

The Effect of Work Environment and Work Motivation on Performance through Job Satisfaction of State Elementary School Teachers



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ABSTRACT: This study aims to analyze the effect of the work environment and work motivation on performance through teacher job satisfaction. This research is a quantitative research with path analysis. The study population of elementary school teachers was 220 with a research sample of 145 people. The data was collected using instruments consisting of work environment (19 items), work motivation (44 items), job satisfaction (35 items), and performance (78 items) which have been tested for validity and reliability. The research data was analyzed using path analysis. The results of this study showed that there is an effect of the work environment on performance and work motivation on performance, job satisfaction on performance, work environment on job satisfaction, work motivation on job satisfaction, work environment on job satisfaction and performance, as well as work motivation on job satisfaction and performance.

KEYWORDS: Work environment, motivation, job satisfaction, performance

I. INTRODUCTION

Every educational program has a strategy that attempts to improve educational quality. The success of this technique depends on how well the teacher performs their responsibilities. As a result, effective teaching is a crucial prerequisite for achieving educational achievement. According to Nardi (2012), teachers who perform well will carry out all of their responsibilities to the best of their abilities and continually strive to become more knowledgeable about new administrative and instructional techniques. Teachers must lead by example, help students realize their potential, and foster their creativity. The implication of this principle is a paradigm shift in the educational process, namely from the teaching paradigm to the learning paradigm. Learning is the process of interaction between students and teachers and learning resources in a learning environment. In the process, learning needs to be carried out in three main stages, namely; planning, implementation, and evaluation to be carried out effectively and efficiently. Good teacher performance can be seen from the way the teacher teaches (Widya & Rustiana, 2014). The teacher must be able to manage existing resources, beginning with creating lesson plans that include the methods and strategies that will be used later. Active means that the teacher must create during the learning process in order to demonstrate good performance, avoid being boring, and make learning easier for students to understand. Students actively question, ask questions, and communicate ideas in this environment. Building teacher performance necessitates professionalism, which can be observed in the teacher's competency. The qualifications for becoming a teacher have been established by the government in an effort to foster professional teacher performance. According to the Regulation of the Minister of State for Administrative Reform and Bureaucratic Reform Number 16 of 2009 the main task of the teacher is to educate, teach, guide, direct, train, assess and evaluate students in early childhood education through formal education, basic education and secondary education as well as additional tasks that are relevant to the function of the school/madrasah.

The initial interviews' findings revealed that there was still opportunity for improvement in the level of teacher performance. Teachers still frequently put themselves in the position of merely teaching and neglect their responsibilities for educating and training students; there are still many teachers who have not carried out their duties and functions in accordance with the applicable regulations and the true demands of the profession. Although a lesson plan is developed, there is a disconnect between practice and learning theory as the teacher appears to carry out his tasks haphazardly and ignores the rules of the real learning process.

The availability of a good work environment can provide comfort for teachers because the role of the teacher as a teaching staff who deals directly with students face to face has a strong effect on students. For this reason, teachers must be able to feel comfortable at work in carrying out teaching and learning activities, so that he can fully concentrate on providing and conveying knowledge to students. Increasing job satisfaction for teachers is very important because it involves the problem of teacher work

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(performance) which is one of the steps in improving the quality of service to students.

School principals must be able to boost staff members' job satisfaction in order to raise educational standards. Someone will feel satisfied with the compatibility of the abilities, skills, and expectations with the task he/she is facing. Job satisfaction is primarily a psychological concept. It is important to take into account teacher job satisfaction because it is one component in improving teacher performance, which will effect attempts to raise educational standards.

II. METHOD

This study employs a quantitative research method using path analysis with the goal of revealing the facts and determining the extent of the effect of the variables. There were 220 elementary school teachers in this study's sample. Simple proportionate random sampling was the technique used for sampling in this study. Using the Slovin formula, the number of samples was calculated to be as many as 145. Instruments for measuring the physical and non-physical work environments, work motivation (push factors, hygiene factors), and job satisfaction were used to collect data (responsibility, variety, achievement, creativity, security, authority, moral value, independence, social status, ability utilization, social service, activity; and company policies and practice, supervision-technical, advancement, recognition, compensation, supervision-human relations, co-workers, working conditions), as well as performance (pedagogic aspects, personality aspects, social aspects, professional aspects). The instruments were analyzed by testing the validity and reliability of the description of the collected data using path analysis to see direct and indirect effects, by first carrying out normality, linearity, and homogeneity tests.

