



The Influence Of Work Environment, Work Motivation, And Company Performance On Employee Satisfaction At PT Bakrie Sumatera Plantations Kisaran

Pengaruh Lingkungan Kerja, Motivasi Kerja, dan Kinerja Perusahaan terhadap Kepuasan Karyawan PT Bakrie Sumatera Plantations Kisaran

Vina Dwi Winata^{1*}, Em Yusuf Iis², Yanita³, Khairawati⁴

Fakultas Ekonomi Dan Bisnis, Universitas Malikussaleh

Email: vina.210410270@mhs.unimal.ac.id¹, emyusufiis@unimal.ac.id²,
yanita@unimal.ac.id³, khairawati@unimal.ac.id⁴

Article Info

Article history :

Received : 16-10-2025

Revised : 17-10-2025

Accepted : 19-10-2025

Published : 21-10-2025

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja, motivasi kerja, dan kinerja perusahaan terhadap kepuasan karyawan pada PT Bakrie Sumatera Plantations Kisaran. Penelitian ini menggunakan pendekatan kuantitatif deskriptif dengan teknik sampling jenuh yang melibatkan 122 karyawan tetap sebagai responden. Data diperoleh melalui penyebaran kuesioner menggunakan Google Form dan dianalisis dengan metode regresi linier berganda melalui program SPSS versi 25. Hasil penelitian menunjukkan bahwa lingkungan kerja, motivasi kerja, dan kinerja perusahaan berpengaruh positif dan signifikan terhadap kepuasan karyawan baik secara parsial maupun simultan. Dari ketiga variabel tersebut, kinerja perusahaan memberikan pengaruh paling dominan terhadap kepuasan karyawan, diikuti oleh motivasi kerja dan lingkungan kerja. Temuan ini mengindikasikan bahwa peningkatan kualitas lingkungan kerja, penguatan motivasi kerja, serta pengelolaan kinerja perusahaan yang baik mampu meningkatkan tingkat kepuasan karyawan secara signifikan. Oleh karena itu, manajemen perusahaan perlu memberikan perhatian khusus terhadap faktor-faktor tersebut untuk menjaga loyalitas dan produktivitas karyawan secara berkelanjutan.

Kata Kunci : Kepuasan Karyawan, Kinerja Perusahaan, Lingkungan Kerja

Abstract

Please This study aims to analyze the influence of work environment, work motivation, and company performance on employee satisfaction at PT Bakrie Sumatera Plantations Kisaran. The research uses a quantitative descriptive approach with a saturated sampling technique involving 122 permanent employees as respondents. Data were collected through questionnaires distributed via Google Forms and analyzed using multiple linear regression with the SPSS 25 program. The results indicate that the work environment, work motivation, and company performance have a positive and significant effect on employee satisfaction both partially and simultaneously. Among the three independent variables, company performance has the greatest impact on employee satisfaction, followed by work motivation and the work environment. These findings suggest that a comfortable work environment, strong employee motivation, and high company performance contribute significantly to increasing employee satisfaction levels. Therefore, management is encouraged to create a conducive work environment, enhance motivational strategies, and improve overall company performance to maintain employee loyalty and productivity.

Keywords: Company Performance, Employee Satisfaction, Motivation



INTRODUCTION

Human resources are an important element in determining the progress of an organization or company. A company's success in achieving its goals depends heavily on the ability to effectively manage and empower employees. Employees who feel valued, work in a conducive environment, and are well motivated will make an optimal contribution to the achievement of organizational performance (Tarjo, 2019, p. 53).

Job satisfaction is one of the main indicators of employee well-being and successful human resource management. Satisfied employees will show a positive attitude towards their work, while dissatisfaction can lead to problems such as decreased productivity, increased turnover, and low loyalty to the company (Rosa & Rianto, 2023, p. 110). Unsupportive work environment conditions, lack of motivation, and low organizational performance are often the main causes of decreased employee job satisfaction.

A good work environment includes physical aspects such as lighting, ventilation, and work facilities, as well as non-physical aspects such as relationships between co-workers and communication with superiors. A comfortable and harmonious work environment is able to create a positive work atmosphere that has an impact on improving employee performance and satisfaction (Wuwungan, Taroreh, & Uhing, 2017, p. 298). Conversely, a less supportive work environment can trigger stress and lower productivity.

In addition to the work environment, work motivation also plays an important role in encouraging employees to excel. Motivation is an internal and external drive that moves a person to achieve organizational goals. Motivated employees tend to have high morale, a greater sense of responsibility, and engagement with their work (Ryan & Deci, 2020, p. 2). Therefore, companies need to create a system of rewards, career opportunities, and recognition that can increase employee work motivation.

