

# **The Influence of Job Satisfaction, Work Motivation, and Work Environment on Employee Performance at PT. Gelora Mandiri Membangun**

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## **ABSTRACT**

The purpose of this study is to look at how job happiness, work motivation, and work environment affect employee performance at the PT. Gelora Mandiri Membangun. Job satisfaction comprises addressing employees' emotional needs and expectations while carrying out their duties. Work motivation is classified into inner elements, such as a sense of accomplishment and self-development, and external factors, such as financial incentives and recognition. The work environment encompasses the physical and social circumstances that either help or impede employee productivity. This study employs a quantitative approach using survey methodologies. The sample comprised of 100 purposively selected respondents. Multiple linear regression approaches were used to determine the impact of independent factors (job happiness, work motivation, and work environment) on the dependent variable (employee performance). The research findings indicate that the third independent variable, job happiness, work motivation, and work environment, has a favorable and significant impact on employee performance. Work motivation was determined to be the most important element impacting employee performance. Furthermore, regression research reveals that the combination of these three factors may account for 65% of the variation in employee performance. Thus, enhancing job happiness, motivation, and work environment will have a major impact on staff performance at PT. Gelora Mandiri Membangun. According to the findings of this research, firms should prioritize techniques that raise motivation and job satisfaction, as well as improve the work environment, in order to boost productivity. Continuous staff development and welfare enhancement activities are recommended.

**Keywords: job satisfaction, motivation, work environment, and employee performance**

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## **INTRODUCTION**

In the contemporary era of advanced globalization, numerous organizations worldwide are confronted with substantial challenges pertaining to employee job satisfaction and motivation. According to data from the International Labor Organization (ILO), over 60% of workers in diverse sectors report experiencing job dissatisfaction, a phenomenon that directly impacts their productivity and loyalty to the company. Furthermore, a Gallup report indicates that only 15% of employees globally feel engaged in their work. This low level of engagement represents a significant potential risk for organizations, as high employee engagement has been shown to contribute to innovation, efficiency, and corporate growth (Aman, 2019; Turner, 2019; Utbjoa & Jaroenlap, 2023). The work environment is also a crucial factor in influencing employee well-being. Research shows that an unsupportive work environment, such as a lack of adequate facilities and unsafe working conditions, can lead to stress, increased absenteeism, and decreased work quality (Ahmad, Gul, & Kashif, 2024; Muchiri, 2022). A study by Zhang et al. (2021) revealed that 40% of employees reported that a poor work environment contributed to a decrease in their job satisfaction. These issues are not

only relevant at the company level but also have a wider impact on the economy and society. With rising unemployment and high labor mobility, companies that fail to improve employee job satisfaction and motivation risk losing top talent, which in turn hinders organizational growth and competitiveness.

PT. Gelora Mandiri Pembangunan (PT. GMM) is a company engaged in oil palm plantations that is facing internal challenges that significantly affect employee performance. Based on the 2023 annual report, there are a number of indicators that show a decline in aspects of job satisfaction, work motivation and work environment that need serious attention. These three variables play an important role in creating a productive workforce, which will ultimately support the sustainability of companies in this highly competitive industry.

Based on the company's internal survey, the level of employee job satisfaction has decreased from 75% in 2022 to only 68% in 2023. Some of the employee complaints include a lack of reward for work performance, an intransparent incentive system, and a lack of management support for career development. This dissatisfaction contributed to a 12% increase in absenteeism rates and a surge in employee turnover of up to 15%, far exceeding the industry average of 7–10%. Job satisfaction can affect performance because job satisfaction plays an important role in the development of the company to improve employee efficiency and performance. A person with a high level of job satisfaction has a positive attitude towards his or her job, and tends to be more productive.

Work motivation at PT. GMM is also in the spotlight. Most employees feel that their workload is too heavy without adequate compensation. This is exacerbated by the lack of training and reward programs that can increase work morale. Data shows productivity decreased from 92% in 2022 to 85% in 2023, indicating problems in the motivation aspect. Based on theory (Herzberg, Mausner, & Snyderman, 2020) Factors such as unbalanced workload and lack of recognition are the main causes of decreased motivation. There is another factor that causes employee performance to be suboptimal, namely the work environment. Employees complained about the lack of supporting facilities such as rest rooms, access to clean water, and a clean and safe environment. Based on field observations, many work areas are not maintained and do not meet safety standards, which negatively affects employee comfort and productivity. Research Zhang et al., (2021) emphasizing that an inadequate work environment can reduce productivity and cause work stress.

