

# **Analysis Environment work and Motivation Work on Employee Performance with Job Satisfaction as an Intervening Variable in Badan Kepegawaian Daerah Kabupaten Langkat**

**Luthfi Al Idrus, Kiki Farida Ferine**

## **Abstract**

Employees have an important role in Realization the goals of the office as a whole, the success or failure of an office depends on the performance of the employees themselves. Work Environment has a positive and significant effect on Employee Performance with a value of 0.371 and significant 0.045. Work Environment has been positive and significant effect on Job Satisfaction 0.840 and significant 0.000. Work Motivation has a positive and significant effect on Employee Performance with a value of 0.346 and a significant 0.010. Work Motivation has a positive and insignificant effect on Job Satisfaction with a value of 0.130 and significant 0.287. Jobs Satisfaction has a positive and significant effect on Employee Performance with a value of 0.274 and significant 0.020. Work Environment has both positive and insignificant effect on Employee Performance through Job Satisfaction with a value of 0.214 and significant 0.095. Work Motivation has a positive and insignificant effect on Employee Performance through Job Satisfaction with a value of 0.033 and significant 0.165

**Keywords:** Work Environment, Motivation, Job Satisfaction, Employee Performance.

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## **Analysis Environment work and Motivation Work**

### **Background**

In era globalization this moment every office certain own dream together to be achieved, therefore every employee of the organization must participate and strive to realize these goals and dreams. The purpose of the office will difficult achieved if manager no arrange and supervise source human resources. According to Hasibuan (2014) human resource management is the science and art which arrange connection and role power work so that effective and efficiently helps realize the goals of the company, employees and society.

According to The Mangkunegaran (2017), Management source Power man is a planning, organizing, coordinating, development in the framework of reach objective organization". See matter That so employees who have a role important in realizing overall office goals. Management contains elements of planning, arrangement, implementation of objectives management implementers want to achieve, either individuals or groups.

According to Afandi (2018) motivation Work is desire Which arise from in a person because they are inspired, encouraged, and motivated to do activities with sincerity, joy and earnestness. Managers must always interact with their employees in order to be able to see employee performance. Work motivation is expected to motivate every employee to work hard or be enthusiastic to achieve high work. In addition factor motivation work, factor others that influential on employee performance is environment work. According to Siagian (2014) environment work is a place where employees do their daily work. According to Siagian (2014), the work environment is divided into physical and non-physical work environments.

Physical Environmental Indicators According to Siagian (2014), the building, adequate equipment, facilities, transportation facilities, while non-physical relationships include relationships between colleagues, superiors and subordinates, employee cooperation. All of these indicators are very supportive of improving employee performance. According to Mangkunegara (2017), job satisfaction is a feeling that supports or no support employee which is related with work them and their conditions. Office This realize that There is lack in motivation, work, the phenomenon that occurs is that leaders do not provide enough positive motivation in terms of training, they do not provide enough motivation, such as when new employees are given support system, for Which achieve too not enough given reward for its success.

Environment work also appear a number of the phenomenon that direct researchers see such things as the physical work environment, the facilities used such as leaking air conditioners so that there must be a bucket to collect the water, and several other facilities, such as places of worship, are very poorly attended to. The building is also not yet updated still building long,

there is no access transport general so that employees which go on transport general only can stop in intersection then must on my way to the office again.

The non-physical work environment is seen as a relationship between superiors and subordinates that is not very close, the relationship between employees is also still doing their own work without cooperation between employees.

Job satisfaction, a phenomenon that appear there is part employees who have the ability but no support from their superiors. Another phenomenon occurs because the leadership is not close enough to the employees, resulting in gaps and ultimately becoming disharmonious.

