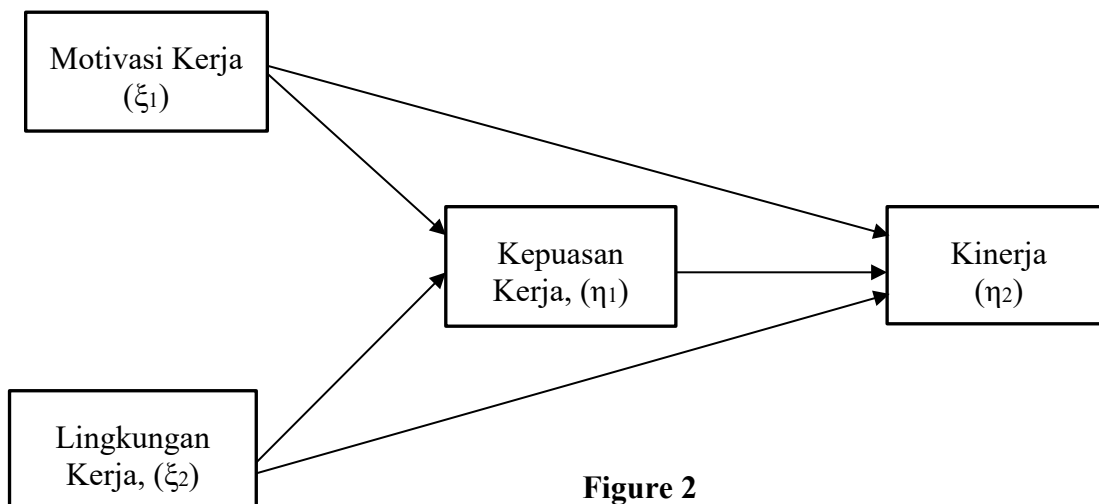


Figure 2
Research Framework

3. Research Method

The object of this research is PT Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI). Address; Simpang Tais Street, Talang Ubi District, PALI Regency.

Types of research used is study associative. The variables involved consist of four variables: a variable that is free or exogenous (motivation, work, and work environment), a variable that is bound or endogenous (performance), and a variable that serves as a mediator (satisfaction with Work).

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Operationalization variable is the process of operationalizing draft a variable so that can measured and observed, and formulated with based on existing dimensions in a draft certain , then categorized into elements that can be measured. The operationalization of the variables in question can be explained in the table below:

Table 1. Operational Variables

Research Variables	Operational Definition	Indicator	Statement items
Employee performance (η_2)	It is the work results achieved by employees, both in terms of quality and quantity as determined by the company PT Suryabumi Agrolanggeng Kab. PALI	1. Purpose 2. Tools and means 3. Knowledge and skills about the job	1-3 4-6 7-9
Job satisfaction (η_1)	It is a positive attitude from employees including feelings and behavior towards their work as a sense of appreciation in achieving one of the important work values at PT Suryabumi Agrolanggeng Kab.PALI	1 The job itself 2. Promotion 3. Supervisor	10-12 13-15 16-18
Work motivation (ξ_1)	It is a driving force from within that encourages a person's work enthusiasm to work effectively and with integrity in achieving organizational goals at PT Suryabumi Agrolanggeng Kab.PALI	1. Working Conditions 2. Work Performance 3. Recognition from superiors.	19-21 22-24 25-27
Work environment (ξ_2)	It is everything that is around the employee and can influence in carrying out the duties carried out by the employee at PT Suryabumi Agrolanggeng. Kab. PALI	1. Air 2. Lighting 3. Relationship between employees	28-30 31-33 34-36

Source: Processed data, 202 4

Population in study is all over plantation employees working for PT Suryabumi Agrolanggeng in PALI Regency. namely 443 person Which on duty in the plantation area (*estate*).

Table 2. Total Employee

Area	Number of employees
Agronomy/Maintenance, Enau <i>Estate</i>	114
Harvesting, Enau <i>Estate</i>	110
Agronomy/Maintenance, Tais <i>Estate</i>	123
Harvesting, Enau <i>Estate</i>	96

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Amount

443

Source: Processed data, 2024

The sample used in SEM (*Structure Equation Modeling*) research is a minimum of 100-200 samples. According to [Hair et.al \(2017\)](#) the guidelines for determining the sample size for structural equation models (*Structural Equation Model*) are as follows:

This study involves 12 indicators and after referring to the guidelines above, a minimum sample size of 12 x 10 is required, which is equal to 120 employees of PT Suryabumi Agrolanggeng, PALI district. The results of the proportion calculation using the *proportionate method* , obtained the number of proportion samples with sample distribution, as follows:

Table 3. Sample Proportion

No	Area	Population	Calculation	Sample
1	Agronomy/Maintenance, Enau Estate	114	(114 / 443) x 120	31
2	Harvesting, Enau Estate	110	(1 10 / 443) x 120	30
3	Agronomy/Maintenance, Tais Estate	123	(1 23 / 443) x 120	33
4.	Harvesting, Enau Estate	96	(96/ 443) x 120	26
Amount		443		120

