

The Effect of Work Environment and Work Motivation on Employee Job Satisfaction at Perumda Air Minum Tugu Tirta Malang

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Abstract

The purpose of this study was to determine the effect of work environment and work motivation on the job satisfaction of employees of Perumda Air Tugu Tirta Malang City. This research uses explanatory research with a quantitative approach. The intended respondents were employees of Perumda Air Tugu Tirta Malang City, totaling 76 respondents who were obtained from distributing questionnaires as primary data. Data analysis techniques used the classical assumption test, multiple linear regression analysis, and hypothesis testing using the SPSS version 26 computer program. The results showed that the work environment has a positive and significant influence on job satisfaction. Work motivation has a positive and significant influence on job satisfaction. Work environment and work motivation together have a significant influence on job satisfaction.

Keywords: work environment, work motivation, job satisfaction.

Abstrak

Tujuan dari penelitian ini untuk mengetahui pengaruh lingkungan kerja dan motivasi kerja terhadap kepuasan kerja pegawai Perumda Air Minum Tugu Tirta Kota Malang. Penelitian ini menggunakan jenis penelitian explanatory dengan pendekatan kuantitatif. Responden yang dituju adalah pegawai Perumda Air Minum Tugu Tirta Kota Malang yang berjumlah 76 responden yang diperoleh dari penyebaran kuesioner sebagai data primer. Teknik analisis data menggunakan uji asumsi klasik, analisis regresi linier berganda, dan pengujian hipotesis menggunakan program komputer SPSS version 26. Hasil penelitian menunjukkan bahwa Lingkungan kerja memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Motivasi kerja memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Lingkungan kerja dan motivasi kerja secara bersama-sama memiliki pengaruh yang signifikan terhadap kepuasan kerja.

Kata kunci: lingkungan kerja, motivasi kerja, kepuasan kerja.

INTRODUCTION

The smooth running of an organization's work program is determined by the existing human resources because basically, human resources take an important role both individually and as a group. According to Dessler (2015), human resource management is the process of acquiring, training, appraising, and compensating employees, managing their labor relations, health and safety, and equity-related matters. By processing human resources appropriately then the opportunity for an organization to grow and *survive* in the future will be even greater. In other words, the success or failure of an organization depends on *the skills* of each employee who works in it. The development of human

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resources in this decade is being intensively carried out because it is considered as one of the alternative solutions to solve every problem that exists in an organization. The inability to achieve the goals of an agency is caused by a lack of human resources in achieving job satisfaction when doing work. To maintain quality human resources, company management needs to create a system that allows employees to have the behavior desired by the agency, including providing motivation and job satisfaction. Job satisfaction is a reciprocal feeling with a positive connotation that arises from a successful evaluation in dealing with a problem at work (Robbins & Judge, 2015). In addition, another thing that is no less important than job satisfaction is that it can foster enthusiasm and encouragement to do work more optimally, it is different if the provision of job satisfaction to employees is not effective then this will have a direct impact on the work being handled.

Job satisfaction is considered important in the world of work because they spend most of their time at work, so job satisfaction an employee has when doing his job really helps agencies achieve the goals set. But in fact, employee job satisfaction cannot be measured directly because basically job satisfaction is the result of the perception perceived by employees personally about how well they do at delivering important things (Luthans, 2006). One aspect that determines the satisfaction or dissatisfaction of an employee is the work environment. A company must pay attention to the work environment because basically, it affects the condition of existing employees in a company, and with a work environment it is hoped that it can increase enthusiasm for work. Nitisemito (2015) describes the work environment as everything that is around workers and can affect someone in carrying out the tasks assigned. There are two categories in the work environment, namely the physical work environment and the non-physical work environment, both of which are equally influential and inherent in employees so that they cannot be separated from efforts to develop employee satisfaction. Things that include the physical work environment are feeling fresh, and comfortable, and meeting the standard needs of a decent will contribute to the comfort of employees in carrying out their duties. While the non-physical work environment is related to relations between employees and relations between employees and superiors such as the friendliness of the attitude of employees, mutual respect when different opinions, and so on is a mandatory requirement to continue to foster the quality of employee thinking which can ultimately foster good working relationships. Reksohadiprodjo & Gitosudarmo (2015) suggests the work environment is a condition or condition of the workplace that needs rearrangement so that the work of employees will run more optimally and automatically raises the productivity graph which will have a positive impact on production costs each year.

