

The impact of motivation and work environment on job satisfaction at PT. Adhi Karya

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Abstrak

Penelitian ini bertujuan untuk: (1) mengetahui pengaruh motivasi kerja terhadap kepuasan kerja karyawan PT. Adhi Karya (Persero) Tbk. Proyek Tol Probowangi Paket 1, (2) mengetahui pengaruh lingkungan kerja terhadap kepuasan kerja karyawan PT. Adhi Karya (Persero) Tbk. Proyek Tol Probowangi Paket 1, (3) mengetahui secara bersama-sama pengaruh motivasi kerja dan lingkungan kerja terhadap kepuasan kerja di PT. Adhi Karya (Persero) Tbk. Proyek Tol Probowangi Paket 1. Penelitian ini menggunakan metode kuantitatif dengan pendekatan analisis deskriptif. Teknik sampel menggunakan teknik simple random sampling. Pengumpulan data dilakukan melalui distributor kuesioner penelitian. Hasil penelitian menunjukkan bahwa: (1) motivasi kerja memiliki pengaruh positif dan signifikan terhadap kepuasan kerja karyawan PT. Adhi Karya (Persero) Tbk. Proyek Tol Probowangi Paket 1 yang terbukti dengan nilai $t_{hitung} > t_{tabel}$ ($2,108 > 1,99$) dan nilai signifikansi $0,039 < 0,05$, (2) lingkungan kerja memiliki pengaruh positif dan signifikan terhadap kepuasan kerja karyawan PT. Adhi Karya (Persero) Tbk. Proyek Tol Probowangi Paket 1 yang terbukti dengan nilai $t_{hitung} > t_{tabel}$ ($2,757 > 1,99$) dan nilai signifikansi $0,007 > 0,05$, (3) Ditemukan bahwa adanya pengaruh positif dan signifikan dari kombinasi motivasi kerja dan lingkungan kerja terhadap kepuasan kerja karyawan PT. Adhi Karya (Persero) Tbk. Proyek Tol Probowangi Paket 1, yang dapat terlihat dari nilai nilai $F_{hitung} > F_{tabel}$ ($6,898 > 3,12$).

Kata kunci: perilaku organisasi; kesejahteraan karyawan; manajemen perusahaan; psikologi tempat kerja; pengembangan sumber daya manusia

Abstract

This research aims to: (1) determine the influence of work motivation on job satisfaction among employees of PT. Adhi Karya (Persero) Tbk., Tol Probowangi Project Package 1, (2) investigate the impact of work environment on job satisfaction among employees of PT. Adhi Karya (Persero) Tbk., Tol Probowangi Project Package 1, and (3) assess the combined effect of work motivation and work environment on job satisfaction at PT. Adhi Karya (Persero) Tbk., Tol Probowangi Project Package 1. The study utilizes a quantitative method

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with a descriptive analysis approach. Simple random sampling is employed for sample selection. Data collection is conducted through distribution of research questionnaires. The research findings indicate that: (1) work motivation has a positive and significant influence on job satisfaction among employees of PT. Adhi Karya (Persero) Tbk., Tol Probowangi Project Package 1, evidenced by $t\text{-value} > t\text{-table}$ ($2.108 > 1.99$) and significance level $0.039 < 0.05$, (2) work environment has a positive and significant influence on job satisfaction among employees of PT. Adhi Karya (Persero) Tbk., Tol Probowangi Project Package 1, evidenced by $t\text{-value} > t\text{-table}$ ($2.757 > 1.99$) and significance level $0.007 < 0.05$, and (3) it is found that there is a positive and significant impact from the combination of work motivation and work environment on job satisfaction among employees of PT. Adhi Karya (Persero) Tbk., Tol Probowangi Project Package 1, as indicated by $F\text{-value} > F\text{-table}$ ($6.898 > 3.12$).