Source: Processed data, 2024

The technique that will be used for sampling is: *cluster random sampling*

Instrument Data Collection. The questionnaire consists of several statements on a *Likert scale*. The instrument items can be statements or questions. The answers to each instrument item using a *Likert scale* have a gradation from positive to negative. Determination of the score or weight of each statement is done with different answer alternatives, namely:

Table 4. Scoring Answer Questionnaire

No	Scale	Score
1	Strongly agree	5
2	Agree	4
3	Neutral	3
4	Don't agree	2
5	Strongly disagree	1

The data analysis technique used in the study is *structural equation modeling* (SEM). SEM modeling is a development of *path analysis*. In the SEM method, the quality relationship between independent variables (exogenous) and dependent variables (endogenous) is carried out completely. In the use of SEM, not only the direct and indirect quality relationships on the variables are detected, but also the components that contribute to the formation of the construct can be determined.

Data Analysis Model

The structural equation model in SEM involves a number of mathematical symbols that have meaning. The research structure model for the study uses complete indicators, symbols and explanations that can be seen in Figure 2.

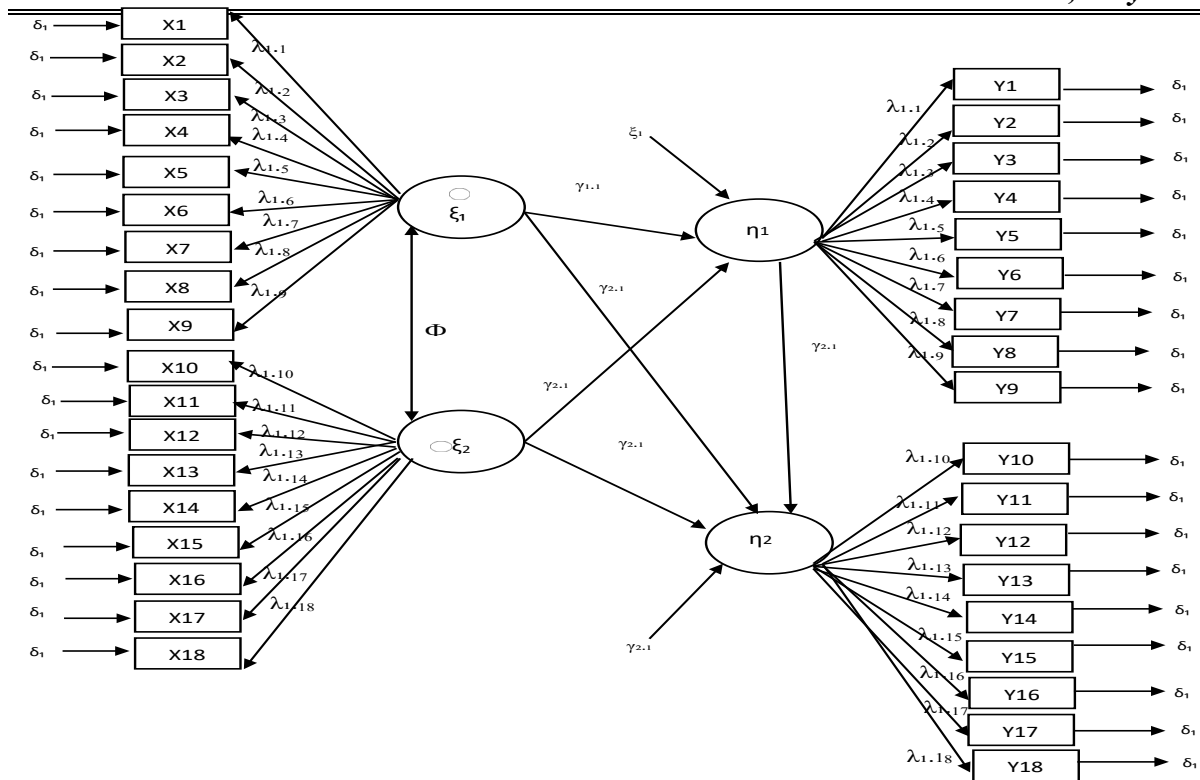


Figure 2. Research Structure Model

Information :

ξ_1 = (ksi); exogenous latent variable of work motivation

ξ_2 = (ksi); exogenous latent variable of work environment

η_1 = (eta); endogenous latent variable of job satisfaction

η_2 = (eta) ; Endogenous latent variable performance

γ =(gamma); direct relationship of exogenous variables to endogenous variables

ϵ =(zeta); error in the equation is between exogenous variables and or endogenous variables against endogenous variables.

β =(beta); direct relationship of endogenous variables to endogenous variables

δ = (delta), measurement error of the exogenous variable

Φ = (Psi), a way of showing the covariance or correlation matrix between a set of constructs.

ϵ = (epsilon), measurement error of the exogenous variable indicator

λ = (Lambda), the relationship between exogenous and endogenous latent variables and their indicators.

