

The Effect Of Work Environment And Job Satisfaction On Employee Performance With Motivation As An Intervening Variable At The Sungai Penuh City Bappeda Office

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Abstract– One of the benchmarks of good performance is a high level of discipline, however, the Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City faces problems in improving the performance of its employees despite implementing strict regulations. This study aims to: 1) analyze the influence of the Work Environment on the performance of BAPPEDA Office Employees of Sungai Penuh City; 2) analyze the effect of Job Satisfaction on the performance of BAPPEDA Office Employees in Sungai Penuh City; 3) analyze the effect of the Work Environment on work motivation at the Sungai Penuh City BAPPEDA Office; 4) analyze the effect of Job Satisfaction on the Work Motivation of BAPPEDA Office Employees in Sungai Penuh City; 5) analyze the effect of work motivation on the performance of BAPPEDA Office Employees in Sungai Penuh City. The population in this study is all employees of the Sungai Penuh City BAPPEDA Office which amounts to 37 people. The sample in this study was all 37 employees of the Sungai Penuh City BAPPEDA Office. The data analysis tool used is path analysis at an alpha level of 0.05. Based on the results of the study shows that: the work environment has a positive and significant effect on employee performance; job satisfaction has a positive and significant effect on employee performance; the work environment has a positive and significant effect on employee motivation; job satisfaction has a positive and significant effect on employee motivation; Work motivation has a positive and significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office.

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

INTRODUCTION

In order to face the era of globalization and the current condition of society, every organization or institution, both private and government, is required to be able to manage its activities properly and regularly in order to achieve the goals and objectives that have been set. Human resource development in agencies is essentially an effort to provide assurance that the activities carried out by agencies can be carried out in accordance with the provisions (Fahruddin, 2023). This fact makes human resource development an important and mandatory thing to do in an effort to improve employee performance (Hayati & Yulianto, 2021).

Human resource management is a strategic area of the organization (Mu'tafi, 2020). Human resource management should be viewed as an extension of the traditional view of managing people effectively and for that requires knowledge of human behavior and the ability to manage it (Ala'uddin & Ubaidilla, 2023). The role of human resource management is to organize and determine employee programs through existing management functions to deal with problems related to employee needs so as to achieve planned organizational goals effectively and efficiently in order to achieve good performance.

Performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone. The definition of performance (achievement) is the result of work in quality, quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him (Hartono & Rahadi, 2021). According to Hasibuan (2012), Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on ability, experience, and sincerity and time. Thus performance can be interpreted as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is an attitude of the individuals concerned and groups towards their training and of course the willingness to work with others thoroughly in accordance with the abilities or experience they have for the benefit of the organization (Ismawanti, 2021). Employee performance is a comparison of work results achieved by employees with predetermined standards (Budi, 2022). Good performance is optimal performance, which is performance that is in accordance with predetermined standards and supports the achievement of these goals.

One of the benchmarks of good performance can be seen from the high level of discipline. The Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City has tried to improve the performance of employees by implementing all regulations in the hope that employees can improve discipline at work. However, there are performance problems found at the Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City. This can be seen from the attendance data of employees of the Regional Planning and Development Agency (BAPPEDA) of Sungai Penuh City.

Based on preliminary studies, it is known that the attendance rate of employees has several problems because there are still employees who are absent without information and sometimes there are some employees who arrive not on time in accordance with the established rules. This can cause poor work results of an employee, if employees are present on time and Penuhy present during the working day, the work results of employees will improve. Therefore, there are some employees who are less enthusiastic in carrying out their work duties and responsibilities due to the high workload but the remuneration received feels that it is not in accordance with employee expectations.