Keywords: organizational behavior; employee well-being; corporate management; workplace psychology; human resource development

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Introduction

Human resources constitute a crucial element within a company. Although the number of employees is not the primary measure of organizational success, the company's vision and mission remain important guidelines. The main focus should be on employee job satisfaction, which is reflected not only in the execution of their tasks but also in compliance with company norms, interaction among employees, management, and the work environment. This job satisfaction becomes the primary driver in increasing employee productivity and efficiency, which in turn contributes to the overall success of the organization (Bhastary, 2020, p. 161). Desnirita (2018) states that employee job satisfaction has the potential to influence positive behavior in the workplace, including productivity, discipline, innovation, and adaptability. Therefore, job satisfaction is not only related to how employees act in achieving goals but also in various other aspects of their behavior in the work environment. Several factors are believed to influence employee job satisfaction, in this case, work motivation and a conducive work environment.

According to Sardina and Abdurrahman (2020), factors affecting employee job satisfaction include work motivation, which encompasses all forms of activities that motivate individuals to perform their work, balanced with the understanding of these individuals. To achieve a better organization, it is important to have motivation from both internal and external sources. Internal motivation stems from an individual's heart, mind, and personal desires. Meanwhile, external motivation emerges from encouragement that comes from outside, such as from other people or organizations. A high level of motivation in employees positively impacts their performance and job satisfaction (Likdanawati et al., 2022).

Another factor suspected to influence employee job satisfaction is the surrounding work environment. Mubaroq et al. (2021) state that "the work environment comprises everything around employees and influences their work." Employees who feel uncomfortable, undervalued, and unable to develop their potential in their work tend to lose focus on their tasks. The work environment is divided into two categories: physical work environment and non-physical work environment. Careful attention to motivation and work environment conditions is very important in the organizational context. Issues that arise within organizations are often caused by a lack of motivation and attention to the work environment, which can disrupt the implementation of employee tasks and obligations and reduce their satisfaction levels. This indicates that these factors have a significant impact on employee job satisfaction in the workplace.

Based on previous research regarding work motivation, work environment, and job satisfaction, a study by Gautama and Marchyta (2022) shows that work motivation has a positive and significant

influence on job satisfaction. Other findings by Usmeila (2023) indicate that both work motivation and work environment partially influence job satisfaction. Conversely, research by H. Heni et al. (2022) concludes that work motivation does not affect job satisfaction. The diversity of these findings encourages researchers to develop further research in this field. Based on observations, the researcher found that some employees at PT. Adhi Karya (Persero) Tbk. Probawang Toll Project Package 1 experienced low work motivation and poor discipline. Some employees have resigned in the last two months due to more attractive job offers, while others lack discipline in arrival times at the office. This appears to be related to the low level of job satisfaction experienced by employees. Additionally, communication that has not been well established results in reluctance to interact, affecting the lack of a sense of togetherness and mutual support in completing work, as well as a lack of comfort in the work environment. Unsuitable room conditions also affect less than optimal office arrangement, such as the use of space and empty filing cabinets with documents scattered on work desks. Moreover, the absence of partitions between superiors and subordinates, except for leaders who have their own rooms, is also a concern in this condition. From the problems that have been described, there are several research questions: (1) Is there an influence of work motivation on employee job satisfaction at PT. Adhi Karya (Persero) Tbk. Probawang Toll Project?; (2) Is there an influence of the work environment on employee job satisfaction at PT. Adhi Karya (Persero) Tbk. Probawang Toll Project?; (3) Is there a combined influence of work motivation and work environment on employee job satisfaction at PT. Adhi Karya (Persero) Tbk. Probawang Toll Project?

Research Method

This type of research is quantitative research used to examine specific populations or samples by collecting data through research instruments. The population used in this study consists of all employees of PT. Adhi Karya (Persero) Tbk. Probawang Toll Project Package 1, totaling 105 employees. Thirty of these employees were sampled using the simple random sampling technique.

The initial stage of the research was conducted by preparing a questionnaire instrument containing written statements using the Likert scale method with scores 1-4, which were then validated using validity and reliability tests. Data analysis was performed using SPSS software version 25. Prerequisite tests consisted of linearity tests, normality tests, heteroscedasticity tests, and multicollinearity tests. This was followed by hypothesis testing consisting of t-tests, F-tests, multiple linear regression analysis, and determination coefficient tests.

Results and Discussion

Job Satisfaction

Kuspini (2020) states that employee job satisfaction is viewed from the evaluation of several influencing factors, where the level of job satisfaction depends on the extent to which employee needs are met. Feelings related to job satisfaction and dissatisfaction tend to reflect the interest of workers about work experiences at the present time and past rather than expectations for the future. Therefore, these feelings mirror the attitudes and behaviors of employees at work.

