

The Effect of Work Environment, Reward System and Management Support through Work Satisfaction on Achievement Motivation in Batam Manufacturing Industry

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ARTICLE INFO

DOI:10.32832/jm-uika.v16i1.17931

Article history:

Received:

05 Oktober 2024

Accepted:

24 Oktober 2024

Available online:

05 Februari 2025

Keywords:

Work Environment, Reward System, Management Support, Work Satisfaction, Achievement Motivation

ABSTRACT

This research examines how to motivate employee to achieve an achievement. This research shows that work environment, reward system and management support are proven to significantly have a positive effect in increasing work satisfaction to achieve achievement motivation. The final sample size collected was 357 respondents. However, it number that could be used was 289 respondents who could have proceed or analyzed data. The majority of respondents were male, with a total of 146 (50.5%) and female were 143 (49.5%). The instruments used to measure respondents' answer is a 5 point Likert scale, where 1 mean "strongly disagree" and 5 means "strongly agree". And data were processed using the Partial Least Square (PLS) application. The research employs a descriptive quantitative approach, using quantitative data analysis techniques. The work satisfaction plays an important role in mediating the effect of work environment, reward system and management support on achievement motivation. Therefore, companies should try to increase work satisfaction by creating a positive work environment, implementing a competitive reward system scheme and providing adequate management support. If employees feel satisfied with the working conditions provided by the company, it will encourage and motivate them to achieve better performance in their work at the company.

1. INTRODUCTION

Motivation in manufacturing businesses in Batam is very important as it directly affects employee productivity, job satisfaction and innovation. Batam, as an industrial center in Indonesia, faces challenges related to employee motivation that can affect company performance. The importance of motivation in the manufacturing business, (1) Increased Productivity, high motivation can increase employee productivity. In the manufacturing industry, where operational efficiency is critical, employee motivation plays a role in encouraging them to work harder and more effectively. (2) work satisfaction, motivated employees tend to feel more satisfied with their jobs. High work satisfaction can reduce turnover rates and increase loyalty, which is crucial for retaining a skilled workforce in Batam. (3) Innovation and Creativity, motivation also contributes to innovation. Employees who feel valued and motivated are more likely to propose new ideas and creative solutions, which is important for a company's competitiveness in the global market (Algipari, 2024).

Although Batam is known as an industrial center, the high unemployment rate among new graduates reflects the challenge of creating adequate employment opportunities. This suggests the need for a more effective strategy in linking education with industry needs to increase labor force participation and productivity. Support from management is essential to increase employee motivation. Without adequate support, employees may feel undervalued, which negatively affects their motivation and performance. Good managerial support can meet employees' appreciation and self-actualization needs, thereby increasing their morale and dedication to organizational goals (Fatyandri & Shanty, 2022).

Strategies in human resource planning are essential for driving significant changes in human resource management and overall business success. Effective human resource planning involves strategic efforts by management to establish a strong foundation for the organization. Implementing the right strategies is crucial for managing human resources effectively, which ultimately contributes to the success of the business (Mon et al., 2023).

Creating an engaged work environment that respects employees' needs and promotes their health can yield numerous benefits for organizations, including increased profitability. Employee recognition and feedback play vital roles in inspiring employees and enhancing company performance. When employees work in a safe and supportive environment, free from potential hazards, they are more likely to experience work satisfaction (Anasi, 2020).

Furthermore, when employees perceive that their benefits are fair and aligned with job demands, individual skills, and industry standards, it can significantly enhance their work satisfaction. Providing appropriate performance-related benefits not only improves employee well-being but also positively impacts their families (Febiola et al., 2024).

Management support is critical in fostering a positive emotional experience for employees, which boosts engagement and retention within the organization. Without adequate management

support, employees may struggle to contribute effectively, leading to decreased interest in their work. Therefore, management support is necessary for motivating employees and enabling them to make meaningful contributions to the organization (Nelson, 2021).

The level of organizational support both socially and structurally significantly influences employees' work satisfaction. Positive treatment of employees fosters a sense of responsibility and commitment to the organization (Sun, 2019).