On the other hand, the company's overall performance is also a factor that can affect employee satisfaction. When the company shows good and stable performance, employees will feel safe and proud to be part of the organization. On the other hand, declining company performance can cause uncertainty, lower morale, and reduce job satisfaction (Wibowo, 2024, p. 77).

Based on this phenomenon, PT Bakrie Sumatra Plantations Kisaran faces challenges in maintaining employee job satisfaction which is influenced by the conditions of the work environment, motivation level, and company performance. Therefore, this study was conducted to analyze the influence of work environment, work motivation, and company performance on employee satisfaction at PT Bakrie Sumatra Plantations Kisaran.

RESEARCH METHODS

This study uses a descriptive quantitative approach with the aim of finding out and analyzing the influence of work environment, work motivation, and company performance on employee satisfaction at PT Bakrie Sumatra Plantations Kisaran. The quantitative approach was chosen because this study seeks to explain the relationship between variables through the processing of statistical data obtained from respondents directly (Sugiyono, 2019, p. 12).



Research Location and Time

The research was carried out at PT Bakrie Sumatra Plantations Kisaran which is located in Asahan Regency, North Sumatra Province. The selection of this location was made because the company has a large number of workers and has an important role in the plantation sector in the region. The research period was carried out for three months, starting from April to June 2025.

Population and Sample

The population in this study is all permanent employees of PT Bakrie Sumatra Plantations Kisaran which is 122 people. Because the population is relatively small and can be reached as a whole, the sampling technique used is census sampling, where all members of the population are used as research samples (Arikunto, 2014, p. 118).

Data Types and Sources

The data used consists of primary data and secondary data. Primary data was obtained through the distribution of questionnaires to respondents using Google Form, while secondary data was obtained from internal company documents, annual reports, and relevant literature such as journals, books, and previous research.

Research Instruments and Data Collection Techniques

Table 1. Research Instruments

Variabel	Key Indicators	Measurement Scale
Work Environment (X₁)	Work atmosphere, facilities, peer relationships	Likert 1–5
Work Motivation (X₂)	Awards, responsibilities, career opportunities	Likert 1–5
Company Performance (X₃)	Efficiency, productivity, target achievement	Likert 1–5
Employee Satisfaction (Y)	Job comfort, loyalty, satisfaction with rewards	Likert 1–5

The research instrument was in the form of a closed-ended questionnaire with a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree". Each variable has several indicators, including: work environment (work atmosphere, facilities, peer relations), work motivation (rewards, responsibilities, career opportunities), company performance (efficiency, productivity, target achievement), and employee satisfaction (work comfort, loyalty, and satisfaction with rewards). The questionnaire was distributed online to all employees.

Data Analysis Techniques

Table 2. Data Analysis

Test Type	Purpose	Analysis Tools
Validity and Reliability Tests	Assessing the reliability of the instrument	SPSS 25
Classic Assumption Test	Knowing normality, multicollinearity, and heteroscedasticity	SPSS 25
Multiple Linear Regression Test	Testing simultaneous and partial influences between variables	SPSS 25
T-test and F-test	Testing the significance of a variable's influence	SPSS 25
Coefficient of Determination (R²)	Assess the contribution of independent variables to dependents	SPSS 25



The collected data were analyzed using the SPSS version 25 program with several stages of analysis, including validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression analysis to test simultaneous and partial influences between variables. The determination coefficient (R^2) test was used to determine how much the independent variable contributed to the dependent variable, while the t and F tests were used to see the significance of the influence of each variable partially and simultaneously.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondents were predominantly male (59%) and the majority were aged 20–30 years old (54.9%). The level of education is dominated by S1/S2/S3 (72.1%). These findings describe a productive workforce with higher education qualifications that support the application of modern management practices.

Table 3. Characteristic Respondents

Aspects	Category	n	%
Gender	Man	72	59,0
	Woman	50	41,0
Age	20–30 th	67	54,9
	31–40 th	37	30,3
	41–50 th	18	14,8
Education	High School/Vocational School	14	11,5
	D1/D2/D3	20	16,4
	S1/S2/S3	88	72,1

Description of Research Variables

The average perception of respondents was in the high category: work environment (mean 4.72), work motivation (4.65), company performance (4.63), and employee satisfaction (4.53). This indicates a well-judged working condition and generally satisfactory work experience.