III. RESULTS AND DISCUSSION

Based on the results of data analysis using path analysis, direct and indirect correlation coefficients were found as described in Figure 1.

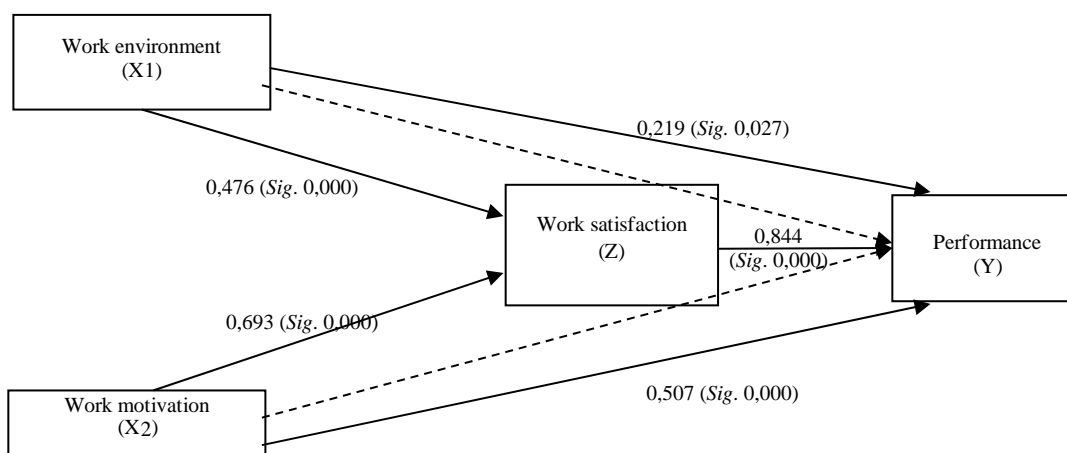


Figure 1. Path Analysis Model X₁, X₂, Z and Y

Table 1. Summary of Hypothesis Testing Decisions H₁, H₂, H₃, H₄, H₅

	Hypothesis	p.s	Decision
H1	There is a significant positive effect of the work environment on job satisfaction	0.000	Accepted
H2	There is a significant positive effect between work motivation and job satisfaction	0.000	Accepted
H3	There is a significant positive effect between work environment and performance	0.027	Accepted
H4	There is a significant positive effect between work motivation and performance	0.000	Accepted
H5	There is a significant positive effect between job satisfaction and performance	0.000	Accepted

Table 2. Summary of Hypothesis Testing Decisions H₆ and H₇

	Hypothesis	Direct	Indirect	Decision
H6	There is an indirect positive effect of the work environment on performance through job satisfaction	0.219	0.402	Accepted
H7	There is an indirect positive effect of job satisfaction on performance through job satisfaction	0.507	0.584	Accepted

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Table 1 is a summary of the hypothesis testing of decisions of H_1 , H_2 , H_3 , H_4 , and H_5 the criterion with the of significance 0.05; thus, the hypotheses are accepted. Then, Table 2 is a summary of the decision to test the hypotheses H_6 and H_7 with the stipulation that if the coefficient of the direct correlation is smaller than the coefficient of the indirect effect, then the hypothesis is accepted. Based on the results of the analysis in Tables 1 and 2, this research study succeeded in finding the effect among variables which can be explained as follows. The Effect of the Work Environment on Teacher Performance

The results of the path analysis showed that the work environment has a Beta value of 0.219 with a significance value of 0.027, which means that the work environment directly has a significant effect on the performance of state elementary school teachers in Tanjung, Tabalong Regency. This shows that a good work environment system is able to guarantee teacher performance which in turn allows educational institutions, which in this case are public elementary schools in the Tanjung, Tabalong Regency to acquire positive attitudes and behaviors that will work productively for the benefit of the institution so that it will also have a good and positive impact. can benefit the school.

