

Original Article

The Role of Work Motivation in Mediating the Relationship between Work Environment and Work Productivity in Company X

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Abstract: A company or organization, of course, must have human resources to be used as an investment in the long term because quality human resources can achieve a goal. One indicator of a company achieving its business goals is work productivity. Companies need to pay attention to work productivity because the rise and fall of productivity are certainly inseparable from the work environment and work motivation. The purpose of this study is to analyze and test the positive effect of the Work Environment on the Work Productivity of company X. In addition, testing the effect of Work Motivation as a mediating variable between the Work Environment and Productivity of company X. The sample size was determined to be 106 samples. The sampling technique used in this research is a non-probability method with a saturated sampling technique and SEM-PLS approach with SmartPLS 4.0 software. The results showed that the work environment has a significant and positive effect on work productivity. The results show that it has a significant and positive effect on work motivation in the work environment. On the other hand, it shows that work motivation has a positive and insignificant effect on work productivity. Not only that, but the work environment has a positive and insignificant effect on work productivity through work motivation, so work motivation does not mediate the work environment on work productivity.

Keywords: Work Environment, Work Productivity, Work Motivation.

I. INTRODUCTION

Globally, a company must have human resources to invest in the long term because good human resources can help achieve the company's goals. In this case, high-performing human resources are very helpful in achieving the desired goals of the company because it does not only depend on the production of industrial equipment, sufficient facilities, and equipment, but human resources are an indicator of the success of a company (Ayuningtias et al., 2018). From the company's side, they must implement human resource management that can contribute to achieving these targets, one of which is by having their human resources. The resources needed for a company to run well are capital, machinery, and materials.

Employees who are expected in the company are employees who can work productively, where they can produce optimal work productivity by the plan and achieve company targets (Achmad et al., 2021). Productivity is a relationship where what is spent in the form of goods or services is compared to income, such as labor, materials, or money (Kurnia et al., 2019). Productivity should increase by fulfilling key factors such as employees, and it plays an important role in determining the success of a company. A work environment is also ideal or suitable if the surrounding conditions can work efficiently, have healthy conditions, and feel safe and comfortable. (Parashakti & Noviyanti, 2021). In addition, according to Fitriyanti and Wulansari (2020), productivity can also increase with employees who have good competence and work discipline.

On the other hand, according to Hernandi & Tamtana (2020), several factors that can affect worker productivity include the quality and number of workers used, the level of worker expertise, educational background (Latif & Wilanda, 2019), work environment, the ability of the workforce to analyze a condition, work interest of workers, and job structure (gender and age). Based on Company X data from 2020 to 2022, it can be seen that in 2020, the completed project was 89.23%. In 2021, the completed project was 95.71%. In 2022, the completed project was 78.57%; therefore, in 2022, there was a decrease in realization. This is supported by Baiti et al. (2020), where a person will be productive in a situation where the resources themselves have high work productivity. The achievement of targets at work is determined by what has been determined so that they can take responsibility for their duties so that they can be completed on time. Work productivity in employees will also be a benchmark for the company to run its business in terms of quality or quantity. Thus, it is shown that there is a decrease in the level of productivity in company X.

Work productivity is also directly influenced by the work environment in the company (Setiawan et al., 2020). If employees feel they are in an ideal work environment and it makes them comfortable, it can also make them feel happy doing this work. There are two types of work environments: physical and non-physical. The physical work environment consists of



the elements surrounding the business that will have an impact on the candidate for employment, either directly or indirectly. Examples of these elements include the room conditions. In the non-physical work environment, conditions arise that relate to a person's relationship with other people, such as superiors, co-workers, or subordinates, as well as the employee's emotional state, such as happy or sad.

The physical work environment at Company X has several situations that make employees often complain, namely the very hot weather in the city, which decreases employees' morale. Not only that, the company X area is filled with many machines for the production process. Therefore, employees often experience noise from machines when they are being operated. Company X uses quite a lot of large machines, which cause noise and disturb concentration when they are being operated. According to Sudaryo et al. (2019), the noise and noise heard by employees can reduce or even eliminate their concentration, thus quickly causing fatigue and discomfort and leading to reduced work results and efficiency. In addition to noise, a high level of safety is also required at work.

