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The Effect of Work Environment on Performance of Employee during the COVID-19 Pandemic through Job Motivation and Job Satisfaction as Intervening at Agency for Language Development and Cultivation

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Abstract:

Human resources have a significant role in the continuity of an organization. Human resource management in practice deals with how a person is treated and managed by the organization. During the COVID-19 pandemic, it cannot be denied that employee performance experienced many obstacles, including:

- *Lack of coordination, communication,*
- *Lack of facilities and infrastructure while working at home,*
- *Lack of motivation at work, concerns while working in public spaces and*
- *Lack of job satisfaction levels for employees*

The performance of these employees can be influenced by several things, such as the work environment, work motivation, and job satisfaction. The sample taken for this study was 200 respondents selected using purposive sampling. This research method is carried out quantitatively. The data analysis technique used in this study is structural equation modeling (SEM) using the SPSS AMOS version 26.0 application. The results of this study show that:

- *There is a significant positive influence of the work environment on work motivation and job satisfaction,*
- *There is a significant positive influence of the work environment, work motivation, and job satisfaction on employee performance, and*
- *There is a significant positive influence of the work environment on employee performance mediated by work motivation and job satisfaction.*

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

1. Introduction

It is necessary for Agency for Language Development and Cultivation to have human resources who have good and reliable performance. Therefore, the human resources of the Agency for Language Development and Cultivation for September 2021 are 320 (three hundred and twenty) civil servants (PNS). They consist of structural officials totalling 6 (six) PNS, certain functional positions totalling 80 (eighty) PNS, and general functional positions totalling 234 (two hundred and thirty-four) PNS.

During the COVID-19 pandemic, it is undeniable that the performance of employees has experienced many obstacles, including lack of coordination, communication, lack of facilities and infrastructure when working at home, lack of motivation at work, concerns when working in public spaces, and also the lack of job satisfaction levels among employees.

Employee performance has received considerable attention in previous studies. Performance (job performance) is defined as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Many factors can affect employee performance, including the work environment, work motivation, and job satisfaction.

This statement is reinforced by the results of a research conducted on 25 employees of the PNS in the Agency for Language Development and Cultivation. Pre-research results look like table 1 below:

No	Variable	Average	Amount
1	Work Environment	3,24	81,00
2	Work Motivation	3,37	84,33
3	Job Satisfaction	3,31	82,80
4	Career Development	3,19	79,80
5	Organizational Culture	3,17	79,20

Table 1: Pre-Research Result

Source: Pre-Research Questionnaire Results, Compiled in 2021

Based on table 1, it can be said that, according to the 25 civil servants who became the pre-research sample, three largest variables can affect employee performance, namely:

- The work motivation variable with an average of 3.37;
- Job satisfaction variable with an average of 3.31; and
- The work environment variable with an average of 3.24

In addition, researchers conducted brief interviews with several employees at the Agency for Language Development and Cultivation. The results also showed that work motivation, job satisfaction, and work environment can affect employee performance during the COVID-19 pandemic.

From the statement of the pre-research questionnaire related to work motivation variables, the problem is that 68% of respondents stated that collaboration with colleagues was not smooth during the COVID-19 pandemic, and 64% of respondents stated that the increased workload was given by leadership during the COVID-19 pandemic. During this COVID-19 pandemic, work time was divided between working from home (BDR) and working from the office (BDK). It worked as a way to reduce the spread of the coronavirus. However, it caused a lack of smooth cooperation between co-workers due to differences in work schedules and difficulty communicating with co-workers working from home.

In general, if the intrinsic and extrinsic needs are properly met, employees will have high work motivation to perform well. Gachengo & Wekesa (2017), Ghaffari *et al.* (2017), and Ali *et al.* (2016) show that there is a significant positive relationship between work motivation and employee performance.

Job satisfaction describes a positive feeling about the job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about his job, while someone with a low level of job satisfaction has negative feelings (Robbins & Judge, 2017). Octaviannand *et al.* (2017), Saragih *et al.* (2017), and Novita *et al.* (2016) show that job satisfaction has a positive and significant effect on employee performance.

