

## The Impact of Work Motivation and Work Environment towards Employee Performance with Job Satisfaction as Intervening Variable (Case in Kaliwatu Basecamp Center, Batu City)



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**ABSTRACT:** This research aims to describes and analyze the effects of work motivation and work environment on employee performance through job satisfaction. This research was conducted at the Kaliwatu Basecamp Center Batu and the sample used in this research were all 65 employees. The data collection technique uses a questionnaire and the data analysis technique used is path analysis. The results of this research indicate that there is an effect of work motivation and work environment on employee performance through job satisfaction as an intervening variable at Kaliwatu Basecamp Center Batu, both direct and indirect influence. This research can prove that the job satisfaction variable can be a mediating variable for work motivation and work environment on employee performance.

**KEYWORDS:** Work Motivation, Work Environment, Job Satisfaction, Employee Performance

### I. INTRODUCTION

Nowadays, organizations are required to have excellent management; hence, human resources play an important role in this case. Samsuni (2017) found that human resources management is a way to manage the relationships and roles between individuals in the organization to maximize the resources to reach the desired goals. In the organization, the role of people as implementers, planners, and determinants is to perform the plan that has been designed. Therefore, managing the “people” who work as employees has its challenges because people tend to have various thoughts, feelings, desires, and needs. When multiple people become one in the organization, it is undoubtedly complex to keep them unified.

Managing people is not easy because people need to be treated like human beings in various ways so that they can carry out work and follow the rules (Bukit et al., 2017). According to Farida and Hartono (2016), human resources is planning, directing, organizing, developing, and providing compensation to help achieve organizational goals. In order for an organization to achieve its desired goals, a leader must be able to make all employees work optimally. A leader needs to motivate and create good relationships between employees so that they feel satisfied and their performance increases.

Motivation is an impulse that moves and directs someone to do something with a particular motive. Hence, motivation focuses on directing power and employee potential to work together productively and innovatively (Farida, 2016). Motivation means allowing employees to develop their knowledge, conduct regular evaluations, and get used to carrying out tasks according to applicable rules and regulations.

The work environment plays an important role in the activity of the employees. Hence, a great work environment can help employees bring motivation and a positive spirit to work. According to Azizah (2021), the work environment can create, manage, and strengthen the everyday routine. On the other hand, the work environment includes everything that corresponds to it, such as cleanliness, spatial planning, lighting, etc.

According to Martoyo (2000), job satisfaction is an emotional state of an individual that occurs at the meeting point between the value of compensation for work and the level of compensation desired by employees. Besides, job satisfaction can be explained as an emotional attitude, including happiness and love for their job, and shown by behaviour such as discipline, work achievement, and morality. Job satisfaction shows because of some factors, such as the results of the work being appreciated and the work placement being pleasant according to his wishes.

Outstanding employee performance will positively impact the organization in reaching the desired goals. Employee performance is a form of motivation and skill that allows employees to complete tasks and responsibilities. According to Sakban et al. (2019), employee performance is embodied by the employee, so it is essential to keep increasing performance. Employee

# **The Impact of Work Motivation and Work Environment towards Employee Performance with Job Satisfaction as Intervening Variable (Case in Kaliwatu Basecamp Center, Batu City)**

performance measurement is the result of work that has a strong relationship with organizational goals, consumer satisfaction, and economic contribution (Mangkunegara, 2017).

Kaliwatu Basecamp Center is an education center that develops human resources in the tourism industry, especially adventure tourism. The base camp uses outdoor activity and an experiential learning approach for the education process. Experience also plays an essential role in education because the goal is to sharpen problem-solving skills. The tourism products and services in the Kaliwatu Basecamp Center include rafting, gathering, out bond activity; motivator training, high impact out bond program, student out bond, hypno-motivation, teambuilding, leadership, managerial success, and special interest tourism; paintball.

Human resources management in Kaliwatu Basecamp Center needs to develop and maintain the employees more; this has started by providing opportunities for every potential employee to take part in training. Employees are required to complete the tasks and responsibilities effectively. Kaliwatu Basecamp Center needs to increase employee performance by giving motivation and maintaining the work environment to reach these goals. The employee performance in Kaliwatu Basecamp Center is quite good, as seen from the work results, and targets and objectives can be achieved. The other side is proven by the quality and quantity output from Kaliwatu Basecamp Center. The employees also feel able to develop themselves and achieve from working in the Kaliwatu Basecamp Center. Hence, the relationship between employees also grows, and they become full of a sense of family and help each other.