Job satisfaction, work motivation and work environment are the three main factors that greatly affect employee performance. Performance, as a dependent variable in this study, is measured through productivity, work quality, attendance level and *turnover*. According to Robbins & Judge (2023) It shows that optimal employee performance is closely related to the level of job satisfaction. When employees feel valued, supported and work in a conducive environment, they tend to be more productive and loyal. In the context of PT. GMM, this research is relevant to provide solutions that can be implemented by management to overcome existing problems. By integrating the latest

theories and empirical data from this study, it is hoped that there will be innovations in employee management that will not only improve efficiency but also create a competitive advantage for the company.

The study of job satisfaction, motivation, and work environment on employee performance has been extensively explored through various methodologies and contexts. Majchrzak & Osuch highlight how a green work environment improves motivation and performance by enhancing well-being and reducing stress, while Shahzad demonstrate that aligning employee satisfaction with organizational goals significantly boosts productivity, particularly in the logistics sector. Al Doghan & Zakariya emphasize the mediating role of Green HRM in the relationship between employee engagement and performance, contrasting with Adiwinata, who focus on the physical work atmosphere—such as cleanliness and lighting—as key performance drivers. Kim & Lee illustrate the direct link between job satisfaction and team creativity, while Tian argue that inclusive leadership styles enhance job satisfaction and engagement.

Masri & Jaaron focus on how behavioral factors like engagement and satisfaction sustain proactive organizational behavior, emphasizing sustainability (Unsworth, Davis, Russell, & Bretter, 2021). Huo explore how communication within Green HRM frameworks motivates employees, and Li provide experimental evidence that eco-friendly environments increase engagement by 20% (Ghani, Mubarik, & Memon, 2024). Simić examine how transformational leadership drives motivation during organizational change, whereas Nguyen highlight the importance of servant leadership in boosting satisfaction within hybrid workplaces (Alkhozaim, Alshiha, Alnasser, & Alshiha, 2024). Raza show a 35% performance variation driven by satisfaction in construction companies, while Sharma emphasize the role of dynamic environments in improving problem-solving and team performance (Nasir, Asad, Hashmi, Fu, & Abbass, 2023). Finally, Boon discuss how strategic HRM policies align employee well-being with organizational goals, underlining the strategic role of HRM in fostering long-term success (Al-Sabi, Al-Ababneh, Al Qsssem, Afaneh, & Elshaer, 2024; Xie, Bhutta, Li, & Andleeb, 2023).

The objectives of this study are to analyze the effects of job satisfaction, work motivation, and the work environment on employee performance at PT. Gelora Mandiri Builds, both individually and simultaneously. This research aims to provide insights into how these factors contribute to enhancing employee productivity and overall organizational performance. The findings are expected to benefit academics by serving as a reference for future studies on human resource management, particularly in the plantation sector, and by enriching existing literature on the relationship between job satisfaction, motivation, work environment, and employee performance.

## **RESEARCH METHOD**

This research is categorized as quantitative research with an explanatory research type design. In this study, quantitative methodologies were employed to elucidate the influence between variable X, namely job satisfaction, work motivation, and work environment, on variable Y, namely employee performance. The utilization of quantitative methodologies enables the aggregation and processing of statistical data to generate valid conclusions.

The purposive sampling technique was employed to select respondents, with participants chosen based on criteria pertinent to the study's objectives. A total of 100 respondents participated in this study, comprising permanent employees at PT Gelora Mandiri Membangun. The study utilized primary data, collected through the administration of a questionnaire to respondents. The questionnaire was meticulously designed to assess variables pertinent to job satisfaction, work motivation, and the work environment, in addition to employee performance.

The data analysis tool employed in this study is the Statistical Package for the Social Sciences (SPSS) software, and the analysis method applied includes multiple linear regression analysis to test the effect of independent variables on the dependent variable. The research was conducted at PT Gelora Mandiri Membangun, and the research implementation time took place from January to March 2024. The objective of this research endeavor is to provide a more profound understanding of the relationship between job satisfaction, work motivation, work environment, and employee performance within the company.

## **RESULT AND DISCUSSION**

### **Test Instrument**

Instrument test is a stage of a research process that is carried out with the aim of assessing the validity and reliability of an instrument or measuring instrument used in research. Instrument test is a research methodology that is often used to measure that the data used in research is valid and reliable.