Implementing strategies that create a comfortable work environment, establish a reward system to appreciate high-performing employees, and provide strong management support can enhance achievement motivation and work satisfaction within the company. This holistic approach is vital for fostering a productive workforce and achieving long-term business success.

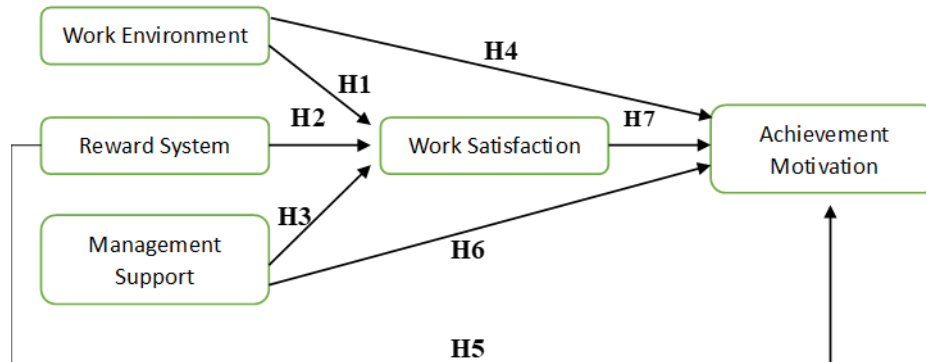


Figure 1. Research Model

The study puts forward the following hypotheses based on the model used:

H1: The effect of work environment on work satisfaction

H2: The effect of reward system on work satisfaction

H3: The effect of management support on work satisfaction

H4: The effect of work environment on achievement motivation

H5: The effect of reward system on achievement motivation

H6: The effect of management support on achievement motivation

H7: The effect of work satisfaction on achievement motivation

H8: Work satisfaction mediates the effect of management support on achievement motivation

H9: Work satisfaction mediates the effect of reward system on achievement motivation

H10: Work satisfaction mediates the effect of work environment on achievement motivation

The Effect of Work Environment on Work Satisfaction. According to (Hadi & Iqbal, 2023), An environment that is representative of the workplace will motivate staff members to perform at their best in order to benefit the company. Employee comfort at work can be increased by having a well-organized workspace, yet most firms pay less attention to this issue. The work environment includes all of the infrastructure that surrounds employees as they work and has the capacity to influence how the work is completed (Lisa et al., 2023). The work environment or conditions are all aspects of physical work, work psychology and work regulations that can affect job satisfaction (Basalamah & As'ad, 2021; Farisi et al., 2021; Lisa et al., 2023; Mandjar & Turangan, 2023).

The Effect of Reward System on Work Satisfaction. Rewards can increase work satisfaction because by providing rewards such as compensation in accordance with the needs and contributions of employees, employees will feel satisfied and show a positive attitude at work such as working enthusiastically, as well as possible and full of discipline (Effendi & Radianto, 2022; Rohwiyati, 2019; Sedik, 2021). According to (Laxmana & Paryontri, 2023), the higher the equitable reward, the higher the level of employees job satisfaction. A reward system can improve work satisfaction, employees who are rewarded by the organization are more likely to be satisfied and committed to their work (Siregar et al., 2023).

The Effect of Management Support on Work Satisfaction. Management support from school administration, coworkers and a positive working environment will foster a sense of gratitude and recognition, enhancing work satisfaction in carrying out tasks and other obligations (Arifudin et al., 2023). Employees who had supportive supervisors reported higher levels of work satisfaction than those who had less supportive superiors. Supervisor support is studies as a valuable tool for improving employee well-being, organizational commitment and work satisfaction (Herawati et al., 2023; C. Hu, 2023; Pomaranik & Kludacz-Alessandri, 2023).