When the COVID-19 pandemic strikes, the tourism industry is significantly affected. Hence, Kaliwatu Basecamp Center also needs to think of other ways to survive, including selling vegetables around and building Kaliwatu Café, which is open to the public to attract customers. After the pandemic, Kaliwatu Basecamp Center successfully opened another tourist place in several places in East Java; fortunately, the response was great. One of the reasons the response is great is that the employee performance brings satisfaction to the customer. Therefore, the customer is coming through.

According to past research by Anggriawan et al. (2015) and Januari (2019), motivation and work environment can significantly influence employee performance. Meanwhile, Kurniawan (2020) found that motivation and work environment can influence employee performance through work satisfaction as an intervening variable. Therefore, this research analyzes the influence of motivation and work environment on employee performance through job satisfaction in Kaliwatu Basecamp Center, Batu.

## **II. LITERATURE REVIEW**

### **EMPLOYEE PERFORMANCE**

Performance is the result of an employee's work in the form of quantity and quality that is achieved to complete tasks and responsibilities (Mangkunegara, 2007). Performance can be interpreted as work result or achievement, but the meaning of performance itself is quite broad, not only the result but also the process inside. According to Munawar (2019), performance is management to create a relationship and establish effective and ongoing communication. The performance includes ability, motivation, and opportunity, so the formula is  $Performance = A \times M \times O$  (Huseno, 2016). Some performance purposes in the organization are to evaluate decisions to provide input, criticism, promotions, or termination of employment, then for employee feedback on their performance, the basis for allocating rewards. In this research, the indicators of employee performance, according to Suyadi (2008), include responsibility, effectiveness, work loyalty, and initiative.

### **WORK MOTIVATION**

According to Rismayadi and Maemunah (2016), encouragement is a form of motivation, and it is essential to increase the passion for work for maximum results. Motivation can be the driving force to increase the enthusiasm of human resources for work so that there is good integration and a willingness to work together so motivation is fundamental because it will spur human resources to work hard (Tarmizi et al., 2021). Therefore, Mangkunegara (2005) found that there are two motivation techniques: the first is employee needs fulfillment techniques, namely completing the fundamentals that underlie work behavior, and the second is persuasive communication techniques with the formula AIDAS (attention, interest, desire, action, and satisfaction). In this research, the indicators of work motivation, according to Alderfer (1972), include existence, relationship, and growth.

### **WORK ENVIRONMENT**

According to Sedarmayanti (2017), the work environment is a condition where there are supporting facilities to support the organization's goals that align with the vision and mission. The work environment needs to be noticed by the manager because a good work environment can influence work effectively in the organization. Hence, the work environment was also found to affect employee performance. According to Enny (2019), the work environment includes a conducive environment, creating great communication between employees, and there is no need to feel suspicious of each other but rather to look after each other. In this research, the indicator of work environment, according to Sedarmayanti (2017), includes physical and non-physical environments.

# The Impact of Work Motivation and Work Environment towards Employee Performance with Job Satisfaction as Intervening Variable (Case in Kaliwatu Basecamp Center, Batu City)

## WORK SATISFACTION

According to Suyatno et al. (2020), work satisfaction is a feeling of joy or pleasure from within a person because of their work. Work satisfaction is a combination of psychological and physiological factors. It has been found that work satisfaction is important to increasing employee performance individually or in a group so that the organization can work effectively (Alam & Nurimasiah, 2022). In this research, the indicators of work satisfaction, according to Kreitner and Knicki (2001), include fulfillment of needs, justice, and achievement.

## III. METHODS

This research uses quantitative data measurement using questionnaire with Likert scale. This quantitative approach is pre-determined or uses statistical data analysis. The purpose of using this approach is to test the theory by detailing the hypothesis specifically and collecting the necessary data so that it can be proven. The research done in Kaliwatu Basecamp Center from May until June 2024. The sample is all of the employee of Kaliwatu Basecamp Center as much as 65 people. Moreover, the data analysis include validity, reliability, classic assumption test (normality, heteroskedasticity, multicollinearity, and auto correlation test), last is hypothesis test with path analysis.