A supportive work environment will be a place where proper attention is paid to achieving a satisfactory work-life balance, moderate emotional demands, and providing healthy and safe working conditions (Armstrong, 2009). Aulia & Ariyanto (2020), Mangkunegara & Agustine (2016), and Juliarti *et al.* (2018) shows that the work environment has a positive and significant effect on employee performance.

This study aims to find the influence of the work environment on the performance of agency for language development and cultivation of employees during the COVID-19 pandemic through work Motivation and job satisfaction as intervening variables.

2. Literature Review

2.1. Employee Performance

Alfiyah & Riyanto (2019) argue that performance is work performance, meaning the comparison between work results and standards set in the organization. Mamesah *et al.* (2016) define performance as an organizational strategy carried out by a person to achieve specific goals related to individual roles and competencies relevant to the organization. Permadi *et al.* (2019) stated that performance is a tangible, observable, and measurable result. In other words, employee performance is the result based on specific standards. Therefore, based on the opinions of these experts, it can be synthesized that performance is the result of a person's work in carrying out the tasks and responsibilities assigned to him in accordance with the standards set.

2.2. Job Satisfaction

Mangkunegara (2017) argues that job satisfaction is a favorable and unfavorable feeling employees feel at work. Job satisfaction is a pleasant emotional attitude and a job he likes, reflected by morale, discipline, and performance (Saragih *et al.*, 2017). Furthermore, job satisfaction is an employee's expectations of his work and feelings about his work environment (Saeed & Nasir, 2016). Therefore, based on the opinions of these experts, it can be synthesized that job satisfaction is a positive and negative feeling that a person feels for the work he does.

2.3. Work Motivation

Robbins & Judge (2017) argue that motivation is a process that describes a person's strength, direction, and persistence in achieving goals. McShane & Von Glinow (2018) argues that motivation is a force within a person that influences the direction, intensity, and persistence of behavior. Motivation is a process and effort to show individual intensity, direction, and persistence of efforts towards the achievement of goals (Abusama *et al.*, 2017). Therefore, based on the opinion of these experts, it can be synthesized that work motivation is an individual strength that stimulates action to achieve goals.

2.4. Work Environment

The work environment is everything around the worker that can affect him at work (Sudiarditha *et al.*, 2017). The environment is every aspect of both physical and socio-cultural that can affect individuals. Work is an activity carried out by a person physically or mentally to obtain satisfaction (Akbar, 2017). The work environment is the state around the workplace, both physical and non-physical, which can give a pleasant, secure, reassuring impression and feel at home at work (Mamesah *et al.*, 2016). Therefore, based on the opinions of these experts, it can be synthesized that the work environment is physical and non-physical conditions around the workplace that can affect a person's work.

2.5. Research Hypothesis

Saeed & Nasir (2016) stated that an inspiring work environment and getting support from top management can increase employee motivation. In line with that, a research by Erawati *et al.* (2019) proves that the work environment has a positive and significant effect on the work motivation of international restaurant employees in Badung, Bali. Hence, a good work environment motivates employees and vice versa. Therefore, based on the theory and past research, researchers suspect that the work environment is related to work motivation.

According to Sudiarta (2018), employees' perceptions of the work environment, such as the presence of good, supportive, and ready-to-work colleagues, can affect the level of perceived job satisfaction. So the work environment influences the formation of employee satisfaction. Eka *et al.* (2016) prove that the physical work environment significantly affects job satisfaction. For instance, a better physical work environment will create a sense of fun at work, thus causing job satisfaction for employees of PT (Telkom Indonesia Witel Jatim Selatan Malang). Based on the theory and past research, the researcher suspects that the work environment is related to job satisfaction.

Mangkunegara & Agustine (2016) stated that the work environment can affect employee performance. The work environment in question is the material and psychological conditions that exist in the workplace. These conditions include creating security, comfort, a new work environment, complete facilities and infrastructure, relationships between co-workers, and good leadership support for employees to improve employee performance. In line with that, Alfiyah & Riyanto (2019) prove that the work environment positively and significantly influences the performance of LP3I Jakarta Polytechnic employees. It can be seen that the largest correlation value is between the dimensions of the non-physical environment and the dimensions of quantity, while the lowest correlation is between the dimensions of the physical environment and the dimensions of independence. Based on the theory and past research, researchers suspect that the work environment is related to employee performance.

