

The Influence of Intrinsic Motivation and Non-Physical Work Environment on Police Performance: The Mediating Role of Job Satisfaction in Densus 88 Intelligence Division

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Abstract

This study examines the influence of intrinsic motivation and the non-physical work environment on employee performance, with job satisfaction as a mediating variable, in the Product Analyst Sub-Directorate of the Intelligence Directorate, Densus 88 AT Polri. The research highlights the strategic importance of human resources in supporting organizational effectiveness, particularly in high-stakes intelligence operations focused on counterterrorism in Indonesia. A quantitative approach was employed using a saturated sampling technique involving 103 personnel. Data were collected through structured questionnaires using a Likert scale and analyzed using multiple linear regression and path analysis, including the Sobel test to assess mediation. The results reveal that intrinsic motivation ($\beta = 0.28$; $p = 0.02$) and the non-physical work environment ($\beta = 0.29$; $p = 0.00$) significantly and positively affect performance. Furthermore, job satisfaction ($\beta = 0.62$; $p = 0.00$) significantly contributes to performance and fully mediates the relationship between the independent variables and performance ($p = 0.00$). These findings underscore the importance of enhancing intrinsic motivation and creating a supportive work environment to foster job satisfaction and, in turn, improve performance. The study offers practical implications for organizational leaders in intelligence institutions to consider psychological and social factors in optimizing employee output under pressure-intensive environments.

1. Introduction

Special Detachment 88 Anti-Terrorism of the Indonesian National Police (Densus 88 AT Polri) is a specialized counterterrorism unit under the Indonesian National Police, tasked with eliminating terrorism threats throughout the Republic of Indonesia. Densus 88 AT Polri is highly trained to address various forms of terrorism and consists of police officers with specialized skills and experience in counterterrorism strategies and tactics. Each province in Indonesia is also supported by a local representative unit known as the Regional Task Force of Densus 88 AT Polri (Satgaswil), which is responsible for detecting terrorist activities within its jurisdiction.

Key aspects of human resource management—such as recruitment, retention, and performance evaluation—play a crucial role in the effectiveness of personnel within such strategic units. Human resources are essential because individuals hold pivotal roles in enhancing organizational performance. The

unique behaviors and contributions of each individual significantly affect operational outcomes (Amiruddin, 2020). The sustainability and success of an organization, particularly in a high-stakes environment like Densus 88 AT, depend heavily on employee performance. Therefore, continuous performance improvement is necessary to maintain and enhance the quality of human resources.

Optimal utilization of human resources is critical to achieving high employee output. Among the key factors influencing employee performance is work motivation. The strength of an individual's motivation determines the quality of behavior demonstrated in various contexts, including learning and working (Sidik, 2022). Motivation influences both the attitudes and behaviors of individuals in the workplace. Every individual has underlying reasons for engaging in certain tasks; some work with higher intensity than others, driven

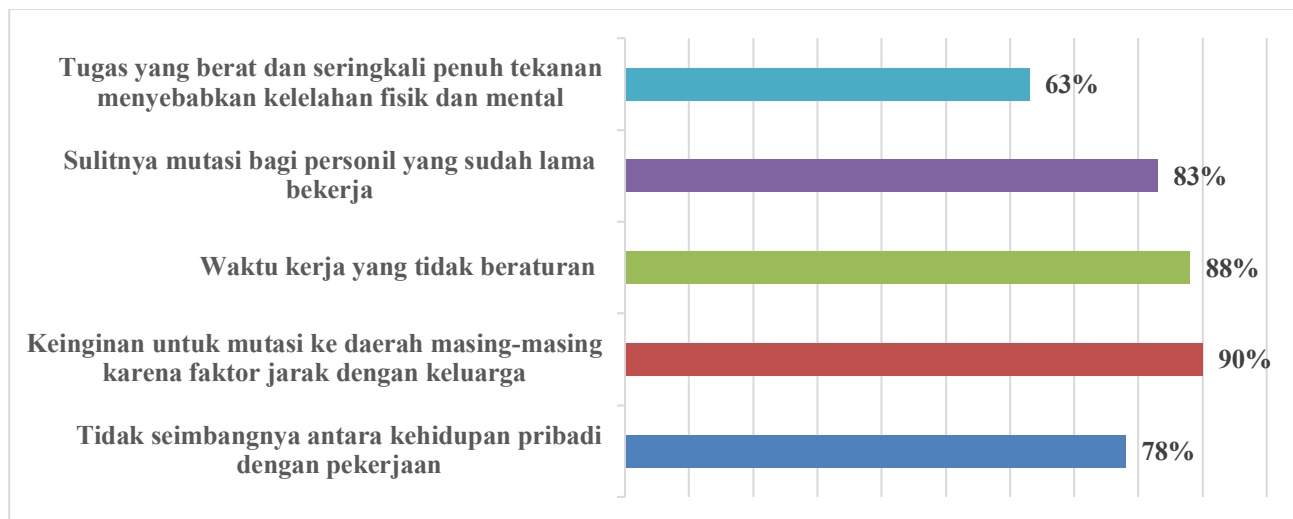
by different levels of motivation (Chaudhary, 2012).