According to a research study by Solekah (2022), elements affecting the work environment must also be taken into consideration when working toward organizational goals. One's motivation to succeed can be increased by demonstrating how the workplace environment is one of the crucial aspects that determine the accomplishment of organizational performance goals. A positive work atmosphere gives employees a sense of security and enables them to perform at their best. Employee emotions can be influenced by their work environment. If an employee enjoys his or her workplace, they will feel comfortable carrying out tasks to make the most of their time there and be more motivated to succeed. The physical environment of the area where employees work, as well as the work effects that are generated between coworkers and between subordinates and superiors, all contribute to the work environment, which positively affects employee performance. Employee productivity rises as a result of settings that promote employee concentration at work in a comfortable work environment. Physically and mentally healthy working conditions promote enhancing job performance. Workplace culture and employee performance have a significant and beneficial relationship. This supports the idea that performance is influenced by the workplace.

A. The Effect of Work Motivation on Teacher Performance

The results of this study showed that there is a direct positive and significant effect of motivation on the performance of teachers at public elementary schools in Tanjung, Tabalong Regency. This means that the higher the teacher's motivation, the better the performance shown.

The results of this study are in line with the research of (Abdullah et al., 2018; Hairina, 2020; Ridwan & Dalle, 2018) which state that someone who has high motivation will be able to carry out his work to the fullest, and people who work optimally show that the person has a high level of high performance so that it affects the results to be achieved.

According to Suratman & Wahyu (2022), work motivation is the driving force and is able to create enthusiasm for work, so that it can arouse, direct work behavior. Teachers who have high work motivation will try to carry out their duties and obligations properly. This means that work motivation can contribute to its performance. The role of motivation in work is very important, especially in the world of work and education. If work motivation is high, the teacher is more active and diligent in working. Aslamiah & Normianti (2019) stated that motivation has a significant effect on teacher teaching performance. A teacher who has work motivation will be able to improve his performance as revealed by Elliot. According to Huda (2022) which is in line with the effect of managerial skills on motivation is Mahjatia et al. (2020), the test results showed that the effect of leadership on employee motivation can be proven by a significant path coefficient value in a positive direction (Roemintoyo et al., 2021).

B. The Effect of Job Satisfaction on Teacher Performance

The results of path analysis showed that job satisfaction has a Beta value of 0.844 with a significance value of 0.000, which means that job satisfaction has a direct and significant effect on the performance of public elementary school teachers in Tanjung, Tabalong Regency.

According to research by Rizkie (2022), job satisfaction received and felt by an employee will affect the results obtained from his work. By obtaining job satisfaction both by providing appropriate salaries and jobs given according to their expertise, as well as good relations with superiors, this will improve employee performance. As a result, there is a stronger effect between job satisfaction and employees performance. According to Widayati (2020), there is a strong effect between the job satisfaction variable and the teacher performance variable. According to Hairiyat & Sulaiman (2022), an organizational culture must be conducive to creating, improve and maintain high performance, job satisfaction, work ethic and work motivation of employees. All of these factors are indicators of creating high performance from employees that will also produce high organizational performance (Gobel et al., 2014).

C. The Effect of the Work Environment on Job Satisfaction

The results of the path analysis also showed that the work environment has a Beta value of 0.476 with a significance value of 0.000, which means that the work environment directly has a significant effect on the performance of state elementary school

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teachers in Tanjung, Tabalong Regency.

The physical or psychological health of those who work there will be somewhat impacted by the environment. As a result, it is crucial for management to establish a workplace where employees may perform at their best. The level of comfort, effectiveness, and safety in creating workplaces to meet the physical and psychological demands of people inside the business in question will also have an impact on how satisfied an individual is with their employment. Ergonomics is an applied science that investigates these issues.

An unpleasant work environment will result in a decrease in employee performance and vice versa, if the work environment is very pleasant, it will lead to a sense of job satisfaction and increase in work results for the employee. This will benefit the organization. The work environment, both physical and non-physical, plays an important role in increasing employee job satisfaction. This happens because the non-physical work environment such as task structure, job design, leadership patterns, cooperative patterns and organizational culture are getting better, so employee job satisfaction is also getting better (Irwan & Andi, 2020). The results of this study are in line with the research of (Wibowo et al., 2014; Irwan & Andi, 2020; Syarifudin et al., 2022) which state that the work environment effects job satisfaction.