Motivation is a drive for someone to make him want to act consciously. Motivation is described as a driving force that leads to goals and is rarely given for free, understanding what motivates employees to work can help companies increase employee job satisfaction. The higher the motivation given by the company, the more enthusiastic employees will be and are willing to devote their energy to work. Work motivation will encourage them to be more enthusiastic at work and will improve the skills possessed by employees. So, if an employee has high work motivation, either directly or indirectly, the resulting performance will be more optimal than before. As said before, these two things, namely motivation and work environment, are not only a benchmark in observing job satisfaction in commercial companies, but can also influence companies in the service sector. In this regard, employees are one of the most important resources in the company because their job satisfaction is very influential in creating optimal service to customers. This study took the object of research at one of the companies that focus on service providers, namely PDAM Malang City or Regional Public Company (Perumda) Air Minum Tugu Tirta Malang City. PDAM Tugu Tirta Malang City is a regional owned enterprise that provides service facilities, providers and distribution of clean water in Malang City. As one of the public

service companies, PDAM Malang City is always required to keep abreast of technological developments where it aims to support business processes in providing services to the general public by optimizing their services supported by approximately 310 employees.

The initial problem found regarding job satisfaction is that there are some employees who feel that they are still not satisfied with what is provided by the PDAM Tugu Tirta Malang City. The following are the results of a pre-job satisfaction *survey* of 20 respondents at PDAM Tugu Tirta Malang show that job satisfaction is indicated to be still not good. This can be seen from a total of 30 respondents who were collected, as many as 7 respondents were not satisfied with their current job. Then on the point of discussing satisfaction with salary, as many as 20 respondents stated that they did not agree. Furthermore, on the point of discussing opportunities for promotion, as many as 22 respondents stated that they did not agree. Then on the point of discussion regarding the comfort level of co-workers, 4 of them disagreed. Through field observations that researchers did, there were several phenomena that occurred in the working environment of PDAM Tugu Tirta Malang City. The working environment of PDAM Tugu Tirta, Malang City, looks uncomfortable because the area of each room is not that big, coupled with the layout of the rooms, which coincide with each other so that the work desks seem congested. Another drawback is the absence of personal lockers or cupboards for each employee to store their respective task files. The absence of these storage lockers resulted in piles of files that were not neatly arranged on the employee's desk so that the employee's comfort and concentration were disturbed at work. In addition, there are air conditioners that are used that are still using old models and some of them are not functioning. This can also affect the comfort or activity of employees at work so that employee job satisfaction decreases.

The other factors that are considered to affect job satisfaction is a work motivation, there are some employees who lack motivation to work. Based on the observations made by researchers, with existence needs as a basic need, employees feel that the salary they receive is still not sufficient to meet their daily needs. Related to the need for relationships (Relatedness Needs) work relationships that exist among co-workers only occur in the office. Therefore, cooperation between co-workers looks less harmonious, employees also behave individually that makes working conditions uncomfortable. Meanwhile, to meet employee development needs, the company provides career opportunities for employees but there are still some employees who feel that they have not had career opportunities. Employees who are in the maintenance department will remain in the maintenance department without any opportunity to move up to a higher position. This makes employees work solely just to get a salary to meet the needs of daily life, so it will have an impact on employee performance and overall company productivity. As research conducted by Qomariah (2018) shows that work motivation has a positive and significant effect on employee job satisfaction. Then the results of the study by Rahayu *et al.*, (2020) stated that work motivation has a negative impact and has no effect on job satisfaction. Moreover, research by Saifudin *et al.*, (2020) shows that both work environment variables and work motivation have a positive and significant effect on employee job satisfaction. Based on the phenomena and description of the background above that occur, this research focused to describe the effect of work environment and work motivation on job satisfaction.