The Effect of Work Environment on Achievement Motivation. Company that can create a satisfying working environment while still motivating people to achieve will have more productive, high-performing and loyal staff (Lamawuran et al., 2023; Mandjar & Turangan, 2023). The better work environment, the higher the intrinsic motivation of the employee. A non-physical working environment might make a worker feel more satisfied with their job as long as they are motivated to work (Muchtadin, 2023; Rosaeni et al., 2022; Tanaka, 2022).

The Effect of Reward System on Achievement Motivation. A good firm or organization is one that can compensate its employees based on their contributions to the organization (Albert et al., 2023; Qomariyah et al., 2023; Rohwiyati, 2019). The worker's motivation to perform is reduced due to the low level of employment benefits earned by the worker. The higher employment benefit, the higher motivation for performing (Aribowo et al., 2022; Ningsih et al., 2021).

The Effect of Management Support on Achievement Motivation. Top management support is someone who is in the highest position and is responsible for the highest decision making. Based on the above definition, top management support is top executives who have the author-

ity to provide information system resources used to make decisions to maintain the company's sharia and operational values (Cahyadi et al., 2020). Management that offers proper resources, such as equipment, technology and budget, can assist staff in performing their duties more efficiently and motivating them to achieve greater results (Bhathnagar & Pink, 2023; Paramita & Ansyah, 2022; Situmorang et al., 2022; Wulandari et al., 2023).

The Effect of Work Satisfaction on Achievement Motivation. Work satisfaction refers to an employee's feeling or attitude about their job. A person's level of work satisfaction is determined by how they rate several aspects of their job. An employee with a high level of work satisfaction expresses pleasant emotions and is content with their employment (Laxmana & Paryontri, 2023). Motivation is the primary predictor of how hard employees work and the relationship between motivation and specific goals influences the intensity of work activities, leading to the conclusion that motivation has a substantial impact on job implementation (Laoli & Ndraha, 2022). Motivation is the drive towards an outcome while satisfaction is the result that has been achieved or experienced (Aribowo et al., 2022; Fadri et al., 2021).

Work Satisfaction Mediates The Effect of Work Environment on Achievement Motivation. When job satisfaction functions as a mediating variable, the effect of work environment on achievement motivation can be enhanced. This is because job satisfaction not only facilitates a positive mood but also motivates individuals to work harder and more effectively in achieving organizational goals. Academic studies show that job satisfaction plays a central role in mediating the influence of work environment on job performance and motivation (Hadi & Iqbal, 2023).

Work Satisfaction Mediates The Effect of Reward System on Achievement Motivation. The positive effects of a reward system on job satisfaction serve as a critical intermediary step in boosting employees' motivational levels to achieve higher performance outcomes. Thus, work satisfaction mediates the effect of the reward system on achievement motivation by creating an environment where employees not only appreciate their rewards but also derive long-term benefits such as enhanced morale and deeper engagement in their roles (Marlina et al., 2023).

Work Satisfaction Mediates The Effect of Management Support on Achievement Motivation. That job satisfaction plays a significant role as a mediating variable between managerial support and achievement motivation. Organizations that want to increase employee achievement motivation should focus on creating a positive and satisfying work environment. This includes providing adequate managerial support, rewards for achievement, and career development opportunities (PUTRA et al., 2024).

RESEARCH METHODS

This research uses descriptive quantitative research, with quantitative data analysis techniques. The sampling technique in this study used a survey method or questionnaire. The collection of theories and journals on the relationship between variables online *sourced from* Science Direct, Research Gate, Google Scholar *and other online media*. The purpose of this study is to examine the relationship between several independent variables, namely Work Environment, Reward System, Management Support on the dependent variable Achievement Motivation and mediated by Work Satisfaction variables in the manufacturing industry in Batam.

In this study, there are 5 variables and 26 questions. It can be stated that the number of samples that must be collected is 260 respondents (1 question x 10 respondents). The final sample size collected was 357 respondents. However, it was detected that 68 respondents were inaccurate in filling out the questionnaire, so the number that could be used was 289 respondents who could have processed or analysed data. The majority of respondents were male, with a total of 146, with a percentage of 50.5%, and female were 143 respondents, with a rate of 49.5%. The instrument used to measure respondents' answers is a 5-point Likert scale, where 1 mean "strongly disagree" and 5 means "strongly agree." To consider the causal relationship in the developed model, data analysis was conducted using a component-based structural equation modelling technique, the partial least squares (PLS) method developed by Wold in 1973 (Rahmayu & Siantono, 2023).

