

# THE INFLUENCE OF NON-PHYSICAL WORK ENVIRONMENT AND JOB SATISFACTION ON WORK MOTIVATION PT CAHAYA SEJAHTERA LESTARI DRINKING WATER DISTRIBUTOR

Ratna Komala Putri  
Ilman Muttaqien  
Deni Haryo Prabowo

DOI: <https://doi.org/10.37178/ca-c.23.1.233>

---

**Ratna Komala Putri**, Department of Magister Management, Universitas Widyatama, Bandung, Indonesia  
[ratna.komala@widyatama.ac.id](mailto:ratna.komala@widyatama.ac.id)

**Ilman Muttaqien**, Department of Magister Management, Universitas Widyatama, Bandung, Indonesia

**Deni Haryo Prabowo**, Department of Magister Management, Universitas Widyatama, Bandung, Indonesia

---

## Abstract

The main focus of the research is motivation employees work at PT Cahaya Sejahtera Lestari especially Drinking Water Distributor, Motivation is an impulse that makes employee to work so the purpose or satisfaction will be achieved. Companies should increase the motivation employees, because motivation an employee will impact on labor productivity employees. There are many factors that can affect motivation, work in this attractive operating environment researchers is non-physical and satisfaction work. The purpose of this study was to determine the description of a non physical work environment , job satisfaction and motivation work employees of PT Cahaya Sejahtera Lestari especially Drinking Water Distributor, and also know the effects of non-physical work environment on motivation , job satisfaction on motivation and the effects of non physical work environment and job satisfaction on work motivation at PT Cahaya Sejahtera Lestari especially Drinking Water Distributor This research uses descriptive and verification methods with a population of 100 employees and a sample of 80 employees. The analysis technique used is Pearson product moment correlation coefficient and multiple regression analysis. Hypotesis tests are using the F-Test and t-Test. The results of this study can be concluded that both non-physicaly work environment and job satisfaction have a positive and significant effect on work motivaion. Partially, non-physicaly work environment a positive and significant effect on work motivation. And job satisfaction has a positive and significant effect on work motivation.

**Keywords:** Non-Physical Work Environment, Job Satisfaction, Work Motivation

## Introduction

It is undeniable that human resources are an important factor of production, given that the utilization of other factors of production is carried out by humans. Therefore, human resources need to be managed and coordinated properly in order to work together in achieving the organizational goals that have been set. Organizations need to pay attention to the needs, desires, and expectations of employees for the work they are involved in. The existence of a match between the expectations desired by employees with reality can have a positive influence on the organization. If the conformity of expectations has been achieved, the employee's work motivation will increase.

According to [1, 2] motivation is the provision of a driving force that creates a person's enthusiasm so that they want to work together, work effectively and be integrated with all efforts to achieve satisfaction. Meanwhile, according to McClelland in [3, 4] motivation is the need for achievement, strength, and relationships that push a person in a certain direction. So it can be concluded that motivation is an impulse that can make a person to work so that the goal or satisfaction will be achieved. Companies must increase employee motivation, because the large or small motivation of employees will have an impact on employee productivity.

PT Cahaya Sejahtera Lestari is Drinking Water Distributor,. The central address is at Suryalaga. No.3 Bandung . With integrated research and supported by experts in their fields, PT Cahaya Sejahtera Lestari is able to produce quality PT Cahaya Sejahtera Lestari itself has become a Drinking Water Distributor. But now based on the results of an interview with Mrs.Dr Ratna Komala Putri ,SE,.MM as General Manager at PT Cahaya Sejahtera Lestari Bandung branch, PT Cahaya Sejahtera Lestari is experiencing a bit of a problem, namely the low work motivation of employees.