### **Formulation Problem**

- 1 Whether Work motivation influential positive and significant to job satisfaction of the regional civil service agency of Langkat Regency.
- 2 Does the work environment have a positive and significant influence on job satisfaction Regional Civil Service Agency of Langkat Regency?
- 3 Does Work Motivation Have a Positive and Significant Influence on the Performance of Employees of the Regional Civil Service Agency of Langkat Regency?
- 4 What is the Environment Work influential positive and significant to Performance of Employees of the Regional Civil Service Agency of Langkat Regency?
- 5 Does Job Satisfaction have a positive and significant effect on the Performance of Employees of the Regional Civil Service Agency of Langkat Regency?
- 6 Does Work Motivation Have a Positive and Significant Influence on Employee Performance through Job Satisfaction at the Regional Personnel Agency of Langkat Regency?
- 7 What is the Environment Work influential positive and significant to Employee Performance through Job Satisfaction of the Regional Civil Service Agency of Langkat Regency?

### **Objective Study**

- 1 To find out and analyze the positive and significant influence of Work Motivation on Job Satisfaction of the Regional Personnel Agency of Langkat Regency.
- 2 To find out and analyze the Work Environment has a positive and significant influence on Job Satisfaction at the Regional Civil Service Agency of Langkat Regency.
- 3 To find out and analyze whether work motivation has a positive and significant influence. to Performance Employee Body Staffing Area Langkat Regency.

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- 4 To find out and analyze the work environment that has a positive and significant influence on the performance of employees of the Regional Civil Service Agency of Langkat Regency.
- 5 To find out and analyze the positive and significant influence of Job Satisfaction to Performance Employee Body Staffing Area Langkat Regency.
- 6 To find out and analyze Work Motivation, which has a positive and significant influence on Employee Performance through Job Satisfaction at the Regional Civil Service Agency of Langkat Regency.
- 7 To find out and analyze the Work Environment has a positive and significant influence on Employee Performance through Job Satisfaction at the Regional Civil Service Agency of Langkat Regency.

### **Motivation Work**

#### **Understanding Motivation Work**

According to Afandi (2018), work motivation is a desire that arise from within somebody Because inspired, encouraged, and pushed for do activities with sincerity, like heart and sincerity so that the results of the activities carried out get good and quality results. According to Rahayu (2017) motivation is a series of values and attitude for influence somebody in reach A Matter Which more specific.

#### **Indicator Which Influence Motivation Work**

According to Afandi (2018) indicator from motivation that is as following:

1. Remuneration. Anything in the form of goods, services, and money that is compensation received by employees for services involved in the organization.
2. Working conditions. The condition or state of the working environment of an office that is the place of work for employees who work in that environment.
3. Work facilities. Everything in the organization that is related to work or for the smooth running of work.
4. Performance Work. Results Which achieved or Which wanted by all people at work. For each person, the size is not the same because humans are different from each other.
5. Confession from superior. Where employee be noticed by his superior and their needs are taken into account.
6. The work itself. Employees who do the work themselves, can their work be a motivation? for others.

### **Environment Work**

#### **Understanding Work environment**

According to Siagian (2014) environment Work is environment where employees do their daily work.

#### **Indicator Environment Work**

Environment Work in office divided into the two dimensions that is environment physical work and non-physical work environment.

### **Environment Work Physique**

According to Siagian (2014) indicators environment Work physique is as following:

1. Building place Work

Workplace buildings, besides being attractive to look at, are also built with occupational safety in mind, so that employees feel comfortable and safe in carrying out their work.

2. Equipment Work Which adequate

Adequate equipment is very much needed by employees because it will support employees in completing the tasks given in the office.

3. Facility

Office facilities very needed by employee as a supporter in completing work in the office.

4. Availability means transport

The availability of transportation facilities will support employees to arrive at work on time.

### **Environment Work non Physique**

According to Siagian (2014) indicators environment Work non-physical are as follows.

1 Connection colleague Work on the same level

Indicator connection with colleague Work that is connection with harmonious co-workers among co-workers.

2 Connection superior with employee.

The relationship between superiors and subordinates or employees must be maintained well and there must be mutual respect between superiors and subordinates.

3 Cooperation between employees

Cooperation between employees must be maintained properly, because it will affect the work that is carried out. they do. If cooperation can be established well then the work will be completed quickly

### **Satisfaction Work**

#### **Understanding Satisfaction Work**

According to Hasibuan (2014), job satisfaction is a pleasant emotional attitude. And love his job. Attitude This mirrored by performance, work morale, discipline, and work achievement. According to Bagis (2020) job satisfaction is condition emotion Which pleasant or positive Which Can have generated based on the results of a person's job assessment or work experience.