Employees work with heavy equipment, so it is very risky because of the fear of accidents. A sense of security is an indicator in the work environment where items and facilities that are the right of employees or are used by these employees and while in the office area, such as providing comfortable and safe facilities because if it is not safe, the result is decreased labor productivity and increased damage, which ultimately reduces the work efficiency of workers (Sudaryo et al., 2019). The most dominant mood condition of Company X employees is due to negative relationships among colleagues, resulting in a lack of communication in teamwork. Communication between employees is important in teamwork (Fernando and Wulansari, 2020); this often happens because new employees, in particular, bring negative influences. This is in line with Enny (2019), who said that the condition of the non-physical work environment is seen in the emotional state of the employee himself and the relationship with a superior, colleagues at work, and subordinates.

In addition to the environment at work, there is work motivation that can affect work productivity. When employees have high motivation, then they will certainly do the job with vigor and enthusiasm so that work productivity increases (Laksmiari, 2019). Company X's attendance percentage at the absentee level fluctuates and experiences the lowest absentee level in 2022. Work motivation in the company has decreased, as evidenced by the reduced attendance of employees (Ramdhani & Indiyanti, 2023). If attendance at a company has decreased, it means that work motivation has decreased. Company X always provides motivation, such as superiors trying to maintain good relations with employees by providing recognition for work results. In addition, Company X also provides opportunities for all employees in the form of career development so that employees feel satisfied when doing a job. In motivating employees, Company X provides a reward in the form of bonuses or other financial incentives and provides employees with opportunities for promotion so that employees can achieve long-term career goals. In previous studies, it can be seen that there are still inconsistencies in research results, and company X suggests researching to know whether work motivation can mediate the work environment on work productivity.

II. LITERATURE REVIEW

A. Work Environment

The work environment refers to all the factors around employees while they are working that can affect their personal and professional performance during working hours (Enny, 2019). On the other hand, Mukrodi and Saputra (2018) define the work environment to include everything that surrounds employees and has the potential to affect their productivity in carrying out activities aimed at achieving optimal results.

B. Work Productivity

Productivity at work can be explained as a comparison between the results obtained and the contribution of labor during a certain period is it in the form of goods or services (Lestari, 2019). Productivity can be interpreted as the relationship between input and output of a productive system (Setiawan et al., 2020).

C. Work Motivation

Work motivation can be interpreted as a process of forming behavior when performing certain tasks or activities, which characterizes various activities or activities through psychological aspects (Sudaryo et al., 2019). Motivation itself will be created when getting support from superiors to perform beyond the standard, where employees will indirectly work hard, be disciplined, and contribute more positively to be able to achieve the vision and mission of the company (Sisca et al., 2022).

D. Relationship between Work Environment and Work Productivity

Based on previous research on the relationship between the work environment and work productivity conducted by Haeranah et al. (2022) shows that the result of this study is that there is a relationship between the work environment, both physical and non-physically, and work productivity, meaning that the better the work environment, the employee's work productivity will increase. Not only that, research conducted by Lestari (2019) found that employee productivity and both the physical and virtual work environments are positively correlated, meaning that high work environments will boost

productivity. Therefore, with a positive work environment for both co-workers, superiors, and subordinates and a comfortable workplace, the results obtained will be on target, meaning that productivity will increase. So, it might be said that there is a connection between productivity at work and the workplace.

H1: Work environment positively affects work productivity

E. Relationship between Work Environment and Work Motivation

Research conducted previously regarding the relationship between the work environment and work motivation that has been conducted by (Purnama et al., 2020) and (Nurhuda. et al., 2019) shows that the results from these studies show that there is a relationship between the work environment, both physical and non-physically on work motivation, meaning that the better the work environment, the employee's work motivation will increase. Therefore, with a positive work environment, be it co-workers, superiors, or subordinates, and a comfortable workplace, employees are more enthusiastic about carrying out their duties, and it is possible to conclude that job motivation and the workplace environment are related.