The low work motivation of employees of PT Cahaya Sejahtera Lestari in the is also supported by the number of employees who arrive late during working hours. The working hours of employees at PT Cahaya Sejahtera Lestari start at 07.30 to 16.15 but in fact there are still many employees who are late to attend, or employees who go home before work hours. This can be seen from the results of data acquisition regarding the intensity of employee delays. The intensity level of employee tardiness reaches 400 times per month. This can happen due to a lack of employee motivation which makes employees less aware of their discipline and responsibilities. To find out the factors that may affect the work motivation of PT Cahaya Sejahtera Lestari employees , Each employee is not given a space limit in determining the answer and employees are allowed to choose many options in answering "Factors that affect the motivation of employees".

Therefore, the work motivation of employees of PT Cahaya Sejahtera Lestari Drinking Water Distributor is indicated to be influenced by the Workplace/Work Environment and Job Satisfaction.The work environment in a company is very important for management to pay attention to because the work environment affects the attitudes of employees towards their work. A pleasant work environment will have a positive impact on work results which in turn will increase employee motivation and job satisfaction.

Frederick Herzberg in [4, 5] developed Maslow's hierarchy of needs theory into a two-factor theory of motivation. The two factors are called satisfying factors called satisfiers or intrinsic motivation and maintenance factors are called disastifiers or extrinsic. motivation. Factors also called hygiene factors are factors related to fulfilling the need to maintain the existence of employees as humans, maintaining peace and health. One aspect that affects motivation in this factor is working conditions or work environment.

Then research conducted by [6, 7] which shows the contribution of non-physical work environment variables to work motivation. The higher the level of comfort in the

non-physical work environment, the higher the employee's work motivation. Then the results of research conducted by Benny, [1, 8, 9] which show that non-physical work environment variables have a significant influence on employee motivation variables. This is evidenced by the creation of a good relationship between superiors and employees as well as between employees at PT Bank BRI Tbk. In addition to the Bogor Branch, the level of employee motivation is always high, this is because employees have reached the comfort they expect in their place of work. Likewise with research conducted by [10-12] which states that there is a positive influence between non-physical work environment variables and employee motivation. In addition, the factor of employee job satisfaction is also one of the factors supporting employee motivation. According to Lyman and Porter in [5, 13]) and Freman, there are three factors that can affect a person's work motivation, where one of these factors is job characteristics or job satisfaction.

In the research journal [8, 14-18] Job satisfaction factors and non-physical work environments in theory both affect an employee's work motivation, namely job satisfaction has a strong correlation to the level of one's work motivation. Meanwhile, a supportive work environment is also said to be directly proportional to one's work motivation. This is evidenced by employees at the DPRD Secretariat of West Java who are satisfied with their work so as to produce good productivity.

### **Literature Review and Hypothesis Work Motivation**

Motivation comes from the Latin "Movere" which means encouragement or movement. According to (2016), motivation is an encouragement or driving force and is only given to humans, especially to employees or employees. Motivation questions how to encourage employees' work passion, so that they are willing to work hard by giving all their abilities and skills to realize the goals of a company. Motivation according to [11, 19] is a force within a person that influences purpose, strength and persistence in a person. From the understanding of motivation above, it can be concluded that motivation arises in a person which can affect the goals to be achieved. This understanding according to [10] reinforced by the notion of motivation according to Scandura, motivation according to [13, 20] is something that a person does, to work hard and be persistent in achieving a goal.

### **Non-Physical Work Environment**

The non-physical work environment is a work environment that cannot be ignored. According to [21-23] the non-physical work environment is all conditions that occur related to work relations, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates. This non-physical work environment is also a group of work environments that cannot be ignored. Workplace conditions that must be created are a family atmosphere, self-control and good communication. According to [24, 25] a non-physical work environment is running a job that is full of responsibility and challenging. The work environment should also be pleasant.

### **Job Satisfaction**

Job satisfaction, namely "Jobs satisfaction a result of employess perception of how well their job provides those things that are viewed as important" where job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience. Job satisfaction is also the result of employees' perceptions of how well their work provides things that are considered important.[6, 7] says job satisfaction as "job satisfaction is a set of attitude toward work".