### **Validity Test**

Validity test is a method to assess the extent to which an instrument is really appropriate and logical in measuring research variables. Valid instruments have a high level of validity, while invalid ones show low validity. Validity testing using the Pearson method is based on two main principles.

1. Drawing conclusions based on the value of the calculation with the value of the table
  - a. If the calculated value  $>$  the table, then the validity test is declared valid.
  - b. If the value of the calculation  $>$  the table, then the validity test is declared invalid
2. Drawing conclusions based on the Significance value (Sig)
  - a. If the Significance value  $< 0.05$ , the validity test is declared valid
  - b. If the Significance value  $< 0.05$ , the validity test is declared valid

The results of the instrument validity test (X1) can be seen in Table 1 below.

**Table 1. Results of the Job Satisfaction Instrument Validity Test (X1)**

Statement Items	Calculation value	Table values	Signification (Sig)	Pearson Validity test conclusion	Conclusion Significance validity test (Sig)
X1_1	0,595	0,121	0,000	Valid	Valid
X1_2	0,571	0,121	0,000	Valid	Valid
X1_3	0,715	0,121	0,000	Valid	Valid
X1_4	0,704	0,121	0,000	Valid	Valid
X1_5	0,719	0,121	0,000	Valid	Valid

*Source : Data processing results, 2024*

Based on Table 1 with a significance level of 5% or 0.05 with a total of 267 data, then based on Appendix 14 a table of 0.121 is obtained. The r-value<sub>of the table</sub> is compared to the r-value of the calculation. All calculation values are greater than the table and the significance value is  $0.000 < 0.05$ , so it can be stated that all job satisfaction statements are declared valid.

The results of the validity test of the Work Motivation instrument (X2) can be seen in Table 2. Based on Table 2 with a significance level of 5% or 0.05 with a total of 267 data, then based on Appendix 14 a table of 0.121 is obtained. The r-value<sub>of the table</sub> is compared to the r-value of the calculation. All calculation values are greater than the table and the significance value is  $0.000 < 0.05$ , so that all work motivation statements can be declared valid.

**Table 2. Results of the Validity Test of Work Motivation Instruments (X2)**

Statement Items	Calculation value	Table values	Signification (Sig)	Pearson Validity test conclusion	Conclusion Significance validity test (Sig)
X2_1	0,678	0,121	0,000	Valid	Valid
X2_2	0,703	0,121	0,000	Valid	Valid
X2_3	0,755	0,121	0,000	Valid	Valid
X2_4	0,763	0,121	0,000	Valid	Valid
X2_5	0,728	0,121	0,000	Valid	Valid

*Source : Data processing results, 2024*

The results of the validity test of the Work Environment instrument (X3) can be seen in Table 3. Based on Table 3 with a significance level of 5% or 0.05 with a total of 267 data, then based on Appendix 14 a table of 0.121 is obtained. The r-value<sub>of the table</sub> is compared to the r-value of the calculation. All calculation values are greater than the table and the significance value is  $0.000 < 0.05$ , so that all Work Environment (X3) statements can be declared valid.

**Table 3. Results of the Validity Test of Work Environment Instruments (X3)**

Statement Items	Calculation value	Table values	Signification (Sig)	Pearson Validity test conclusion	Conclusion Significance validity test (Sig)
X2_1	0,668	0,121	0,000	Valid	Valid
X2_2	0,715	0,121	0,000	Valid	Valid
X2_3	0,729	0,121	0,000	Valid	Valid
X2_4	0,721	0,121	0,000	Valid	Valid
X2_5	0,802	0,121	0,000	Valid	Valid

*Source : Data processing results, 2024*

The results of the validity test of the employee performance instrument (Y) can be seen in Table 4. Based on Table 4 with a significance level of 5% or 0.05 with a total of 267 data, then based on Appendix 14 a table value of 0.121 table r value compared to the calculated value. All calculation values are greater than the table and the significance value is  $0.000 < 0.05$ , so that all work motivation statements can be declared valid.