In the current era of globalization, every organization is expected to adopt effective management practices. Good management enhances organizational effectiveness and competitiveness (Ramadana, 2024). One critical focus for organizations to achieve their objectives is the creation of a positive work environment—both physical and non-physical (Marlius, 2022). Employees' perceptions of their work environment influence their overall assessment and experience. A positive work environment leads to improved performance by enhancing comfort and job satisfaction. Conversely, a negative perception may hinder performance (Putra, 2019).

According to Mangkunegara (2017), performance refers to the work outcomes—both in quality and quantity—achieved by

employees in accordance with their assigned responsibilities. Riniwati (2016) also defines performance as an organization's ability to achieve its goals through effective and efficient resource utilization (Khairandy & Elpanso, 2019). In organizational settings, employee performance is a central concern, as it significantly affects overall results. Performance can be understood as the extent to which employees fulfill their roles and responsibilities (Sunarsi et al., 2020). Organizational success is often measured by employee performance, which reflects their ability to complete tasks optimally. Mathis & Jackson (2015) emphasize that performance encompasses both what employees do and what they fail to do. According to Samsuddin (2018), employee performance also affects the level of engagement and contribution within the organization.

Table 1.1
Empirical Data Member Indonesian National Police Sub-directorate Analyst Product
Directorate Intelligence Densus 88 AT



Source : Internal Data (2024)

In recent empirical studies on the influence of intrinsic motivation, job satisfaction, and employee performance, discrepancies have been observed in the findings. A study conducted by Desy Mardianty, Restu Hayati, Lintang Nur Agia, and Prasetya

Denny (2023) revealed that both intrinsic motivation and job satisfaction have a positive and significant effect on employee performance. However, these findings contrast with the study by Tubagus Regiasa (2023), which reported that intrinsic motivation did

not have a significant effect on employee performance. These contrasting results indicate a research gap concerning the impact of intrinsic motivation on employee performance.

Similarly, studies examining the effect of the non-physical work environment and job satisfaction on performance also show conflicting results. Research by Muhammad Faris Raihan, Wawan Prahawan, and Ana Susi Mulyani (2024) found that both non-physical work environment and job satisfaction positively and significantly influence employee performance. In contrast, the study by Sugiono, Purnomo, and Hery (2022) concluded that neither the non-physical work environment nor job satisfaction had a significant impact on performance. These divergent findings highlight another research gap regarding the influence of the non-physical work environment on employee performance.

Given the importance of maintaining high-performance standards in strategic institutions such as the Product Analysis Sub-Directorate of the Intelligence Directorate at Densus 88 AT Polri—located at Jl. Trunojoyo No. 3, RT.2/RW.1, Selong, Kebayoran Baru, South Jakarta, within the Headquarters of the Indonesian National Police—this study is necessary. The unit requires personnel to operate at optimal levels to ensure national security and organizational effectiveness. Therefore, enhancing intrinsic motivation, improving the work environment, and fostering job satisfaction are crucial in supporting the productivity and performance of personnel.