Employee performance, or work performance, can be defined as the results of a person's work in terms of quality and quantity in accordance with the duties and responsibilities given to him (Buulolo et al., 2021). According to Sedarmayanti (2011), performance is the result of one's work. Performance is a function of motivation and ability, where one's motivation and ability must work together to achieve effective results (Ghozali, 2017). Robbins (2013) reveals that performance is the result of the interaction between ability, motivation, and opportunity, emphasizing that performance depends on a combination of these factors (Robbins & Judge, 2013; Runa, 2020). Performance is also related to the comparison of work results with predetermined standards. From the various definitions above, it can be concluded that performance is the result of a person's work in an organization that is in accordance with his responsibilities. Employee performance is the result of employee work in a certain period compared to mutually agreed standards or criteria. According to Siagian (2002), employee performance is influenced by several factors, namely: compensation, work environment, organizational culture, leadership, and work motivation, work discipline, job satisfaction, communication and other factors. Therefore, to create high employee performance,

attention needs to be paid to work motivation factors, work environment, and job satisfaction for each employee.

According to McClelland (2002), motivation is the effort of each individual in exerting all his abilities to carry out all activities that have become his duty and responsibility to achieve certain targets that must be achieved. Motivation is a process that affects an individual's intensity, direction, and perseverance in achieving goals (Widodo & Yandi, 2022). There are two forms of motivation, namely intrinsic motivation and extrinsic motivation (Ena & Djami, 2020). Intrinsic motivation comes from within the individual and is associated with an awareness of the meaning of work. While extrinsic motivation comes from external factors such as working conditions and demands for maximum work (Panjaitan et al., 2023). Work motivation is very important in the context of the goods/services industry because it affects the achievement of organizational and individual goals. Husnan (in A.A. Ngurah, 2012) identifies various sources of motivation, including money, rewards, power, and recognition, both from within and outside the individual. Work motivation can be factors that drive a person to strive to achieve goals. In addition, Robbins & Judge (2013), also state that work motivation involves the willingness of individuals to use high efforts in achieving organizational goals and meeting individual needs. Work motivation can be described as a set of attitudes and values that influence individuals to achieve goals according to individual values, which are invisible factors but provide impetus in achieving goals (Hasanah et al., 2023). Thus, work motivation is an important factor in moving individuals to achieve organizational goals while paying attention to individual needs and values.

The work environment is the environment in which employees do their daily work. According to Sedarmayanti (2011), the work environment is the entire tool and material faced, the surrounding environment where someone works, the work method, and the work arrangement both as individuals and as a group. A conducive work environment will provide a sense of security and allow employees to work optimally, besides that the work environment can also affect employee emotions, for example if employees like the work environment where they work, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistic that employee work performance is also high. The work environment includes working relationships formed between fellow employees and work relationships between subordinates and the physical environment where employees work (Kamaruddin et al., 2022).

Another factor that affects employee performance is job satisfaction. According to (Robbins & Judge, 2013), job satisfaction is the pleasant or unpleasant emotional state with which employees perceive their work. Job satisfaction as a positive attitude towards work in a person.

Based on the description of this phenomenon, it is important to review how the relationship between employee performance at BAPPEDA Kota Sungai Penuh with factors that affect performance. Therefore, a review or research on the influence of the work environment and job satisfaction on employee performance with motivation as an intervening variable at the Sungai Penuh City BAPPEDA Office is important to do. The objectives of this study are to: 1) analyze the effect of the Work Environment on the performance of BAPPEDA Office Employees of Sungai Penuh City; 2) analyze the effect of Job Satisfaction on the performance of BAPPEDA Office Employees of Sungai Penuh City.; 3) analyze the effect of the Work Environment on work motivation at the Sungai

Penuh City BAPPEDA Office; 4) analyze the effect of Job Satisfaction on the Work Motivation of BAPPEDA Office Employees in Sungai Penuh City; 5) analyze the effect of work motivation on the performance of BAPPEDA Office Employees in Sungai Penuh City.