So that we can conclude that job satisfaction is all positive feelings or emotions about work that are supported from within each employee as well as support from outside him.

**Framework and Hypothesis**

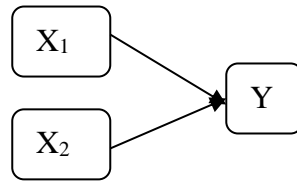


Figure 2. Relationship Flow Framework between Latent Variables

Where:

- X<sub>1</sub> = Non-Physical Work Environment . exogenous variable
- X<sub>2</sub> = Job Satisfaction . exogenous variable
- Y = Motivation. endogenous variable

**Hypothesis**

1. Non-physical work environment affects employee work motivation.
2. Job satisfaction has an effect on employee work motivation.
3. Non-physical work environment and job satisfaction affect employee work motivation.

**Research Methodology**

This study analyzes the effect of non-physical work environment and job satisfaction on employee motivation. The research design in this research is causality design. Causality design aims to obtain evidence of a causal relationship between one variable and another. Therefore, the causality design in this study aims to determine the effect of non-physical work environment and job satisfaction on employee motivation at PT Cahaya Lestari Sejahtera, Bandung City, The research method is descriptive and verification, in this study, the sampling technique used is probability sampling. probability sampling, hypothesis testing simple linear regression analysis.

**Research Finding and Argument**

**Pearson Product Moment Correlation**

Pearson product moment correlation analysis is used to analyze how strong the relationship is between one variable and another. To find out whether there is a relationship between Non-Physical Work Environment (X<sub>1</sub>) with Work Motivation (Y) and Job Satisfaction (X<sub>2</sub>) with Work Motivation (Y),

*Table 1*

Correlations

		Non- physical work Environments	Job Satisfaction	Work Motivation
Non- physical work Environments	Person correlation Sig. (2-tailed) N	1 80	.707 .000 80	.630 .000 80
Job Satisfaction	Person correlation Sig. (2-tailed) N	.707 .000 80	1 80	.707 .000 80
Work Motivation	Person correlation Sig. (2-tailed) N	.630 .000 80	.707 .000 80	1 80

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on the data results in Table .1. it is known that the coefficient value between the non-physical work environment and work motivation is 0.630 with a significance level taken is 0.05 error tolerance, because the significance value obtained is 0.000 which is below 0.05 ( $0.000 < 0.05$ ) it indicates that there is a significant relationship between non-physical work environment with work motivation.

Furthermore, to see the relationship between job satisfaction and work motivation, it can be seen that the value of the correlation coefficient between job satisfaction and work motivation is 0.710 with a significant level taken is 0.05 error tolerance, because the significant value obtained is 0.000 which is still below 0.05. ( $0.000 < 0.05$ ) it shows that there is a significant relationship between job satisfaction and work motivation.

The correlation coefficient value between non-physical work environment and work motivation is obtained with a value of 0.630. Based on the correlation coefficient interpretation table, the correlation coefficient value of 0.630 is in the interval 0.600 – 0.799 which indicates a high level of relationship.

**• Correlation Test of Non-Physical Work Environment and Job Satisfaction on Work**

**Motivation**

To find out how strong the relationship between two or more independent variables (independent) with one dependent variable (dependent) simultaneously, multiple correlation analysis is used. Therefore, to find out whether there is a relationship between Non-Physical Work Environment ( $X_1$ ) and Job Satisfaction ( $X_2$ ) with Work Motivation ( $Y$ ), the authors conducted a multiple correlation analysis with the help of IBM SPSS Statistics 22 for Windows with the results in the following tabl