Achmad (2016) argues that motivation is the basic capital every employee must have at work. Employees who work with much self-motivation will have a strong commitment to doing work and will work sincerely, energetically, quickly, and competitively to improve employee performance. Gachengo & Wekesa (2017) prove that work motivation has a positive and significant effect on employee performance at the National Bank of Kenya, seen in the dimensions of training that can increase employee efficiency, high commitment, loyalty, and confidence in performance. Based on the theory and past research, researchers suspect work motivation is related to employee performance.

Warsono *et al.* (2018) stated that job satisfaction is one of the factors that can affect performance because it is related to effectiveness. Job satisfaction is not enough just to provide incentives but requires recognition from the leadership, work situations that are not monotonous, and opportunities to be creative. A research by Juliarti *et al.* (2018) also proves that job satisfaction has a positive and significant effect on employee performance at PT. Paramitha Auto Graha looks at the indicators of supervision, promotion opportunities, and co-workers. In addition, the work itself can improve employee performance based on work quality, tenacity, endurance, discipline and attendance, cooperation between co-workers, safety, and job responsibilities and initiative. Based on the theory and past research, researchers suspect job satisfaction is related to employee performance.

The high work motivation reflects the ability to work, prioritizes achievements, and competes in achieving results that will have an impact on maximum job satisfaction, workplace conditions, or an atmosphere that support lecturers to be motivated in carrying out their duties and functions as part of satisfaction (Runi *et al.*, 2017). Carvalho *et al.* (2020) prove that motivation has a positive and significant effect on job satisfaction. This means that employees need to have motivation in carrying out work activities. Moreover, companies need to create and maintain conditions in which their employees always feel motivated to work. Employees who have high motivation tend to feel more satisfied at work.

The higher employee motivation tends to make it easier for employees to feel job satisfaction. Job satisfaction is felt when employees believe their work is fun. The salary received, in accordance with the workload, has the same opportunities, as other co-workers, to achieve a good position, get supervision, support, technical assistance, and motivation from the leadership. Therefore, job satisfaction felt by employees can have an impact on improving employee performance (Carvalho *et al.*, 2020). In line with that, a research by Runi *et al.* (2017) proves that job satisfaction mediates the relationship between work motivation and employee performance. According to him, motivation is the hope that underlies a person to be driven to work by paying attention to motivational hygiene factors and motivating factors that cause human resources to exert all their energy and then get higher productivity. In this motivation theory, it is argued that motivators are used as a tool to provide satisfaction and improve performance.

Mangkunegara (2017) argues that work motivation as an influential condition generates, directs, and maintains behavior related to the work environment. Erawati *et al.* (2019) prove that work motivation mediates perfectly between the work environment and employee performance. Therefore, it can be explained that a good work environment will motivate employees to work well, and good motivation will also result in a good performance. Based on the theory and past research, researchers suspect that the work environment is related to employee performance through work motivation.

The working environment around employees includes:

- The physical condition of the office,
- Job descriptions,
- Authority,
- Work targets,
- Communication patterns,
- Work relations,
- Work climate,
- Careers, and
- Work facilities

If these are not satisfactory for employees, their morale can be reduced, which results in decreased productivity (Kurniawan & Harry, 2019). Permadi *et al.* (2019) proved that job satisfaction is crucial in mediating the work environment with employee performance.