H2: Work environment positively affects work motivation

F. Relationship between Work Motivation and Work Productivity

The results of this study indicate that there is a relationship between work motivation and productivity, which means that as work motivation increases, employee productivity will also increase. This conclusion is supported by earlier research on the subject by Sutrisno and Sunarsi (2019). This is in line with further research conducted by Yanti and Sari (2022), who found that there is a positive relationship between work motivation and employee productivity, so when work motivation increases, employee productivity will also increase. Therefore, with motivation in the form of fulfilling needs, rewards, and other things that make it more enthusiastic about working, the results obtained will be on target, meaning that productivity will increase, so it can be concluded that there is a relationship between work motivation and work productivity.

H3: Work motivation positively influences work productivity

G. Relationship of Work Environment to Work Productivity with Work Motivation as an Intervening Variable

Previous studies have demonstrated that work motivation can act as a mediator or that there is an indirect association between productivity and the work atmosphere that has been carried out by (Azizah 2019), and (Setiawan et al., 2020) show the results show that work motivation can mediate the relationship between the work environment and work productivity. In addition, research conducted by (Irfan and Mahargiono, 2023) found that work motivation can mediate the relationship between work environment and work productivity. Therefore conclude that the association between the work atmosphere and productivity can be mediated by job motivation.

H4: Work environment positively influences work productivity mediated by work motivation

H. Framework of Thought

The following is a picture of the research framework:

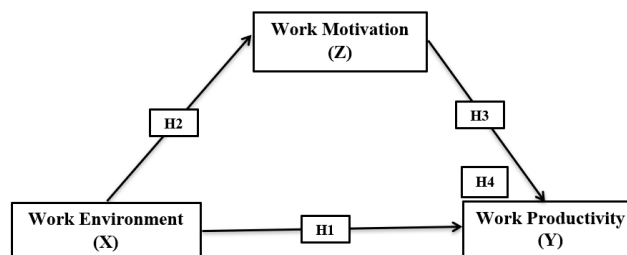


Figure 1: Framework of Thought

III. RESEARCH METHODOLOGY

The research method is a scientific way to obtain data with certain achievements and benefits (Sugiyono, 2022). The research conducted by researchers will use descriptive and quantitative methods. This research uses two kinds of data sources, namely primary data and secondary data. Data collection is carried out by utilizing interview instruments and questionnaires. The target population of the study is employees of Company X. The sample size was determined to be 106 samples. The sampling technique used in this research is a non-probability method with a saturated sampling technique.

The Partial Least Squares Structural Equation Modeling (SEM-PLS) approach with SmartPLS 4.0 software enabled data analysis by analyzing the results of the outer and inner models and knowing the answer to the hypothesis by looking at the results of the direct and indirect effects. The questionnaire in this study applies a Likert scale, namely a 5-point Likert scale, which means 1 (strongly disagree), 2 (disagree), 3 (moderately agree), 4 (agree), and 5 (strongly agree). The independent variable used in this study is the work environment, which is measured through two dimensions, namely the physical work

environment and the non-physical work environment. The dependent variable used is work productivity, which is measured through two dimensions of effectiveness and efficiency, and the intervening variable for the independent and dependent variables above is the work motivation variable, which is measured through five dimensions, namely physiological, security, social, appreciation, and self-actualization.

The measurement for work environment, work productivity, and work motivation can be seen on the table.

