

The Effect of Job Satisfaction and Physical Work Environment on the Work Motivation of Production Employees on CV. Kanca Kemas Lestari

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Abstract

This study aims to analyze the influence of job satisfaction and physical work environment on the work motivation of production employees on CVs. Friends Pack Sustainable. The research was motivated by indications of a decrease in work motivation shown through a high rate of tardiness, early homecoming, and unmarked absences, as well as suboptimal physical work environment conditions. The research uses a quantitative approach with a survey method. The research population consists of all employees of the CV production department. Kanca Kemas Lestari which totals 34 people and all of them are respondents. Data were collected through a questionnaire with a Semantic Differential scale and analyzed using multiple linear regression, classical assumption test, determination coefficient, t-test, and F test with the help of SPSS version 25. The results of the study show that job satisfaction has a positive effect on work motivation. The physical work environment also has a positive effect on work motivation. In addition, job satisfaction and physical work environment have a simultaneous effect on the work motivation of CV production employees. Friends Pack Sustainable. These findings suggest that increased work motivation can be achieved through the fulfillment of employee job satisfaction supported by a safe, comfortable, and conducive physical work environment.

INTRODUCTION

The development of the manufacturing industry in the era of globalization has increased competition between companies in producing products that are quality, efficient, and able to meet market needs. The manufacturing sector is not only a major driver of economic growth, but also contributes to job creation and increased national competitiveness. In Indonesia, the manufacturing sector consistently contributes the largest to gross domestic product (GDP) compared to other industrial sectors. This condition encourages manufacturing companies to continue to increase productivity through effective human resource (HR) management. The company's success in facing competition is not only determined by technology and capital, but also by the quality and work motivation of employees as the main implementers of the production process.

Work motivation is one of the important factors that determine the success of an organization in achieving goals. Highly motivated employees tend to show better work morale, discipline, responsibility, and commitment to their work. On the other hand, low work motivation can have an impact on decreased productivity, increased absenteeism, tardiness, and high potential *turnover*. Therefore, companies need to understand various factors that can encourage increased work motivation so that organizational goals can be achieved optimally.

In the context of human resource management, job satisfaction is one of the factors that play a role in shaping work motivation. Job satisfaction describes a positive emotional state as a result

of an individual's evaluation of his or her work. Employees who feel satisfied with their work, reward system, employment relationships, and growth opportunities will tend to have higher motivation to provide the best performance for the organization. On the other hand, if employee expectations are not met, work motivation can decrease, which has an impact on the effectiveness of the organization. In addition to job satisfaction, the physical work environment is also a factor that cannot be ignored. A safe, comfortable work environment, has good lighting and air circulation, and is supported by adequate work facilities will create a conducive work atmosphere so as to encourage employee enthusiasm and motivation in completing their work.

In the manufacturing sector, the management of the physical work environment has a higher level of urgency than the service sector because most of the production activities are carried out directly in factory areas with high work intensity. Uncomfortable workspace conditions, inadequate ventilation, suboptimal lighting, and high noise levels have the potential to reduce employee concentration, comfort, and work motivation. Therefore, manufacturing companies need to create a work environment that is able to support the health, safety, and comfort of employees so that productivity is maintained.

This phenomenon also occurs in CV. Kanca Kemas Lestari is a company engaged in the production of cardboard-based packaging. Based on company data, during 2024 the rate of late production employees will reach **5.93%**, the rate of leaving before working time will reach **5.56%**, while the rate of absenteeism without information will reach **6.15%**. This percentage has exceeded the tolerance limit set by the company, indicating a decrease in work motivation. In addition, the observation results show that the physical working environment conditions are still not optimal, characterized by a lack of air ventilation, limited movement space in the production area, and the condition of toilets that have inadequate lighting. This condition is suspected to affect the comfort of employees while working, potentially reducing work motivation.