#### **Indicator which influence Satisfaction Work**

Indicators satisfaction Work According to The Hasibuan (2014) as follows:

1. Pleasure. This is reflected by the employee's willingness to maintain and defend the organization both inside and outside of work.
2. The ability to assess the work results, both in terms of quality and quantity, that the employee can produce from his/her job description.
3. Honesty, in carrying out his duties, fulfilling agreements for himself and for others.
4. Creativity, ability employee in develop his creativity to complete his job.
5. Leadership, the ability to lead, have a strong personality, be respected, have authority, and be able to motivate others or subordinates to work effectively.

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6. Salary level, the amount of salary given must be in accordance with the level of work and the regulations set.
7. Indirect job satisfaction, giving back services that adequate and appropriate to employees for their contribution in helping the office achieve its goals. Providing compensation or rewards for energy, time, thoughts and achievements that have been given to office.

### **Performance Employee Definition Performance Employee**

According to Cashmere (2018) performance is results work and behavior work which has been achieved in completing the tasks and responsibilities given in a period certain. According to Sedarmayanti (2017) performance is size quantitative and or qualitative which describe level achievement of a predetermined target or objective.

### **Indicator Employee performance**

According to Kasmir(2018), Performance indicators Employees are as follows:

1. Quality (quality)

Quality is a level where the process or result of completing an activity approaches the point of perfection. The more perfect a product, so performance more and more Good, If quality the work produced is low then the performance is also low.

2. Quantity (amount)

To measure performance, you can also look at the quantity (amount) produced by a person.

3. Time (term) time)

For certain types of work, a time limit is given to complete the work. This means that there is work limit time minimum and maximum that must be met.

4. Work The same between employee

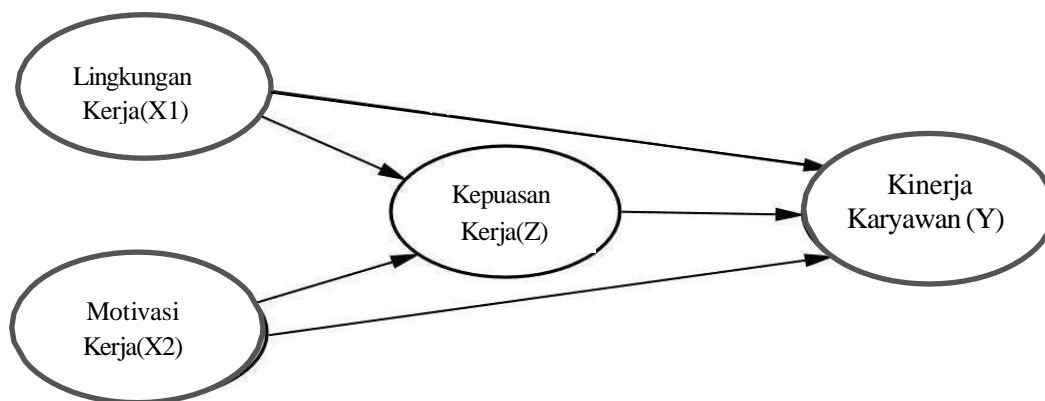
In this relationship, it is measured whether an employee is able to develop feelings of mutual respect, goodwill and cooperation between one employee and another.

5. Emphasis cost

The costs that issued for Every office activity has been budgeted before the activity is carried out. This means that the budgeted costs are used as a reference so as not to exceed the budget.

### **Framework Conceptual**

According to Russia (2016) framework conceptual is description about the relationship between variables related to the problem to be studied.



**Picture 1.** Framework Conceptual

### Hypothesis

H 1 : Work Motivation has a positive and significant effect on Job Satisfaction at the Medan Energy and Mineral Resources Office.

H 2: Environment Work influential positive and significant on Job Satisfaction of the Medan Energy and Mineral Resources Office.

