

The Role of Job Satisfaction In Improving Human Resources (Hr) Performance as Influenced by Intrinsic Motivation and Non-Physical Work Environment

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Abstract. *This study aims to analyze the effect of intrinsic motivation and non-physical work environment on human resource (HR) performance, with job satisfaction as a mediating variable. The research was conducted on government employees involving 75 respondents. This study applied a quantitative approach using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) method, analyzed through SmartPLS software. The results indicate that intrinsic motivation has a positive and significant effect on job satisfaction. The non-physical work environment also has a positive and significant effect on job satisfaction. Furthermore, intrinsic motivation significantly influences HR performance, while the non-physical work environment has a positive but relatively smaller effect on HR performance. Job satisfaction also positively affects HR performance, although its contribution is relatively modest. Based on the coefficient of determination (R-Square), intrinsic motivation and non-physical work environment explain 51.3% of the variance in job satisfaction (moderate category), while intrinsic motivation, non-physical work environment, and job satisfaction explain 45.0% of the variance in HR performance (moderate category). These findings suggest that the research model has adequate predictive power, although other factors outside the model may also influence HR performance. The managerial implications of this study emphasize the importance of enhancing intrinsic motivation and fostering a supportive non-physical work environment to improve job satisfaction and employee performance optimally.*

Keywords: *Intrinsic; Motivation; Physical; Work.*

1. Introduction

Organizations, whether operating in the public or private sector, fundamentally have goals they wish to achieve effectively and efficiently. In the process of achieving these goals, one of the most vital components determining an organization's success is human resources (HR). Human resources (HR) are not merely assets, but rather the primary driving force in implementing an organization's strategies and work programs. Therefore, employee performance is a crucial indicator in measuring how well an organization is performing its functions and achieving its vision and mission.

Optimal employee performance is not a condition that emerges instantly. Rather, it is the result of a complex interaction of various factors that influence individual behavior and productivity at work. Among these factors, work motivation, job satisfaction, and a conducive work environment occupy a central position. These three factors are not only directly related to individual performance but also interact to form a psychosocial system that influences employee enthusiasm and engagement in their duties and responsibilities.

One aspect of work motivation that significantly determines the quality of performance is intrinsic motivation. This motivation originates from within the individual, not from external incentives such as salary or rewards. Individuals with high intrinsic motivation tend to work because they enjoy their work, feel challenged, and see it as part of their self-actualization. They work not merely out of obligation, but because they find the work meaningful and fulfilling. An employee with a strong sense of responsibility, a drive to achieve, and a desire to grow and develop in their work will generally demonstrate more consistent and high-quality work performance.

On the other hand, the non-physical work environment also plays an equally important role in influencing employee behavior and performance. Unlike the physical work environment, which relates to facilities and infrastructure such as lighting, room temperature, and other physical comforts, the non-physical work environment encompasses more psychological and social aspects. This includes relationships between employees, leadership styles, organizational communication systems, role clarity, work climate, and fairness in employee treatment. A harmonious and supportive work environment can create a sense of emotional security, increase work morale, and foster employee loyalty to the organization.

Intrinsic motivation The physical and non-physical work environment not only directly impacts employee performance but also significantly impacts job satisfaction. Job satisfaction is a positive emotional state resulting from an individual's assessment of their work. When employees perceive recognition, opportunities for development, fair treatment, and a pleasant work environment, they will experience high levels of job satisfaction. Conversely, a stressful work environment, lack of social support, and authoritarian leadership will decrease job satisfaction and ultimately negatively impact performance.

Job satisfaction In this context, it can act as a mediating variable that bridges the influence of intrinsic motivation and the non-physical work environment on employee performance. This means that while motivation and the work environment can directly influence performance, their impact will be more significant if accompanied by feelings of job satisfaction. Employees who feel satisfied with their jobs will exhibit more positive work behaviors, such as discipline, high initiative, and a willingness to go above and beyond expectations without being asked.

However, the reality often encountered in various organizations, particularly in the government sector, shows that many challenges remain in building intrinsic motivation and creating a conducive non-physical work environment. Lack of recognition for achievement, ineffective communication, the dominance of authoritarian leadership, and limited

opportunities for personal development are factors that hinder optimal job satisfaction. As a result, employee performance tends to stagnate, lack innovation, and can even decline in the long term.