Based on the background and research gaps identified, this study is titled: **“The Influence of Intrinsic Motivation and Non-Physical Work Environment on Police Performance: The Mediating Role of Job Satisfaction in Densus 88 Intelligence Division”**

2. Literature Review

2.1 Theoretical Foundation

2.1.1 Human Resource Management

Human Resource Management (HRM) is a strategic and integrated approach to managing people effectively as key resources in an organization. Dessler (2020) explains that HRM encompasses planning, recruitment, training, compensation, performance evaluation, and labor relations to foster a productive work environment. Mathis and Jackson (2019) further note that HRM systems are designed to ensure that employees contribute optimally to organizational goals.

James Stoner describes management as a process that involves planning, organizing, directing, and controlling organizational activities to utilize resources effectively (Diva & Astuti, 2022). GR Terry similarly defines it as a set of coordinated activities—including motivating and managing human resources—aimed at achieving specific objectives (Rifaldi & Aslami, 2023). Therefore, management combines both science and art: it uses analytical tools and theories (science) while also depending on interpersonal and leadership skills (art).

The primary goals of HRM include ensuring the availability of a competent workforce, fostering employee skill development, promoting job satisfaction and engagement, aligning personal and organizational goals, and reducing employee turnover through sound management policies. Managers play a pivotal role in aligning human resources with organizational objectives (Amelia et al., 2022).

According to Amelia (2022), HRM involves four core functions: (1) Planning, which includes setting organizational goals and formulating plans; (2) Organizing, which involves task allocation and role designation; (3) Leading, which includes motivating and resolving conflicts among employees; and (4) Controlling, which entails performance monitoring and adjustment.

2.1.2 Intrinsic Motivation

a. Definition Intrinsic motivation refers to the internal drive to perform tasks due to interest and satisfaction derived from the activity itself. According to Sardiman (in Zet Ena, 2020), intrinsic motivation operates without the need for external stimuli. Ryan and Deci (2020) explain that individuals with intrinsic motivation are driven by enjoyment or personal value in their work. Munandar & Prayekti (2020) emphasize the role of intrinsic motivation in recognizing the importance and benefits of one's tasks. Alyusri & Nasution (2020) describe it as the internal energy that propels individuals toward achieving organizational goals.

b. Influencing Factors Wahyuni et al. (2022) identify three main factors that influence intrinsic motivation:

1. The desire and ambition to succeed
2. Aspirations and future goals
3. Recognition from others

c. Dimensions and Indicators Ryan and Deci (2020) highlight three dimensions of intrinsic motivation:

1. Autonomy: Freedom to make independent decisions
2. Competence: Mastery of tasks and self-efficacy
3. Relatedness: Sense of belonging and mutual support

Additionally, Utami (2018) identifies the following indicators:

- Achievement
- Recognition
- Interest in the job itself
- Responsibility
- Opportunity for advancement

2.1.3 Non-Physical Work Environment

a. Definition The non-physical work environment encompasses psychological and social conditions in the workplace. These include relationships among employees, as well as between subordinates and superiors

(Victory, 2021; Amrizal, 2021; Sanjaya, 2020). Such environments influence employee satisfaction and effectiveness but are not tangible or directly observable.

b. Influencing Factors According to Azharuddin (2020), the non-physical work environment is shaped by:

1. Leadership support and recognition
2. Interpersonal cooperation
3. Open and effective communication

c. Dimensions and Indicators Wijaya (2021) outlines the following indicators:

1. Harmonious coworker relationships
2. Respectful superior-subordinate interactions
3. Effective collaboration among staff

A positive non-physical environment enhances job satisfaction, reduces stress, and improves performance.