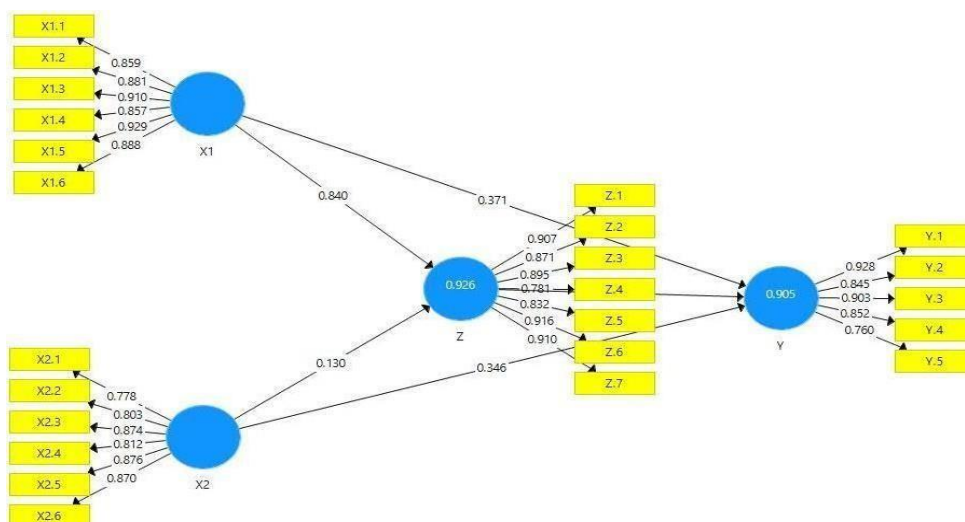
H 3 : Motivation Work has a positive and significant effect on the performance of employees at the Medan Energy and Mineral Resources Office.

H 4 : Environment Work has a positive and significant impact on the Performance of Employees of the Medan Energy and Mineral Resources Office.

H 5 : Satisfaction Work influential positive and significant towards Employee Performance of the Medan Energy and Mineral Resources Office.

H 6 : Work motivation has a positive and significant effect on employee performance. through Satisfaction Work Office Energy and Source Mineral Resources Medan.

H 7 : The work environment has a positive and significant influence on Employee Performance through Job Satisfaction at the Medan Energy and Mineral Resources Office .



### Location Study and Time Study

### Analysis Environment work and Motivation Work

This research was conducted in Langkat Regency, Jl. Printis Kemedekaan No. 5 Stabat Langkat Regency, North Sumatra. The research period was from September 2024 to January 2025.

### Population and Sample

The population in this study was 60 people, the sample for this study was a saturated sample, using the entire population as a sample.

### Source Data Study

The data source in this study comes from respondents. Where in collecting the data, the researcher will distribute a questionnaire containing questions to each respondent.

### Definition Operational Variables Study

**Table 1.** Definition Operational Variables

Work Motivation (X1)	According to Afandi (2018) motivation Work is a desire that arises from within a person or individual because they are inspired, motivated and driven to carry out activities. sincerity so that the results from activities Which done get good and quality results.	Reply service working conditions facility Work performance Work confession superior work itself Afandi (2018)	Scale Likert
Work environment (X2)	According to Siagian (2014), he stated that the work environment is an environment where employees carry out their daily work. According to Siagian (2014), he stated that in general, the work environment consists of... two type that is environment physical and non-physical environment.	Siagian's physical work environment (2014) building place equipment adequate facility 4 There is means Environmental Transportation non- physical work Connection Work	Scale Likert



		2 Connection superior and subordinates.	
Job satisfaction (Z)	According to Hasibuan (2014) stated that job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by performance, work morale, discipline, and work performance.	pleasure ability honesty creativity leadership Salary level 7 Indirect satisfaction Hasibuan (2014).	Likert scale
Performance (Y)	According to Kasmir (2018) performance is results Work And behavior work that has been achieved in completing the tasks and responsibilities given in a certain period.	Quality Quantity Time Work The same employee Emphasis cost Cashmere (2018).	Likert scale

### Technique Analysis Data

Analysis data in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using Smart PLS 3.3.3 software. According to (Gozali, 2015) Partial Least Square (PLS) is a statistical analysis method. Which enough strong because no based on Lots assumptions.