Table 4. Summary of Descriptive Statistics of Variables

Variabel	Indicators (example)	Mean
Work Environment (X1)	lighting, air circulation, facilities, noise, harmonious relationship	4,72
Work Motivation (X2)	Awards, Growth Opportunities, Employment Relationships	4,65
Company Performance (X3)	target achievement, cost-effectiveness, change response	4,63
Employee Satisfaction (Y)	employment, promotion, compensation, supervision, peer support	4,53

Data Quality Test

All questionnaire items are valid ($r\text{-count} > r\text{-table } 0.177$) and reliable (Cronbach's Alpha > 0.60).

**Table 5.** Reliability Test

Variabel	Cronbach's Alpha	Information
Work Environment	0,797	Reliabel
Work Motivation	0,855	Reliabel
Company Performance	0,874	Reliabel
Employee Satisfaction	0,894	Reliabel

Classic Assumption Test

Normal residual distribution (Normal P-Plot follows a diagonal line), no multicollinearity (Tolerance > 0.1; VIF < 10), and there is no heteroscedasticity (random scatterplot point pattern). The regression model meets the prerequisites.

Multiple Linear Regression Results

The regression model shows that three independent variables have a positive effect on employee satisfaction. The coefficient of determination indicates the model explains the Y variation substantially.

Table 6. Multiple Linear Regression Results

Variabel	B	Std. Error	Beta	t	Itself.
(Konstanta)	2,068	2,006	–	1,016	0,312
Work Environment (X1)	0,001	0,086	0,001	0,016	0,987
Work Motivation (X2)	0,468	0,128	0,342	3,671	0,000
Company Performance (X3)	0,642	0,122	0,482	5,240	0,000

Model Fit Summary

1. $R = 0,780$; $R^2 = 0,608$; Adjusted $R^2 = 0,598$; Std. Error = 1,74683.
2. F test (simultaneous): $F = 61.081$; Sig = 0.000 → feasible model and the three variables together significantly affect Y.

DISCUSSION

The Influence of Work Environment on Employee Satisfaction

The X1 coefficient was positive but not significant ($p=0.987$). This means that in this sample, variations in perceptions of aspects of the work environment which are descriptively already "very good" no longer explain variations in satisfaction. Practically, when the baseline of the work environment is high and relatively homogeneous (ceiling effect), a small increase is not reflected as a statistically significant increase in satisfaction. Nonetheless, maintaining physical (lighting, ventilation, noise) and social (harmonious relationships) standards remains crucial so that satisfaction does not decline.

The Effect of Work Motivation on Employee Satisfaction

Work motivation had a positive and significant effect ($B=0.468$; $p<0.001$). It affirms the role of awards, opportunities for growth, and recognition of performance as drivers of satisfaction. Managerially, companies are advised to strengthen a performance-based incentive system, a clear career path, coaching, and periodic feedback. These findings are consistent with Herzberg's two-factor theory and various studies that place motivational factors as strong predictors of satisfaction.



The Effect of Company Performance on Employee Satisfaction

The company's performance showed the largest positive and significant influence ($B=0.642$; $p<0.001$). When organizations hit targets, are efficient, and responsive to change, employees feel secure, proud, and see better career prospects all of which increase satisfaction. Practically, aligning corporate goals with unit/individual performance indicators and transparency of achievement will reinforce this effect.

Theoretical and Practical Implications

1. **Theoretical:** The results confirm the model that individual motivational factors and organization-level performance are strong drivers of satisfaction; the influence of the work environment can be insignificant if the variance is low in a given context.
2. **Practical:** Focus priority interventions on (a) strengthening motivation (incentives, recognition, development), (b) communicating the company's achievements and performance to employees, while (c) maintaining good work environment standards.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that the work environment, work motivation, and company performance have a positive effect on employee satisfaction of PT Bakrie Sumatra Plantations Kisaran, both partially and simultaneously. The regression results showed that the variables of work motivation and company performance had a significant influence on employee satisfaction, while the work environment showed a positive but not significant influence. This shows that increasing work motivation and company performance are the main factors in creating employee job satisfaction.

Theoretically, the results of this study support Herzberg's motivation theory and job satisfaction theory which states that intrinsic factors such as reward, responsibility, and performance achievement play a major role in increasing employee satisfaction. Practically, companies need to continue to improve their human resource management strategies, especially in providing motivation, rewards, and managing performance in a transparent and sustainable manner.

The researcher also suggested that further research can expand the object of study on companies in different sectors or add other variables such as leadership, organizational culture, and compensation, so that the understanding of the factors that affect job satisfaction becomes more comprehensive.