## IV. RESULT

### A. Respondent characteristics

The questionnaire was distributed to 65 Kaliwatu Basecamp Center employee, furthermore the characteristics of the respondent explain in Table 1:

**Table 1. Respondent Characteristics**

Characteristics	Category	N	Percentage
Gender	Female	14	21.5%
	Male	51	78.5%
Age	20-30 years old	44	67.7%
	31-40 years old	21	32.3%
Length of Work	1-5 years	42	64.6%
	6-10 years	16	24.6%
	11-15 years	3	4.6%
	16-20 years	4	6.2%
Work Division	Management	12	18.5%
	Documentation	2	3.1%
	Outbound	17	26.2%
	Rafting	13	20%
	Paintball	4	6.2%
	Café	9	13.8%
	Receptionist	1	1.5%
	Driver	3	4.6%
	Gardener	3	4.6%
	Security	1	1.5%

Table 1 indicate that most of the respondent are male, in 20-30 years old, already work in Kaliwatu Basecamp Center for 1-5 years, and most of them are from Outbound Division, following by Rafting and Management Division.

### B. Classic Assumption Test

This study has 4 assumption tests. First is normality test using Kolmogorov-Smirnov test found that in the dependent variable work satisfaction (Z) have Sig. value  $0.200 > 0.05$  and employee performance have Sig. value  $0.200 > 0.05$  so that all of the data is normal. Second is, heteroskedasticity test using Gletser Test, which found that all correlation the p value is bigger than 0.05 which is there is no heteroskedasticity in this data. Third is, multicollinearity test using VIF value, found that in all of the correlation the VIF value smaller than 10, therefore there is no multicollinearity in this data. Last is, autocorrelation test using Durbin-Watson Test, found that all of the dependent variable has DW value between du and  $4-Du$ , so autocorrelation doesn't occur in this research.

# The Impact of Work Motivation and Work Environment towards Employee Performance with Job Satisfaction as Intervening Variable (Case in Kaliwatu Basecamp Center, Batu City)

## C. Hypothesis Test

**Table 2. Hypothesis Test**

Hypothesis	Coefficient	t	Sig.	Summary
Direct Effect				
Work Motivation (X1) -> Job Satisfaction (Z)	0.301	2.539	0.014	Significant
Work Environment (X2) -> Job Satisfaction (Z)	0.612	5.159	0.000	Significant
Work Motivation (X1) -> Employee Performance (Y)	0.124	1.723	0.009	Significant
Work Environment (X2) -> Employee Performance (Y)	0.336	4.094	0.000	Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.763	10.38	0.000	Significant
Indirect Effect				
Work Motivation (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.111			Significant
Work Environment (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.866			Significant

From the result, (1) hypothesis found that work motivation (X1) and work environment (X2) all have positive and significant effect towards job satisfaction (Z), proven by the Sig. value 0.014 and 0.000 which is smaller than 0.005. Next, (2) and (3) hypothesis found that work motivation (X1), work environment (X2) and job satisfaction (Z) all have positive and significant impact towards employee performance (Y), proven by the Sig. value 0.009, 0.000 and 0.000 smaller than 0.005. Last (4) hypothesis found that work motivation (X1) significantly influences employee performance (Y) through job satisfaction (Z) with coefficient value 0.111 and Sig. value 0.003, means that the higher motivation will increasing satisfaction and automatically increasing employee performance. The same as work environment (X2) significantly influences employee performance (Y) through job satisfaction (Z) with coefficient value 0.866 and Sig. value 0.000. Means that work environment indirectly can increasing employee performance through job satisfaction. Therefore, the path analysis diagram shown as follows. From the diagram seen that work motivation have direct effect dominantly towards employee performance, meanwhile the work environment dominant in indirect effect towards employee performance through job satisfaction.

## D. Discussion

### 1) Description of Work Motivation, Work Environment, Job Satisfaction and Employee Performance in Kaliwatu Basecamp Center, Batu

Work motivation for the employees in Kaliwatu Basecamp Center, Batu, comes from the employees feeling they are getting attention from their superiors. They feel supported by their superiors, and enthusiasm or motivation arises, encouraging the desire to work productively and innovatively. Hence, the work environment can increase employee performance, physically or non-physically. The work results can reach the organizational goals if the work environment is comfortable and harmonious. Therefore, employees' work satisfaction in Kaliwatu Basecamp Center arises if their expectations are met. In this case, the employee feels satisfied when receiving a bonus according to his personal work assessment, and the bonus received is expected to meet his needs. Employee performance becomes optimal if the employee feels enough is supported by the organization and gets the best facilities. The employee is also able to fulfill their responsibility. On the other side, the employee will feel guilty if they have not completed the task given. Hence, it's one of the attitudes responsible for work and is included in employees who perform well.