METHODOLOGY

Research Scope

This type of research is descriptive research of causality which is classified as quantitative research. Descriptive causality research is research conducted to explain the influence between one variable on another variable or how a variable affects other variables, namely explaining the influence of the work environment (X1), job satisfaction (X2), and motivation (I) on employee performance (Y). This research was conducted at the Sungai Penuh City BAPPEDA Office. The research schedule is from November 1 – 30, 2023. In this study, the population was all employees of the Sungai Penuh City BAPPEDA Office, totaling 37 people. To determine the number of samples in this study, as Arikunto (2002) argued, which states if the population is less than 100, it is better to examine it entirely. In connection with this, the sample in this study was all 37 employees of the Sungai Penuh City BAPPEDA Office.

Data Types and Sources

The type of data in this study consists of primary and secondary data. The primary data referred to in this study is data obtained directly from respondents through the distribution of questionnaires by preparing a list of questions (questionnaires) related to research variables, namely work environment, job satisfaction, motivation, and employee performance. Secondary data is primary data that has been further processed and presented either by the party collecting primary data or by other parties for example in the form of tables or diagrams. Secondary data is the data obtained in this study in the form of documents, literature, reports that have something to do with this study. The data sources used in this study consisted of primary data sources, namely employees of the Sungai Penuh City BAPPEDA Office. While secondary data sources are from documents, literature, and reports archived by the Sungai Penuh City BAPPEDA Office.

Data Collection Techniques

Data collection techniques using questionnaires and documentation. Questionnaires were used to obtain the primary data needed in this study. The type of questionnaire chosen is a structured questionnaire. That is, the respondent only marks one of the available answer options. Documentation is a method of collecting data by conducting a literature review to obtain written data from companies needed in this study. This data such as company history, organizational structure, employee data, and other data related to research variables.

Data Analysis Methods

The methods used in the analysis and discussion of data in this study are qualitative and quantitative methods. The purpose of using this method is to describe the effect of work discipline and job satisfaction on employee performance with work motivation as an intervening variable at the Sungai Penuh City BAPPEDA Office. Descriptive qualitative is an analytical tool to cover an object in current conditions or

events. The goal is to make descriptions, drawings or paintings systematically and actually about the facts in the field with theories and concepts in related literature. Quantitative descriptive quantitative method is an analysis in the form of numbers obtained by converting qualitative data into quantitative data by performing calculations related to work discipline.

Descriptive Analysis

This analysis intends to describe the characteristics of each research variable. The process of processing data that has been obtained from respondents is assessed based on scores. Data processing to describe each variable is carried out in the following stages:

Calculation of average score. The average score of each statement item in the questionnaire is calculated by the following formula:

$$rata - rata skor = \frac{\sum fi x wo}{\sum f} \tag{1}$$

Where:

- $\sum fi$ = Total frequency to i
- wo = weight
- $\sum f$ = Total frequency

Respondent Achievement Level (TCR). For conclusions, the results of descriptive analysis are used Respondent Achievement Level (TCR). Meanwhile, to find the level of achievement of respondents, the following formula is used:

$$TCR = \frac{Rata-rata skor}{5} x 100\% \tag{2}$$

The criteria for the value of the Respondent Achievement Level (TCR) were developed from Arikunto's theory (2002) so that the variables in this thesis can be clarified as follows;

Table 1. Respondent Achievement Level (TCR)

Achievement (%)	Criterion
90-100	Excellent
80-89	Good
65-79	Good enough
55-64	Not Good
0-54	Bad

Source: Authors

Path Analysis

Path analysis is a technique for analyzing the relationship as a result that occurs in multiple regression if the independent variable affects the dependent variable directly or indirectly. Path analysis is a regression extension model used to test the alignment of the correlation matrix with two or more causal relationship models compared by researchers

(Sulistiowati & Kanto, 2022). Path analysis is a statistical analysis tool used to analyze the pattern of causality relationships between variables with the aim of determining the direct or indirect influence, either simultaneously or partially, of causal variables on dependent variables. The data analysis model used is the path analysis method (Path Analysis), to explain the direct influence or indirect influence of a set of independent variables on the dependent variable, with a path diagram as follows:

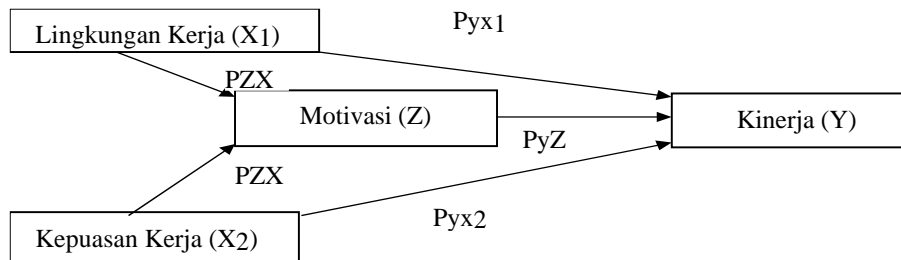


Figure 1. Path Analysis Structure

Uji Hipotesis

Test the hypothesis using a form of testing individually, which looks at the influence of variables X1, X2 and X3 individually on Y. For this used t test (t-test) with the formula Simamora (2005: 54) as follows:

$$t_o = \frac{b_i}{sb_i} \tag{3}$$

Where:

- t0 = test value coefficient
- BI = Regression Coefficient
- SBI = standard error regression coefficient

Hypothesis testing criteria:

- if $t_{hit} \geq t_{tab}$ or $-t_{hit} < -t_{tab}$ or $\text{sig (prob)} < \alpha = 0.05$ then H_0 is rejected
- if $t_{hit} < t_{tab}$ or $-t_{hit} > -t_{tab}$ or $\text{sig (prob)} > \alpha = 0.05$ maka H_0 diterima

RESULT AND DISCUSSION

Description of Research Results

The quality of performance of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 87.3%. When viewed from each indicator, the Total Respondent Achievement (TCR) performance variable is 87.3% or is in good condition. The lowest average Total Respondent Achievement (TCR) value of all indicators is on the "loyalty" indicator with an average TCR of 84.5% which is in good condition. The highest average Total Respondent Achievement (TCR) value of all indicators is on the "responsibility" indicator with an average TCR of 89.1% which is in good condition,

The quality of motivation of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 89.2%. When viewed from each

indicator, the quality of employee motivation can be explained as follows: The average Total Achievement of Respondents (TCR) motivation variables is 89.2% or is in good condition. The lowest average Total Respondent Achievement (TCR) of all indicators is on the "Need for work performance" indicator with an average TCR of 88.4% which is in good condition. The highest average Total Respondent Achievement (TCR) of all indicators is on the "Power Needs" indicator with an average TCR of 89.9% which is in good condition.

The quality of the working environment of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 89.2%. When viewed from each indicator, the quality of the employee work environment can be explained as follows: The average Total Achievement of Respondents (TCR) of work environment variables is 87.6% or is in good condition. The lowest average Total Respondent Achievement (TCR) of all indicators is on the "Employee Relations" indicator with an average TCR of 83.4% which is in good condition. The highest average Total Respondent Achievement (TCR) value of all indicators is on the "Noise Noise" indicator with an average TCR of 91.5% which is in good condition.

The quality of job satisfaction of BAPPEDA Kota Sungai Penuh employees is in the good category, which can be seen from the TCR value of 89.46%. When viewed from each indicator, the quality of employee job satisfaction can be explained as follows: The average Total Respondent Achievement (TCR) variable job satisfaction is 89.46% or is in good condition. The lowest average Total Respondent Achievement (TCR) of all indicators is on the "salary satisfaction" indicator with an average TCR of 88.4% which is in good condition. The highest average value of Total Respondent Achievement (TCR) of all indicators is on the indicator "Satisfaction with promotion, satisfaction with colleagues, Satisfaction with supervisors" with an average TCR of 89.9% which is in good condition

Path Analysis Results

Analysis of the research results is carried out based on the formulation of the problem and hypotheses proposed in the previous chapter. The analysis carried out in the discussion is based on data obtained through research which is then processed with the SPSS program version 21.0 to determine the significance and magnitude of the influence of exogenous variables on endogenous variables through path analysis (Path Analysis).