Table 1: Variables Measurement Scale

Variable	Dimension	Item	Authors
Work Environment (X)	Physical Work Environment	I feel comfortable if the lighting in the workspace is good enough.	(Sedarmayanti, 2017)
		I feel comfortable if the sunlight that enters the place where I work has good enough lighting.	
		I feel comfortable if the temperature in the workspace is cool.	
		I feel that the air humidity in the workspace will make me comfortable.	
		I feel comfortable if the workspace has sufficient air circulation so that it is very relieved when breathing.	
		I feel comfortable when the air ventilation in the place where I work is good enough.	
		I feel that the noise in the workspace will interfere with concentration at work.	
		I would feel comfortable if the workspace could avoid mechanical vibrations due to machinery.	
		I would feel comfortable if the workspace could avoid mechanical vibrations due to large vehicles passing by.	
		I feel comfortable if the area where I work feels safe so that I don't feel worried while working.	
		I feel comfortable if the items I have will not be lost if stored in the area where I work.	
	Non-Physical Work Environment	I feel comfortable if, when working with colleagues, there is a good relationship.	
		I feel comfortable if communication among colleagues is well-established	
		I feel comfortable if there is a good relationship between superiors and subordinates when working.	
Work Productivity (Y)	Effectiveness	I feel capable if I significantly achieve and even exceed the targets that I have been given at work.	(Amal & Rahmayanti, 2021)
		I feel capable if I find alternatives when there is a problem on time.	
	Efficiency	I feel capable if I complete the targets that have been set by making the best use of my time.	
		I feel accomplished if I work on several tasks at the same time by finding patterns in doing them efficiently.	
Work Motivation (Z)	Physiological	I feel enthusiastic about working because the salary earned can fulfil my needs.	(Robbins & Judge, 2018)
		I feel that my basic needs for daily meals have been fulfilled.	
	Sense of Security	I feel encouraged to work in the company because work safety is good enough.	
		I feel calm when working because of the emergency health insurance provided by the company.	
	Social	I feel energized at work because I am well-accepted by the people around the company where I work.	
		I feel energized if I am involved in deciding to get the job done.	
		I feel energized because of good interactions with colleagues, superiors, and subordinates.	
		I feel energized when I am accepted as a good partner.	
	Respect	I feel energized when my boss rewards me for my achievements.	
		I feel happy when my colleagues, superiors, and subordinates in the company give me praise for what I have achieved.	

	Self-Actualisation	I feel energized by the opportunity to develop my skills through the training.	
		I feel happy when I am involved in training.	
		I get an opportunity to give and convey my ideas.	
		I am able to work to the expectations of my superiors.	

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents

In this study, there are four types of characteristics based on respondents, namely based on gender, age, education, and length of work. Based on gender, 61%, or as many as 65 respondents, were male, while 39% were female, or 41 respondents. Based on age, 23% or 24 employees aged 18–25 years, 27% or 29 employees aged 26–30 years, 22% or 23 employees aged 31–35 years, 15% or 16 employees aged 36–40 years, 7% or 8 employees aged 41–45 years, 4% or 4 employees aged 6–50 years, and 2% or 2 employees aged > 50 years. Based on education, 12% or 13 employees have high school degrees, 26% or 27 employees have diploma degrees, 45% or 48 employees have bachelor's degrees, and 17% or 18 employees have master's or third degrees. Based on length of work, 18% or 19 employees have a length of work <1 year, 26% or 28 employees have a length of work 1-2 years, 31% or 33 employees have a length of work 3-5 years, and 25% or 26 employees have a length of work >5 years.

B. Descriptive Analysis

The results of the work environment variable responses from Company X show that in the work environment, having 15 statement items and having two dimensions are in a good category, namely 74%. The response to the work productivity variable from Company X shows that in work productivity, having four statement items and having two dimensions is in a high category, namely 72%. The results of the response to the work motivation variable from Company X show that in work motivation, having 14 statement items and having five dimensions is in a good category, namely 76%.

C. Outer Model

The outer model is a description of the relationship between the construct and its measuring indicators based on measurement theory. Sholihin & Ratmono (2020). In SEM-PLS, this stage is known as the construct validity test, where validity is divided into convergent validity, discriminant validity, and reliability (Hamid & Anwar, 2019).

Table 2: Result of Convergent Validity

Variable	Item	Loading Factor	AVE	Description
Work Environment (WE)	WE1	0.749	0.739	Valid
	WE2	0.776		Valid
	WE3	0.892		Valid
	WE4	0.941		Valid
	WE5	0.940		Valid
	WE6	0.915		Valid
	WE7	0.909		Valid
	WE8	0.931		Valid
	WE9	0.920		Valid
	WE10	0.892		Valid
	WE11	0.807		Valid
	WE12	0.835		Valid
	WE13	0.734		Valid
	WE14	0.756		Valid
	WE15	0.852		Valid
Work Motivation (WM)	WM1	0.876	0.767	Valid
	WM2	0.906		Valid
	WM3	0.919		Valid
	WM4	0.863		Valid
	WM5	0.852		Valid
	WM6	0.910		Valid
	WM7	0.893		Valid
	WM8	0.903		Valid
	WM9	0.897		Valid
	WM10	0.926		Valid
	WM11	0.880		Valid
	WM12	0.764		Valid