Job satisfaction is a personal matter for each individual, where everyone has a unique level of satisfaction that is not always aligned with general standards. Through achieving this job satisfaction, employees are expected to provide optimal performance to achieve company goals (Subastian, 2022). An employee is said to be satisfied and pleased with their work when they are able to handle their tasks and responsibilities well. According to Robbins (2015), there are indicators of job satisfaction, including: 1) The work itself, 2) Salary or wages, 3) Colleagues, and 4) Supervision.

Work Motivation

Darmawan (2016) suggests that motivation arises from individual thoughts that are interested in their work. This thinking enables individuals to feel comfortable and approach things that provide benefits, so they can carry out work that benefits themselves. Motivation can be considered a factor that provides encouragement or stimulation to perform certain actions. Employees have goals they want to

achieve when carrying out work. Therefore, the higher the employee's motivation, the higher the level of job satisfaction they feel.

According to Sulistiani and Syahrinullah (2023), there are two groups of motivation: intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to the drive to act based on internal desires without the need for external rewards or incentives. Individuals with intrinsic motivation do not depend on external encouragement or energy. Meanwhile, extrinsic motivation is a type of motivation that drives behavior using external incentives such as money, rewards, appreciation, values, fame, and the like.

The indicators of work motivation according to Abraham Maslow in Adelliani et al. (2023, pp. 63-64) include: 1) Physiological needs in the form of basic salary to meet needs in continuing normal life, 2) Security needs covering social insurance, labor, health and accident insurance, 3) Social needs, which are the needs to interact with others, 4) Need for respect, the need for appreciation and recognition, 5) Self-actualization, including the drive for self with maximizing skills and competencies possessed.

Work Environment

Usmeila (2023) states that the work environment is a crucial component in companies for employees to carry out their work. Essentially, the work environment encompasses physical and emotional aspects around the workplace that can increase employee productivity and job satisfaction. A supportive and suitable work environment plays a very important role in influencing satisfaction when employees perform their tasks optimally.

The work environment can also be understood as the place where employees carry out their tasks, which includes conditions such as humidity, lighting, cleanliness, and facilities related to work in the company. This directly impacts the increase or decrease in employee job satisfaction. The work environment in a company is an important factor in creating employee performance and satisfaction. The work environment serves as a facility that directly influences employees' ability to perform work activities optimally, which ultimately benefits the company. Conversely, an inadequate work environment can reduce performance and diminish employee motivation (Sunarsi et al., 2020).

Sedarmayanti (2011) states that there are indicators of the work environment, including: 1) Lighting in the workplace, 2) Air circulation in the workplace, 3) Noise in the workplace, 4) Unpleasant odors in the workplace, 5) Security in the workplace, 6) Smooth communication.

Research Results

The data collection used in this research was in the form of questionnaire data that had undergone validity and reliability tests. The research location was PT. Adhi Karya (Persero) Tbk. Probawang Toll Project Package 1. The tryout questionnaire instrument consisted of 18 statement items that had valid results for the work motivation variable, 16 statement items, and 2 invalid statement items for the work environment variable. Then there were 19 statement items and 6 invalid statement items for the employee job satisfaction variable. From the validity test results that had invalid results from the tryout conducted by the researcher, these items were not used because they were already represented by other statement items on the same indicator.

The next stage Table 1 was calculating the prerequisite analysis test using the normality test with the One Sample Kolmogrov-Smirnov method, with the criteria that a Significant value greater than 0.05 indicates normally distributed research data.

Table 1

Normality Test Results

Number of respondents	<i>Asymp. Sig. (2-tailed)</i>	Description
75	0.200	Normal

Based on the hypothesis testing results in Table 2, the t-test results for H1 and H2 are accepted, meaning that there is an influence of variables X1 and X2 on Y. The work motivation variable shows a result of $0.039 < 0.05$, with the t-calculated value $>$ t-table value at $2.108 > 1.99$. Additionally, the work

environment variable shows a result of $0.007 < 0.05$, with the t-calculated value $>$ t-table value at $2.757 > 1.99$.