X1 to X9 = indicators for exogenous variables of work motivation

X10 to X18 = indicators for exogenous variables of the work environment

Y1 to Y9 = indicators for the endogenous variable of job satisfaction

Y10 to Y18 = indicators for endogenous performance variables

4. Results and Discussion

4.1. Respondent Description

The general description of respondents can be seen through the demographics of respondents which include gender, age and level of education. These demographic factors are seen as influencing the performance which is the topic of the research.

The author will describe the characteristics of the respondents as follows:

4.1.1. Based on type sex

The first characteristic is the gender of the respondent. To find out how many are male and female. can explained following : If you look at from characteristics type sex respondents who became sample in study namely 67.5% of the type sex male and 32.5% female sex Woman .

4.1.2. Based on Age

The second characteristic based on the age of the respondents. To find out how many ages Respondent can explained as following : If you look at from characteristics The age of the respondents who were the sample in this study was 45% of respondents aged 21-30 years, 33% of respondents aged 31-40 years, 22 % of respondents aged 41-50 years

4.1.3. Based on Education Level

The fourth characteristic is characteristics based on level education respondents , for know How many amount respondents who level high school, DIII, S1 and S2 education can seen in the table following : If you look at from level education respondents who became sample in study This which is 43% level high school education , 22% level DIII education , 30% level S1 education , and 5% level Masters education .

4.2. Research Data Analysis

4.2.1. Confirmatory Factor Analysis (CFA)

Analysis This done to all construct in a way separated in *measurement model* test framework through evaluation to validity construct and reliability construct

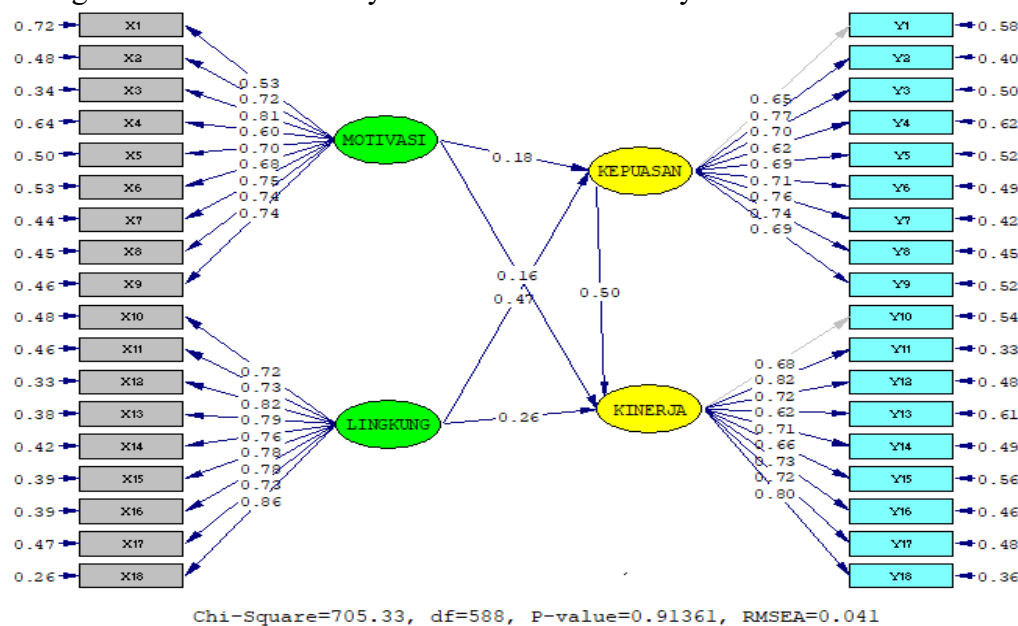


Figure 3 Confirmatory Factor Analysis

Based on image 2 above show that all over variable loading factor own mark more big from error value . This is show that CFA (Confirmatory Factor Analysis) examiner at stage beginning of the image on Already fulfil For testing stage furthermore .

4.2.2. Validity Test Construct

Validity A manifest (observed) variables are evaluation on load factor (*loading factor*) of variable the to variable its latent . A variable said have good validity to variable construct or variable latent Riadi (2018), if *Average Variance Extract* (AVE) more big from 0.50.

The results of working on each variable are:

Performance Validity Test Results

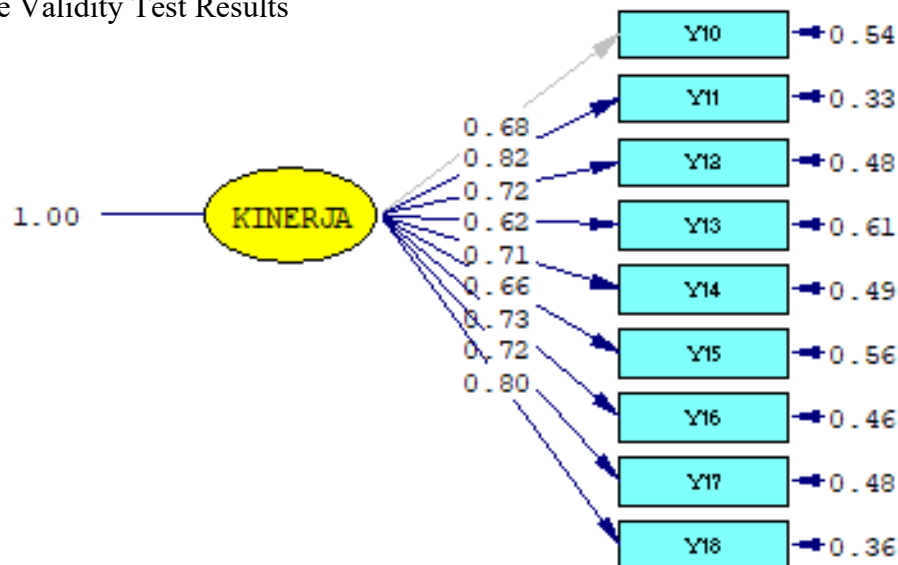


Figure 4 Performance (kinerja) *loading factor*

Based on the validity test statement construct each performance instrument more big from 0.05 (figure 4) and overall mark *Average Variance Extract* (AVE) more big from 0.50. The results show that all indicator variable performance has passed the validity test , because has fulfil condition that is loading factor value ≥ 0.05 so that the instrument declared valid and can made into tool valid measure in analysis furthermore.

a) Validity Test Results Satisfaction

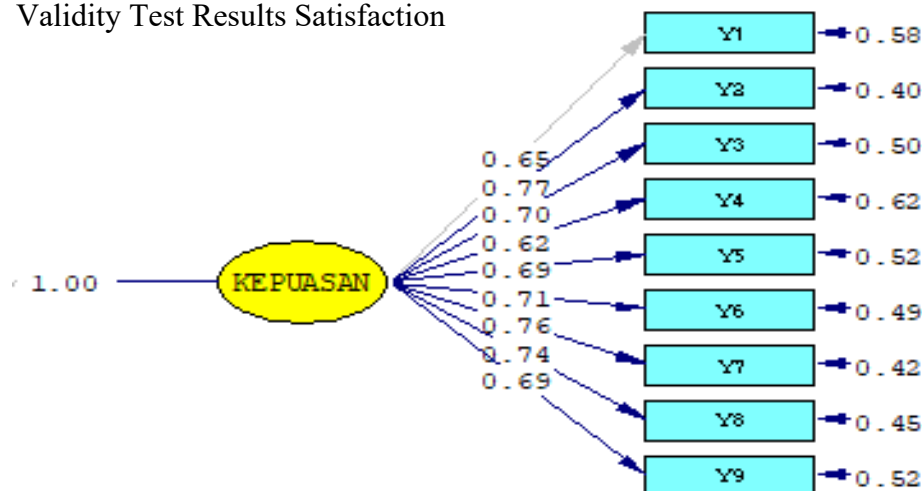


Figure 5 *Loading factor* Satisfaction (kepuasan)

Based on the validity test statement construct of each satisfaction instrument more big from 0.05 (figure 3) and overall mark *Average Variance Extract* (AVE) more big from 0.50. The results show that all indicator variable satisfaction has passed the validity test , because has fulfil condition that is loading factor value ≥ 0.05 so that the instrument declared valid and can made into tool valid measure in analysis furthermore .

b) Motivation Validity Test Results

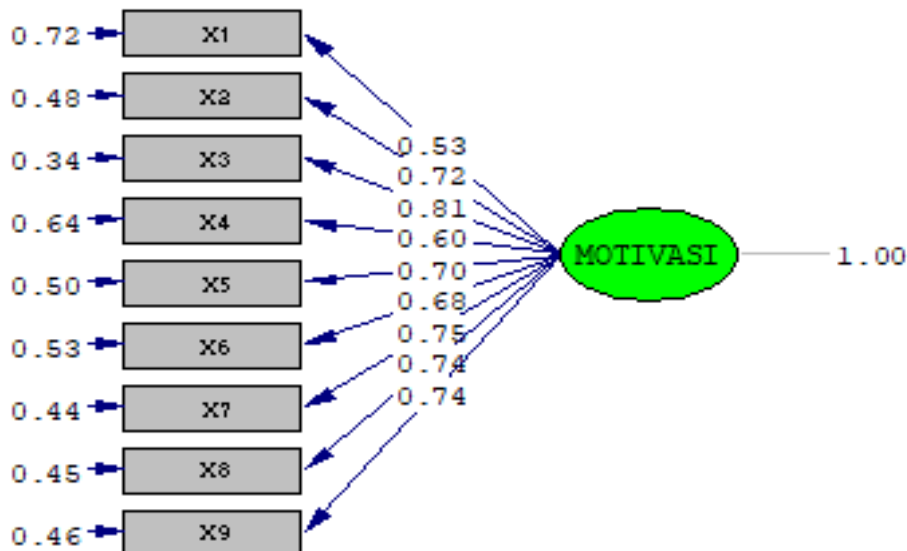


Figure 6. *Loading factor* Motivation (motivasi)

Based on the validity test statement construct each motivational instrument more big from 0.05 (figure 3) and overall mark *Average Variance Extract* (AVE) more big from 0.50. The results show that all indicator variable motivation has passed the validity test , because has fulfil condition that is loading factor value ≥ 0.05 so that the instrument declared valid and can made into tool valid measure in analysis furthermore.