Table 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717	.515	.502	5.796

a. Predictors: (Constant), Non-Physical Work Environment, Job Satisfaction,

Based on the results of data processing in table 2. above, the value of the joint correlation coefficient between non-physical work environment and job satisfaction on work motivation is 0.717. The value of 0.717 is in the interval 0.600 – 0.799, which

means it has a high level of relationship. So it can be concluded that non-physical work environment and job satisfaction have a high relationship with work motivation. The value of Adjusted R-Square that is getting bigger, which is close to number 1, shows how big the effect is. In this study, it was found that the Adjusted R-Square value of 0.502 indicates that the non-physical work environment and job satisfaction affect the work motivation of PT Cahaya Sejahtera Lestari Warehouse Division employees by 50.2%. While the rest (100% - 50.2% = 49.8%) is influenced by other factors not examined.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis aims to obtain the predictive value of the regression coefficient, which will then be used to see the magnitude of the influence of the independent variable on the dependent variable. The results for the regression coefficients can be seen in the following table:

*Table 3*

Output Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
constant	9.371	3.954		2.370	0.020
Nonphysical work Environments	.361	.172	.236	2.103	.039
Job Satisfaction	.658	.139	.531	4.723	.000

a. Dependent Variable: Work Motivation

Based on table 3. the significance value of the work environment is 0.039 < 0.050 which means it is significant. So it can be concluded that the non-physical work environment (X<sub>1</sub>) has a significant effect on work motivation (Y). The magnitude of the effect is 0.2362 = 0.05 or 5% (low positive effect).

The significance value of job satisfaction is 0.000 < 0.050 which means it is significant. So it can be concluded that job satisfaction (X<sub>2</sub>) has a significant effect on work motivation (Y). The magnitude of the influence is 0.5312 = 0.28 or 28% (low positive effect)

**F Test Significant Value (Goodnes fit**

*Table 2*

F Test Significant Value. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	2742.113	2	1371.057	40.807	000
Residual	2587.087	77	33.599		
Total	5328.200	79			

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Non-Physical Work Environment, Job Satisfaction

The results of the processing in table 4. Fcount values obtained are 40.807 with a significance value of 0.000. While the value of Ftable is 3.11. so from the hypothesis test it is known that Fcount > Ftable or 40,807 > 3,11 thus it can be concluded that H0 is rejected and H1 is accepted, this means "There is an Influence between Non-physical Work Environment and Job Satisfaction on Work Motivation"



Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
constant	9.371	3.954		2.370	0.020
Work Environments	.361	.172	.236	2.103	0.039
Non physical	.658	.139	.531	4.723	0.000

a Dependent Variable: Work Motivation

1. Based on table 5., the significance value of the work environment is  $0.039 < 0.050$  which means significant. So it can be concluded that the non-physical work environment (X1) has a significant effect on work motivation (Y). The magnitude of the effect is  $0.2362 = 0.05$  or 5%

2. The significance value of job satisfaction is  $0.000 < 0.050$  which means it is significant. So it can be concluded that job satisfaction (X2) has a significant effect on work motivation (Y). The magnitude of the effect is  $0.5312 = 0.28$  or 28%.

3. Then to find out how the partial influence between non-physical work environment research variables and job satisfaction on work motivation can be known through the t-test. From the t-test, it was obtained that 2.103 for non-physical work environment variables and 4.732 for job satisfaction. For  $\alpha = 0.05$  and degrees of freedom =  $n-k-1 = 77$ , where  $n$  = number of samples and  $k$  = number of variables obtained t table is 1.991.

4. By comparing the magnitude of t-count and t-table of non-physical work environment, it is concluded that t-count is greater than t-table, which is  $2.103 > 1.991$ . Thus  $H_0$  is rejected and  $H_1$  is accepted which means "There is an influence between the non-physical work environment on work motivation". In addition to job satisfaction, the t count exceeds the t table so that it is  $4,732 > 1,991$ . Thus  $H_0$  is rejected and  $H_1$  is accepted which means "There is an influence between job satisfaction on work motivation".

## Conclusion and Suggestion

### Conclusion

1. The non-physical work environment has a low positive effect on the work motivation of employees of PT Cahaya Sejahtera Lestari Drinking Water Distributor. By comparing the magnitude of t-count and t-table, non-physical work environment, it is concluded that t-count is greater than t-table. Thus  $H_0$  is rejected and  $H_1$  is accepted which means "There is an influence between the non-physical work environment on work motivation".

