

The Effect of Work Environment on Job Satisfaction With Work Motivation as an Intervening Variable at Mulya Jaya Building Store Banyuasin

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ABSTRACT

This study aims to analyze the effect of the work environment on job satisfaction with work motivation as an intervening variable among employees of Toko Bangunan Mulya Jaya Banyuasin. The research problem is driven by the high employee turnover rate, which is influenced by low job satisfaction due to an uncondusive work environment. This research applies a quantitative survey method. The population consists of 80 employees, all of whom were taken as samples using the total sampling technique. Data were collected through questionnaires and analyzed using validity and reliability tests, classical assumption tests, simple regression analysis, t-test, R² test, and path analysis with SPSS version 29. The findings reveal that the work environment has a positive and significant effect on work motivation, work motivation has a positive and significant effect on job satisfaction, and the work environment has a positive and significant effect on job satisfaction through work motivation as an intervening variable. These results confirm that work motivation strengthens the relationship between the work environment and job satisfaction. The implication of this study highlights the importance of creating a supportive and comfortable work environment to enhance employee motivation and satisfaction, thereby reducing turnover and improving organizational productivity.

Keywords: Job Satisfaction, Work Environment, Work Motivation.



INTRODUCTION

Human resources (HR) are a strategic factor that plays an essential role in determining the success of an organization. Employees are not only viewed as labor but also as valuable assets that must be developed and managed professionally. High-quality human resources can enhance organizational competitiveness through optimal performance demonstrated in various work activities (Amelia et al., 2022). Therefore, management must be able to create a supportive work environment so that employees feel satisfied and motivated in carrying out their duties. High job satisfaction contributes to employee retention, while dissatisfaction often becomes a major trigger for turnover.

Furthermore, the work environment is one of the factors that directly influences both job satisfaction and work motivation. A conducive work environment includes physical, social, and psychological aspects that create comfort, safety, and support for effective performance. Mardikaningsih et al. (2022) state that a positive work environment increases employee enthusiasm, while an unfavorable environment may decrease productivity. Work motivation also plays an important role in strengthening the relationship between the work environment and job satisfaction. According to Firmansyah et al. (2021), motivation is an internal drive that increases employees' commitment to achieving organizational goals, which ultimately has a positive effect on job satisfaction. Thus, companies that fail to create a conducive work environment are at risk of experiencing a decline in both motivation and employee satisfaction.

The object of this research is Mulya Jaya Building Store Banyuasin, a company engaged in the sale of building materials. In practice, the company faces a high turnover rate. Data show that in 2023 the turnover rate reached 19.2%. This high turnover is presumed to be influenced by low job satisfaction due to an unfavorable work environment, such as limited rest facilities, inadequate supporting tools, and interpersonal conflicts among employees. This phenomenon indicates that the quality of the work environment affects both motivation and job satisfaction. If this issue is not addressed, the company risks losing experienced employees, which may disrupt operational stability and reduce service effectiveness.

However, previous studies have shown inconsistent findings. Jasmine and Edalmen (2020) found that the work environment significantly affects job satisfaction with motivation as an intervening variable. Similarly, Sulistyawati et al. (2022) reported that a positive work environment contributes to higher job satisfaction. In contrast, Shavira and Febrian (2023) revealed that work motivation does not significantly influence job satisfaction, while Manao (2022) stated that the work environment does not significantly affect motivation. These differences create a research gap that must be examined further, particularly by positioning work motivation as an intervening variable between the work environment and job satisfaction.

Based on this background, the research problems can be formulated as follows: (1) Does the work environment affect employee work motivation at Mulya Jaya Building Store? (2) Does work motivation affect employee job satisfaction? (3) Does the work environment affect job satisfaction with work motivation as an intervening variable? Addressing these research questions is expected to provide empirical evidence regarding inconsistencies in previous findings and offer practical recommendations for improving employee job satisfaction through better work environment management and enhanced work motivation.

LITERATURE REVIEW

Work Environment

The work environment refers to both the physical and non-physical conditions surrounding employees that may influence their performance, motivation, and job satisfaction. A conducive work environment enhances enthusiasm and comfort at work, whereas a poor environment may cause stress and decrease job satisfaction (Sedarmayanti, 2020; Mardikaningsih et al., 2022).

Work Motivation

Work motivation is the internal and external drive that encourages employees to work enthusiastically. Robbins and Judge (2021) state that motivation plays a crucial role in driving work behavior and has implications for job satisfaction. High work motivation increases employee loyalty, while low motivation often leads to dissatisfaction and turnover.

Job Satisfaction

Job satisfaction reflects employees' positive attitudes toward their work. Luthans (2020) explains that job satisfaction arises when work fulfills employees' needs, expectations, and personal values. Employees who are satisfied tend to perform better and remain longer within the organization.