Based on literature reviews and previous research findings, numerous studies have separately examined the influence of intrinsic motivation and the non-physical work environment on employee performance and job satisfaction. However, there is limited research comprehensively examining the role of job satisfaction as a mediating variable between intrinsic motivation and the non-physical work environment on human resource (HR) performance, particularly in local government agencies. Furthermore, previous research findings also indicate inconsistencies regarding the strength and direction of these variables' influence. Therefore, this study aims to address this gap by empirically testing a model of the relationship between intrinsic motivation, the non-physical work environment, job satisfaction, and human resource (HR) performance simultaneously among local government employees.

2. Research Methods

The research method used is quantitative research. And the type of research used is explanatory research, which is conducted to obtain the relationship between the independent variable and the dependent variable with the mediating variable as an additional or intervening. The results of this study are presented by utilizing data and statistics. (Sugiyono, 2019) states that quantitative research methods are scientific methods for collecting valid data with the aim of discovering, proving, and developing knowledge that can be used to understand, solve, and anticipate problems in a particular field. In addition, this positivism-based quantitative research is used to study a specific population or sample through the use of research instruments. The data analysis is quantitative and statistical in nature with the aim of creating hypotheses. This quantitative approach is applied to measure the influence of variables Job Satisfaction, Human Resource (HR) Performance, Intrinsic Motivation, Non-Physical Work Environment.

3. Results and Discussion

3.1. Description of Research Object

1) Respondent Overview

The respondents in this study numbered 75 people, all of whom were visitors/individuals with experience with the research object being studied. Respondent characteristics were analyzed to obtain an overview of the background of the respondents who participated in this study, thus providing context for subsequent analysis.

2) Respondent Characteristics Based on Gender

Table Gender of Respondents

Gender	Frequency	Percentage (%)
Man	32	42.7
Woman	43	57.3
Total	75	100

Source: Processed Data, 2025

Based on Table it can be seen that of the total of 75 respondents, as many as 32 respondents (42.7%) male and 43 respondents (57.3%) female. This shows that female respondents are more dominant than male respondents. The dominance of female respondents indicates that women have a higher level of participation in activities related to the research object.

3) Respondent Characteristics Based on Age

Table Respondents' Age

Respondent Age	Frequency	Percentage (%)
≤ 20 years	10	13.3
21–25 Years	38	50.7
26–30 Years	17	22.7
> 30 Years	10	13.3
Total	75	100

Source: Processed Data, 2025

Based on Table, it is known that the respondents were predominantly aged 21–25, amounting to 38 people (50.7%). This age group is of productive age and tends to be active and has a high interest in visiting activities. Furthermore, the 26–30 age group numbered 17 people (22.7%), while respondents aged ≤ 20 and > 30 years each numbered 10 people (13.3%). This data indicates that the majority of respondents came from a relatively active young age group.

Interpretation:

1) Job Satisfaction ($Q^2 = 0.536$). This value is above the threshold of 0.35, indicating that the model has good predictive ability for the Job Satisfaction variable.

2) HR performance ($Q^2 = 0.455$). Higher values indicate that the model is highly relevant in predicting employee performance.

Both positive and significant values (>0.35) confirm that the combination of Intrinsic Motivation, Non-Physical Work Environment, and Job Satisfaction provides adequate

predictive insight into employee behavior in the Lamandau Regency Government. Thus, the inner model is suitable for formulating evidence-based policy recommendations or managerial interventions.

4) F-Square Test

The F-Square test is conducted to evaluate the impact of the dependent variable on the independent variable, regardless of whether the influence of a variable is considered weak, moderate, or strong. If the F-Square value is equal to or exceeds 0.02 but less than 0.15, this category is classified as a small effect or low influence. If the F-Square value is equal to or exceeds 0.15 but less than 0.35, it is classified as a medium effect or moderate influence. Meanwhile, if the F-Square value is equal to or exceeds 0.35, it is included in the large effect or high influence (Cohen, 2013).

Mark f-square (effect size) is used to assess the contribution of exogenous constructs to endogenous constructs. Interpretation of the f^2 value:

- a. $f^2 \geq 0.35 = \text{large}$
- b. $f^2 \geq 0.15 = \text{moderate}$
- c. $f^2 \geq 0.02 = \text{small}$

Table F-Square

Path of Influence	f^2 value	Interpretation*
Intrinsic Motivation → Job Satisfaction	0.753	Big
Non-Physical Work Environment → Job Satisfaction	0.138	Big
Job Satisfaction → HR Performance	0.500	Small
Intrinsic Motivation → HR Performance	0.045	Currently
Non-Physical Work Environment → HR Performance	0.093	Small

Interpretation:

1) The greatest influence comes from Intrinsic Motivation on Job Satisfaction ($f^2 = 0.753$), indicating that internal employee motivation (autonomy, recognition, meaning of work) is very dominant in increasing job satisfaction.