LITERATURE REVIEW

Ahyari (2015) defines that the work environment is an environment in which these employees work in which there are elements of the conditions in which these employees work. Meanwhile, Sedarmayanti (2013) stated that the work environment is a place where there are a number of groups in

which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. In this study the work environment indicators were work atmosphere, coworker relationship, and availability of work facilities. Work environment is a condition that exists around employees doing work that can affect the implementation of the work itself. Includes lighting, air temperature, humidity, air circulation, noise, security. Co-worker relations are relationships with harmonious co-workers and without mutual intrigue between co-workers. Harmonious and family relationships are one of the factors that can affect employee satisfaction. Availability of work facilities is equipment used to support complete/up-to-date work. The availability of complete work facilities, although not new, is one of the supporting processes in work.

Siagian (2008) defines work motivation as a driving force that results in an employee being willing and willing to mobilize the ability to form the expertise and skills of the workforce and the time to carry out various activities for which they are responsible and fulfill their obligations in order to achieve the goals and various targets of the company that have been set. predetermined. The theory of motivation from Clayton Alderfer or what is known as the ERG (*existence, relatedness, growth*) theory states that needs can be grouped into 3 parts. Existence needs relate to biological and safety needs that are better met by material conditions. Related needs refer to social needs that are met through interpersonal relationships. Growth needs relate to the desire to develop yourself or self-actualization.

According to Robbins & Judge (2015) job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. Meanwhile, Luthans (2011) define job satisfaction is defined as an employee's view of how well their work provides important things . To measure job satisfaction indicators used were feeling of satisfaction at work, salary, promotion, supervisor's supervision, and colleagues. Based on previous research conducted by Qomariah (2018) result describe that work environment has an effect on job satisfaction. Moreover, Saifudin *et al.*, (2020) states that work motivation affects job satisfaction. Saifudin *et al.*, (2020) also states that the work environment and work motivation jointly affect job satisfaction. Therefore, the hypotheses for this research as follows:

H1: The work environment has a significant positive effect on job satisfaction.

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

H3: Work environment and work motivation have a joint effect on job satisfaction.

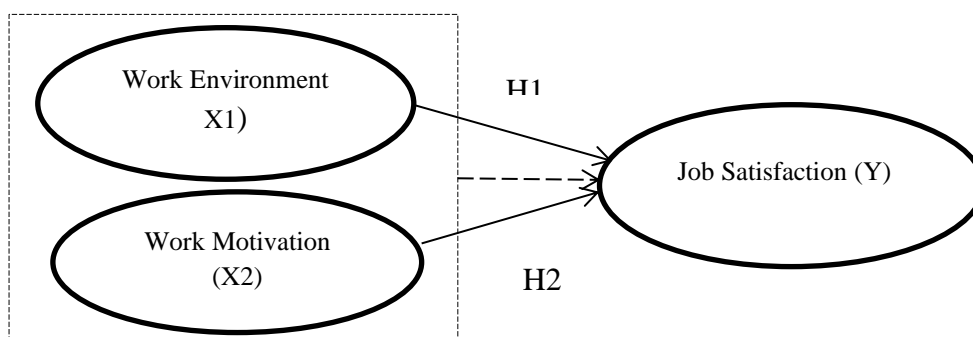


Figure 1. Research Framework

RESEARCH METHODS

The type of research used is explanatory research. The location of the research was carried out at the Regional Public Company (Perumda) of Air Minum Tugu Tirta, Malang City, precisely on Jl.

Sentani No. 100, Madyopuro, Kec. Kedungkandang, Malang City, East Java 65139. The population used in this study were employees of the Air Minum Tugu Tirta Company, Malang City. The sample used in this research is 76 respondents. The type of research used in this study is to use quantitative data with data collection techniques, namely proportional random sampling. The data source for this study uses primary data obtained by distributing questionnaires to respondents and secondary data obtained from the archives of the Perumda Air Drinking Tugu Tirta Malang City. The measurement scale used is the Likert scale. The data analysis technique used is multiple linear regression. The data that has been obtained is processed using SPSS v26 software.