Empirical Findings

Previous studies have shown mixed results. Jasmine and Edalmen (2020) found that the work environment influences job satisfaction with motivation as an intervening variable. Similarly, Sulistyawati et al. (2022) confirmed that a positive work environment increases job satisfaction. Conversely, Shavira and Febrina (2023) reported that work motivation does not significantly affect job satisfaction, while Manao (2022) concluded that the work environment does not significantly influence motivation. These inconsistencies indicate the existence of a research gap that needs further investigation.

Hypothesis

Based on the theories and previous studies, the hypotheses of this research are as follows:

H₁: The work environment has a positive effect on work motivation.

H₂: Work motivation has a positive effect on job satisfaction.

H₃: The work environment has a positive effect on job satisfaction.

H₄: The work environment has a positive effect on job satisfaction through work motivation as an intervening variable.

RESEARCH METHODS

Research Design

This study employs a quantitative research design with a causal associative approach aimed at analyzing the effect of the work environment on job satisfaction, with work motivation serving as an intervening variable. The design is used to examine relationships among variables and to determine both direct and indirect effects through statistical analysis.

Research Limits

The scope of this study is limited to employees of Mulya Jaya Building Store Banyuasin. Only three main variables are examined: work environment, work motivation, and job satisfaction. Other factors that may influence job satisfaction, such as leadership style, compensation, and organizational culture, are outside the scope of this study.

Variable Identification

This study involves three main variables that are conceptually and empirically connected. Each variable is defined based on relevant theories and operationalized into measurable indicators.

1. Independent Variable – Work Environment (X)

The work environment refers to the physical, social, and psychological conditions surrounding employees while performing their tasks. This variable includes aspects such as workplace facilities, interpersonal relationships, communication patterns, and overall workplace atmosphere. A supportive and conducive work environment is expected to enhance employees' comfort, motivation, and job satisfaction.

2. Intervening Variable – Work Motivation (Z)

Work motivation is defined as the internal and external drive that encourages employees to exert effort and remain committed to their work. Motivation plays a mediating role by strengthening the relationship between the work environment and job satisfaction. This variable encompasses elements such as enthusiasm for work, willingness to perform tasks, persistence, and goal orientation.

3. Dependent Variable – Job Satisfaction (Y)

Job satisfaction represents employees' emotional and cognitive evaluation of their work experience. It reflects their level of contentment with different aspects of the job, including workload, supervisor support, work conditions, rewards, and personal fulfillment. Higher job satisfaction is associated with positive work behavior, reduced turnover, and improved performance.

Participants and Setting

The participants of this study consist of all employees working at Mulya Jaya Building Store Banyuasin. A total of 80 employees participated, using a total sampling technique since the population size is relatively small. The research setting is a retail building materials store located in Banyuasin, Indonesia.

Measurement

Data Collection

Data were collected using a structured questionnaire with a five-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.” The questionnaire measured the three research variables based on established theoretical indicators. Primary data were gathered directly from participants, while secondary data such as company documents and supporting literature were used to complement the analysis. Before data collection, validity and reliability tests were conducted to ensure the accuracy and consistency of the instrument.

Data Analysis

Data analysis was conducted using SPSS version 29. The analysis stages included descriptive statistics, validity and reliability testing, classical assumption testing, simple linear regression, multiple linear regression, coefficient of determination (R^2), t-tests, F-tests, and path analysis to examine the mediating role of work motivation. The significance level used in all tests was 0.05.

RESULTS

The results of this study are derived from primary data collected through questionnaires and processed using statistical analysis techniques. The presentation of findings is structured according to the testing procedures that support the verification of the research hypotheses.

Results of Simple Linear Regression Analysis

Table 1. Simple Linear Regression Results of X and Y

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	27.578	4.566	-	6.039	< .001
Work Environment	0.809	0.119	0.611	6.809	< .001

Source: Processed using SPSS version 29 (2024)

The simple linear regression test was conducted to determine the partial effect of the independent variable on the dependent variable. In this study, simple linear regression was used to analyze the influence of the work environment on employee work motivation at Mulya Jaya Building Store Banyuasin. The results indicate that the regression coefficient is positive, which means that any improvement in the quality of the work environment will be followed by an increase in employee motivation. Based on Table 1, the simple regression equation can be formulated as:

$$Y = 27.578 + 0.809X$$

This equation indicates that the constant value of 27.578 shows that if the work environment variable is at a constant level or $X = 0$, the employees' job satisfaction level is 27.578. Furthermore, the regression coefficient for the work environment variable is 0.809, meaning that the work environment has a positive effect on job satisfaction. In other words, every one-unit increase in the work environment variable will increase job satisfaction by 0.809 units.