ACKNOWLEDGEMENT

The author expresses his gratitude to Malikussaleh University, especially the Faculty of Economics and Business, Management Study Program, for the support, guidance, and facilities provided during the process of preparing this research. Thank you are also expressed to PT Bakrie Sumatra Plantations Kisaran for providing the necessary permits, time, and data so that this research can be carried out properly.

The author also thanks the supervisors, employee respondents, and all parties who have assisted both directly and indirectly in the implementation of research and the preparation of this



scientific article. The moral support and material provided are very meaningful for the author in completing this research.

REFERENCES

- Abdullah, M. M. (2014). Employee Performance Management and Evaluation. In *Aswaja Pressindo*.
- Asyharul, M., Rika Mandasari, A., Zahratulafarhah, Septia Rani, D., Maysaroh, & Nur Afifah, Z. (2023). Factors influencing employee loyalty: ape environment and compensation (literature review). *Scientific Journal of Economic Management and Accounting*, 1(1), 166–173.
- Azka Nur Khanifah, A. B. (2022). *Ilomata International Journal of Management*. 417–428.
- Budi Santoso, A., & Yuliantika, R. (2022). The Effect of Job Satisfaction and Compensation on Intention to Stay (Case Study of Gojek Drivers in the City of Bandung). *JIMEA | Scientific Journal of MEA (Management, Economics, and Accounting)*, 6(3), 1407–1422.
- Cards. (2019a). The Effect of Work Motivation and Job Satisfaction on Employee Performance (Study at H. Hanafie Muara Bungo Hospital). *Journal of Business Management and Innovation Applications*, 2(1), 53–65.
- Chikwe, J., Sun, E., Hannan, E. L., Itagaki, S., Lee, T., Adams, D. H., & Egorova, N. N. (2019). Outcomes of Second Arterial Conduits in Patients Undergoing Multivessel Coronary Artery Bypass Graft Surgery. *Journal of the American College of Cardiology*, 74(18), 2238–2248. <https://doi.org/10.1016/j.jacc.2019.08.1043>
- Dr. Arif Rachman, drg. . S. . M. . M. . Mt. H. . S. P. . Ciq. . Ciq. D. (Cand)E. Y. . S. . S. . M. . M. . P. . K. D. I. A. I. S. S. T. . M. T. H. P. S. E. . M. M. (2024). quantitative, qualitative, and R&D research methods. (Issue January).
- Endo Wijaya Kartika, & Thomas S. Kaihatu. (2010). Analysis of the Influence of Work Motivation on Job Satisfaction (Case Study on Restaurant Employees at Pakuwon Food Festival Surabaya). *Journal of Management and Entrepreneurship*, 12(1), pp.100-112. <http://puslit2.petra.ac.id/ejournal/index.php/man/article/view/17993>
- Ghozali. (2018). *Book Ghozali.pdf* (p. 490).
- Gunawan, A., Sucipto, I., & Suryadi. (2020). The Effect of Work Motivation and Compensation on Performance at the Pasirsari Village Office, South Cikarang District, Bekasi Regency. *Journal of IKRA-ITH Economics*, 3(1), 1–12.
- Haryadi, N., Sunarsi, D., & Erlangga, H. (2022). 20399-47680-1-SM (1). *Scientific Journal, Human Resource Management*, 5(3), 702–709.
- Iskandar, D. (2018). Strategies to improve company performance through human resource management and job satisfaction and their impact on employee productivity. *Asian Journal of Business and Economics*, 12(1), 23–31. <https://doi.org/10.32812/jibeka.v12i1.8>
- Janovac, T., Virijević Jovanović, S., Tadić, J., Tomić, G., & Čufalić, S. (2021). The influence of employee motivation factors on job satisfaction in mining companies. *Polish Journal of Management Studies*, 23(1), 224–238. <https://doi.org/10.17512/pjms.2021.23.1.14>
- Kosasih, K. (2022). Business environment, training, human resources development and entrepreneurial readiness for employees of PT Industri Telekomunikasi Indonesia. *JPPi (Indonesian Journal of Education Research)*, 8(1), 130. <https://doi.org/10.29210/020221441>
- Maheswari, H., & Lutvy, L. R. (2017). The Effect of Compensation and Motivation on Employee Performance of Pt Bank Ekonomi Raharja Tbk Jakarta Area 5. *Journal of Management*, 19(2),



230. <https://doi.org/10.24912/jm.v19i2.126>

Moerdiyanto. (2011). The Influence of Managers' Education Level on the Performance of Go-Public Companies. *Horizon of Education*, 1, 2–3.

Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>

R.S.T., R., Yulistria, R., & Handayani, E. P. (2022). The Influence of the Work Environment on Employee Satisfaction at PT Ekspresindo Jakarta. *Swabumi*, 10(2), 121–131. <https://doi.org/10.31294/swabumi.v10i2.12370>

Riwukore, J. R. (2022). Training on Determining Dimensions and Indicators of the Existing Work Environment at the Regional Secretariat of the Kupang City Government. *Journal of Multidisciplinary Abdimas*, 1(1), 51–64. <https://doi.org/10.35912/jamu.v1i1.1465>

Rosa, D., & Rianto, M. R. (2023). The Influence of the Work Environment and Work Motivation on the Job Satisfaction of PT. SKF Indonesia. *Journal of Audit and Taxation (JAP)*, 1(2), 110–113. <https://doi.org/10.47709/jap.v1i2.2039>

Saputra, A. A. (2021). The Effect of Compensation, Work Environment and Workload on Employee Job Satisfaction. *Technomedia Journal*, 7(1), 68–77. <https://doi.org/10.33050/tmj.v7i1.1755>

Satisfaction, D. A. N., Against, K., District, D. P., & Medan, P. D. I. (2023). *Journal of Finance, Economics and Business EMPLOYEES : A CASE STUDY OF ONE COMPANY*. 1(2), 109–125.

Septian, Z., Pangestu, D., Ydoxh, D. Q. G., & Gmxvwhg, R. I. (2017). *THE EFFECT OF THE WORK ENVIRONMENT ON KERJA.pdf SATISFACTION*. 43(1), 157–162.

Simbolon, F. (2015). Comparison of Company Performance Measurement System. *Business Review*, 6(1), 91. <https://doi.org/10.21512/bbr.v6i1.991>

Siregar. (2022). It's not hard to see what Title really stands out in front of your eyes. *Haaretz*, 1(8.5.2017), 2003–2005.

Sugiyono, D. (2010). Qualitative quantitative research methods and R&D. In *Alfabeta Publishers* (Issue January).

Sukardi, S., Bahri, S., & Tupti, Z. (2020). The Influence of Leadership, Environment and Culture on the Job Satisfaction of General Employees and Labura Equipment. *Pamator Journal*, 13(1), 118–124. <https://doi.org/10.21107/pamator.v13i1.7020>

SUTEDJO, A. S., & MANGKUNEGARA, A. P. (2018). The Influence of Competence and Work Motivation on Employee Performance at PT. The essence of the Prosperous Garden. *BISMA (Business and Management)*, 5(2), 120. <https://doi.org/10.26740/bisma.v5n2.p120-129>

Tarjo, T. (2019b). The Effect of Work Motivation and Job Satisfaction on Employee Performance. *JAMIN: Journal of Business Management and Innovation Applications*, 2(1), 53. <https://doi.org/10.47201/jamin.v2i1.38>

Tawakkal, G. T. I., & Subekti, T. (2023). Basic Social Research Methodology. In *Basic Social Research Methodology*. <https://doi.org/10.11594/ubpress9786232967496>

The Prime Minister of Wise Minds. (2022). The Effect of Motivation, Work Discipline and Compensation on the Performance of Employees of KFC Mall Metropolitan Bekasi. *MAMEN: Journal of Management*, 1(2), 188–197. <https://doi.org/10.55123/mamen.v1i2.221>



- TiWibowo, M., Al Musadieq, M., & Nurtjahjono, G. E. (2014). *The Influence of the Work Environment on Employee Job Satisfaction (Study on PT. Telekomunikasi Indonesia Tbk. Kandatel Malang)*.
- Widodo, I. (2011). Analysis of Company Performance Using the Balanced Scorecard Approach (Case Study on Furniture Company PT. Jansen Indonesia). *Management*, 1–1(ff), 72.
- Wuwungan, R. Y., Taroreh, R. N., & Uhing, Y. (2017). The Influence of Work Environment and Work Motivation on Employee Satisfaction of Cinemaxx Lippo Plaza Manado. *Journal of Research in Economics, Management, Business and Accounting*, 5(2), 298–307.
- Yanti, Y., & Mukminin, A. (2021). The Effect of Motivation on Employee Job Satisfaction. *JOURNAL CAPITAL: Economic Policy, Management and Accounting*, 3(2), 134–147. <https://doi.org/10.33747/capital.v3i2.125>
- Yolanda, Y., & Perangin-Angin, N. (2022). Journal of Management Science METHONOMIX Volume 5 Number 2 (2022). *Journal of Management Science*, 5(2), 125–136.