c) Validity Test Results Environment

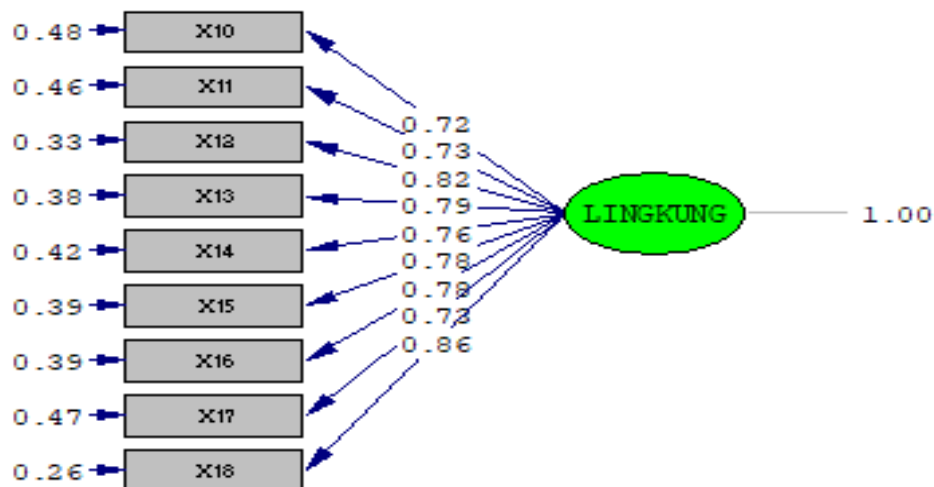


Figure 7. Environmental (lingkungan) *loading factor*

Based on Table IV.4, the validity test statement construct each environmental instrument more big from 0.05 (figure IV.1) and overall mark *Average Variance Extract* (AVE) more big from 0.50. The results show that all indicator variable environment has passed the validity test , because has fulfil condition that is loading factor value ≥ 0.05 so that the instrument declared valid and can made into tool valid measure in analysis furthermore .

4.2.3. Reliability Test Construct

Table 5: Construct Reliability Test Results

Variables	Indicator	Standard Loading	Measurement Error	Standard Loading Factor ²	CR
Performance	Y10	0.68	0.54	0.46	0.91
	Y11	0.82	0.33	0.67	
	Y12	0.72	0.48	0.52	
	Y13	0.62	0.61	0.38	
	Y14	0.71	0.49	0.50	
	Y15	0.66	0.56	0.44	
	Y16	0.73	0.46	0.53	
	Y17	0.72	0.48	0.52	
	Y18	0.80	0.36	0.64	
	Sigma	6.46	4.31	4.67	
	Sigma ²	41.73			
Satisfaction	Y1	0.65	0.58	0.42	0.90
	Y2	0.77	0.40	0.59	
	Y3	0.70	0.50	0.49	
	Y4	0.62	0.62	0.38	
	Y5	0.69	0.52	0.48	
	Y6	0.71	0.49	0.50	
	Y7	0.76	0.42	0.58	
	Y8	0.74	0.45	0.55	
	Y9	0.69	0.52	0.48	
	Sigma	6.33	4.50	4.47	
	Sigma ²	40.07			
Motivation	X1	0.53	0.72	0.28	0.90
	X2	0.71	0.48	0.50	
	X3	0.81	0.34	0.66	
	X4	0.60	0.64	0.36	
	X5	0.70	0.50	0.49	
	X6	0.68	0.53	0.46	
	X7	0.75	0.44	0.56	
	X8	0.74	0.45	0.55	
	X9	0.74	0.46	0.55	
	Sigma	6.24	4.56	4.41	
	Sigma ²	39.19			
Environment	X10	0.72	0.48	0.52	0.93
	X11	0.73	0.46	0.53	
	X12	0.82	0.33	0.67	
	X13	0.79	0.38	0.62	
	X14	0.76	0.42	0.58	
	X15	0.78	0.39	0.61	

X16	0.78	0.39	0.61
X17	0.73	0.47	0.53
X17	0.86	0.26	0.74
Sigma	6.11	2.86	4.68
Sigma ²	37.33		

Source : Research Data Processing Results , 2025

Based on Table 5 above show that , the results calculation CR value > 0.70 so that can concluded that all over construct on *full model loading factor* For variable performance , satisfaction work , motivation and environment in study This is can acceptable and reliable .