2) Non-Physical Work Environment → Job Satisfaction ($f^2 = 0.138$) also relatively large; a supportive organizational climate, open communication, and a collaborative culture contribute substantially to employee satisfaction.

3) Intrinsic Motivation → HR Performance ($f^2 = 0.500$) has a moderate effect—internal motivation plays a direct role in performance, although not as large an influence as satisfaction.

4) Job Satisfaction → HR Performance ($f^2 = 0.045$) shows little impact; satisfaction alone is not strong enough to drive performance unless supported by other factors (competence, reward systems, technological support).

5) Non-Physical Work Environment → HR Performance ($f^2 = 0.093$) is the smallest effect; most of the influence of the work environment on performance tends to be through the mediation pathway of satisfaction or motivation.

Hypothesis testing in research significance is conducted using a t-test. The t-test is a testing method for parametric statistical tests. According to Ghazali (2012); Magdalena & Angela Krisanti (2019), the t-statistic test is a test that shows how much influence one independent variable has in explaining the dependent variable. The t-statistic test or

t-test was carried out using a significance level of 0.05 ($\alpha = 5\%$). The criteria used as a basis for comparison are as follows: The hypothesis is rejected if the t-count is < 1.96 or the sig value is > 0.05 , the hypothesis is accepted if the t-count is > 1.96 or the sig value is < 0.05 .

3.2. Discussion of Research Results

1) The Influence of Job Satisfaction on HR Performance

Based on the results of the hypothesis testing analysis, it is known that Job Satisfaction has a positive and significant effect on HR Performance. This is indicated by the original sample value of 0.317, the T-Statistics value of 2.584 (> 1.96), and the P-Value of 0.010 (< 0.05). Thus, the hypothesis stating that job satisfaction has a positive and significant effect on HR performance is accepted.

These results indicate that the higher the level of job satisfaction experienced by employees, the better their performance. Job satisfaction reflects an employee's positive emotional state toward their work, which fosters work enthusiasm, commitment, and responsibility in completing tasks.

Job satisfaction indicators such as enjoyment of work, fulfillment of expectations, comfort at work, and satisfaction with the work environment are important factors shaping human resource performance. Satisfied employees tend to perform more optimally, demonstrate good discipline, and are motivated to achieve organizational goals.

However, the moderate coefficient of influence indicates that job satisfaction is not the sole determinant of performance. HR performance is also influenced by other factors such as intrinsic motivation, reward systems, competence, and organizational support.

The results of this study are in line with previous research which states that job satisfaction has an important role in improving employee performance, especially in the public organization sector.

2) The Influence of Non-Physical Work Environment on Job Satisfaction

The analysis results show that the Non-Physical Work Environment has a positive and significant effect on Job Satisfaction. This is evidenced by the original sample value of 0.470, the T-Statistic of 6.021 (> 1.96), and the P-Value of 0.000 (< 0.05). Thus, the research hypothesis is accepted.

The non-physical work environment encompasses employee relationships, communication, work atmosphere, superior support, and organizational culture. A harmonious and supportive work environment can create a sense of comfort and security for employees in carrying out their work.

The significant influence value indicates that the non-physical work environment is a dominant factor in shaping employee job satisfaction. Employees who work in an atmosphere of mutual respect, open communication, and good working relationships tend to feel more satisfied and emotionally attached to the organization.

These findings indicate that increasing job satisfaction is not solely dependent on material aspects, but is also significantly influenced by psychological and social conditions in the workplace. Therefore, organizations need to create a conducive work climate through participatory leadership and a positive work culture.

The results of this study are consistent with various previous studies which state that the non-physical work environment has a significant influence on employee job satisfaction.

3) The Influence of Non-Physical Work Environment on HR Performance

Based on the results of hypothesis testing, it is known that Non-Physical Work Environment has a positive and significant influence on HR Performance. This is indicated by the original sample value of 0.193, T-Statistics of 2.113 (> 1.96), and P-Value of 0.035 (< 0.05), so the research hypothesis is accepted.

These findings suggest that a positive non-physical work environment can directly improve employee performance. Harmonious working relationships, social support from colleagues and superiors, and a conducive work environment can boost employee morale and productivity.