Conceptually, the relationship between job satisfaction, the physical work environment, and work motivation can be explained through organizational behavior theory which states that satisfying working conditions as well as a supportive environment will increase an individual's intrinsic drive to work optimally. Job satisfaction reflects a positive evaluation of employees of their work, while a physical work environment is a form of organizational support that directly affects job comfort. The combination of these two factors is believed to be able to increase work motivation so that employees are encouraged to work more productively, disciplined, and responsible.

Various previous studies have shown that job satisfaction has a positive influence on employee work motivation. Other research also proves that a comfortable physical work environment is able to increase work motivation through the creation of safe and conducive working conditions. However, most of the research was conducted on government agencies and manufacturing companies with different organizational characteristics. In addition, there is still limited research that simultaneously examines the influence of job satisfaction and physical work environment on work motivation in manufacturing companies engaged in the cardboard packaging industry, especially with the characteristics of production jobs that have a high intensity of physical activity.

Based on these conditions, there is a **research gap** in the form of limited empirical studies on the simultaneous influence of job satisfaction and physical work environment on work motivation in cardboard packaging manufacturing companies. Some previous studies have tested one variable separately or on different sectors and organizational characteristics. This condition

shows the need for research that is able to provide empirical evidence in the context of the packaging manufacturing industry which has its own challenges of the work environment and operational characteristics.

The novelty of this study lies in the simultaneous testing of the effect of job satisfaction and physical work environment on work motivation in employees in the CV production department. Friends Pack Sustainable. This study uses indicators of job satisfaction and physical work environment that are adjusted to the actual conditions of the company based on the results of field observations, so that it is expected to be able to provide a more contextual empirical picture of the factors that affect work motivation in the packaging manufacturing industry.

Based on this description, this study aims to analyze the influence of job satisfaction and physical work environment on the work motivation of production employees on CVs. Kanca Kemas Lestari, both partially and simultaneously. The results of the research are expected to contribute to the development of human resource management studies, as well as become a basis for companies to formulate policies that are able to increase work motivation through increasing job satisfaction and improving the physical work environment.

RESEARCH METHODS

This research uses a **quantitative** approach with **descriptive and verifiable methods**. The descriptive approach is used to describe the conditions of job satisfaction, physical work environment, and employee work motivation, while the verifiable approach aims to test the influence of job satisfaction and physical work environment on the work motivation of production employees on CVs. Friends Pack Sustainable.

The research object includes three variables, namely **job satisfaction** as the first independent variable (X_1), **physical work environment** as the second independent variable (X_2), and **work motivation** as a dependent variable (Y). The research was carried out on **CV. Kanca Kemas Lestari**, with respondents all employees of the production department.

The population in this study is **34 production employees**. Given the relatively small population, the study used a **saturated sampling technique (census)**, so that all members of the population were used as research samples. Thus, the number of samples analyzed was **34 respondents**.

The research data consists of **primary data** and **secondary data**. Primary data was obtained through the distribution of questionnaires to respondents using **the Semantic Differential** scale, while secondary data was obtained from company documents, scientific literature, reference books, and previous research results relevant to the research topic.

The research instrument is first tested through **validity tests** and **reliability tests** to ensure that each indicator is able to measure the research construct accurately and consistently. Furthermore, the data was analyzed using **IBM SPSS Statistics version 25**. The analysis stage includes descriptive analysis, classical assumption test consisting of normality test, multicollinearity test, and heteroscedasticity test, then continued with **multiple linear regression analysis, determination coefficient (R^2), partial test (t test), and simultaneous test (F test)** to test the research hypothesis at a significance level of 5% ($\alpha = 0.05$).

Hypothesis testing was carried out to determine the influence of each independent variable on the dependent variable partially or simultaneously. The hypothesis is accepted if the significance

value is less than 0.05 or the value of **t** or **F** is calculated to be greater than the critical value according to the provisions of statistical testing.

RESULTS AND DISCUSSION

RESULTS

Classical Assumption Test Results

Table 1. Classical Assumption Test Results

Test Type	Results	Remarks
Normality	Sig. > 0.05	Distributed data Normal
Multicollinearity	Tolerance > 0.10 and VIF < 10	Not happening Multicollinearity
Heteroscedasticity	Sig. > 0.05	Not happening heteroskedasticity

Source: SPSS data processing results version 25.