2.1.4 Job Satisfaction

a. Definition Job satisfaction refers to an employee's emotional and psychological response to their work. Afandi (2021), Hasibuan (2021), and Handoko (2020) define it as the degree of enjoyment and positivity employees associate with their job. Colquitt (2022) further characterizes it as a pleasant emotional state resulting from job appraisal.

b. Influencing Factors Factors affecting job satisfaction include:

- Opportunities for advancement
- Job security
- Compensation
- Organizational stability
- Supervisory quality
- Work content
- Physical and psychological working conditions
- Peer relations
- Communication and feedback
- Benefits and welfare support

c. Dimensions and Indicators According to Afandi (2021), job satisfaction can be measured through:

1. Work content
2. Salary and compensation
3. Promotion opportunities
4. Supervisor effectiveness
5. Quality of peer relationships

2.1.5 Employee Performance

a. Definition Employee performance reflects the quality and quantity of outputs achieved in fulfilling work responsibilities. Yulianto (2020), Abdul et al. (2023), and Sutrisno (2022) argue that performance includes legal, ethical, and goal-oriented behavior within the workplace.

b. Influencing Factors According to Enny (2020), performance is influenced by:

- Technical ability and expertise
- Job-related knowledge
- Job design and structure
- Personal traits
- Motivation
- Leadership and management style
- Organizational culture
- Clear work objectives
- Work environment
- Employee loyalty and commitment

c. Dimensions and Indicators Yulianto (2020) identifies the following performance metrics:

1. Quality of output
2. Quantity of work completed
3. Timeliness in task execution
4. Resource effectiveness
5. Employee autonomy and independence

2.2 Conceptual Framework

The conceptual framework illustrates the hypothesized relationships between intrinsic motivation, non-physical work environment, job satisfaction, and employee performance. Intrinsic motivation and non-physical work environment are posited to have both direct and indirect effects (through job satisfaction) on employee performance.

2.3 Research Hypotheses

Based on the literature and theoretical framework, the following hypotheses are proposed:

1. H1: Intrinsic motivation has a positive effect on job satisfaction.
2. H2: Non-physical work environment has a positive effect on job satisfaction.
3. H3: Intrinsic motivation has a positive effect on employee performance.
4. H4: Non-physical work environment has a positive effect on employee performance.
5. H5: Job satisfaction has a positive effect on employee performance.
6. H6: Job satisfaction mediates the effect of intrinsic motivation on employee performance.
7. H7: Job satisfaction mediates the effect of non-physical work environment on employee performance.

3. Research Methodology

This study employed a quantitative research approach to examine the influence of intrinsic motivation and non-physical work environment on employee performance, with job satisfaction as a mediating variable. The research was conducted from October 2024 to January 2025 at the Product Analysis Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri, located at Jl. Trunojoyo No. 3, Selong, Kebayoran Baru, South Jakarta, Indonesia.

The research design used a descriptive quantitative method to systematically describe relationships between variables. This approach is suitable for understanding current phenomena and determining the causal impact among intrinsic motivation, non-physical work environment, job satisfaction, and employee performance. The study adopted a case study format to examine these variables within a specific institutional context.

The population of the study consisted of 103 police personnel assigned to the Product Analysis Sub-Directorate. As the total

population size was manageable, a saturated sampling technique was applied, meaning all members of the population were included as respondents. This ensured the representation of the entire population without sampling bias.

Data collection was carried out using a structured questionnaire employing a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." The instrument was developed based on established dimensions and indicators for each variable, referencing key sources such as Ryan & Deci (2020) for intrinsic motivation, Wijaya (2021) for non-physical work environment, Afandi (2021) for job satisfaction, and Yulianto (2020) for employee performance.

To ensure the reliability and validity of the research instrument, both validity and reliability tests were conducted. Validity was assessed using Pearson correlation coefficients with a significance level of 0.05. Items were considered valid if the calculated *r*-value exceeded the critical *r*-table value. Reliability was evaluated using Cronbach's Alpha, with values above 0.60 indicating acceptable internal consistency.

The study employed multiple linear regression and path analysis using SPSS software to test the hypothesized relationships. The classical assumption tests—including normality, multicollinearity, and heteroscedasticity tests—were performed to validate the regression model. The regression equations were formulated to assess both direct and indirect effects among variables.