Work Productivity (WP)	WM13	0.892	0.895	Valid
	WM14	0.757		Valid
	WP1	0.955		Valid
	WP2	0.939		Valid
	WP3	0.938		Valid
	WP4	0.953		Valid

From the table above, the results show that there are no problems with the research indicators when it comes to convergent validity. When changing motivation with indicators (WE1-WE15) with a loading factor value (>0.5), it can be seen that the indicators of the Work Environment variable are said to be valid. The Work Productivity variable with indicators (WP1-WP4) with a loading factor value (>0.5) means that each indicator of the Work Productivity variable is said to be valid. In the Work Motivation variable with indicators (WM1-WM14) with a loading factor value (>0.5), it can be seen that the indicators of the Work Motivation variable are said to be valid. This shows that each indicator of the interactivity variable is valid. The AVE (Average Variance Extracted) test results show that the three variables in this study have an AVE value (>0.5), so it can be explained that the latent variables in this study have a high validity value because they exceed the value of the provisions.

Table 3: Result of Discriminant Validity

Variable	WE	WM	WP	Description
Work Environment (WE)	(0.749)	0.625	0.546	Valid
	(0.776)	0.589	0.515	Valid
	(0.892)	0.592	0.742	Valid
	(0.941)	0.633	0.831	Valid
	(0.940)	0.640	0.877	Valid
	(0.915)	0.599	0.839	Valid
	(0.909)	0.548	0.843	Valid
	(0.931)	0.606	0.855	Valid
	(0.920)	0.626	0.767	Valid
	(0.892)	0.608	0.772	Valid
	(0.807)	0.786	0.692	Valid
	(0.835)	0.795	0.705	Valid
	(0.734)	0.465	0.557	Valid
	(0.756)	0.470	0.594	Valid
	(0.852)	0.594	0.697	Valid
Work Motivation (WM)	0.614	(0.876)	0.559	Valid
	0.658	(0.906)	0.621	Valid
	0.622	(0.919)	0.592	Valid
	0.605	(0.863)	0.572	Valid
	0.556	(0.852)	0.501	Valid
	0.628	(0.910)	0.608	Valid
	0.616	(0.893)	0.579	Valid
	0.611	(0.903)	0.563	Valid
	0.667	(0.897)	0.637	Valid
	0.693	(0.926)	0.655	Valid
	0.679	(0.880)	0.665	Valid
	0.623	(0.764)	0.571	Valid
	0.652	(0.892)	0.654	Valid
Work Productivity (WP)	0.517	(0.757)	0.82	Valid
	0.837	0.684	(0.955)	Valid
	0.790	0.642	(0.939)	Valid
	0.767	0.568	(0.938)	Valid
	0.822	0.666	(0.953)	Valid

It can be seen that the results in Table 2 provide an explanation that each indicator in each variable has a higher value than the loading value of other variables. The parentheses on each number in each variable indicate that all information is declared valid.

Table 4: Result of Reliability

Variable	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)	Description
WE	0.974	0.977	Reliable

WP	0.976	0.979	Reliable
WM	0.961	0.972	Reliable

The value of Cronbach's alpha in each latent variable has a value of >0.7 , with the value of composite reliability in each latent variable having a value of >0.7 ; therefore, it can be concluded that all variables can be said to be reliable.

D. Inner Model

The inner model is a description of the relationship between construct variables. The influence of independent factors on related variables is ascertained using the inner model (Sholihin & Ratmono, 2020). Finding out the results of the inner model can be done in three stages (r-square, effect size, and q-square tests) (Sholihin & Ratmono, 2020).