Table 2
T-test Results

Model	t	Sig.
(Constant)	-.002	.999
Work Motivation	2.108	.039
Work Environment	2.757	.007

Table 3
F-test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.279	2	32.640	6.898	.002
Residual	340.668	72	4.731		
Total	405.947	74			

Based on Table 3 above, it can be seen that the value in the Sig. column is 0.002, which is < 0.05 , so H_a is accepted and H_0 is rejected, meaning there is an influence between the work motivation and work environment variables on employee job satisfaction. Thus, H_3 , the influence of work motivation and work environment on employee job satisfaction, is proven. So, it can be concluded that in this research, employee job satisfaction is positively influenced by work motivation and work environment.

Discussion

Based on the data analysis conducted by the researcher, the results show that there is a relationship between work motivation (X_1) and work environment (X_2) on job satisfaction (Y) of employees at PT. Adhi Karya (Persero) Tbk. Probowangi Toll Project Package 1. The research results can be explained as follows:

Regarding the Influence of Work Motivation on Employee Job Satisfaction at PT. Adhi Karya (Persero) Tbk. Probowangi Toll Project Package 1, it can be concluded that work motivation has a significant influence on job satisfaction at PT. Adhi Karya Probowangi Toll Project. The t-test results on the work motivation variable show a significance value of $0.039 < 0.05$, with t-value $>$ t-table ($2.108 > 1.99$), which indicates rejection of H_0 and acceptance of H_1 , namely that work motivation influences employee job satisfaction. Increasing work motivation can enhance employee job satisfaction, ensuring that employees feel valued and able to meet their needs, as well as increasing productivity. Sarwar and Abugre (2013) note that high work motivation can improve employee performance and job satisfaction. This suggests that every employee has motivation that plays an important role in efforts to achieve their work goals. Companies must also meet employee needs in terms of service and management evaluation of work performance, as well as promote fairness in the work environment to encourage employee motivation. This finding is in line with previous research by Sardina and Abdurrahman (2020), Gautama and Marchyta (2022), and Darmawan (2016), which shows that work motivation influences job satisfaction. Thus, increasing work motivation can enhance overall job satisfaction.

Based on the analysis results on the Influence of Work Environment on Employee Job Satisfaction at PT. Adhi Karya (Persero) Tbk. Probowangi Toll Project Package 1, the work environment variable shows a significance result of $0.007 < 0.05$, with a t-value (2.757) greater than t-table (1.99). This results in the rejection of H_0 and acceptance of H_2 , showing the influence of a well-managed work environment on increasing employee job satisfaction at PT. Adhi Karya (Persero) Tbk. Probowangi Toll Project. The work environment encompasses everything around the workplace, including equipment, working conditions, and other facilities inside the office building. In general, the work environment is a combination of physical and emotional aspects that can increase employee productivity and job satisfaction. This finding is consistent with the results of previous research conducted by Junaidi (2021), A. M. Heni et al. (2023), and Mubaroq et al. (2021), which also shows that the work environment influences employee job satisfaction.

Based on the hypothesis test results on the Influence of Work Motivation and Work Environment on Employee Job Satisfaction at PT. Adhi Karya (Persero) Tbk. Probawangi Toll Project Package 1 with an F-value of 6.898 exceeding the F-table value (3.12), H_0 is rejected and H_a is accepted. This indicates that work motivation and work environment together have a positive and significant influence on employee job satisfaction. Employees with high motivation tend to be more dedicated to completing their work, thus achieving optimal job satisfaction levels. Additionally, good management of the work environment also supports smooth task completion and helps employees achieve maximum job satisfaction.

Conclusion

Based on the research results regarding the influence of work motivation and work environment on employee job satisfaction at PT. Adhi Karya (Persero) Tbk. Probawangi Toll Project Package 1, it can be concluded that there is a positive and significant combined influence of work motivation and work environment on employee job satisfaction at PT. Adhi Karya (Persero) Tbk. Probawangi Toll Project Package 1 (F-value 6.898 > F-table 3.12). The multiple linear regression analysis results in this research show that the determination represented by R Square is 0.161 or 16.1%. This means that 16.1% of the research represents the independent variables. In this research, the job satisfaction variable is influenced by the independent variables of work motivation and work environment.

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