To evaluate mediation effects, path analysis was conducted in three phases: (1) assessing the direct effect of independent variables on the mediator (job satisfaction), (2) assessing the direct effect of independent variables on the dependent variable (employee performance), and (3) assessing the effect of the mediator on the dependent variable while controlling for the independent variables. The causal step method by Baron and Kenny was applied to determine whether job satisfaction serves as a full or partial mediator.

The Sobel test was used to further confirm the significance of the mediating effects. The test calculates the indirect effect by multiplying the regression coefficients of the paths from the independent variable to the mediator and from the mediator to the dependent variable, divided by the standard error of the combined effects. A significant Sobel test result indicates the presence of a mediating effect.

In conclusion, the methodological framework of this study is rigorously designed to explore the direct, indirect, and mediating effects of intrinsic motivation and the non-physical work environment on employee performance within a specialized institutional setting. The integration of validated instruments, comprehensive statistical analyses, and a robust sampling method ensures the reliability and scientific rigor expected in scholarly research aligned with Scopus-indexed standards.

4. Results and Discussion

4.1. Research Results

4.1.1 Description of Research Object

The object of research in this study is the Product Analysis Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri, which is located at the Headquarters of the Republic of Indonesia National Police (MABES POLRI), Jl. Trunojoyo No.3 2, RT.2/RW.1, Selong, Kebayoran Baru District, South Jakarta City, DKI Jakarta 12110.

The object of this research is the members of the Product Analysis Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri, totaling 103 people.

In this study, all 103 members of the Product Analyst Sub-Directorate were used as the population and research sample. The study used a saturated sampling technique, which means that the entire population was used as a sample without exception. This technique was chosen so that the study could reflect the overall condition of the Sub-Directorate

members without the need to apply other sampling methods.

The sampling method used in this study is *probability sampling* with simple random sampling technique, where each member has an equal chance of being selected in the data analysis. This is done to ensure the accuracy and representativeness of the data in the study.

The focus of this study is the performance of Polri members in the Product Analysis Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri. Member performance greatly influences the effectiveness of the organization in achieving its goals, especially in the context of counterterrorism which requires high performance, speed in intelligence analysis, and accuracy in decision making.

4.1.2 Respondent Description

The respondents analyzed in this study were members of the Product Analysis Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri with a sample size of 103 respondents consisting of 103 male respondents and 0 female respondents. Based on the research conducted, the research objects can be described as follows:

1. Research Focus

This study examines the relationship and influence of intrinsic motivation (X1) and non-physical work environment (X2) on the performance (Y) of members of the

Indonesian National Police, mediated by job satisfaction (Z) at the Product Analysis Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri.

2. Population and Sample

- Population: Members of the Product Analysis Sub-Directorate of the Intelligence Directorate Densus 88 AT Polri, totaling 103 people.
- Sample: A total of 103 customers, obtained through the technique sample fed up .

3. Method of collecting data

Data were collected through a questionnaire using a Likert scale (1-5), with primary data from customer surveys and secondary data from relevant literature and reports.

4.1.3. Variable Description / Descriptive Analysis

Variable descriptions aim to provide a clear, detailed, and specific understanding of each variable used in the study. Variables are the elements that are the focus of the study, so their descriptions help researchers and readers understand the context, measurement, and relationships between variables in the study.

Based on the results obtained from respondents' answers to each variable measurement indicator, they are presented in the following table :

Table 4.1
Variable Description

Variables	Indicator	Symbol	Respondents	Answer					Average
				1	2	3	4	5	
Motivation Intrinsic (X1)	Autonomy	X1-1	103	0	0	3	30	70	4.65
		X1-2	103	0	0	3	29	71	4.66
		X1-3	103	0	1	4	36	62	4.54
	Competence	X1-4	103			4	32	67	4.61
		X1-5	103			8	35	60	4.50
		X1-6	103			6	17	80	4.72
	Connection	X1-7	103		1	7	24	71	4.60
		X1-8	103		1	6	25	71	4.61
		X1-9	103			9	31	63	4.52