The results of the classical assumption test show that the regression model meets all the required assumptions. The normality test shows that the data is normally distributed. Furthermore, the results of the multicollinearity test showed a **Tolerance** value greater than 0.10 and a **Variance Inflation Factor (VIF)** of less than 10 so that there was no high correlation between independent variables. The results of the heteroscedasticity test also showed a significance value greater than 0.05 so that the regression model did not experience symptoms of heteroscedasticity. Thus, the regression model is feasible to use for hypothesis testing.

Multiple Linear Regression Analysis Results

Table 2. Multiple Linear Regression Analysis Results

Variable	Coefficient B
Constant	2,837
Job Satisfaction	1,206
Physical Work Environment	0,796

Source: SPSS data processing results version 25.

The results of multiple linear regression analysis produce the following equations:

$$Y = 2,837 + 1,206X_1 + 0,796X_2$$

The equation shows that **job satisfaction** and **physical work environment** have a positive regression coefficient for **work motivation**. A job satisfaction regression coefficient of **1.206** indicates that any increase in job satisfaction will increase job motivation assuming other variables are constant. Meanwhile, the regression coefficient of the physical work environment of **0.796** indicates that the improvement in the quality of the physical work environment is followed by an increase in work motivation assuming other variables are fixed.

Coefficient of Determination

Table 3. Coefficient of Determination

R	R Square	Adjusted R Square
0,907	0,823	0,812

Source: SPSS data processing results version 25.

Based on the results of the analysis of the determination coefficient, **the R Square value was obtained as 0.823**. This shows that **82.3%** of the variation in work motivation can be explained by the variables of **job satisfaction** and **physical work environment**, while the **remaining 17.7%** are influenced by other factors outside the study model. These values show that the research model has an excellent ability to explain the variation in employee work motivation.

Partial Test Results (t-test)

Table 4. Partial Test Results

Variable	t count	t table	Remarks
Job Satisfaction	4,779	2,042	Significant effect
Physical Work Environment	3,587	2,042	Significant effect

Source: SPSS data processing results version 25.

The results of the partial test showed that the **variable of job satisfaction** had a **calculated t value of 4.779**, greater than **the t table of 2.042**, so that it had a positive and significant effect on work motivation. Similarly, the **physical work environment** variable had a **calculated t value of 3.587**, which was also greater than **the t-table of 2.042**, thus having a positive and significant effect on work motivation. Thus, both partial hypotheses in this study are accepted.

DISCUSSION

The Effect of Job Satisfaction on Employee Work Motivation

The results of the study showed that job satisfaction had a positive and significant effect on the work motivation of employees in the CV production department. Friends Pack Sustainable. This is evidenced by the **calculated t value of 4.779** which is greater than **the t table of 2.042**, so the first hypothesis is accepted. These findings show that the higher the level of job satisfaction felt by employees, the higher their motivation to carry out their work.

Job satisfaction reflects an individual's assessment of various aspects of their job, such as job suitability, rewards received, relationships with superiors and co-workers, and opportunities for growth. When these needs and expectations are met, employees will have a positive feeling about their work so that they are encouraged to work more passionately, responsibly, and committed to achieving organizational targets.

These findings are in line with the theory of job satisfaction which states that satisfaction is one of the main determinants of individual motivation at work. Employees who gain positive work experience tend to show higher enthusiasm, have a commitment to the organization, and strive to provide the best performance. On the other dissatisfaction can cause boredom, decrease work morale, and even increase the tendency to be absent or leave work.

The results of this study are also consistent with various previous studies that concluded that job satisfaction has a positive influence on work motivation in various organizational sectors. The similarity of these results shows that job satisfaction is an important factor that consistently affects employee motivation, including in manufacturing companies such as CVs. Friends Pack Sustainable.

Practically, the results of this study indicate that companies need to maintain and even increase job satisfaction levels through a fair reward system, good communication between superiors and subordinates, competency development opportunities, and the creation of a

supportive work environment. These efforts will contribute to increasing work motivation and employee productivity.