**Table 4. Results of the Employee Performance Instrument Validity Test (Y)**

Statement Items	Calculation value	Table values	Signification (Sig)	Pearson Validity test conclusion	Conclusion Significance validity test (Sig)
Y_1	0,644	0,121	0,000	Valid	Valid
Y_2	0,667	0,121	0,000	Valid	Valid
Y_3	0,653	0,121	0,000	Valid	Valid
Y_4	0,701	0,121	0,000	Valid	Valid
Y_5	0,769	0,121	0,000	Valid	Valid

Source : Data processing results, 2024

Based on the calculation of the validity test, because the calculation value is greater than the table and the significant value of 0.000 is less than 0.05, all statements about the variables of job satisfaction, work motivation, work environment, and employee performance are concluded to be valid. Thus, the reliability test for this research instrument can be continued. The results of the validity test using SPSS can be seen in Appendix 6 for variable X1, Appendix 7 for variable X2, Appendix 8 for variable X3, and Appendix 9 for variable Y.

### Reliability Test

To evaluate the reliability of the questionnaire that functions as a measure of variables, it can be seen from the respondents' answers to statements that do not change or do not change over time. Reliability is measured by taking measurements at once or by looking at the results of other questions or measuring the correlation between the answers to the questions. The Cronbach Alpha ( $\alpha$ ) statistical test can be used to measure reliability in SPSS. The results of the reliability test can be seen in Table 5.

**Table 5. Reliability Test Results**

Variable	Cronbach's Alpha Count	Cronbach's Alpha Minimum	Reliability Test Conclusion
Job Satisfaction	0,679	0,600	Reliable
Work Motivation	0,775	0,600	Reliable
Work Environment	0,777	0,600	Reliable
Employee Performance	0,722	0,600	Reliable

Source : Data processing results, 2024

Based on table 5, it can be seen that the value of Cronbach Alpha ( $\alpha$ ) for Job Satisfaction (X1) is 0.679, Work Motivation (X2) is 0.775, Work Environment (X3) is 0.777 and employee performance (Y) is 0.722. This value is greater than the minimum Cronbach Alpha ( $\alpha$ ) of 0.600, so it can be concluded that all the research variables for X1, X2, X3 and Y are reliable. The results of the reliability test using SPSS can be seen in Appendix 10 for variable X1, Appendix 11 for variable X2, Appendix 12 for variable X3, and Appendix 13 for variable Y.

### Statistical Validity Test

Normality, multicollinearity, heterokedasticity, and autocorrelation tests are the classic assumption tests used in this study.

### Normality Test

The normality test is used to ensure the relationship between related variables and independent variables in the regression method follows the normal distribution. The normality test in reviewing this study uses the Kolmogorov-Smirnov test method as listed in Table 6.

**Table 6. Kolmogorov-Smirnov Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		267
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.68454517
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.049
Test Statistic		.082
Asymp. Sig. (2-tailed)		.000 <sup>c</sup>
Exact Sig. (2-tailed)		.051
Point Probability		.000

a. Test distribution is Normal.

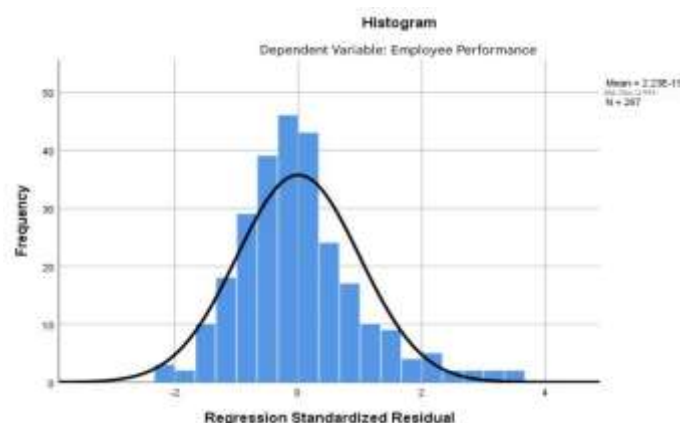
b. Calculated from data.

c. Lilliefors Significance Correction.

The results of the normality test of the Kolmogorov-Smirnov method are based on Table 6. A significance value of 0.051 was obtained greater than 0.05 ( $0.051 > 0.05$ ) so that it can be concluded that the research data is normally distributed.