2. The results of this study are in accordance with research conducted by Lidiana Rizky (2017) which shows the contribution of non-physical work environment variables to work motivation. The higher the level of comfort in the non-physical work environment, the higher the employee's work motivation. Job satisfaction has a low positive effect on work motivation of employees of PT Cahaya Sejahtera Lestari Drinking Water Distributor.

3. Non-physical work environment and job satisfaction have a low positive effect on work motivation of employees of PT Cahaya Sejahtera Lestari Drinking Water Distributor. The results of this study are in accordance with research conducted by Zahara (2015) which shows that the factors of job satisfaction and non-physical work environment in theory both affect an employee's work motivation, namely job satisfaction has a strong correlation to the level of one's

work motivation. Meanwhile, a supportive work environment is also said to be directly proportional to one's work motivation

### Suggestion

1. Because the non-physical work environment affects work motivation, to increase the work motivation of employees of the Drinking Water Distributor .PT Cahaya Sejahtera Lestari needs to maintain a non-physical work environment that is already high enough and improve the non-physical work environment which is still low, namely the indicator of the level of suitability of time division work with standard working hours that have been determined in the company. This can be done by adjusting the division of work time of the employees with the standard working hours that have been determined by the company to be appropriate so that there will be no employees who work less or more than the predetermined working hours.

2. Because job satisfaction has an effect on work motivation, to increase the work motivation of employees of, PT Cahaya Sejahtera Lestari needs to maintain job satisfaction which is already high enough and increase job satisfaction which is still low, namely the indicator of employee satisfaction level in discipline to work regulations. This shows that the employees of do not yet have a sense of satisfaction in terms of discipline to work regulations. This can affect various factors in the work, so the company should pay more attention to these aspects.

3. Because the non-physical work environment and job satisfaction simultaneously affect work motivation, therefore to increase the work motivation of employees of the PT Cahaya Lestari Sejahtera, it is necessary to improve the non-physical work environment and job satisfaction. This can be done by adjusting the incentives so that employees feel satisfied and comfortable so that it can increase love for work, provide opportunities for employees to be able to develop their potential, there is a promotion policy so that employees are motivated to work optimally, and finally PT Cahaya Sejahtera Lestari should hold seminars or training more often for employees so that their skills they continue to be honed so that employees can work optimally which will certainly have a good impact on the company.

### References

1. Khairunnisa, P. and S. Riyanto, *The Influence of Work Motivation and Work Environment on Employee Performance at Trapo Indonesia*. Journal of Social Science, 2020. **1**(5): p. 228-233. DOI: <https://doi.org/10.46799/jsss.v1i5.43>.
2. Jernsittiparsert, K., *EXAMINING THE SUSTAINABLE ENERGY AND CARBON EMISSION ON THE ECONOMY: PANEL EVIDENCE FROM ASEAN*. International Journal of Economics and Finance Studies, 2021. **13**(1): p. 405-426.
3. Raziq, A. and R. Maulabakhsh, *Impact of working environment on job satisfaction*. Procedia Economics and Finance, 2015. **23**: p. 717-725. DOI: [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9).
4. Rindu, R., *DEVELOPMENT OF PREDICTIVE MODELS IN MEASURING THE DESIRE TO TURNOVER IN HOSPITAL NURSES IN JAKARTA*. 2020. **3**: p. 43-54.
5. Saeed, H.M.I. and N. Nasir, *Work environment on job satisfaction with mediating effect of motivation among school teachers in Lahore, Pakistan*. Journal Of Management Engineering And Information Technology, 2016. **3**(6).
6. Lussier, R.N., *Human relations in organizations: applications and skills building*. 1999. **4**: p. 3-16.
7. Luthans, F., *Organizational Behavior \_ An Evidence-Based Approach*. 2021. **13**(2).
8. Iskanto, D., et al., *Effect of Working Discipline Toward Performance: An Empirical Investigation*. KnE Social Sciences, 2020. **43**: p. 492-501. DOI: <https://doi.org/10.18502/kss.v4i9.7347>.
9. Jernsittiparsert, K., *LINKAGE BETWEEN ENERGY CONSUMPTION, NATURAL ENVIRONMENT POLLUTION, AND PUBLIC HEALTH DYNAMICS IN ASEAN*. International Journal of Economics and Finance Studies, 2021. **13**(2): p. 1-21.