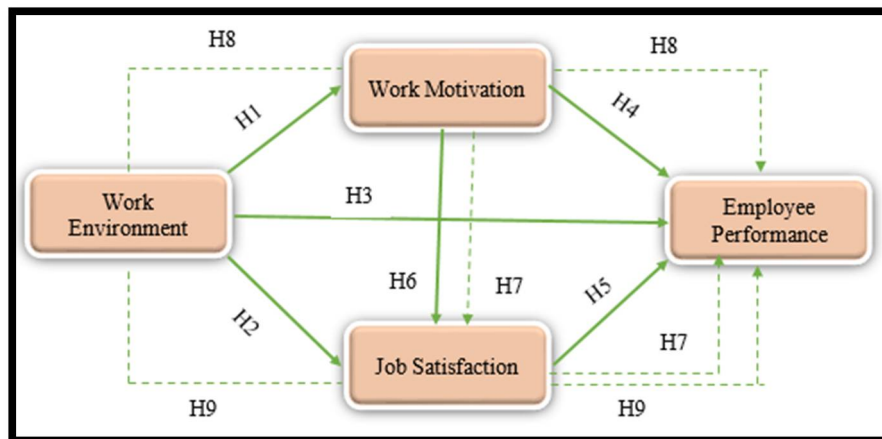


Figure 1: Conceptual Framework

3. Methodology

In this study, the researcher made the staff of the Agency for Language Development and Cultivation located in Sentul and Rawamangun as the unit of analysis and the place of research. The study was conducted in December 2021. This research focuses on work environment variables directly affecting employee performance during the COVID-19 pandemic through work motivation and job satisfaction. The population in this study were all the 320 Language and Literature Development Agency employees, consisting of civil servants in general functional positions, civil servants in certain functional positions, and echelon officials. The methods and data of this study were analyzed using Structural Equation Modeling (SEM). The determination of the minimum sample size is adjusted to the number of research variables. Based on the minimum sample requirements of SEM, research with several variables from 3 to 10 is at least 200 samples. So the number of samples in this study was 200 respondents.

After calculating the questionnaire, the researcher analyzed the data using SEM Analysis (Structural Equation Modeling) to discuss the problems in the research, namely the computer application program AMOS (Analysis of Moment) version 26.0, then accompanied by a model suitability test (Goodness of Fit) on the structural equation. This analysis is used to examine the relationship between variables, namely how much influence the work environment (X) has on employee performance (Y) through work motivation (Z1) and job satisfaction (Z2) as intervening.

4. Result and Discussion

4.1. Result

The results of the study include:

- The results of descriptive analysis,
- The results of the validity,
- Reliability of the instrument
- The results of the SEM-AMOS analysis test

The results of the SEM-AMOS analysis test are used as a tool to test the hypothesis in this study. The SPSS program is used to find out the descriptive analysis of each variable, while hypothesis testing uses SEM analysis with the AMOS program.

Position	Frequency	Percent	Cumulative Percent
II	2	1,0	1,0
III	167	83,5	84,5
IV	31	15,5	100,0
Total	200	100	
Gender	Frequency	Percent	Cumulative Percent
Man	76	38,0	38,0
Woman	124	62,0	100,0
Total	200	100	
Work Period	Frequency	Percent	Cumulative Percent
< 5	39	19,5	19,5
5-10	51	25,5	45,0
11-15	45	22,5	67,5
> 15	65	32,5	100,0
Total	200	100	
Age	Frequency	Percent	Cumulative Percent
< 35	72	36,0	36,0
35-45	84	42,0	78,0
> 45	44	22,0	100,0
Total	200	100	

Table 2: Respondent Profile

Table 2 shows that from 200 respondents, 2 respondents or 1% were employees of class II, 167 respondents or 83.5% were employees of class III, and 31 respondents or 15.5% were employees of class IV. Thus, it can be concluded that most of the study's respondents were class III employees. Furthermore, Table 2 shows that of 200 respondents, 76 or 38% were male employees, and 124 or 62% were female employees. Thus, it can be concluded that most of the respondents in this study are female employees.

Table 2 shows that of the 200 respondents, 39 or 19.5% were employees with less than 5 years of service, 51 or 25.5% were employees with 5-10 years of service, 45 or 22.5% were employees with a working period of 11-15 years, and 65 or 32.5% were employees with a working period of more than 15 years. Thus, it can be concluded that most of the respondents in this study are employees with over 15 years of service. Table 2 shows that of the 200 respondents, 72 or 36% were employees under 35 years of age, 84 or 42% were employees aged between 35 and 45 years, and 44 or 22% were employees over 45 years of age. Thus, it is concluded that most of this study's respondents are between 35 and 45 years.