Table 5: Result of R-Square

Variable	R-square	Description
WE	-	-
WP	0.733	Strong
WM	0.513	Moderate

The result of the r-square test is said to be strong because it produces a value of 73.3%, where the work environment variable affects work productivity. In comparison, 26.7% is influenced by other factors outside the study. The next statement can be said to be moderate because it produces a value of 51.3%, where the work environment variable affects work motivation. In comparison, 44.7% is influenced by other factors outside the study.

Table 6: Result of F-Square

Variable	Effect Size	Description
WE->WM	0.719	Big
WE->WP	0.752	Big
WM->WP	0.138	Medium

The work environment variable on work productivity (WE->WP) has a value of 0.719, and the work environment variable on work motivation (WE->WM) has a value of 0.752, meaning that it has a large description because the effect size value is >0.35 . On the one hand, the work motivation variable on work productivity (WM->WP) has a value of 0.138, meaning that it has a medium description because of the effect size value (>0.15). So, it can be concluded that the three statements with each variable have an important function or role in endogenous variables.

Table 7: Result of Q-Square

Variable	Q-Square (>0)	Description
WE	-	-
WP	0.712	Good
WM	0.496	Good

The results of the Q-square are $0.712 > 0$ and $0.496 > 0$. Therefore, this study shows that the variables of work productivity and work motivation have predictive relevance, meaning that every change in the work environment can predict every change, so it can be said to be good because it shows the results of values that are based on predetermined criteria.

E. Hypothesis Test

Hypothesis testing using PLS is carried out between the p-value and the path coefficient value (Hair et al., 2017). Hypothesis testing is divided into two categories: direct and indirect hypothesis testing.

Table 8: Hypothesis Result

Hypothesis	Variable	P-Value	P-Coefficient	T-Statistic	Description
Direct Effect					
H1	WE->WP	0.001	0.716	13.714	H1 Accepted
H2	WE->WM	0.001	0.749	5.987	H2 Accepted
H3	WM->WP	0.296	0.141	1.046	H3 Rejected
Indirect Effect					
H4	WE->WM->WP	0.305	0.101	1.026	H4 Rejected

The first hypothesis (H1) was tested, namely, "Work environment has a positive effect on work productivity at Company X." From the test results, it is found that with a p-value ($0.001 < 0.05$), a path coefficient of 0.716, and a t-statistic of $13.714 > 1.96$. By paying attention to the positive path coefficient value and the fact that the three criteria pass the test, the hypothesis is accepted, so that the work environment has a significant and positive effect on work productivity. The study's

findings support other studies that found a positive and substantial relationship between work environment and productivity (Haeranah et al., 2022; Lestari, 2019; Kurniawan & Rimas, 2021). With the acceptance of the first hypothesis, it can be seen that the better the work environment, the higher the level of employee productivity. This makes sense since happy workers are more likely to meet the goals that the organization sets for them because happy workplaces can foster circumstances and environments that promote well-being and increase productivity.