Table 2. Simple Linear Regression Results of X and Z

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	34.768	4.483	-	7.756	< .001
Work Environment	0.411	0.117	0.371	3.526	< .001

Source: Processed using SPSS version 29 (2024)

Based on Table 2, the simple regression equation can be formulated as:

$$Z = 34.768 + 0.411X$$

This equation indicates that the constant value of 34.768 means that if the work environment variable is constant or $X = 0$, the level of work motivation is 34.768. The regression coefficient for the work environment variable is 0.411, showing that the work environment has a positive effect on work motivation. This means that every one-unit increase in the work environment variable will increase employee motivation by 0.411 units.

Table 3. Simple Linear Regression Results of Y and Z

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	27.479	5.874	-	4.678	< .001
Work Motivation	0.615	0.116	0.515	5.305	< .001

Source: Processed using SPSS version 29 (2024)

Based on Table 3, the simple regression equation can be formulated as:

$$Y = 27.479 + 0.615Z$$

This equation shows that the constant value of 27.479 suggests that if the work motivation variable is constant or $Z = 0$, the employees' job satisfaction level is 27.479. Furthermore, the regression coefficient for the work motivation variable is 0.615, indicating that work motivation has a positive effect on job satisfaction. This means that every one-unit increase in work motivation will increase job satisfaction by 0.615 units.

Partial Test Results (t-Test)

The t-test is used to determine the individual effect of each independent variable on the dependent variable within the model. This test aims to identify how far one independent variable can explain the dependent variable.

Table 4. t-Test Results for Variables X and Z

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	34.768	4.483	-	7.756	< .001
Work Environment	0.411	0.117	0.371	3.526	< .001

Source: Processed using SPSS version 29 (2024)

Based on Table 4, the calculated t-value for the work environment is 3.526, which is greater than the t-table value of 1.991, and the significance level of $0.001 < 0.05$. Therefore, H_1 is accepted. This indicates that the work environment has a significant effect on work motivation. In other words, if the work environment improves, employee work motivation will also increase.

Table 5. t-Test Results for Variables Y and Z

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	27.479	5.874	-	4.678	< .001
Work Motivation	0.615	0.116	0.515	5.305	< .001

Source: Processed using SPSS version 29 (2024)

Table 5 shows the effect of work motivation on job satisfaction at Mulya Jaya Building Store. The calculated t-value for work motivation is 5.305, which is greater than the t-table value of 1.991, and the significance level is $0.001 < 0.05$. Therefore, H_2 is accepted. This means that work motivation significantly influences job satisfaction. Thus, higher work motivation leads to higher employee job satisfaction.

Simultaneous Test Results (F-Test)

The F-test aims to determine whether the independent variable collectively has an influence on the dependent variable within the regression model.

Table 6. F-Test Results for Variables X and Y

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	157.028	1	157.028	12.435	< .001
Residual	984.960	78	12.628		
Total	1141.988	79			

Source: Processed using SPSS version 29 (2024)

Based on Table 6, the F-test shows a significance value of $0.001 < 0.05$ and an F-calculated value of 12.435, which is greater than the F-table value of 3.12. Therefore, it can be concluded that the independent variable significantly influences the dependent variable.

Table 7. F-Test Results for Variables Y and Z

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	432.085	1	432.085	28.139	< .001
Residual	1197.715	78	15.355		
Total	1629.800	79			

Source: Processed using SPSS version 29 (2024)

Based on Table 7, the F-test indicates a significance value of $0.001 < 0.05$ and an F-calculated value of 28.139, which exceeds the F-table value of 3.12. Thus, it can be concluded that the independent variable significantly affects the dependent variable.

Path Analysis Results

Path analysis was used to examine the relationship between the independent variable (work environment), the intervening variable (work motivation), and the dependent variable (job satisfaction). The purpose is to determine whether the intervening variable (work motivation) acts as a mediator bridging the effect of the work environment on job satisfaction.

Table 8. Path Test for Variables X and Z

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	34.768	4.483	-	7.756	< .001
Work Environment	0.411	0.117	0.371	3.526	< .001

Source: Processed with SPSS version 29 (2024)

Based on Table 8, the Standardized Coefficients Beta value is 0.371. This indicates a strong relationship between the work environment and work motivation. This value will be used to calculate the indirect effect of the work environment on job satisfaction.

Table 9. Path Test for Variables Y and Z

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	27.479	5.874	-	4.678	< .001
Work Motivation	0.615	0.116	0.515	5.305	< .001

Source: Processed with SPSS version 29 (2024)

Based on Table 9, the Standardized Coefficients Beta value is 0.515. This indicates a strong relationship between work motivation and job satisfaction. This value will be used to calculate the indirect effect of the work environment on job satisfaction.