	Estimate	S.E	C.R	P	Remark
Work Motivation <--- Work Environment	1,013	0,076	13,329	0,000	Supported
Job Satisfaction <--- Work Environment	0,561	0,042	7,947	0,000	Supported
Employee Performance <--- Work Environment	0,484	0,029	5,752	0,008	Supported
Employee Performance <--- Work Motivation	0,827	0,205	4,041	0,000	Supported
Employee Performance <--- Job Satisfaction	0,513	0,051	7,620	0,000	Supported
Job Satisfaction <--- Work Motivation	0,699	0,182	3,842	0,000	Supported

Table 3: Hypothesis Testing Results Influence between Variables

The estimated parameter for testing the influence of the work environment on work motivation is a CR value of 13.329 (> 1.96). The estimated value of 1.013 has a positive direction with a probability of 0.000 (< 0.05). This value is significant at the 5% significance level. Thus it can be concluded that the work environment positively affects work motivation. This means that $H_{0.1}$ is rejected and $H_{a.1}$ is accepted. This shows that the better the conditions of the work environment felt by employees, the work motivation of the employees of the Agency for Language Development and Cultivation will increase.

The estimated parameter for testing the influence of the Work Environment on Job Satisfaction obtained a CR value of 7.947 (> 1.96). The estimated value of 0.561 has a positive direction with a probability of 0.000 (< 0.05). This value is significant at the 5% significance level. Thus it can be concluded that the work environment positively affects job satisfaction. This means that $H_{0.2}$ is rejected and $H_{a.2}$ is accepted. This shows that the better the conditions of the work environment felt by employees, the job satisfaction of the employees of the Agency for Language Development and Cultivation will increase.

The estimated parameter for testing the influence of the Work Environment on Employee Performance obtained a CR value of 5.752 (> 1.96). The estimated value of 0.484 has a positive direction with a probability of 0.008 (< 0.05). This value is significant at the 5% significance level. Thus it can be concluded that the work environment positively affects

employee performance. This means that Ho.3 is rejected and Ha.3 is accepted. This shows that the better the working environment conditions employees feel, the performance of the Agency for Language Development and Cultivation employees will increase.

The estimated parameter for testing the effect of work motivation on employee performance obtained a CR value of 4.041 (> 1.96). The estimated value of 0.827 has a positive direction with a probability of 0.000 (< 0.05). This value is significant at the 5% significance level. Thus it can be concluded that work motivation positively affects employee performance. This means that Ho.4 is rejected and Ha.4 is accepted. This shows that the better the work motivation of employees, the performance of the Agency for Language Development and Cultivation employees will increase.

The estimated parameter for testing the effect of Job Satisfaction on Employee Performance obtained a CR value of 7.620 (> 1.96). The estimated value of 0.513 has a positive direction with a probability of 0.000 (< 0.05). This value is significant at the 5% significance level. Thus it can be concluded that job satisfaction positively affects employee performance. This means that Ho.5 is rejected and Ha.5 is accepted. This shows that the better job satisfaction employees feel, the performance of the Agency for Language Development and Cultivation employees will increase.

The estimated parameter for testing the effect of work motivation on job satisfaction obtained a CR value of 3.842 (> 1.96). The estimated value of 0.699 has a positive direction with a probability of 0.000 (< 0.05). This value is significant at the 5% significance level. Thus it can be concluded that work motivation positively affects job satisfaction. This means that Ho.6 is rejected and Ha.6 is accepted. This shows that the better the work motivation of employees, the job satisfaction of the employees of the Agency for Language Development and Cultivation will increase.

The following hypothesis test is based on the mediating effect through the indirect effect between variables, as presented in table 3 below.

Influence between Variables	Mediation Variable	Direct Influence	Indirect Influence	Total Influence
Employee Performance <--- Work Motivation	Job Satisfaction	1,013	0,451	1,464
Employee Performance <--- Work Environment	Work Motivation	0,484	0,501	0,985
Employee Performance <--- Work Environment	Job Satisfaction	0,484	0,331	0,815

Table 4: Mediation Effect between Variables

The results of hypothesis testing using PLS show that the indirect effect of work motivation on employee performance through job satisfaction is 0.451. So it can be concluded that job satisfaction mediation can increase the influence of work motivation on the performance of the Agency for Language Development and Cultivation employees.