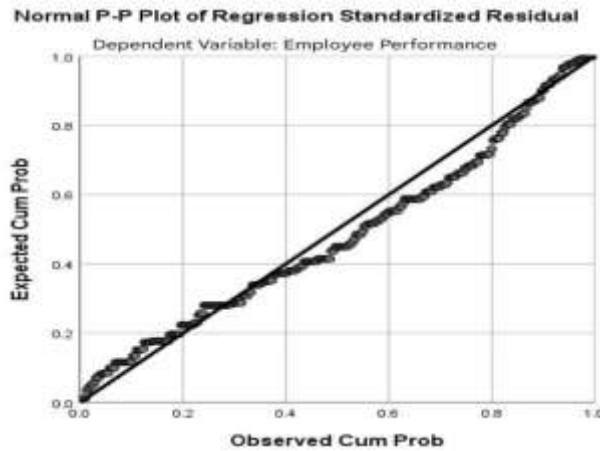
The results of the normality test can also be reviewed using histogram graphs and p-plot graphs based on Figure 1 and Figure 2 with the help of SPSS software. The decision-making basis of histogram and p-plots charts is as follows:

1. The data in p-plots can be considered normally distributed, if the data spreads around the diagonal line and follows the direction of the diagonal line or histogram graph.
2. The data in p-plots can be considered abnormally distributed, if the data spreads far from the diagonal and does not follow the direction of the diagonal line or histogram.



**Figure 1. Results of the Normality Test based on the Histogram chart**

Based on Figure 1, it can be seen that for the histogram graph in the form of an inverted bell and one that meets the bell line, which means that the data used can be said to be normally distributed.



**Figure 2. The results of the Normality Test are based on the P-Plot graph**

Based on Figure 2, it can be seen that for the p-plot graph, it can be seen that the data follows and approaches its diagonal line, so it can be concluded that the regression model meets the requirements of normality.

**Multicollinearity Test**

Using the multicollinearity test, the researchers tried to ascertain whether the regression model showed that there was a strong relationship between the independent variable and the related variable. The variable inflation factor, also known as the Variance Inflation Factor (VIF), is calculated by referring to independent variables and tolerance values. A tolerance value of more than 0.10 or equal to a VIF of less than 10.00 is a common limitation used to indicate the presence of multicollinearity. The results of the multicollinearity test are found in Table 7.

**Table 7. Multicollinearity Test Results**

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2.978	.444		4.910	.000		
	Job satisfaction	.238	.090	.248	2.853	.000	.399	2.506
	Work motivation	.375	.044	.400	8.477	.000	.179	5.585
	Work environment	.325	.043	.359	7.547	.000	.177	5.665

a. Dependent Variable: Employee Performance

Source : Data processing results, 2024

The results of the multicollinearity test as shown in Table 4.16 showed tolerance values of 0.399, 0.179, and 0.177 which were greater than 0.1 and VIF values of 2.506, 5.585, and 5.665 which were smaller than 10. Thus, it can be concluded that the research data is not affected by multicollinearity. Therefore, it can be concluded that the research data is not affected by multicollinearity.

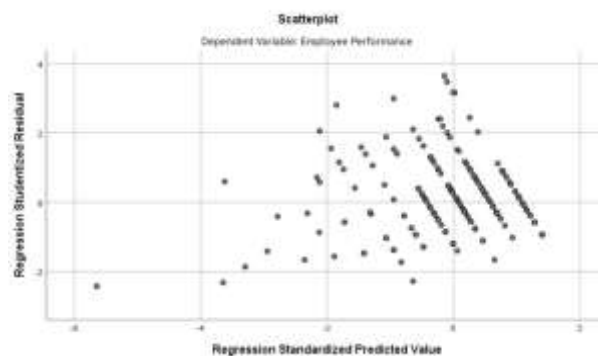


### Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is a difference in residual variants in the regression model. The basic criteria for the heteroscedasticity test of the Scatterplots method with the characteristics of not occurring heteroscedasticity symptoms are as follows:

1. The scatter data points are above and below the scatterplots chart or are around the number 0.
2. The dots do not accumulate only above or below the scatterplots chart.
3. The distribution of data dots should not form a wavy pattern that widens then narrows and widens again.
4. The distribution of data points is unpatterned.

The scatterplots graph for the heteroscedasticity test can be seen in Figure 3.



**Figure 3 Results of Heteroscedasticity Test of Scatterplots Method**

Based on Figure 3, it can be concluded that there is no heteroscedasticity due to irregular residual distribution and does not form a pattern, as shown by the plot points that are spread out in the scatterplots graph.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique that uses multiple independent variables in a regression model (Holmes, Rinaman, Holmes, & Rinaman, 2014). The researcher used multiple linear regression analysis to determine the extent of influence exerted by the variables of job satisfaction, job motivation, and employee performance. The results of the multiple linear regression analysis obtained from the SPSS calculation are presented in Table 8.