D. Effect of Work Motivation on Job Satisfaction

Work motivation has a direct positive and significant effect on the performance of public elementary school teachers in Tanjung, Tabalong Regency as indicated by a Beta value of 0.693. The indicated that if there is a change in the teacher's work motivation, it will also cause the teacher's job satisfaction to change.

Job satisfaction is a person's feelings and evaluation of his work, especially regarding his working conditions, in relation to whether his work is able to meet his expectations, needs and desires. Meanwhile, work motivation is the encouragement, effort and desire that exist within humans that activate, empower, and direct behavior to carry out tasks properly within the scope of work.

Motivation as a driving factor in achieving satisfaction or goals is closely related to behavior and is an important response force in increasing employee performance or job satisfaction. One of the problems in the organization is the lack of enthusiasm of employees in carrying out their work so that it hinders the progress and achievement of organizational goals. The findings of this study are also in line with research (Singh & Tiwari, 2011; Murtedjo & Suharningsih, 2016; Irawati & Saleh, 2019); (Birhasani, 2022; Firdaus & Wilujeng, 2018; Hidayati & Safrizal, 2022) which states that motivation directly affects job satisfaction.

E. The Indirect Effect of the Work Environment on Performance Through Job Satisfaction

The results of the path analysis showed that the work environment indirectly has a positive and significant effect on performance through the job satisfaction of state elementary school teachers in the Tanjung, Tabalong Regency as evidenced by the z-score value of 4.791 which is greater than the z-table of 1.96. The indirect effect of the work environment on teacher performance is smaller than the direct effect of the work environment on the performance of public elementary school teachers in Tanjung, Tabalong Regency. This also indicates that job satisfaction is proven to be an intervening variable between the effect of the work environment on the performance of public elementary school teachers in the Tanjung, Tabalong Regency.

The work environment will more or less affect the physical or psychological conditions of the individuals in it. Therefore, it is very important for management to create a work environment that can make its members work optimally. Ergonomic work environment, as an applied science that studies matters relating to the level of comfort, efficiency, and safety in designing workplaces to satisfy the physical and psychological needs of individuals within the organization concerned, which will also have an impact on job satisfaction in the individual concerned. The results of this study are in line with research conducted by Noriawati et al. (2022) which states that the work environment effects job satisfaction.

F. The Indirect Effect of Work Motivation on Performance Through Job Satisfaction

The results of the path analysis showed that work motivation indirectly has a positive and significant effect on performance through the job satisfaction of state elementary school teachers in the Tanjung, Tabalong Regency as evidenced by the z-score value of 4.912 which is greater than the z-table of 1.96. The indirect effect of work motivation on teacher performance is smaller than the direct effect of work motivation on the performance of public elementary school teachers in Tanjung, Tabalong Regency. This also indicates that job satisfaction is proven to be an intervening variable between the effect of work motivation on the performance of public elementary school teachers in the Tanjung, Tabalong Regency.

According to Albuni (2022), work motivation has a large effect on a person's performance. People will work optimally, mobilize all abilities and skills when they have great work motivation. Work motivation will be seen clearly in the form of work involvement. Those with height work motivation will participate more than those who have low work motivation. The findings of this study are in line with the research of (Singh & Tiwari, 2011; Murtedjo & Suharningsih, 2016; Irawati & Saleh, 2019; Birhasani, 2022; Firdaus & Wilujeng, 2018; Hidayati & Safrizal, 2022) which states that motivation effects job satisfaction. As well as research by (Kurniawan & Astalini, 2019; Murtedjo & Suharningsih, 2016, Mardianti et al., 2020; Fahlevi & Alharbi,

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2021; Birhasani, 2022; Hartini et al., 2022; Murtedjo & Suharningsih, 2016; Palar et al., n.d.; Rizkie, 2022; Silfiati et al., 2022) which states that job satisfaction affects performance.

IV. CONCLUSION

There are direct and indirect effects between work environment, work motivation, job satisfaction and performance. The teacher should increase work productivity, especially in the sub-variables. Teachers must have foresight so that they can feel the desire to continue their studies to a higher level.

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