2. RESULTS & DISCUSSION

Respondent demographics are divided into several groups, namely based on gender, age range, education, marital status and monthly income.

(a) Gender

Respondents characteristics based on Gender are divided into male and female with the following results:

Table 1. Results of Respondents' Gender Grouping

Characteristics	Category	Frequency	Percentage
Gender	Male	146	50.5%
	Female	143	49.5%
	Total	289	100%

Source: Primary Data (2024)

Based on Table 1 above, the total are 289 respondents consisted of 146 male employees (50.5%) and 143 female employees (49.5%). Therefore, the majority of respondents in this study were male.

(b) Age Range

Respondents characteristics based on Age range are divided from 18 years until >40 years with the following results:

Table 2. Results of Respondents' Age Grouping

Characteristics	Category	Frequency	Percentage
Age Range	18 - 25 Years	86	29.8%
	26 - 30 Years	24	8.3%
	31 - 35 Years	43	14.9%
	36 - 40 Years	52	18.0%
	> 40 Years	84	29.1%
	Total	289	100%

Source: Primary Data (2024)

Based on Table 2 above, the majority of the respondents were between 18-25 years with 86 respondents (29.8%). The fewest respondents were in the age range between 26-30 years with 24 respondents (8.3%).

(c) Education

Respondents characteristics based on Education are divided from High school until Master (S2) with the following results:

Table 3. Results of Respondents' Education Grouping

Characteristics	Category	Frequency	Percentage
Education	High school/Vocational high school/Of the same level	61	21.1%
	Undergraduate	222	76.8%
	Master (S2)	6	2.1%
	Total	289	100%

Source: Primary Data (2024)

Based on Table 3 above, the majority of the respondents' education was in Undergraduate with 222 respondents (76.8%). The fewest respondents was in the Master (S2) with 6 respondents (2.1%).

(d) Martial Status

Respondents characteristics based on Martial Status are divided into unmarried and married with the following results:

Table 4. Results of Respondents' Martial Status Grouping

Characteristics	Category	Frequency	Percentage
Marital Status	Unmarried	191	66.1%
	Married	98	33.9%

Total	289	100%
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Source: Primary Data (2024)

Based on Table 4 above, the majority of respondents are unmarried with 191 respondents (66.1%). Meanwhile, the married only amounted to 98 respondents (33.9%).

(e) Monthly Income

Respondent characteristics based on Monthly Income per month are divided from <IDR 4,000,001 until >15,000,000 with the following results:

Table 5. Results of Respondents' Monthly Income Grouping

Characteristics	Category	Frequency	Percentage
Monthly Income	Rp. 4.000.001 - Rp. 7.000.000	57	19.7%
	Rp. 7.000.001 - 10.000.000	107	37.0%
	Rp. 10.000.001 - Rp. 15.000.000	87	30.1%
	> Rp. 15.000.000	38	13.1%
	Total	289	100%

Source: Primary Data (2024)

Based on Table 5 above, the majority of the respondents' monthly income is in Rp7.000.001-Rp10.00.000 with 107 respondents (37.0%). The fewest respondents is in >Rp15.000.000 with 38 respondents (13.1%).