10. McShane, S.L., M.A.Y. Von Glinow, and R. Jing, *Organizational behavior*. 2005, McGraw-Hill Irwin New York, NY. p. 2341.
11. Mondy, R.W. and J.J. Martocchio, *Human Resource Management 14th Global ed.* 2016, Pearson. p. 31-43.
12. Jordaan, H. and J. Coetzee, *ACCESS TO FINANCE PERCEIVED AS AN OBSTACLE AND THE CHARACTERISTICS OF THE SMME AND ITS OWNER: EVIDENCE FROM THE FREE STATE GOLDFIELDS–SOUTH AFRICA*. *International Journal of Economics and Finance Studies*, 2021. **13**(1): p. 373-404.
13. Scandura, T.A., *Essentials of organizational behavior: An evidence-based approach*. Vol. 7. 2017: Sage publications.
14. Sharma, A., *Impact of job satisfaction on motivation a case study of indian army personnel*. **231**.
15. Sugiyono, P., *Business Research Methods: Quantitative, Qualitative, Combination, and R&D Approaches*. 2017, CV Publisher. Alfabeta: Bandung. p. 343.
16. Abozed, M., Y. Melaine, and K. Saci. *The influence of work environmental factors on motivation to transfer management training: Case study of the Libyan oil industry*.
17. Ijigu, A.W., *The effect of selected human resource management practices on employees' job satisfaction in Ethiopian public banks*. *EMAJ: Emerging Markets Journal*, 2015. **5**(1): p. 1-16. DOI: <https://doi.org/10.5195/EMAJ.2015.64>.
18. Kraipornsak, P. and P. Poramapojn, *DETERMINANTS OF THE MARKET VALUE OF LISTED FIRMS IN THE SERVICES SECTOR: A CASE OF THAILAND*. *International Journal of Economics and Finance Studies*, 2021. **13**(1): p. 155-172.
19. Mangkunegara, A.P. and T.R. Octorend, *Effect of work discipline, work motivation and job satisfaction on employee organizational commitment in the company (Case study in PT. Dada Indonesia)*. *Marketing*, 2015. **293**: p. 31-6. DOI: <https://doi.org/10.13189/ujm.2015.030803>.
20. Suifan, T.S., *The effects of work environmental factors on job satisfaction: The mediating role of work motivation*. *Business: Theory and Practice*, 2019. **20**: p. 456-466. DOI: <https://doi.org/10.3846/btp.2019.42>.
21. Bajpai, V. and S. Rajpot, *Impact Of Employees Motivation On Job Satisfaction And Organizational Commitment At Balco*. *Global Journal of Engineering Science and Research Management*. ISSN, 2018. **5**: p. 2349-4506.
22. Baloch, Q.B., *Effects of job satisfaction on employees motivation & turn over intentions*. *Journal of Managerial Sciences*, 2009. **2**(1): p. 1-21.
23. Buchanan, D.A. and A.A. Huczynski, *Organizational behaviour*. Vol. 23. 2019: Pearson UK.
24. Ali, A., L.Z. Bin, and H.J. Piang, *The impact of motivation on the employee performance and job satisfaction in it park (software house) sector of Peshawar, Pakistan*. *International Journal of Academic Research in Business and Social Sciences*, 2016. **6**(9): p. 297-310. DOI: <https://doi.org/10.6007/IJARBS/v6-i9/2311>.
25. Arikunto, S., *Research procedure a practical approach*. Jakarta: Rineka Cipta, 2010. **4**(3): p. 152.