The Influence of the Physical Work Environment on Employee Work Motivation

The results of the study show that the physical work environment has a positive effect on employee work motivation. This is evidenced by **the calculated t value of 3.587** which is greater than **the t table of 2.042**, so the second hypothesis is accepted.

The physical work environment is an external factor that directly affects the comfort and effectiveness of employees at work. Clean workspace conditions, adequate lighting, good air circulation, controlled noise levels, and the availability of proper work facilities will create a conducive working atmosphere. In these conditions, employees can work more comfortably, concentrate, and have a higher enthusiasm to complete their work.

On the other hand, a work environment that is not supportive has the potential to cause physical and psychological fatigue, thereby reducing work motivation. In manufacturing companies, the physical working environment has an increasingly important role because production activities are carried out with high intensity and require concentration and precision in each work process.

The findings of this study support the theory of human resource management which states that the work environment is one of the factors that affect employee behavior and motivation. A good work environment not only increases comfort, but is also able to reduce work stress, increase job satisfaction, and encourage higher productivity.

These results are also in line with previous studies that show that improving the physical work environment contributes to increased work motivation in various types of organizations. Thus, the quality of the physical work environment is one of the strategic aspects that needs to be considered by company management.

The practical implication of these findings is the need for companies to conduct periodic evaluations of the condition of the production area, including aspects of lighting, ventilation, workspace layout, cleanliness, security, and other supporting facilities. Improvements in these aspects are expected to improve work comfort so that employee motivation can continue to be maintained.

The Effect of Job Satisfaction and Physical Work Environment on Employee Work Motivation

The results of the simultaneous tests showed that job satisfaction and physical work environment together had an effect on employee work motivation. In addition, a **determination coefficient value (R^2) of 0.823** showed that both variables were able to explain **82.3%** of the variation in work motivation, while the **remaining 17.7%** were influenced by other factors outside the study model.

The magnitude of the determination coefficient value shows that job satisfaction and physical work environment are the dominant factors in shaping the work motivation of production employees. Job satisfaction provides a psychological boost through the fulfillment of employee needs and expectations, while the physical work environment provides conditions that support the implementation of work comfortably and safely. The combination of these two factors creates a work situation that is able to increase employee enthusiasm, discipline, and responsibility in carrying out their duties.

These findings reinforce the view that increased work motivation cannot be achieved through just one approach. Companies need to implement a comprehensive strategy that pays

attention to the psychological well-being of employees while providing a work environment that supports operational activities. An integrated approach will have a greater impact on work motivation than if it only focused on one aspect.

From a practical point of view, the results of the study imply that CV. Kanca Kemas Lestari needs to develop a human resource management policy that puts job satisfaction and physical work environment as the top priority. Improving the reward system, organizational communication, career development opportunities, and improving facilities and conditions of production areas are expected to be able to maintain and even increase employee work motivation in a sustainable manner.

CONCLUSION

This study aims to analyze the influence of job satisfaction and physical work environment on the work motivation of production employees on CVs. Friends Pack Sustainable. Based on the results of data analysis, it can be concluded that job satisfaction has a positive effect on employee work motivation. This shows that the higher the level of job satisfaction felt by employees, the higher their motivation to carry out their work.

In addition, the physical work environment has also been shown to have a positive effect on work motivation. Safe, comfortable, and supportive work environment conditions can increase employee enthusiasm and encouragement in completing their work optimally.

Simultaneously, job satisfaction and physical work environment have an influence on employee work motivation. The magnitude of the determination coefficient value shows that both variables have a very large contribution in explaining the variation in the work motivation of employees in the CV production department. Friends Pack Sustainable. Thus, increased work motivation can be realized through an organizational strategy that integrates efforts to increase job satisfaction with the provision of a better physical work environment.

The results of this study provide an implication that companies need to develop human resource management policies that are oriented towards improving employee welfare and improving work environment conditions as an effort to increase work motivation and organizational productivity in a sustainable manner.

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