The results of hypothesis testing using PLS show that the indirect effect of the work environment on employee performance through work motivation is 0.501. So it can be concluded that the mediation of work motivation can increase the influence of the work environment on the performance of the Agency for Language Development and Cultivation employees. So it can be concluded that the mediation of work motivation can increase the influence of the work environment on the performance of the Agency for Language Development and Cultivation employees.

The results of hypothesis testing using PLS show that the indirect effect of the work environment on employee performance through job satisfaction is 0.331. So it can be concluded that the mediation of job satisfaction can increase the influence of the work environment on the performance of the employees of the Agency for Language Development and Cultivation. So it can be concluded that mediation of job satisfaction can increase the influence of the work environment on the performance of the employees of the Agency for Language Development and Cultivation.

4.2. Discussion

Based on the results of testing the first hypothesis, it is concluded that the work environment positively and significantly affects work motivation. This is because the CR value is 13.329 (> 1.96), and the probability is 0.000 (< 0.05) so that the better the work environment at the Agency for Language Development and Cultivation, the employee's work motivation will increase. Furthermore, this finding is supported by empirical data, which states that the work environment has a positive effect on work motivation through cleanliness of the work environment, opportunities for employees to learn new things, the role of employees in the workplace, good leadership, and support from colleagues.

The results of testing the second hypothesis show that the work environment has a positive and significant effect on job satisfaction. This is because the CR value is 7.947 (> 1.96), and the probability is 0.000 (< 0.05) so that the better the work environment at the Agency for Language Development and Cultivation, the employee's job satisfaction will increase. This finding is supported by empirical data, which states that the work environment positively affects job satisfaction through support and assistance from colleagues, opportunities to learn new things through work, good leadership, and a clean work environment. Therefore, the work environment plays an essential role in creating and increasing the job satisfaction of the employees. Increasing job satisfaction can be done by creating a good and comfortable work environment. Such conditions will be able to make employees happy, comfortable, and at home in the organization. A good work environment can reduce the level of boredom and stress levels of employees. Good work facilities without being supported by a good work environment will be meaningless.

The results of testing the third hypothesis show that the work environment has a positive and significant effect on employee performance. This is because the CR value is 5.752 (> 1.96), and the probability is 0.008 (< 0.05) so that the better the work environment at the Agency for Language Development and Cultivation, the employee's performance will increase. This finding is supported by empirical data, which states that a supportive work environment will create conditions that encourage high performance. Furthermore, the work environment positively affects employee performance through support and assistance from colleagues, the role of employees in the workplace, opportunities to learn new things through work, good leadership, water supply, and cleanliness of the work environment.

The results of testing the fourth hypothesis show that work motivation has a positive and significant effect on employee performance. This is because the CR value is 4.041 (> 1.96), and the probability is 0.000 (< 0.05) so that the better the work motivation of the Agency for Language Development and Cultivation employees, the employee's performance will increase. This finding is supported by empirical data, which states that work motivation positively affects employee performance through recognition of competence, opportunities for advancement, responsibility, career development, senior management, effective supervision, and good relations with colleagues.

The results of testing the fifth hypothesis show that job satisfaction has a positive and significant effect on employee performance. This is because the CR value is 7.620 (> 1.96), and the probability is 0.000 (< 0.05) so that the better the job satisfaction felt by the employee, the higher the employee's performance. This finding is supported by empirical data, which states that job satisfaction is a positive attitude towards work within a person and is individual. Therefore, each individual will have a different level of satisfaction according to the value system that applies to him.

The results of testing the sixth hypothesis show that work motivation has a positive and significant effect on job satisfaction. This is because the CR value is 3.842 (> 1.96), and the probability is 0.000 (< 0.05) so that the better the work motivation of employees, the job satisfaction of the Agency for Language Development and Cultivation employees will increase. This finding is supported by empirical data, which states that work motivation positively affects job satisfaction through opportunities to realize ideas, training to increase skills and abilities, salaries, security, safety and health insurance, recognition of competence, leadership relationships, and cooperation between colleagues. Therefore, work motivation is essential in creating and increasing employee job satisfaction.