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### **Measurement model (outer model)**

The procedure in testing the measurement model consists of validity testing and reliability testing.

- 1 Convergent Validity: Mark convergent validity can see from correlation between item scores or indicators and their constructs. Indicators are considered reliable if they have a correlation value above 0.7, however, in research at the scale development stage, factor loading values of 0.5 – 0.6 are still acceptable (Ghozali, 2015).
- 2 Discriminant Validity: This value is the cross loading value of the useful factor. for now whether construct own discriminant Which adequate namely by comparing the loading values on the intended construct must be greater than the loading value with other constructs (Ghozali, 2015).
- 3 Average Variance Extracted (AVE): Mark AVE Which expected  $> 0.5$
- 4 Composite Reliability: the composite reliability value must be  $> 0.7$  for confirmatory research and a value of 0.6 – 0.7 is still acceptable for exploratory research. (Ghozali, 2015).
- 5 Cronbach's Alpha: Expected values  $> 0.7$  for all constructs, but for research Which nature exploratory  $> 0.6$  still can accepted (Ghozali, 2015).

### **Analysis inner model**

Analysis inner model known Also as analysis structural model, which aims to predict the relationship between latent variables (Ghozali, 2015).

1. The Determination Coefficient ( $R^2$ ) is used to determine how much influence the exogenous variable has on the endogenous variable. An  $R^2$  value of 0.75 is said to be good, 0.50 is said to be moderate, and 0.25 is said to be weak (Ghozali, 2015).
2. Model Fit Test is used to validate the combined performance between the measurement model and model structural Which its value stretched between 0-1 with interpretation that is 0 - 0.25 (small), 0.25 – 0.36 (moderate) And on 0.36 (big) (Ghozali, 2015).

#### 3. Predictive Relevance ( $Q^2$ )

This test used for measure how well observation values are generated by the model and also its parameter estimates. If the  $Q^2$  value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation values, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2015).

#### 4. Test t statistics

The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Ghozali, 2015) the t table value criteria with a value of 1.96 with a significance level.

## Results and Discussion

### Analysis Outer Model

- 1) Convergent Validity: The convergent validity value can be seen from the correlation between item scores. or indicator with its construction. Indicator considered reliable If own correlation value above 0.7, however, in the scale development stage of research, factor loading values of 0.5 – 0.6 are still acceptable (Ghozali, 2015).

**Table 2.** Outer Loading

	Environment Work (X2)	Motivation Work (X1)	Satisfaction Work (Z)	Performance Employee (Y)
X1.1	0.859			
X1.2	0.881			
X1.3	0.910			
X1.4	0.857			
X1.5	0.929			
X1.6	0.888			
X2.1		0.778		
X2.2		0.803		
X2.3		0.874		
X2.4		0.812		
X2.5		0.876		
X2.6		0.870		
Z.1			0.907	
Z.2			0.871	
Z.3			0.895	
Z.4			0.781	
Z.5			0.832	
Z.6			0.916	
Z.7			0.910	
Y.1				0.928
Y.2				0.845
Y.3				0.903
Y.4				0.852
Y.5				0.760

Source: Smart PLS3.3.3

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Based on this study, there is *an outer loading* for each variable and its indicators with a value greater than 0.7, so it can be explained that all indicators are declared valid so that further research can be carried out to determine reliability as a requirement for further research.