The Effect of Work Environment (X1) and Job Satisfaction (X2) on Motivation (Z). The work environment (x1) has an influence on motivation (z) with a path coefficient of 0.580. While job satisfaction (x2) has an influence on motivation (z) with a coefficient of 0.306. The influence of other variables on work motivation is 69% so that the equation $Z = 0.580X1 + 0.306X2 + 0.69$ is obtained. The values of b1 and b2 are positive, meaning that there is directly a positive influence between the work environment and job satisfaction on work motivation where if the work environment is more conducive, there is a tendency to increase employee job satisfaction at the Penuh river city BAPPEDA office. Similarly, job satisfaction, if employee satisfaction increases, employee motivation will increase as well.

The effect of work environment (X1) job satisfaction (X2) motivation (Z) on performance. The Work Environment (X1) has an influence on performance with a path coefficient of 0.327. Job Satisfaction (X2) has an influence on performance with a path

coefficient of 0.350. Motivation (Z) has an influence on performance with a path coefficient of 0.291. The effect of other variables on job satisfaction is $0.40 \times 100\% = 40\%$ thus the equation $Y = 0.327X_1 + 0.350X_2 + 0.291Z + 0.40$, meaning that directly the Work Environment has a positive effect on employee performance, Job Satisfaction also has a positive effect on employee performance as well as motivation also has a positive effect on the performance of BAPPEDA employees in Sungai Penuh City. From the results of the analysis can be drawn path analysis as follows:

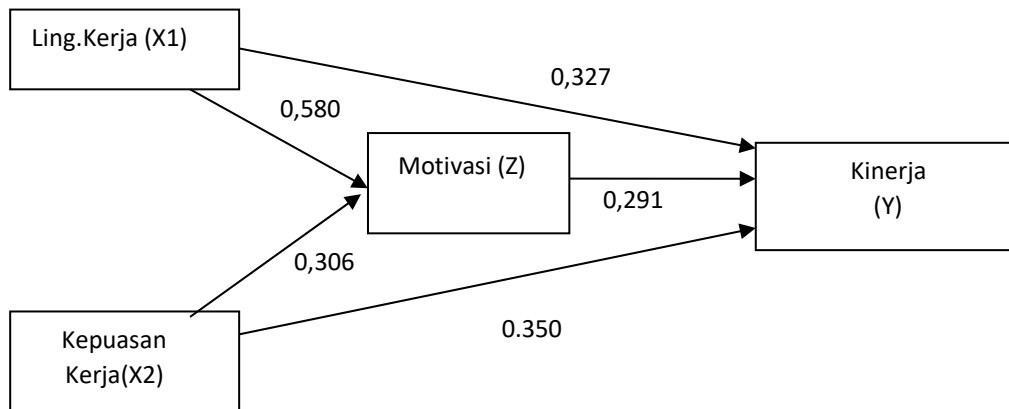


Figure 2. Path Analysis Results Chart

Hasil Uji Hipotesis

The first hypothesis: The work environment has a significant effect on the work motivation of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.000, this value is less than alpha 0.05 ($0.000 < 0.05$) or $t_{count} > t_{table}$ ($4.718 > 2.03452$). Thus, the Work Environment has a significant effect on the work motivation of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at $\alpha = 0.05$.

Second hypothesis: Job satisfaction has a significant effect on the work motivation of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.018, this value is less than alpha 0.05 ($0.018 < 0.05$) or $t_{hitung} > t_{table}$ ($2.489 > 2.03452$). Thus, Job Satisfaction has a significant effect on the work motivation of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at $\alpha = 0.05$.

Third hypothesis: The work environment has a significant effect on the performance of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.047, this value is less than alpha 0.05 ($0.047 < 0.05$) or $t_{hitung} > t_{table}$ ($2.065 > 2.03452$). Thus, the Work Environment has a significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at $\alpha = 0.05$.