4.2.3. Model Fit Test

Based on lamparian *Goodness of Fit* . can made summary model fit test results as following :

Table 6. Goodness Of Fit Index Table

Goodness Of Fit Index	Cut Of Value	Analysis Results	Model Evaluation
P-Value	≥ 0.05	0.91	Good Fit
RMSEA	≤ 0.1	0.04	Good Fit
GFI	≥ 0.90	0.75	Fit
NNFI	≥ 0.90	0.97	Good Fit
SRMR	≤ 0.1	0.07	Good Fit
IFI	≥ 0.90	0.97	Good Fit
CFI	≥ 0.90	0.97	Good Fit
RFI	≥ 0.90	0.89	Fit
NFI	≥ 0.90	0.9	Good Fit

Source : Research Data Processing Results , 2025

Based on Table 6 it can be concluded that the model is already Good Because criteria *goodness of fit index* in a way overall Already enter in category *good fit* , so that No need done model modification .

a. Analysis Structural Equation Modeling (SEM)

1) Structural Model

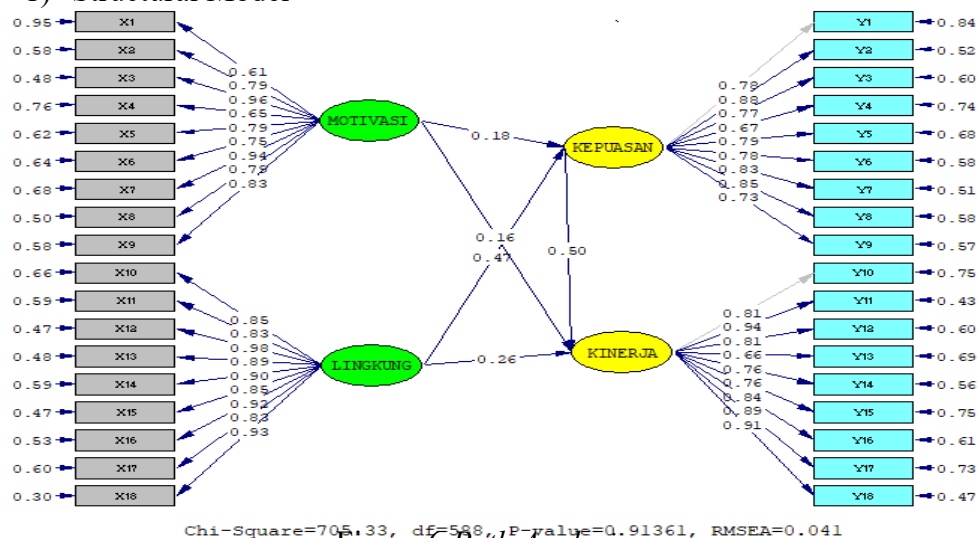


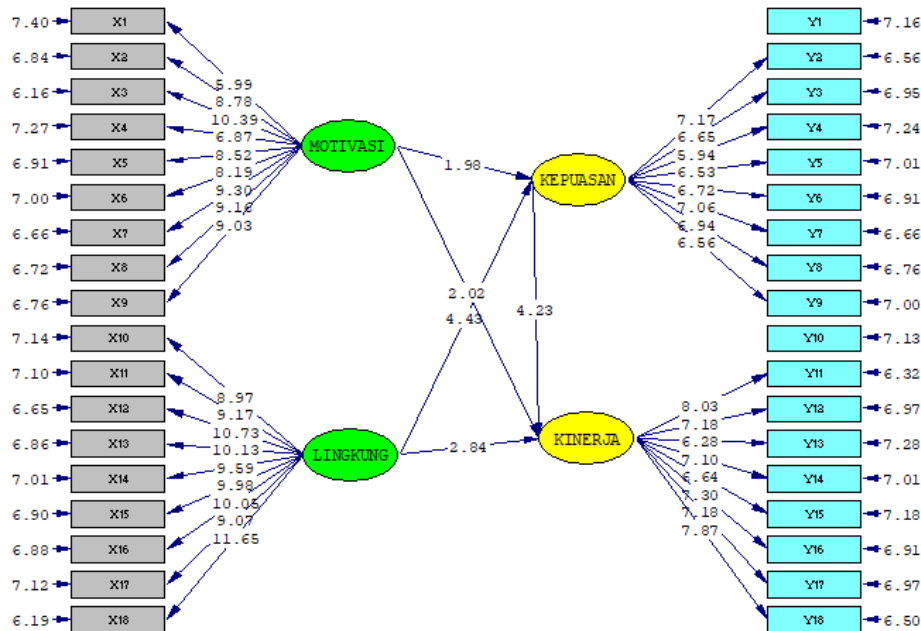
Figure 6 Path Analysis

Information

Satisfaction = $0.18 \times \text{motivation} + 0.47 \times \text{environment}$

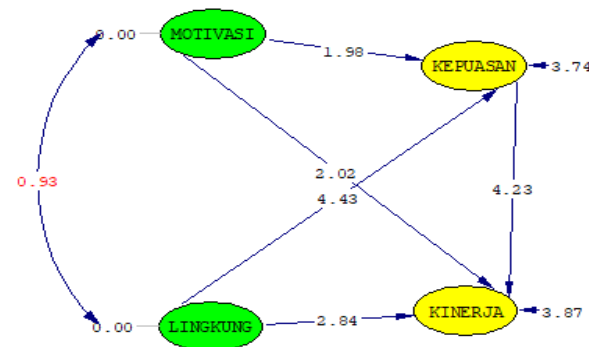
Performance = $0.16 \times \text{motivation} + 0.26 \times \text{environment} + 0.50 \times \text{satisfaction}$

2) Hypothesis Testing (T-Values Model)



Chi-Square=705.33, df=588, P-value=0.91361, RMSEA=0.041

Figure 7 Basic Model T-Values



Chi-Square=705.33, df=588, P-value=0.91361, RMSEA=0.041

Figure 8 Structural X Models T Values

Based on Figure IV.7 and Figure IV.8, it can be concluded in the following table.