### 2) Discriminant Validity

**Table 3.** Discriminant Validity

	Environment (X1)	Work motivation (X2)	Job Satisfaction (Z)	Employee performance (Y)
<b>X1.1</b>	0.859	0.821	0.757	0.810
<b>X1.2</b>	0.881	0.771	0.801	0.797
<b>X1.3</b>	0.910	0.897	0.643	0.895
<b>X1.4</b>	0.857	0.829	0.836	0.773
<b>X1.5</b>	0.929	0.847	0.797	0.878
<b>X1.6</b>	0.888	0.798	0.884	0.841
<b>X2.1</b>	0.677	0.778	0.763	0.713
<b>X2.2</b>	0.766	0.803	0.782	0.726
<b>X2.3</b>	0.836	0.874	0.785	0.823
<b>X2.4</b>	0.656	0.812	0.649	0.655
<b>X2.5</b>	0.848	0.876	0.857	0.868
<b>X2.6</b>	0.806	0.870	0.871	0.826
<b>Z.1</b>	0.899	0.848	<b>0.907</b>	0.806
<b>Z.2</b>	0.771	0.728	<b>0.871</b>	0.679
<b>Z.3</b>	0.850	0.805	<b>0.895</b>	0.794
<b>Z.4</b>	0.735	0.763	<b>0.781</b>	0.752
<b>Z.5</b>	0.677	0.736	<b>0.832</b>	0.814
<b>Z.6</b>	0.880	0.840	<b>0.916</b>	0.854
<b>Z.7</b>	0.823	0.793	<b>0.910</b>	0.814
<b>Y.1</b>	0.851	0.765	0.643	0.928
<b>Y.2</b>	0.696	0.660	0.820	0.845
<b>Y.3</b>	0.848	0.847	0.797	0.903
<b>Y.4</b>	0.824	0.848	0.830	0.852
<b>Y.5</b>	0.750	0.743	0.763	0.760

Based on study This can in see table in on that cross loading variable greater than the cross loading factor of the latent variable, for the work environment, work motivation, Satisfaction Work, Performance Employee seen that mark cross loading factor greater than the latent variable. This means that each variable *discriminant validity*.

### 3) Composite reliability

**Table 4.** Construction Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<b>X1</b>	<b>0.946</b>	<b>0.948</b>	<b>0.946</b>	<b>0.746</b>
<b>X2</b>	<b>0.914</b>	<b>0.921</b>	<b>0.914</b>	<b>0.641</b>
<b>Y</b>	<b>0.910</b>	<b>0.917</b>	<b>0.912</b>	<b>0.677</b>

<b>Z</b>	<b>0.948</b>	<b>0.951</b>	<b>0.949</b>	<b>0.727</b>
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Source: Smart PLS3.3.3

It can be seen in the table above that the Cronbach alpha value for each variable is greater than 0.7, meaning that each... – each variable is considered reliable because its value is greater than 0.7. For the composite reliability column, there is a value that more big from 0.6 each variable so that in the research This There are reliable values in each variable. In the AVE column, there are values for each variable. more big from 0.7 Which It means mark valid in each – each the variables.

### Analysis inner model

Inner model analysis is also known as structural model analysis, which aims to predict the relationship between latent variables (Ghozali, 2015).

**Table 5.** Results R Square

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Satisfaction Work (Z)</b>	0.905	0.900
<b>Performance Employee (Y)</b>	0.926	0.923

In table 5, there is an R square value for the job satisfaction variable of 0.905, which means that the influence variable environment Work and motivation Work to satisfaction Work of 0.90 5 or 90.5% and the rest is in other variables. The R value square, employee performance variables as big as 0.926 It means influence variable environment Work, motivation Work and job satisfaction with employee performance is 0.926 or 92.6% and the rest is in other variables.

### Testing Hypothesis

After assessing the inner model, the next thing is to evaluate the relationships between constructs. latent such that has hypothesized in this study. Test hypothesis in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is stated to be accepted if the *T-Statistics value* > 1.96 and P-Values < 0.05. The following are the results of the *Path Coefficients* of direct influence:

**Table 6.** Path Coefficients (Influence Direct)

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Results</b>
<b>X1 -&gt; Y</b>	0.371	2.007	<b>0.045</b>	<b>Accepted</b>
<b>X1 -&gt; Z</b>	0.840	6,947	<b>0.000</b>	<b>Accepted</b>
<b>X2 -&gt; Y</b>	0.346	2,570	<b>0.010</b>	<b>Accepted</b>
<b>X2 -&gt; Z</b>	0.130	1,065	<b>0.287</b>	<b>Rejected</b>
<b>Z -&gt; Y</b>	0.274	2,052	<b>0.020</b>	<b>Accepted</b>

Source: Smart PLS3.3.3

On table 6 there is results hypothesis the explanation is as following:

1. The work environment has a positive and significant effect on employee performance with

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a value of 0.371 and a significance of 0.045, meaning that if the work environment improves, employee performance will improve.