### 2) Work Motivation and Work Environment towards Job Satisfaction in Kaliwatu Basecamp Center, Batu

Work motivation significantly influences job satisfaction among Kaliwatu Basecamp Center, Batu employees. Employees feel like their psychological needs are fulfilled by guaranteeing work safety and security when carrying out work activities. The relationship between employees is also well connected; the employee feels comfortable, and the superior pays much attention to the employee. In addition, employees feel they can develop their potential and are allowed to take part in training according to their field of work. Therefore, the work environment also plays a vital role in creating job satisfaction for the employee. The physical environment, including facilities, clean toilets, and a big parking area in Kaliwatu Basecamp Center, makes the employees feel comfortable. Hence, the non-physical environment, such as

## **The Impact of Work Motivation and Work Environment towards Employee Performance with Job Satisfaction as Intervening Variable (Case in Kaliwatu Basecamp Center, Batu City)**

the relationship between the employee and the superior and support from the work-mate, is also well created. It aligns with Kurniawan (2020), Siagian and Khair (2018), and Nabawi (2019), who found that work motivation and work environment significantly influence job satisfaction.

### **3) Work Motivation and Work Environment towards Employee Satisfaction in Kaliwatu Basecamp Center, Batu**

The employees in Kaliwatu Basecamp Center, Batu, are satisfied because their needs are met, and they also feel safe and comfortable working with co-workers who have a strong sense of family. Employees with their needs will give an excellent performance for the organization so that the goals will be more manageable. Hence, the work environment also significantly influences employee performance. When the working environment is sufficiently comfortable, employees can focus on tasks without distractions, increasing productivity and performance. This is in line with research from Saputra (2023), Yanuari (2019), Hustia (2020), and Lao (2018), who found that work motivation and work environment significantly influence employee performance.

### **4) Job Satisfaction towards Employee Performance in Kaliwatu Basecamp Center, Batu**

Job satisfaction significantly influences employee performance. In this case, job satisfaction can be seen from the fulfillment of employee needs, fairness obtained, and achievement of values. The employee feels like they achieved all three aspects, so their responsibility greatly shows their performance, work effectively, loyalty, and initiative. Aside from the questionnaire, the result was also seen in the Kaliwatu Basecamp Center, in which the employee got the work and responsibility according to their ability in work. Hence, they can complete the task easily and develop their potential with training. Nabawi (2019) and Prihatini (2018) also found a significant influence between job satisfaction and employee performance.

### **5) Work Motivation and Work Environment towards Employee Performance through Job Satisfaction in Kaliwatu Basecamp Center, Batu**

Work motivation and work environment significantly influence employee performance through job satisfaction. In this case, job satisfaction can help increase employee performance. Therefore, the urge for work motivation and work environment (physical or non-physically) can increase employee satisfaction with their job and also influence their performance. As for the work environment, the employee feels comfortable in the Kaliwatu Basecamp Center and feels satisfied with their job. The need to bring great performance to their work arises from satisfaction. The result aligns with Prihatini (2018) and Kurniawan (2020) found that work motivation and work environment significantly influence employee performance through job satisfaction.

## **V. CONCLUSION**

1. Work motivation have the highest indicator in relationship and the lowest in existence. Work environment have the highest indicator in physical environment. Job satisfaction have the highest indicator in achievement and the lowest in fulfilment. Last, employee performance has the highest indicator in responsibility.
2. Work motivation formed by giving support, assurance, and opportunities to develop. The work motivation found positively increasing employee performance. Work environment also found comfortable enough and able to meet the employee needs including facilities and the relationship between employee. Therefore, work environment also positively increasing employee performance.
3. Work motivation able to increasing job satisfaction, including support from work-mate and superior making the employee feels satisfied about their job. Meanwhile, work environment also able to increasing job satisfaction, from the complete facilities and great relationship between employee.
4. Job satisfaction able to increasing employee performance, if the satisfaction emerges from the employee expectations that are in accordance with what happens in the field.
5. Worok motivation and work environment able to influence employee performance through job satisfaction. Because the support from work-mate and superior, feels comfortable in the environment, and the fairness in the work can put satisfaction and joy in the employee, so that will be increasing their performance optimally.

Based on the research results obtained, there are several suggestions for improving employee performance in Kaliwatu Basecamp Center, Batu

1. Kaliwatu Basecamp Center Batu, need to maintain the work environment that is support each other and comfortable for the employee, the facilities and infrastructure need to be noticed more.
2. Job satisfaction is an important key to increasing employee performance, therefore, the motivation and environment need to be maintained to keep the employee satisfaction.

# The Impact of Work Motivation and Work Environment towards Employee Performance with Job Satisfaction as Intervening Variable (Case in Kaliwatu Basecamp Center, Batu City)

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