(f) Reliability and Validity

The results of the Reliability and Validity tests on each variables presented in the following table:

Table 6. Test Results of Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Ex-tracted (AVE)
Achievement Motivation	0.827	0.878	0.591
Management Support	0.829	0.875	0.540
Reward System	0.810	0.868	0.569
Work Environment	0.846	0.886	0.565
Work Satisfaction	0.829	0.887	0.662

Source: Data Processed (2024)

Based on Table 6 above, it can be seen that the Cronbach's alpha value are greater than 0.70. Cronbach's alpha value as a measurement of the internal reliability of a measuring instrument or questionnaire. The higher the Cronbach's alpha value, the better the measuring instrument is in measuring the desired construct. Meanwhile, Composite Reliability as a measurement of the extent to which the variables used in the study are reliable. In the table above, it can be seen that the Composite Reliability value are greater than 0.70. It can be concluded, based on the

data in the table, all constructs in the model have met the reliability requirements with Cronbach's Alpha and Composite Reliability values greater than 0.70. In addition, convergent validity criteria have also been met with AVE values greater than 0.50 for all constructs. Thus, it can be concluded that the data used in this study are reliable and convergent valid (Rahadi, 2023).

(g) Heterotrait-Monotrait Ratio Test (HTMT)

The results of the Heterotrait-Monotrait Ratio tests on each variable presented in the following table:

Table 7. Test Results of Heterotrait-Monotrait Ratio (HTMT)

	AM	MS	RS	WE	WS
Achievement Motivation					
Management Support	0.873				
Reward System	0.845	0.870			
Work Environment	0.862	0.889	0.858		
Work Satisfaction	0.842	0.880	0.840	0.872	

Source: Data Processed (2024)

Based on Table 7 above, the overall correlation value between constructs has a value of less than 0.9. The table shows that the data has met the criteria for discriminant validity (Hair et al., 2019).

(h) Direct Effect

The results of the Direct Effect tests on relationship between variables presented in the following table:

Table 8. Test Results of Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Management Support -> Achievement Motivation	0.254	0.251	0.080	3.173	0.002
Management Support -> Work Satisfaction	0.325	0.322	0.072	4.502	0.000
Reward System -> Achievement Motivation	0.199	0.194	0.077	2.569	0.010
Reward System -> Work Satisfaction	0.227	0.225	0.065	3.515	0.000
Work Environment -> Achievement Motivation	0.252	0.247	0.063	3.988	0.000

Work Environment -> Work Satisfaction	0.326	0.321	0.069	4.730	0.000
Work Satisfaction -> Achievement Motivation	0.192	0.192	0.056	3.452	0.001

Source: Data Processed (2024)

The following findings are obtained based on the results of the hypothesis testing of the effect between variables directly presented in Table 8.

H1, The results of the analysis show that work environment has a significant effect on work satisfaction. This is evidenced by the resulting T-Statistic value of 4.730 and a P-values of 0.000. The quality of the workplace environment has a big impact on how satisfied an employee is with his job. If the work environment is created with pleasant, comfortable, and supportive conditions, this will increase employee work satisfaction. However, if the work environment feels bad and unsupportive, this will make employee work satisfaction decrease. Various aspects of the work environment such as the physical condition of the workplace, relationships between colleagues, the availability of equipment and resources, career development opportunities, as well as safety and health aspects are important factors that determine the level of satisfaction of an employee at work. The better the quality of the work environment built, the higher the satisfaction felt by employees, which in turn will have a positive impact on productivity and overall organisational performance (Basalamah & As'ad, 2021; Farisi et al., 2021; Hadi & Iqbal, 2023; Lisa et al., 2023; Mandjar & Turangan, 2023).

H2, The results of the analysis show that the reward system has a significant effect on work satisfaction. This is evidenced by the resulting T-Statistic value of 3.515 and P-values of 0.000. The existence of a reward scheme that is fair, competitive, and aligned with employee contributions will increase their satisfaction at work. This reward system includes salaries, allowances, bonuses, promotions, and non-financial appreciation such as recognition and praise for performance.

Employees who feel their efforts and achievements are well rewarded through commensurate compensation will feel more satisfied with their jobs. Conversely, if the reward system is perceived as unfair or disproportionate to contributions, this can reduce job satisfaction and lead to employee turnover.

A good reward scheme can also motivate employees to work harder and more productively, which in turn increases their job satisfaction. Non-financial appreciation and rewards are important to meet employees' self-esteem and self-actualisation needs. Therefore, organisations need to design a reward system that is fair, competitive, and in line with employee contributions in order to maintain job satisfaction and motivate employees to deliver their best performance (Effendi & Radianto, 2022; Laxmana & Paryontri, 2023; Rohwiyati, 2019; Sedik, 2021; Siregar et al., 2023).