Table 7. Hypothesis Testing

No	Variables	T-Values	Cr Rate	Information
1	Motivation - Satisfaction	1.98	> 1.96	Significant
2	Environment Satisfaction	4.43	> 1.96	Significant
3	Motivation Performance	2.02	> 1.96	Significant
4	Environment Performance	2.04	> 1.96	Significant
5	Satisfaction Performance	4.23	> 1.96	Significant

Source: Research Data Processing Results, 2025

Based on Table 7 below Hypothesis Testing is carried out consecutive research as follows:

Based on Figure 8 and Table 11 below The research hypothesis test was carried out as follows:

The Influence of Motivation on Satisfaction

Ho1: There is no influence of motivation employee job satisfaction employees of PT Suryabumi Agrolanggeng.

Ha1: There is an influence of motivation on job satisfaction employees of PT Suryabumi Agrolanggeng.

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $1.98 > 1.96$ so that Ha is accepted. This means that it can be concluded that motivation has a significant effect on satisfaction.

The Influence of Environment on Satisfaction

Ho2: There is no environmental influence employee job satisfaction PT Suryabumi Agrolanggeng employees .

Ha2: There is an environmental influence on job satisfaction employees of PT Suryabumi Agrolanggeng .

Based on Figure 8 and Table 7 it can be seen that the calculation result of T-Values is $4.43 > 1.96$ so that Ha is accepted. This means that it can be concluded that the environment has a significant effect on satisfaction.

The Influence of Motivation on Performance

Ho3: There is no influence of motivation employee performance at Suryabumi Agrolanggeng employees .

Ha3: There is an influence of motivation ,performance at PT Suryabumi Agrolanggeng employees .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $2.02 > 1.96$ so that Ha is accepted. This means that it can be concluded that motivation has a significant effect on performance.

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Environmental Influence on Performance

Ho4: There is no environmental influence employee performance at Suryabumi Agrolanggeng employees .

Ha4: There is an environmental influence .performance at PT Suryabumi Agrolanggeng employees .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $2.04 > 1.96$ so that Ha is accepted. This means that it can be concluded that the environment has a significant effect on performance.

The Influence of Satisfaction on Performance

Ho5: There is no influence of satisfaction employee performance at Suryabumi Agrolanggeng employees .

Ha5: There is an influence of satisfaction .performance on employees of PT Suryabumi Agrolanggeng .

Based on Figure 8 and Table 7, it can be seen that the calculation result of T-Values is $4.23 > 1.96$ so that Ha is accepted. This means that it can be concluded that satisfaction has a significant effect on performance.

Table 8. Recapitulation Influence Direct and Indirect

No	Variables	Intervening Variables	Direct Influence	Indirect Influence	Total Influence
1	Motivation - Satisfaction	-	0.18		0.18
2	Environment - Satisfaction	-	0.47		0.47
3	Motivation - Performance	-	0.16		0.16
4	Environment - Performance	-	0.26		0.26
5	Satisfaction - Performance	-	0.50		0.50
6	Motivation - Satisfaction - Performance	Satisfaction	0.18	0.09	0.27
7	Environment - Satisfaction - Performance	Satisfaction	0.47	0.24	0.71

Source: Research Data Processing Results, 2025

Information :

Indirect effect of Motivation – Satisfaction – Performance = $0.18 \times 0.50 = 0.09$

Indirect influence of Environment – Satisfaction – Performance = $0.47 \times 0.50 = 0.24$

Total influence of Motivation – Satisfaction – Performance
= $0.18 + 0.09 = 0.27$

Total influence of Environment – Satisfaction – Performance
= $0.47 + 0.24 = 0.71$

Based on Table 8 above, we can see the direct influence, indirect influence and total influence which are described as follows:

The direct influence of motivation variables on satisfaction, based on the table above, shows 0.18, meaning that if motivation increases, satisfaction will increase or vice versa. Based on the test results, the influence of motivation on satisfaction is proven to be significant.

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The direct influence of environmental variables on satisfaction, based on the table above, shows 0.47, meaning that if the environment improves, satisfaction will increase or vice versa. Based on the test results, the environment on satisfaction is proven to be significant.

The direct influence of motivation variables on performance, based on the table above, shows 0.16, meaning that if motivation increases, performance will increase or vice versa. Based on the test results, the influence of motivation on performance is proven to be significant.

The direct influence of the environment on performance, based on the table above, shows 0.26, meaning that if the environment improves, performance will improve or vice versa. Based on the test results, the influence of the environment on performance is proven to be significant.

The direct influence of satisfaction variables on performance, based on the table above, shows 0.50, meaning that if satisfaction can be increased, it will increase performance or vice versa. Based on the test results, the influence of satisfaction on performance is proven to be significant.