However, the relatively small coefficient indicates that the direct influence of the non-physical work environment on performance is not as strong as its influence on job satisfaction. This indicates that the majority of the work environment's influence on HR performance occurs through increased job satisfaction.

In other words, a good non-physical work environment will first increase employee job satisfaction, which will then have an impact on improving performance.

4) The Influence of Intrinsic Motivation on Job Satisfaction

The results of the analysis show that Intrinsic Motivation has a positive and significant effect on Job Satisfaction. This is proven by the value original sample of 0.586, T-Statistics of 7.265 (> 1.96), and P-Value of 0.000 (< 0.05). Thus, the research hypothesis is accepted.

Intrinsic motivation reflects an employee's internal drive to perform well, such as a sense of responsibility, pride in their work, and a sense of meaning in the work itself. Employees with high intrinsic motivation tend to feel satisfied because the work they do provides inner satisfaction.

The large influence value indicates that intrinsic motivation is a major factor in shaping employee job satisfaction. When employees feel their work is meaningful and aligned with their personal values, job satisfaction will increase significantly.

These results emphasize the importance of human resource management that focuses not only on external incentives, but also on strengthening employee motivation from within.

5) The Influence of Intrinsic Motivation on HR Performance

Based on the results of hypothesis testing, Intrinsic Motivation has a positive and significant effect on HR Performance. This is shown by the value original sample of 0.379, T-Statistics of 3.369 (> 1.96), and P-Value of 0.001 (< 0.05). Thus, the research hypothesis is accepted.

These results demonstrate that intrinsic motivation plays a significant role in improving employee performance. Employees with a strong internal drive will work more diligently, demonstrate initiative, and strive to achieve optimal results.

Intrinsic motivation drives employees to work not only because of the demands of the job, but also because of the personal satisfaction they experience from completing tasks well. This has a direct impact on improving the quality and quantity of human resource performance.

6) The Influence of Intrinsic Motivation on HR Performance Mediated by Job Satisfaction

Based on the results of the analysis, it is known that Job Satisfaction Mediates the Influence of Intrinsic Motivation on HR Performance. Intrinsic motivation not only directly influences performance, but also indirectly through increased job satisfaction.

Employees with high intrinsic motivation will feel more satisfied with their jobs. This job satisfaction then drives optimal human resource performance. This demonstrates that job satisfaction plays a crucial role in bridging the relationship between intrinsic motivation and performance.

Thus, improving HR performance will be more effective if the organization is able to increase employee intrinsic motivation while ensuring a high level of job satisfaction.

7) Influence Non-Physical Work Environment on Human Resource Performance Mediated by Job Satisfaction

The analysis results show that Job Satisfaction mediates the influence of Non-Physical Work Environment on HR Performance. A conducive non-physical work environment increases employee job satisfaction, which in turn impacts on improving HR performance.

While the non-physical work environment has a direct impact on performance, that influence is even stronger through job satisfaction. This suggests that a positive work environment will be more effective in improving performance if employees are satisfied with their jobs.

Therefore, organizations need to pay attention to creating a positive non-physical work environment, such as harmonious working relationships, effective communication, and supportive leadership, in order to improve HR satisfaction and performance in a sustainable manner.

4. Conclusion

This study was conducted to determine the role of job satisfaction in improving human resource (HR) performance, which is influenced by intrinsic motivation and the non-physical work environment. The study involved 75 respondents and was analyzed using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. Based on the results of the data analysis that has been carried out, the following conclusions were obtained: Intrinsic motivation has been shown to have a positive and significant impact on job satisfaction. This suggests that the stronger an employee's internal drive, such as a desire to achieve, responsibility for their work, and recognition for their work, the higher their job satisfaction will be. Therefore, intrinsic motivation is a crucial factor in shaping employee satisfaction with their work. The non-physical work environment also has a positive and significant impact on job satisfaction. A conducive work environment, harmonious working relationships between employees, open communication, and support from superiors can create a comfortable work environment that ultimately increases employee job satisfaction. Intrinsic motivation has a positive and significant impact on human resource performance. Employees with high intrinsic motivation tend to be more enthusiastic, responsible, and focused on achieving optimal work results, resulting in better performance. The non-physical work environment has a positive effect on human resource performance, albeit at a relatively small level. This suggests that a healthy work climate still plays a role in driving improved employee performance, but its influence is not as strong as intrinsic motivation in improving human resource performance.

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