RESULTS AND DISCUSSION

The results of respondents' characteristics showed that respondents in this study majority was male employees with an age range of 31-40 years, of education dominant s1 graduates, length of work 6-10 years. Details of respondents' demographics can be seen in the following table:

Table 1. Characteristics of Respondents

Category	Item	Total (76)	Percentage
Gender	Man	44	57,9%
	Woman	32	42,1%
Age	20-30	24	31,6%
	31-40	35	46,0%
	41-50	17	22,4%
Final Education	High School/Equivalent	5	6,6%
	Diploma	3	3,9%
	S1	63	30,8%
Length of Service	1-5 years	9	13,8%
	6-10 years	20	30,8%
	> 6	15	23,1%

Source: Data processed by the author (2022)

The distribution of respondents' answers on the variables of work environment, work motivation and job satisfaction used in answering descriptive analysis on the scale range can be seen in the following table:

Table 2. Scale Range Result

Work Environment	Work Motivation	Job Satisfaction
Good	High	High

Based on the results of the scale range analysis regarding the work environment variable with 76 respondents having an average index of good, while for work motivation having an average index of high, and the job satisfaction having high satisfaction level. The validity test was carried out to test that the instruments used in the study were valid. An instrument will be said to be valid if the value of $R_{count} > R_{table}$. Following are the results of the validity test in this study:

Table 3. Validity Test Results

Variable	Item	R-count	R-table (5%)	Information
Job Satisfaction (Y)	Y1.1	0.519	0.225	Valid
	Y1.2	0.535	0.225	Valid
	Y1.3	0.534	0.225	Valid

Variable	Item	R-count	R-table (5%)	Information
Work Environment (X1)	Y1.4	0.585	0.225	Valid
	Y1.5	0.508	0.225	Valid
	Y1.6	0.562	0.225	Valid
	Y1.7	0.500	0.225	Valid
	Y1.8	0.522	0.225	Valid
	Y1.9	0.539	0.225	Valid
	Y1.10	0.544	0.225	Valid
	X1.1	0.742	0.225	Valid
	X1.2	0.767	0.225	Valid
	X1.3	0.727	0.225	Valid
Work Motivation (X2)	X1.4	0.724	0.225	Valid
	X1.5	0.722	0.225	Valid
	X1.6	0.740	0.225	Valid
	X2.1	0.763	0.225	Valid
	X2.2	0.667	0.225	Valid
	X2.3	0.842	0.225	Valid
	X2.4	0.823	0.225	Valid
	X2.5	0.819	0.225	Valid
	X2.6	0,828	0.225	Valid

Source: Data processed (2022)

Based on the table above, it shows that the instruments on the work environment variable (X1), work motivation (X2) and satisfaction (Y) are said to be valid. This can be seen from the value of r-count is greater than r-table, namely 0.225.

Table 4. Reliability Test

No	Variable	Cronbach's Alpha	Reliable minimum limit	Information
1	Job Satisfaction (Y)	0.697	0.60	Reliable
2	Work Environment (X1)	0.815	0.60	Reliable
3	Work Motivation (X2)	0.849	0.60	Reliable

Source: Data processed (2022)

Based on the table above it can be seen that all variables have a Cronbach's Alpha value greater than 0.06 so it can be concluded that the instrument statements in this study are reliable.

Table 5. Normality Test

Respondent (N)	Significant	Information
76	0,200	Normal

Source: Data processed (2022)

Based on the table above, it can be seen that the Asymp value. Sig. (2-tailed) is greater than 0.05 (0.200 > 0.050), so it can be concluded that the data above is normally distributed. The results of multiple linear regression on the effect of work environment and work motivation on employee job satisfaction are as follows:

Table 6. Multiple Linear Regression Test

Variable	Unstandardized Coefficients		Standardized Coefficients	T statistic	Sig
	B	Std. Error	Beta		
Constant	18.898	1.142		16.552	.000
Work Environment	.472	.066	.515	7.188	.000
Work Motivation	.396	.062	.461	6.436	.000

Source: Data processed (2022)