The direct effect of motivation variables on performance is 0.16 while the indirect effect of motivation variables on performance with satisfaction as an intervening variable is 0.09. This means that satisfaction does not strengthen the effect of motivation on employee performance.

The direct influence of the environment on performance is 0.47 while the indirect influence of environmental variables on performance with satisfaction as an intervening variable is 0.24. This means that satisfaction does not strengthen the influence of the environment on employee performance.

Discussion

This section will discuss the results of the analysis that has been carried out on the Influence of Work Motivation and Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI).

The Influence of Work Motivation on Employee Job Satisfaction at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI)

Based on the results of the hypothesis test, work motivation has a significant effect on the job satisfaction of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir (PALI) employees. Every additional motivation will increase job satisfaction, and vice versa if motivation decreases, it will decrease the job satisfaction of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir (PALI) employees.

The results of this study are in accordance with the theory according to [Kreitner and Kinicki \(2012\)](#) stated that one of the factors that influences job satisfaction is motivation. This study is in line with the study conducted by [Febriani & Krisnabudi \(2015\)](#), the results of their study explain that motivation has a positive and significant effect on job satisfaction. In contrast to the study conducted by [Dharmanegara et al., \(2016\)](#) the results of their study explain that motivation has no significant effect on job satisfaction.

The Influence of the Work Environment on Employee Job Satisfaction at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI)

Based on the results of hypothesis testing that the work environment has a significant effect on the job satisfaction of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir (PALI)

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Employees. Every addition to the work environment will increase job satisfaction and vice versa if the work environment decreases, it will decrease the job satisfaction of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir (PALI) Employees.

The results of this study are in accordance with the theory according to [Jopanda \(2021\)](#) who stated that one of the factors that influences job satisfaction is the work environment. This study is in line with research conducted by [Purwaningsih \(2020\)](#), the results of her study explain that the work environment has a positive and significant effect on job satisfaction. In contrast to research conducted by [Kamaruddin, et al \(2017\)](#) the results of her study explain that the work environment has a significant negative effect on job satisfaction.

The reason for this study is different from the research of [Kamaruddin, et al \(2017\)](#) which proved that the environment has no significant influence. This is because it is based on several aspects, namely:

The Influence of Work Motivation on Employee Performance of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir Regency (PALI)

Based on the results of hypothesis testing that work motivation has a significant effect on employee performance of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI). Every additional motivation will increase employee performance and vice versa if motivation decreases, it will decrease employee performance of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI) .

The results of this study are in accordance with the theory according to [Kasmir \(2017:189\)](#) who stated that one of the factors that influences employee performance is motivation. This study is in line with research conducted by [Cahyadi, Lubis, Lubis \(2021\)](#) and [Febriani, Sudarsih, Krishnabudi \(2015\)](#). The results of their research explain that motivation has a positive and significant effect on employee performance. In contrast to research conducted by [Dharmanegara et al., \(2016\)](#) the results of their research explain that motivation has no significant effect on employee performance.

The reason for this study is different from the research of [Dharmanegara et al., \(2016\)](#) which proved that motivation has no significant effect. This is because it is based on several aspects, namely:

The Influence of the Work Environment on the Performance of Employees of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI)

Based on the results of hypothesis testing that the work environment has a significant effect on employee performance at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI). Every addition to the work environment will increase employee performance and vice versa if the work environment decreases, it will decrease employee performance at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI).

The results of this study are in accordance with the theory according to [Kasmir \(2019\)](#) who stated that one of the factors that affects employee performance is the work environment. This study is in line with research conducted by [Syahrul et.al \(2019\)](#), the results of his study explain that the work environment has a positive and significant effect on employee performance. In contrast to research conducted by [Septayudha \(2022\)](#) the results of his study explain that the work environment has no significant effect on employee performance.

The reason this study is different from the research of [Septayudha \(2022\)](#) which proved that the environment has no significant influence. This is because it is based on several aspects, namely:

The Influence of Job Satisfaction on Employee Performance of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir Regency (PALI)

Based on the results of hypothesis testing that job satisfaction has a significant effect on employee performance of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI). Every increase in job satisfaction will increase employee performance and vice versa if job satisfaction decreases, it will decrease employee performance of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI).

The results of this study are in accordance with the theory according to [Kasmir \(2019\)](#) who stated that one of the factors that influences employee performance is job satisfaction. This study is in line with research conducted by [Septayudha \(2022\)](#), the results of his study explain that job satisfaction has a positive and significant effect on employee performance.

CONCLUSION

Based on the discussion that has been discussed in the previous chapter, then the author can draw the following conclusions from the research results, namely:

1. There is a positive and significant influence of work motivation on employee job satisfaction at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI).
2. There is a positive and significant influence of the work environment on the job satisfaction of employees of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI).
3. There is a positive and significant influence of work motivation on employee performance of PT. Suryabumi Agrolanggeng Penukal Abab Lematang Ilir Regency (PALI).
4. There is a positive and significant influence of the work environment on the performance of employees of PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency (PALI).
5. There is a positive and significant influence of job satisfaction on employee performance of PT. Suryabumi Agrolanggeng Penukal Abab Regency Lematang Ilir (PALI).

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