Based on the results of testing the seventh hypothesis, it can be concluded that work motivation positively affects employee performance through the mediation of job satisfaction. This is because the results of hypothesis testing using PLS indicate that the indirect effect of work motivation on employee performance through job satisfaction is 0.451. Furthermore, the value of Variance Accounted For (VAF) is 0.308, which means job satisfaction is a partial mediation between work motivation and employee performance. Therefore, the higher the motivation, the work of employees of the Agency for Language Development and Cultivation will further improve the performance of its employees through increased job satisfaction.

Based on the results of testing the eighth hypothesis, it is concluded that the work environment positively affects employee performance by mediating work motivation. That is because the results of hypothesis testing using PLS show that the indirect effect of the work environment on employee performance through work motivation is 0.501. The Variance Accounted For (VAF) value is 0.508, which means work motivation is a partial mediation between the work environment and employee performance so that the better the environment. Therefore, the work of the Agency for Language Development and Cultivation will further improve the performance of its employees by increasing work motivation.

Based on the results of testing the ninth hypothesis, it is concluded that the work environment positively affects employee performance through the mediation of job satisfaction. That is because the results of hypothesis testing using PLS show that the indirect effect of the work environment on employee performance through job satisfaction is 0.331 and the value of Variance Accounted For (VAF) is 0.406. Therefore, it means job satisfaction is a partial mediation between the work environment and employee performance so that the better the environment, the work of employees of the Agency for Language Development and Cultivation will further improve the performance of its employees through increased job satisfaction.

5. Conclusion, Limitation, and Implication

5.1. Conclusion

The work environment has a positive and significant effect on work motivation, which means that the better the work environment at the Agency for Language Development and Cultivation will increase employee work motivation. The work environment has a positive and significant effect on job satisfaction, which means that the better the work environment at the Agency for Language Development and Cultivation, the higher employee job satisfaction. The work environment has a positive and significant effect on employee performance, which means that the better the work environment at the Agency for Language Development and Cultivation, the better employee performance. Work motivation has a positive and significant effect on employee performance, which means that the higher the work motivation of the Agency for Language Development and Cultivation employees, the higher their performance. Job satisfaction has a positive and significant effect on employee performance, which means that the higher job satisfaction felt by the Agency for Language Development and Cultivation employees, the higher employee performance. Work motivation has a positive and significant effect on job satisfaction, which means that the higher the work motivation of the Agency for Language Development and Cultivation employees, the higher the job satisfaction of the employees. Work Motivation has a positive effect on employee performance through job satisfaction, which means that the higher the work motivation of the Agency for Language Development and Cultivation employees, the higher the performance of their employees through

increased job satisfaction. The work environment has a positive effect on employee performance through the mediation of work motivation, which means that the better the work environment of the employees of the Agency for Language Development and Cultivation, the more the performance of their employees will be by increasing work motivation. The work environment has a positive effect on employee performance through the mediation of job satisfaction, which means the better the work environment of the Agency for Language Development and Cultivation employees, the more the performance of their employees will be through increased job satisfaction.

5.2. Limitation

- This research is limited to the Agency for Language Development and Cultivation. So it does not describe the overall performance of civil servants.
- This research is limited to using a questionnaire. So it does not describe the overall perception of the object of research.

5.3. Implication

The study of this research has generated several theoretical and practical implications such as:

- It is recommended that The Agency for Language Development and Cultivation reminds employees to keep every work document neatly, both hardcopy documents in the cupboard and softcopy through folders on employee computers that are integrated into documents throughout the organization. This will help employees find the required documents easily as needed so that employees do not have to remember many things simultaneously.
- It is recommended that the Agency for Language Development and Cultivation involve employees in gathering or outing activities that involve lots of games to train teamwork. With good cooperation, employees can easily and comfortably work together.
- It is recommended that the Agency for Language Development and Cultivation more often involve employees in training activities and seminars to eliminate boredom from monotonous work activities. Besides, there is a rotation of duties and responsibilities so that employees do not feel bored with their daily work.
- Further research should be used to test other variables on employee performance, such as organizational commitment, organizational culture, and others.

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