Fourth hypothesis: Job satisfaction has a significant effect on the performance of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.022, this value is less than alpha 0.05 ($0.022 < 0.05$)

or $t_{hitung} > t_{table}$ ($2.399 > 2.03452$). Thus, Job Satisfaction has a significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at $\alpha = 0.05$

Fifth hypothesis: Work motivation has a significant effect on the performance of BAPPEDA office employees in Sungai Penuh city. Based on the analysis that has been done, the sig value is obtained. At 0.024, this value is less than alpha 0.05 ($0.024 < 0.05$) or $t_{count} > t_{table}$ ($2.358 > 2.03452$). Thus, motivation has a significant effect on the performance of employees of the Sungai Penuh City BAPPEDA Office. This means that the hypothesis that has been proposed is accepted at $\alpha = 0.05$

Furthermore, there are calculation results of how much influence each exogenous variable (X1, X2, Z) either directly or indirectly on the endogenous variable (Y). Based on the results of the analysis, it is known that the direct influence of work environment variables on performance is 10.7%. In addition, based on the results of the analysis, it was revealed that the indirect influence of work environment variables on performance through motivation variables was 5.52%. Furthermore, the results of the analysis also revealed that the direct influence of the job satisfaction variable on performance was 12.25%. In addition, the indirect influence of job satisfaction variables on performance through motivation variables was 3.12%. Finally, based on the results of the analysis, it was found that the direct influence of motivation variables on performance was 8.47%. The percentage of direct and indirect influence between research variables can be summarized as listed in Table 2:

Table 2. Recapitulation of the Effect of Endogenous Variables on Exogenous Variables

No.	Information	Percentage (%)	Percentage (%)
1	The effect of the work environment (X1) on performance (Y) directly	10,7	
2	The effect of the work environment (X1) on performance (Y) through work motivation (Z)	5,52	
	Total Effect X1 on Y		16,22
3	The effect of job satisfaction (X2) on performance (Y) directly	12,25	
4	The effect of job satisfaction (X2) on performance (Y) through work motivation (Z)	3,12	
	Total Effect of X2 on Y		15,37
5	The effect of work motivation (Z) on performance (Y)	8,47	
	Total Effect of Z on Y		8,47
	Total		40,06

Source: Authors

The results of the path analysis show that the influence of the Work Environment on Motivation has a path coefficient of 0.580 with a sig value of 0.000. This shows that the work environment has a direct influence on motivation of 0.580 and the work environment has a positive and significant influence on motivation. This means that the work environment plays a role in increasing work motivation, if the work environment increases then motivation will also increase. Vice versa, if the work environment decreases, employee motivation also decreases. So it can be said that the work

environment is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

If the work environment increases by 1 unit, motivation will also increase by 0.580 units. Vice versa, if the work environment decreases by 1 unit, motivation also decreases by 0.580 units. Thus, it can be said that the work environment is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

Based on the results of the study, it shows that the work environment at the Sungai Penuh City BAPPEDA office is on good criteria with an average score of 4.38 and an achievement rate of 87.6%. This means that the working environment at the Sungai Penuh City BAPPEDA office is good. This can be seen from lighting, air temperature, away from noise, the use of color, the necessary space, job security and good employee relations.

Thus the work environment plays a role in increasing employee work motivation, if the work environment increases then work motivation will also increase. Vice versa The work environment decreases, then work motivation also decreases. So it can be said that the work environment is an important variable in increasing the work motivation of BAPPEDA office employees in Sungai Penuh City.

The results of the path analysis show that the effect of Job Satisfaction on Motivation has a path coefficient of 0.306 with a sig value of 0.018. This shows that job satisfaction has a direct influence on motivation of 0.580 and job satisfaction has a positive and significant influence on motivation. This means that job satisfaction plays a role in increasing work motivation, if job satisfaction increases then motivation will also increase. Vice versa, if job satisfaction decreases, employee motivation also decreases. So it can be said that job satisfaction is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

If job satisfaction increases by 1 unit, motivation will also increase by 0.306 units. Vice versa, if job satisfaction decreases by 1 unit, motivation also decreases by 0.306 units. Thus, it can be said that job satisfaction is an important variable in increasing the motivation of employees of the Sungai Penuh City BAPPEDA Office.