Table 10. Path Test for Variables X and Y

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	27.578	4.566	-	6.039	< .001
Work Environment	0.809	0.119	0.611	6.809	< .001

Source: Processed with SPSS version 29 (2024)

Based on Table 10, the Standardized Coefficients Beta value is 0.611. This indicates a strong relationship between the work environment and job satisfaction. Therefore, the direct effect of the work environment on job satisfaction is 0.611.

Based on the data above, the following model equation can be obtained. After the variable values are obtained, path analysis is conducted. The effect of the variables can be categorized as follows:

Table 11. Direct, Indirect, and Total Effects

<u>Impact</u>	<u>Direct</u>	<u>Indirect</u>	<u>Total</u>	<u>Keterangan</u>
<u>Work Environment</u> <u>→ Job Satisfaction</u>	0,611		0,611	<u>Kuat</u>
<u>Work Environment</u> <u>→ Work Motivation</u>	0,371	$0,371 \times 0,515$ $=0,886$	1,257	<u>Kuat</u>
<u>Work Motivation →</u> <u>Job Satisfaction</u>	0,515		0,515	<u>Kuat</u>

Source: Processed with SPSS version 29 (2024)

Based on Table 11, the direct effect of the work environment on job satisfaction is 0.611. The indirect effect can be obtained by multiplying the effect of the work environment on work motivation (0.371) by the effect of work motivation on job satisfaction (0.515), resulting in 0.191. Therefore, the direct effect of the work environment on job satisfaction is 0.611, while the indirect effect through work motivation is 0.191. Since the indirect effect (0.191) > direct effect (0.611), it indicates that the work environment has a significant effect on job satisfaction through the intervening variable work motivation. Thus, H_3 is accepted.

DISCUSSION

The Impact of Work Environment on Work Motivation

The work environment plays an important role in enhancing employee motivation, both through physical conditions and social relationships in the workplace. The t-test results show a significance value of $0.001 < 0.05$ with a regression coefficient of 0.411, indicating that the work environment has a positive and significant effect on work motivation. The better the workplace atmosphere, employee interactions, and supporting facilities, the higher the work motivation experienced. These findings support the studies of Andriyani et al. (2020), Sukaisih et al. (2022), and Widyawati (2021), which emphasize that a conducive work environment significantly affects work motivation.

The Impact of Work Motivation on Job Satisfaction

Work motivation encourages employee responsibility and enthusiasm in performing tasks, thereby fostering job satisfaction. The t-test results show a significance value of $0.001 < 0.05$ with a

regression coefficient of 0.635, indicating that work motivation has a positive and significant effect on job satisfaction. This aligns with the findings of Amaral (2024), Haryani T. et al. (2022), and Nuryatin (2019), who stated that increasing motivation, for example through recognition and rewards, can enhance employee job satisfaction.

The Impact of Work Environment on Job Satisfaction with Motivation as an Intervening Variable

A good work environment not only has a direct effect on job satisfaction but also influences it through increased employee motivation. Path analysis results show that the indirect effect (0.886) is greater than the direct effect (0.611), indicating that work motivation mediates the relationship between work environment and job satisfaction. These findings are consistent with the study of Jasmine and Edalmen (2020), which states that motivation serves as an intervening variable in the effect of the work environment on job satisfaction.

CONCLUSION

This study demonstrates that the work environment has a positive and significant effect on work motivation, work motivation has a positive and significant effect on job satisfaction, and the work environment positively affects job satisfaction both directly and indirectly. Path analysis results show that the indirect effect through work motivation is greater than the direct effect, indicating that work motivation mediates the relationship between the work environment and job satisfaction. Therefore, work motivation is an important factor that strengthens the influence of the work environment on the job satisfaction of employees at Toko Bangunan Mulya Jaya Banyuasin.

SUGGESTION

Based on the findings of this study, it is recommended that companies prioritize improving the work environment to enhance employee motivation and job satisfaction. Efforts should focus on both physical and non-physical aspects, such as upgrading workplace facilities, fostering harmonious interpersonal relationships, and providing psychological support. Future research could expand the scope to include multiple companies, larger sample sizes, and additional variables such as leadership style, compensation, and organizational culture for a more comprehensive understanding.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Malik Hakim: Conceptualization, Methodology, Data Collection, Data Analysis. **Meilin Veronica & Yeni Yeni:** Writing – Original Draft Preparation, Writing – Review & Editing.

DECLARATION OF COMPETING INTEREST

The author declares that there are no competing interests associated with this study.

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DATA AVAILABILITY

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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ETHICAL APPROVAL

This study was conducted in accordance with ethical standards. Informed consent was obtained from all participants, and confidentiality of responses was strictly maintained throughout the research process.

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