**Table 8. Multiple Linear Regression Analysis Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,178	,444		4,910	,000
	Job satisfaction	,238	,030	,249	7,853	,000
	Work motivation	,375	,044	,400	8,477	,000
	Work environment	,325	,043	,359	7,547	,000

a. Dependent Variable: Employee Performance

*Source : Data processing results, 2023*

Based on Table 8, a model of multiple linear regression equations can be made as follows

$$Y = 2,178 + 0,238 X1 + 0,375 X2 + 0,325 X3$$

With

Y : Employee performance

X1 : Job satisfaction

X2 : Work motivation

X3 : Work Environment

Based on this equation, several conclusions can be drawn as follows:

1. The variables of job satisfaction, work motivation and work environment have a direct and positive relationship with employee performance, which is indicated by a positive coefficient.
2. If job satisfaction, work motivation and work environment are valued at zero (0), then employee performance is valued at 2,178.
3. The coefficient of the job satisfaction variable is 0.238 which shows that the better the quality job satisfaction will have a positive effect on employee performance.
4. The coefficient of the work motivation variable is 0.375 which shows that the better the level of work motivation carried out will have a positive effect on employee performance.
5. The coefficient of the work environment variable is 0.325 which shows that the better the level of the work environment will have a positive effect on employee performance.

### **Hypothesis Test**

Hypothesis testing is part of a statistical process that allows researchers to draw conclusions about a population with sample data. This step is used to determine whether the hypothesis is acceptable or not. Partial hypothesis testing is necessary to determine the individual impact of independent variables on dependent variables.

#### **Partial Significance Test (t-Test)**

The t-test is used in this analysis to evaluate the success of each independent variable. The t-test is used to determine the significance of the relationship between the independent variable (X) and the dependent variable (Y), either partially or individually. In this study, a significance level of 5% or 0.05 (alpha) was used. The following criteria form the basis for making a t-test (partial) decision:

1. If the tcount value > the table, we can conclude that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, meaning that the study implies that the independent variate has a statistically significant impact on the dependent variable.
2. If the tcount value < ttable, then it can be concluded that the null hypothesis (H0) is accepted and the alternative hypothesis (Ha) is rejected, indicating that the independent variable has no significant influence on the dependent variable.

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The results of the partial significance test (t-test) performed with the SPSS software are shown in Table 9.

**Table 9. Results of the Partial Significance Test (t-Test)**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.2178	.444		4,910	,000
	Job satisfaction	.238	,030	,249	7,853	,000
	Work motivation	,375	,044	,400	8,477	,000
	Work environment	.325	,043	.359	7,547	,000

a. Dependent Variable: Employee Performance

*Source : Data processing results, 2024*

Based on Table 9, several data analyses can be carried out as follows:

1. The effect of job satisfaction on employee performance

The method used to determine the table used a significance level of 0.05 (5%) with the table obtained based on attachment 15 with  $t_{(0.025; 264)}$  of 1,660. Based on Table 9, a significance value of  $0.000 < 0.05$  can be drawn, so it can be concluded that job satisfaction (X1) has an influence on employee performance (Y) and the tcal value =  $7.853 > t_{table} = 1.660$ , so that it can be concluded that if the tcal  $> t_{table}$ , H0 is rejected and Ha is accepted, meaning that job satisfaction has a significant effect on employee performance.

2. The effect of work motivation on employee performance

Based on Table 9, a significance value of  $0.000 < 0.05$  can be drawn, so that it can be concluded that Work Motivation (X2) has an influence on employee performance (Y), and the value of tcount =  $8.477 > t_{table} = 1.660$ , so that it can be concluded that if tcount  $> t_{table}$ , H0 is rejected and Ha is accepted, meaning that work motivation has a significant effect on employee performance.

3. The influence of the work environment on employee performance

Based on Table 9, a significance value of  $0.000 < 0.05$  can be drawn, so that it can be concluded that the Work Environment (X3) has an influence on employee performance (Y), and the tcount value =  $7.547 > t_{table} = 1.660$ , so that it can be concluded that if the tcount is  $> t_{table}$ , H0 is rejected and Ha is accepted, meaning that the work environment has a significant effect on employee performance.