2. The work environment has a positive and significant effect on job satisfaction with a value of 0.840 and a significance of 0.000, meaning that if the work environment improves, job satisfaction will increase.
3. Work motivation has a positive and significant influence on employee performance. mark 0.346 And significant 0.010, It means If Motivation Work increase then Employee Performance increases.
4. Work Motivation has a positive influence and significant to Job Satisfaction with value 0.130 And significant 0.287 It means Motivation Work not enough influential on Job Satisfaction.
5. Job Satisfaction has a positive and significant effect on Employee Performance with mark 0.274 And significant 0.020 It means if Job Satisfaction Good increases then Employee Performance will increase.

**Table 7. Path Coefficients (Influence No Direct)**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Results</b>
<b>X1 &gt; Z &gt; Y</b>	0.214	1,674	<b>0.095</b>	<b>Rejected</b>
<b>X2-&gt; Z &gt; Y</b>	0.033	0.789	<b>0.430</b>	<b>Rejected</b>

Source: Smart PLS3.3.3

In table 7 there are the results of indirect influences which will be explained as follows:

1. Work Environment has a positive and insignificant effect on Employee Performance through Job Satisfaction with a value of 0.214 and a significance of 0.095, meaning that Job Satisfaction is not an intervening variable because it is unable to influence it significantly.
2. Motivation Work has a positive effect and no significant to Employee Performance through Job Satisfaction with a value of 0.033 and a significance of 0.430, meaning that Job Satisfaction is not an intervening variable because it is unable to influence significantly.

### Conclusion And Suggestion

#### Conclusion

After get results from hypothesis so researcher give conclusion Therefore, the conclusion of this study is as follows:

1. Environment Work influential positive and significant to Employee Performance with a value of 0.371 and a significance of 0.045.

2. Work environment has a positive and significant influence on job satisfaction Working 0.840 and significant 0.000.
3. Work motivation has a positive influence and significant on Kayrawan's performance with a value of 0.346 and a significance of 0.010.
4. Motivation Work influential positive and No significant to Job Satisfaction with a value of 0.130 and a significance of 0.287.
5. Job satisfaction has a positive and significant effect on Performance Employees with a value of 0.274 and a significance of 0.020.
6. Work environment influential positive and No significant to Employee Performance through Job Satisfaction with a value of 0.214 and a significance of 0.095.
7. Motivation Work influential positive and No significant to Employee performance through Job Satisfaction with a value of 0.033 and a significance of 0.165

### **Suggestion**

Based on results analysis and discussion about study motivation work, work environment and job satisfaction towards employee performance, the author provides the following suggestions:

- 1 From the results of the analysis of the Work Motivation variable, it is expected that the Head of the Medan City Energy and Mineral Resources Office will be able to provide motivation to employees, so that increased work motivation will also improve performance.
- 2 From the results of the analysis of the Work Environment variables, it is hoped that the work environment in the Energy and Mineral Resources Office will receive more attention in terms of facilities, means transport and place Work, environment Work non physique Also must be supervised by leader so that created connection Work Which Good between employee and good relations between employees and superiors with the aim of improving employee performance.
- 3 From the results of the analysis of job satisfaction variables, it is hoped that office heads will pay more attention to aspects that encourage job satisfaction in employees, such as how superiors lead well and fairly, and the rewards given are adjusted to... job level, because of

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satisfaction work can improve employee performance.

- 4 From Results analysis variable motivation Work, environment Work, satisfaction Work and employee performance is expected to be fully met, superiors must be responsive in paying attention to problems in several of the variables above because all of them are related to improving employee performance.

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