Based on the results of the study, it shows that job satisfaction at the Sungai Penuh City BAPPEDA office is on good criteria with an average score of 4.48 and an achievement rate of 89.46%. This means that job satisfaction at the Sungai Penuh City BAPPEDA office is good. This can be seen from satisfaction with salary, satisfaction with the job itself, satisfaction with promotion, satisfaction with colleagues, and satisfaction with supervisors (supervisors) is good.

Thus job satisfaction plays a role in increasing employee work motivation, if job satisfaction increases then work motivation will also increase. Vice versa, job satisfaction decreases, then work motivation also decreases. So it can be said that job satisfaction is an important variable in increasing the work motivation of BAPPEDA office employees in Sungai Penuh City.

The results of the path analysis show that the work environment can have a direct effect on employee performance and can have an indirect effect on employee performance through motivation. The amount of direct influence of the work environment on the performance of BAPPEDA office employees in Sungai Penuh City is the path coefficient of 0.327 with a sig value of 0.047. This sig value is smaller than alpha 0.05 This means that the work environment has a direct positive and significant influence on employee performance.

The results of this study are in accordance with the statement of Jackson, Schuler, & Werner (2010) in Hidayat & Cavorina (2017), which states that the work environment is conditions within the company itself that can affect work activities. Thus, it can be said that the work environment is one of the factors that can affect the condition of the company, including employee performance. The results of this study are in line with previous research which states that the work environment partially has a significant effect on employee performance. The research was conducted by (Sani & Suhana, 2022; Solihatun et al., 2021).

Thus the work environment plays a role in improving employee performance, if the work environment increases then performance will also increase. Vice versa The work environment decreases, so employee work performance also decreases. So it can be said that the work environment is an important variable in improving the performance of BAPPEDA office employees in Sungai Penuh City.

Work motivation is an intervening variable between the work environment and employee performance. The indirect influence of the work environment on performance through work motivation is 5.52%. This means that the higher the quality of the work environment will cause high work motivation and then will cause high employee performance and vice versa if the work environment is lower it will cause low work motivation and then will cause low employee performance. Therefore, the Sungai Penuh City BAPPEDA Office must be able to improve the quality of the work environment so that employee motivation increases and in turn will improve employee performance.

The results of the path analysis show that job satisfaction can have a direct effect on employee performance and can have an indirect effect on employee performance through motivation. The amount of direct effect of job satisfaction on the performance of BAPPEDA office employees in Sungai Penuh City is the path coefficient of 0.350 with a sig value of 0.022. This GIS value is smaller than alpha 0.05 This means that job satisfaction has a positive and significant direct influence on employee performance.

Thus job satisfaction plays a role in improving employee performance, if job satisfaction increases then performance will also increase. Vice versa, job satisfaction decreases, then employee work performance also decreases. So it can be said that job satisfaction is an important variable in improving the performance of BAPPEDA office employees in Sungai Penuh City.

Work motivation is an intervening variable between job satisfaction and employee performance. The indirect effect of job satisfaction on performance through work motivation is 3.12%. This means that the higher the quality of job satisfaction will cause high work motivation and then will cause high employee performance and vice versa if job satisfaction is lower it will cause low work motivation and then will cause low employee performance.

This is in line with the results of Sudrajat & Yuniawan's (2016) research, that job satisfaction with employee performance variables can take place indirectly, in the sense that work motivation variables function as intervening variables in order to influence job satisfaction on employee performance. Thus the work motivation variable in the context of this study serves as an intervening variable of the influence of job satisfaction variables on employee performance. Therefore, the Sungai Penuh City BAPPEDA Office must be able to improve the quality of job satisfaction so that employee motivation increases and in turn will improve employee performance.