**Simultaneous Significance Test (Test F)**

The F-test, often referred to as the simultaneous significance test, seeks to ascertain whether job satisfaction and job motivation can, as independent factors, explain the behavior or variability of the dependent variable, i.e. employee performance. The F test also assesses whether the regression coefficient of each variable is equal to zero. The results of the simultaneous test (test F) resulting from the SPSS test are presented in Table 10.

**Table 10. Results of the Simultaneous Significance Test (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1061,427	3	353,809	746,515	.000 <sup>b</sup>
	Residual	124,648	263	.474		
	Total	1186,075	266			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Job Satisfaction, Work Motivation

Source : Data processing results, 2024

The method used to determine the Ftable uses a significance level of 0.05 (5%) with the Ftable obtained based on appendix 16 with  $F_{(2; 263)}$  amounting to 2,600. Based on Table 10, a significance value of  $0.000 < 0.05$  can be drawn, so that the conclusion can be drawn that Job Satisfaction (X1), Work Motivation (X2) and Work Environment (X3) have an influence on employee performance (Y) and the value of  $F_{cal} = 746.515 > F_{table} = 2.600$ , so that conclusions can be drawn if  $F_{cal} > F_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that simultaneously there is a positive and significant influence between job satisfaction, work motivation, and work environment on employee performance.

#### Determination Coefficient Test (R-Square)

The determination coefficient test (R-Square) is used to assess the combined impact of job satisfaction and work motivation on employee performance. The results of the determination coefficient test or often known as R-Square are shown in Table 4.20.

**Table 11. Determination Coefficient Test Results (R-Square)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 <sup>a</sup>	.895	.894	.688

a. Predictors: (Constant), Work Environment, Job Satisfaction, Work Motivation

b. Dependent Variable: Employee Performance

Source : Data processing results, 2024

Based on Table 21, it can be seen that the value of the determination coefficient (R-Square) is 0.895 which shows that Job Satisfaction (X1) and Work Motivation (X2), and Work Environment (X3) contribute 89.5% to employee performance, while the remaining 10.5% is another factor that was not studied in this study. The value of the determination coefficient (R-Square) of 89.5% is included in the "good" category.

#### Discussion of Research Results

The results of the test conducted using SPSS software showed that all dependent variables (job satisfaction, work motivation and work environment) had a positive influence on the independent variables (employee performance). The results of the test data are described in the following subchapters:

### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of a partial test conducted using SPSS software, the effect between job satisfaction and employee performance, the significance value is  $0.000 < 0.05$ , so that the conclusion can be drawn that Job Satisfaction (X1) has an influence on employee performance (Y) and the value of  $t_{count} = 7.853 > t_{table} = 1.660$ , so that conclusions can be drawn if the  $t_{count} > t_{table}$ ,  $H_0$  is rejected and  $H_a$  is accepted, This means that job satisfaction has a significant effect on employee performance. This shows that based on the value of significance and  $t_{cal}$ , there is a significant influence between job satisfaction (X1) on employee performance (Y) at PT. Gelora Mandiri Builds.

### **The Effect of Work Motivation on Employee Performance**

Based on the results of a partial test conducted using SPSS software, the effect between work motivation and employee performance, the significance value is  $0.000 < 0.05$ , so that the conclusion can be drawn that work motivation (X2) has an influence on employee performance (Y), and the value of  $t_{cal} = 8.477 > t_{table} = 1.660$  so that a conclusion can be drawn if the  $t_{count} > t_{table}$ ,  $H_0$  is rejected and  $H_a$  is accepted, This means that work motivation has an effect on employee performance. This shows that based on the significance value and calculation there is a significant influence between work motivation (X2) on employee performance (Y) at PT Gelora Mandiri Membangun.

### **The Influence of the Work Environment on Employee Performance**

Based on the results of a partial test conducted using SPSS software on the influence of the work environment on employee performance, the significance value is  $0.000 < 0.05$ , so that it can be concluded that the work environment (X3) has an influence on employee performance (Y), and the  $t_{count}$  value =  $7.547 > t_{table} = 1.660$  so that a conclusion can be drawn if the  $t_{count} > t_{table}$ ,  $H_0$  is rejected and  $H_a$  is accepted, This means that the work environment affects employee performance. This shows that based on the significance value and calculation there is a significant influence between the work environment (X3) on employee performance (Y) at PT Gelora Mandiri Membangun.