The table above shows that the constant value is 2.753 and shows greater than 0.05, so the regression equation is formed as follows:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

$$\text{Where } Y = 18,898 + 0.472X_1 + 0.396X_2 + e$$

The results of the analysis state that a value of 18.898 is a positive constant value, meaning that if the value of the independent variable work environment and work motivation is assumed to be equal to 0, then constant job satisfaction will be worth 18.898. The work environment regression coefficient value is 0.472 which means that the work environment has a positive regression coefficient, so the work environment has a positive effect on job satisfaction. Likewise, a significance value that is smaller than 0.05 (0.000) indicates that there is a significant influence between X1 and Y. So that the work environment (X1) can increase job satisfaction (Y). Work motivation regression coefficient value of 0.396 can be interpreted that work motivation has a positive regression coefficient result, then work motivation has a positive effect on job satisfaction. a significance value that is less than 0.05 (0.000) indicates that there is a significant influence between X1 and Y. So that work motivation (X2) can increase job satisfaction (Y). The higher the work motivation, the more satisfied employees are at work. Hypotheses testing is used to determine whether there is a significant influence between the independent variables on the dependent variable. If the value of t count > t table, then the independent variables individually affect the dependent variable. Likewise, the significance level is <0.05 (α). Following are the results of the t-test in this study:

Table 7. Hypotheses Result

Variable	T-Count	T-Table	Sig	Information
Work environment → job satisfaction	7.188	1.993	0.000	H1 is accepted
Work Motivation → job satisfaction	6.436	1.993	0.000	H2 is accepted

Source: Data processed (2022)

Based on table 7, it can be concluded that work environment has a positive and significant effect on job satisfaction. Based on the results of this study, it can be seen that the work environment has a positive and significant effect on job satisfaction of PDAM Tugu Tirta Malang City employees. This means that the higher the work environment, the higher the job satisfaction of PDAM Tugu Tirta Malang employees. A good work environment means that the company has lighting in the workplace that helps in completing work, the facilities provided are adequate, and harmonious co-worker

relationships. This result is also supported by research Qomariah (2018), Ratnasari et al., (2020) which states that there is an effect of the work environment on job satisfaction

Work motivation has a positive and significant effect on employee job satisfaction. This is confirmed by the research conducted by Qomariah (2018). Based on the results of this study, it can be seen that work motivation has a positive and significant effect on job satisfaction of employees of PDAM Tugu Tirta Malang City. This means that the higher the work motivation, the higher the job satisfaction of PDAM Tugu Tirta Malang employees. High work motivation has a boost in terms of meeting basic needs, interactions between co-workers encourage better work, encouragement to work because agencies facilitate members to improve skills. This result is also supported by research of Saifudin et al., (2020) and Kristinae, (2018) which states that there is an effect of work motivation on job satisfaction.

F-test analysis used to see if both of variable used in this study affect job satisfaction. If the value of F count $>$ F table, then the hypothesis is accepted, meaning that work environment and work motivation simultaneously have a positive and significant effect on employee job satisfaction. Following are the results of the F test in this study:

Table 8. F Test Results

F-Count	F-table	Information
162.241	3.12	H3 is accepted

Source: Data processed (2022)

From the table above it is known that the significant value for the influence of the work environment (X_1) and work motivation (X_2) simultaneously on job satisfaction (Y) is $0.000 < 0.05$ F count value $164.241 >$ F table 3.12, so it can be concluded that H3 is accepted, which means that the work environment and work motivation have a positive effect simultaneously on job satisfaction. This result is also supported by research Saifudin et al., (2020) which states that the work environment and work motivation have a significant effect on job satisfaction.

CONCLUSION

Result of the research concluded that the condition of the work environment is in the good category, the employee's work motivation is in the high category and the job satisfaction of employees at Perumda Air Minum Tugu Tirta Malang City is in the satisfied category. The work environment influences employee job satisfaction at the Perumda Air Minum Tugu Tirta Malang City, meaning that the better the work environment, the job satisfaction of employees of the Perumda Air Minum Tugu Tirta Malang City will experience an increase. Work motivation influences employee job satisfaction at the Perumda Air Minum Tugu Tirta, Malang City. That is, the higher the encouragement of motivation, the higher the job satisfaction of the employees of Perumda Air Minum Tugu Tirta Malang City. Work environment and work motivation together have an influence on job satisfaction of employees of Perumda Air Minum Tugu Tirta Malang City.

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