H3, The results of the analysis show that management support has a significant effect on work satisfaction. This is evidenced by the resulting T-Statistic value of 4.502 and P-values of 0.000.

When employees feel strong support from management, they will feel valued, motivated, and more satisfied with their work. Conversely, a lack of management support can lead to frustration, dissatisfaction, and increased employee turnover. Therefore, good management should always provide adequate support to employees in order to maintain work satisfaction and ensure optimal organisational performance (Arifudin et al., 2023; Herawati et al., 2023; C. Hu, 2023; Pomaranik & Kludacz-Alessandri, 2023).

H4, The analysis shows that work environment has a significant effect on achievement motivation. This is evidenced by the resulting T-Statistic value of 3.988 and P-values of 0.000. A good quality, pleasant, and supportive work environment can increase employees' motivation to achieve, while an uncondusive and poor work environment will actually reduce their achievement motivation. By building a positive and supportive work environment, organisations are able to motivate their employees to perform at their best and achieve more. Conversely, a poor work environment will reduce employee motivation and productivity (Lamawuran et al., 2023; Mandjar & Turangan, 2023; Muchtadin, 2023; Rosaeni et al., 2022; Tanaka, 2022).

H5, The results of the analysis show that the reward system has a significant effect on achievement motivation. This is evidenced by the resulting T-Statistic value of 2.569 and P-value of 0.010. The existence of a reward system that is fair, competitive, and in accordance with employee contributions can increase their motivation to achieve. Conversely, if the reward system is perceived as unfair or inappropriate, this can reduce employee achievement motivation.

Rewards, both financial and non-financial, act as incentives for employees to work harder and more productively. Salaries, bonuses, promotions, and allowances are forms of financial rewards that can motivate employees to achieve higher performance targets. Meanwhile, recognition, praise and non-financial appreciation are also important to meet employees' self-esteem and self-actualisation needs.

When employees feel that their efforts and achievements are rewarded with commensurate compensation, they will be motivated to continuously improve their performance and reach higher achievements. Conversely, if the reward system is seen as unfair or does not reflect their contributions, employees' achievement motivation may decrease. Therefore, organisations need to design a reward system that is fair, competitive, and in line with employee contributions. This will motivate employees to work harder, be more productive, and achieve higher performance, which will ultimately benefit the organization (Albert et al., 2023; Aribowo et al., 2022; Ningsih et al., 2021; Qomariyah et al., 2023; Rohwiyati, 2019).

H6, The results of the analysis show that management support has a significant effect on achievement motivation. This is evidenced by the resulting T-Statistic value of 3.173 and P-value of 0.002. Feeling supported and valued by management will make employees more motivated to work hard and achieve higher achievements. Management support makes employees

feel involved, appreciation for their contributions, and have opportunities to grow in the organisation.

However, a lack of support from management can cause employees to feel frustrated, underappreciated, and their motivation to achieve decreases. This condition has a negative impact on employee performance and productivity. Therefore, good management must always provide adequate support to employees so that their achievement motivation is maintained and organisational performance can be optimal (Bhathnagar & Pink, 2023; Cahyadi et al., 2020; Paramita & Ansyah, 2022; Situmorang et al., 2022; Wulandari et al., 2023).

H7, The results of the analysis show that work satisfaction has a significant effect on achievement motivation. This is evidenced by the resulting T-Statistic value of 3.452 and P-values of 0.001. Employees who are satisfied with their jobs tend to be more motivated to show better performance and achieve higher achievements. However, work dissatisfaction can actually reduce employee achievement motivation. work dissatisfaction makes employees feel frustrated, unmotivated, and lack enthusiasm at work, which results in a decrease in their performance and achievement in the organisation.