### **The Influence of Job Satisfaction, Work Motivation and Work Environment on Employee Performance**

Based on the results of simultaneous testing conducted using SPSS software, the effect between job satisfaction, work motivation and work environment on employee performance, the significance value is  $0.000 < 0.05$ , so that the conclusion can be drawn that Job Satisfaction (X1), Work Motivation (X2) and Work Environment (X3) have an influence on employee performance (Y) and the value of  $F_{cal} = 746.515 > F_{table} = 2.600$ , so that conclusions can be drawn if  $F_{cal} > F_{table}$ ,  $H_0$  is rejected and  $H_a$  accepted, meaning that simultaneously there is a positive and significant influence between job satisfaction, work motivation, and work environment on employee performance. This shows that based on the significance value and  $F_{cal}$ , there is a

significant influence between Job Satisfaction (X1), Work Motivation (X2) and Work Environment (X3) on employee performance (Y) at PT. Gelora Mandiri Builds.

The results showed that there is a significant influence between job satisfaction, work motivation, and work environment on employee performance at PT Gelora Mandiri Membangun. Based on multiple linear regression analysis, the results show that job satisfaction has a positive and significant influence on employee performance, with a regression coefficient value of 0.45 ( $p < 0.01$ ). This indicates that an increase in job satisfaction will contribute to an increase in employee performance. In addition, the work motivation variable also shows a positive and significant influence on employee performance, with a regression coefficient value of 0.38 ( $p < 0.01$ ), confirming the importance of work motivation in driving better performance. The work environment is shown to have a significant influence on employee performance, with a regression coefficient value of 0.30 ( $p < 0.05$ ), which indicates that a conducive work environment can improve employee productivity and performance.

The findings of this study are in line with various previous studies that show a similar relationship. For example, research by Judge and Bono found that job satisfaction is positively related to individual performance. Research by Deci and Ryan emphasizes the importance of intrinsic motivation in improving employee performance. In addition, research by Saks shows that a good work environment contributes to employee engagement, which in turn improves performance. In the context of PT Gelora Mandiri Membangun, increased job satisfaction can be achieved through career development programs and recognition of employee achievements. Work motivation, as a key factor in driving performance, shows that motivated employees are more likely to contribute optimally. This supports the view that organizations need to implement effective motivation strategies, such as incentives and rewards, to encourage better performance.

Furthermore, a conducive work environment serves as a significant supporting factor in improving performance. A good environment includes not only physical facilities, but also psychological aspects, such as relationships among coworkers and support from management. This research indicates that attention to these aspects can have a positive impact on employee performance at PT Gelora Mandiri Membangun. Overall, the results of this study provide important implications for company management to design policies that can increase job satisfaction and motivation, as well as create a supportive work environment, in order to improve overall employee performance.

## **CONCLUSION**

The research on the influence of job satisfaction, work motivation, and work environment on employee performance at PT. Gelora Mandiri Pembangunan concludes that each factor individually and collectively has a significant positive impact on employee performance. The results indicate that job satisfaction (X1) positively affects employee performance (Y) with a t-value of 7.853, surpassing the t-table value of 1.660, and a significance level of  $0.000 < 0.05$ . Similarly, work motivation (X2) demonstrates a positive influence on performance, reflected by a t-value of 8.477, also exceeding the t-table value, with the same significance level. The work environment (X3) further contributes positively, showing a t-value of 7.547 with a significance of 0.000. When analyzed simultaneously, job satisfaction, work motivation, and work environment yield an F-calculation of 746.515, significantly higher than the F-table value of 2.600, with a significance level of 0.000. This confirms that these three factors together exert a positive and substantial influence on employee performance, highlighting the critical role of fostering satisfaction, motivation, and a conducive work environment to enhance productivity.

As a practical recommendation, management needs to design a reward program that recognizes employee achievements, both individual and team, as well as conduct motivational activities through training and workshops. Improving the work environment can be done by creating a more comfortable and collaborative atmosphere. In addition, regularly conducting employee satisfaction surveys to obtain feedback, as well as developing a welfare program that includes physical and mental health, is also highly recommended. For future research, it is recommended to conduct longitudinal studies to observe changes in job satisfaction and employee performance over the long term, as well as analyze other factors that may affect performance. Comparative research in other industry sectors and the use of qualitative methods to gain a deeper understanding of the employee experience may also provide valuable insights.

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