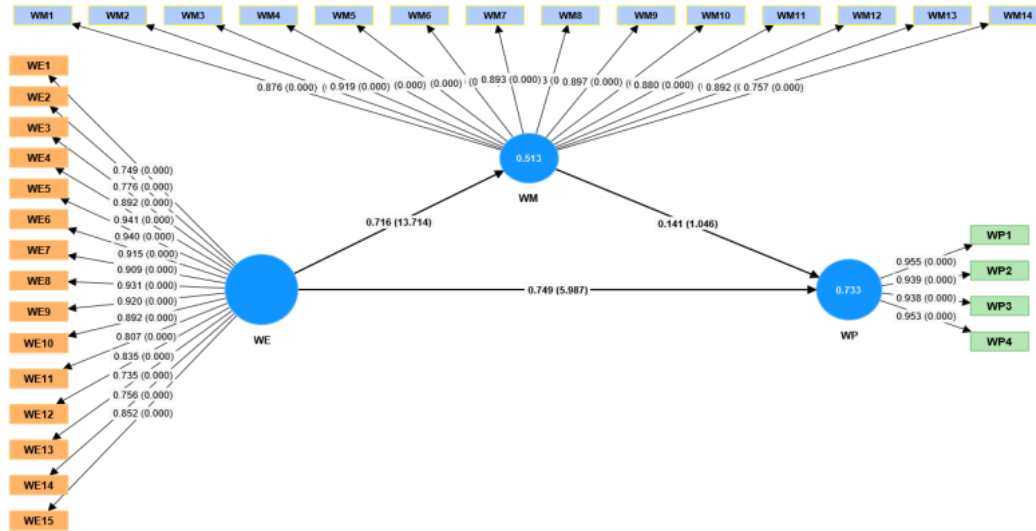


Figure 2: Bootstrapping Result

The second hypothesis (H2) was tested, namely, "Work environment has a positive effect on work motivation at Company X." From the test results, it is found that with a p-value ($0.001 < 0.05$), a path coefficient of 0.749, and a t-statistic of $5.987 > 1.96$. By paying attention to the positive path coefficient value and the fact that the three criteria pass the test, the hypothesis is accepted, so that the work environment has a significant and positive effect on work motivation. The results of this study are in line with previously conducted research where the work environment has a positive effect on work productivity and significantly affects work productivity (Purnama et al., 2020; Nurhuda et al., 2019). With the acceptance of the second hypothesis, it can be seen that the better the work environment, the better the level of employee motivation. A positive work environment is created with open communication, awards, benefits, organizational support and fairness, social support, and opportunities for employees to develop careers. When employees feel valued, a good relationship is created with co-workers, superiors, and subordinates, and when the company is open in the career of employees, employee motivation gets better and increases because an environment that can support growth and provide positive encouragement will provide employee morale and dedication.

The third hypothesis (H3) was tested, namely, "Work motivation has a positive effect on work productivity at Company X." From the test results, it was found that with a p-value of $0.296 > 0.05$, a path coefficient of 0.141, and a t-statistic of $1.046 < 1.96$, by paying attention to the path coefficient value, which is positive, but the p-value and t-statistic prove that the criteria do not pass the test, the hypothesis is rejected, so that work motivation does not have a significant and negative effect on work productivity. The findings of this investigation are consistent with earlier studies carried out by (Wiyono et al., 2022; and Salju and Lukman, 2019), where work motivation is positive and insignificant to work productivity. With the rejection of the third hypothesis, it can be seen that based on the results of interviews with HRD from Company X, it had no effect because it could be that productivity would increase. After all, they had not only high motivation but also because of good physical and mental health, which could contribute to energy levels and focus, which is important for work productivity because a project will be completed not only by having motivation but also in safety while working because, in a field, the project will be hampered if the weather is bad, there are accidents while working. There is damage while working on the project.

The fourth hypothesis (H4) was tested, namely, "Work environment has a positive effect on work productivity mediated by work motivation at Company X." From the test results, it was found that with a p-value of ($0.305 > 0.05$), a path coefficient of 0.101, and a t-statistic of $1.026 < 1.96$. By paying attention to the path coefficient value, which is positive, but the p-value and t-statistic prove that the criteria do not pass the test, the hypothesis is rejected, so that work motivation is unable to mediate the work environment on work productivity. With the rejection of the hypothesis, the fourth can be known: with the creation of a good work environment, the level of work productivity in employees will be high, so it can be interpreted that even though the work environment is good, this will not increase work productivity in employees. In this case, based on the results of

interviews with HRD Company X, it was said that if motivation is unable to mediate between the work environment and work productivity, the company uses another way with organizational commitment in the form of affective, normative, or continuance so that it is possible as a mediator between the work environment and productivity because employees who feel attached to the company tend to be more productive.

IV. CONCLUSION

This study shows the results that (1) the work environment has a positive and significant effect on work productivity, (2) the work environment has a positive and significant effect on work motivation, (3) work motivation has a positive but insignificant effect on work productivity, and (4) work motivation positively and insignificantly mediates the work environment on work productivity through work motivation.

Based on the results of this study, although work motivation does not affect work productivity, the company should still increase work motivation in employees so that work productivity in employees increases by company targets. Future research is expected to identify the factors that cause negative results regarding weaknesses in research design, data collection methods, or interpretation of results, and research to be carried out by future researchers is expected to add different variables to determine the existence of other influences using different methods.

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