Therefore, organisations need to pay attention to factors that can increase employee work satisfaction, such as a conducive work environment, fair reward schemes, and adequate management support. By improving job satisfaction, organisations can motivate employees to make their best contributions and achieve higher performance (Aribowo et al., 2022; Fadri et al., 2021; Laoli & Ndraha, 2022; Laxmana & Paryontri, 2023).

(i) Indirect Effect

The results of the Indirect Effect test on relationship between variable presented in the following table:

Table 9. Test Results of Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Management Support -> Work Satisfaction -> Achievement Motivation	0.062	0.061	0.021	3.022	0.003
Reward System -> Work Satisfaction -> Achievement Motivation	0.044	0.044	0.019	2.293	0.022
Work Environment -> Work Satisfaction -> Achievement Motivation	0.062	0.063	0.026	2.434	0.015

Source: Data Processed (2024)

The following findings are obtained based on the results of the hypothesis testing of the effect between variables indirectly presented in Table 9.

H8, The results of the analysis show the effect of work environment on achievement motivation through work satisfaction. This is evidenced by the resulting T-Statistic value of 2.434 and P-

values of 0.015. Therefore, the effect of work environment has a significant effect on achievement motivation through work satisfaction. The results of this hypothesis test align with the research results (Hadi & Iqbal, 2023).

H9, The results of the analysis show the effect of reward system on achievement motivation through work satisfaction. This is evidenced by the resulting T-Statistic value of 2.293 and P-values of 0.022. Therefore, the effect of reward system has a significant effect on achievement motivation through work satisfaction. The results of this hypothesis test align with the research results (Marlina et al., 2023).

H10, The results of the analysis show the effect of management support on achievement motivation through work satisfaction. This is evidenced by the resulting T-Statistic value of 3.022 and P-values of 0.003. Therefore, the effect of management support has a significant effect on achievement motivation through work satisfaction. The results of this hypothesis test align with the research results (PUTRA et al., 2024).

(j) R Square

The results of the R Square test on relationship between variable presented in the following table:

Table 10. Test Results of R Square

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Achievement Motivation	0.638	0.626	0.101	6.286	0.000
Work Satisfaction	0.632	0.621	0.097	6.516	0.000

Source: Data Processed (2024)

Based on the R Square data in table 10, the R Square for the endogenous achievement motivation variable is 0.626, which means that WE, RS and MS are able to explain the achievement motivation variable by 62.6%. While the remaining 37.4% is explained by other variables not included in the model. The R Square >0.50 indicates the prediction results in the medium category. The R Square for the endogenous variable work satisfaction is 0.621, which means that WE, RS, MS and AM are able to explain work satisfaction by 62.1%. While the remaining 37.9% is explained by other variables not included in the model. For the R Square of work satisfaction, it also shows the prediction results in the category of moderate (Hair et al., 2019).

(k) SRMR

The following of the SRMR test on relationship between variable presented in the following table:

Table 11. Test Results of SRMR

	Original Sample (O)	Sample Mean (M)	95%	99%
Saturated Model	0.059	0.047	0.058	0.064
Estimated Model	0.059	0.046	0.057	0.061

Source: Data Processed (2024)

Based on the SRMR in table 11, the SRMR value <0.1 indicates that the resulting model is fit or in accordance with the data. The output above shows that the SRMR value is in accordance with the criteria (L. tze Hu & Bentler, 1998).

2. CONCLUSION & SUGGESTION

This study shows that a conducive work environment, a fair reward system, and support from management have a significant positive effect on increasing employee job satisfaction. Employee job satisfaction itself acts as a significant mediator in the relationship between the work environment, reward system, management support with employee motivation to achieve.

In order for employees to be motivated to achieve higher performance, companies need to pay attention to things such as creating a comfortable work environment, providing competitive and fair reward schemes, and providing adequate support from management. Good working environment conditions, reward systems and management support will increase employee job satisfaction. When employees are satisfied with their working conditions, they will be encouraged to work harder and achieve higher performance.

Thus, employee job satisfaction has an important role in mediating the influence of the work environment, reward system and management support on employee achievement motivation.

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