The results of the analysis of the path of the influence of motivation on performance have a path coefficient of 0.291 with a sig value of 0.024. This shows that work motivation has a direct influence on performance of 0.291 and motivation has a positive and significant influence on performance. So if motivation increases by 1 unit, employee performance will also increase by 0.291 units. Vice versa, if motivation decreases by 1 unit, then performance also decreases by 0.291 units. So it can be said that motivation is an important variable in improving the performance of employees of the Sungai Penuh City BAPPEDA Office.

Based on the results of the study, it shows that employee motivation at the Sungai Penuh City BAPPEDA Office is on good criteria with an average score of 4.5 and an achievement rate of 89.2%. This means that the motivation of employees at the Sungai Penuh City BAPPEDA Office is good. This can be seen from the need for work performance, the need for affiliation, and the need for power is good.

The results of this study are in accordance with the statement of Busro (2018), stating that motivation is a group of factors that cause individuals to behave in certain ways. Motivation is an important consideration for leaders because motivation, along with abilities, and environmental factors greatly affect individual performance. Thus, it can be said that motivation is one of the factors that can affect employee performance. The results of this study are in line with previous research which states that motivation partially has a significant effect on employee performance. The research was conducted by (Harahap & Tirtayasa, 2020).

Therefore, the Sungai Penuh City BAPPEDA Office must be able to improve the quality of employee motivation because someone who has high work motivation will show loyalty, work performance, responsibility, obedience, honesty, cooperation, and initiative, so that it will improve employee performance.

After going through the analysis as above, then by comparing between direct influence and indirect influence where the indirect influence is greater than the direct influence, Z acts as an intervening variable, thus: 1) Motivation does not act as an intervening variable between the Work Environment and the Performance of BAPPEDA Office Employees in Sungai Penuh City because the direct influence of the Work Environment on Employee Performance is greater than the influence Work Environment on Employee Performance through Motivation which is $10.7 > 5.52$; 2) Motivation does not act as an intervening variable between Job Satisfaction and Employee Performance of BAPPEDA Kota Sungai Penuh Office because the direct influence of Job Satisfaction on Employee Performance is greater than the indirect influence (through Motivation), which is $12.25 > 3.12$.

CONCLUSION

Based on the results of research and discussions conducted on the influence of the work environment and job satisfaction on performance with motivation as an intervening variable through analysis of pathways between exogenous variables and endogenous variables, several conclusions can be put forward, including: 1) Directly the work environment has a positive and significant influence on employee performance, so that the increasing quality of the work environment will improve performance Employees, indirectly the work environment also has a positive and significant effect on employee performance, work motivation is an intervening variable between the work environment and employee performance at the Sungai Penuh City BAPPEDA Office. This means that

the work environment can affect employee performance through work motivation; 2) Directly job satisfaction has a positive and significant influence on employee performance, so that the increasing quality of job satisfaction will increase employee performance, Indirectly job satisfaction has a positive and significant effect on employee performance, work motivation is an intervening variable between job satisfaction and employee performance at the Sungai Penuh City BAPPEDA Office. This means that job satisfaction can affect employee performance through work motivation; 3) The work environment has a positive and significant effect on employee work motivation, the more the quality of the work environment, the work motivation of employees at the Sungai Penuh City BAPPEDA Office increases; 4) Job satisfaction has a positive and significant effect on employee work motivation, the increasing quality of job satisfaction, the work motivation of employees at the Sungai Penuh City BAPPEDA Office increases; 5) Work motivation has a positive and significant influence on performance, so that the more employee motivation increases, the performance of employees at the Sungai Penuh City BAPPEDA Office increases.

LIMITATION

Limitations in this study include several aspects to consider. First, the definition of performance used tends to be too limited, not covering all complex aspects that might affect employee performance holistically. In addition, the focus of research only on the Sungai Penuh City BAPPEDA Office can be a limitation because it does not take into account the dynamics and factors that may differ in other locations. Finally, despite finding positive and significant associations between variables, the study may not be able to provide an in-depth understanding of the causation underlying those relationships, ignoring the many internal and external factors that can influence employee performance and motivation more broadly.

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