		X1-10	103			6	31	66	4.58
Average Motivation Score Intrinsic (X1)									4.60
Environment Non-Physical Work (X2)	Connection colleague Work on the same level	X2-1	103		1	6	36	60	4.50
		X2-2	103			4	17	82	4.76
		X2-3	103			7	35	61	4.52
	Connection superior with employee	X2-4	103			8	14	81	4.71
		X2-5	103			11	29	63	4.50
		X2-6	103		1	8	19	75	4.63
		X2-7	103			10	17	76	4.64
	Cooperation between employee	X2-8	103			12	32	59	4.46
		X2-9	103			15	28	60	4.44
		X2-10	103			11	27	65	4.52
Average Environmental Score Non- Physical Work (X2)									4.57
Satisfaction Work (Z)	Work	Z-1	103			9	29	65	4.54
		Z-2	103		1	7	17	78	4.67
	Wages	Z-3	103			11	34	58	4.46
		Z-4	103		1	14	26	62	4.45
	Promotion	Z-5	103			8	37	58	4.87
		Z-6	103		2	9	28	64	4.50
	Supervisor	Z-7	103			10	37	56	4.45
		Z-8	103			11	36	56	4.44
	Work colleague	Z-9	103			11	36	56	4.44
		Z-10	103			8	32	63	4.53
Average Satisfaction Score Work (Z)									4.53
Employee Performance (Y)	Quality	Y-1	103			9	37	57	4.47
		Y-2	103			9	34	60	4.50
	Quantity	Y-3	103			9	37	57	4.47
		Y-4	103			8	22	73	4.63
	Accuracy time	Y-5	103			12	39	52	4.39
		Y-6	103			10	35	58	4.47
	Effectiveness	Y-7	103			9	22	72	4.61
		Y-8	103			13	36	54	4.40
	Independence	Y-9	103			10	21	72	4.60
		Y-10	103			14	36	53	4.38
Average Employee Performance Score (Y)									4.49

Source: Primary data from IBM SPSS 26 data processing results

1. Average total score for Motivation Intrinsic (X1) is 4.60, indicating that respondents generally have a very good perception of the measured personnel motivation . Questions about "Activities that provide opportunities to improve oneself or improve one's abilities" and questions about "The company

provides opportunities for employees in career development fairly" are the questions with the highest responses with the highest average being X1-6 and X1-2 (Autonomy and Competence), each with a score of 4.72 and 4.66 . While the question about "Promotion for achievements made

employees work harder" (X1-5) with the lowest average, with a score of 4.50. Details of questions on variable X1 are attached in the Appendix.

2. Overall average Environmental score Non-Physical Work (X2) is 4.57, indicating that the Non-Physical Work Environment is considered very good by respondents. The indicator with the highest average: X2-2 (Having good communication with other employees), with an average score of 4.76. The indicator with the lowest average: X2-9 (Feeling comfortable sharing ideas or problems with coworkers), with an average score of 4.44. In general, all indicators have an average above 4.6, reflecting a positive assessment of the Non-Physical Work Environment. Non-Physical Work.
3. The overall average score of Employee Performance (Y) was 4.49, indicating that

in general, employee performance was considered good by respondents. Overall employee performance was considered good by respondents, with the highest focus on question Y-4 (Feeling that the volume of work done is in accordance with a reasonable load). While the dimensions of *Independence* and *Punctuality* had slightly lower scores but remained positive. Details of the questions on the Y variable are attached in the Appendix.

4. The overall average score of Job Satisfaction (Z) was 4.53, reflecting a good assessment from the respondents. The Promotion dimension had the highest rating overall, followed by the Job dimension.

The results of the descriptive statistical analysis for each statement item in each variable can be seen in table 4.2 below:

Table 4.2
Statistics Description

Variables	N	Minimum	Maximum	Mean	Std. Deviation
X1-1	103	3.00	5.00	4.65	0.54
X1-2	103	3.00	5.00	4.66	0.53
X1-3	103	2.00	5.00	4.54	0.62
X1-4	103	3.00	5.00	4.61	0.56
X1-5	103	3.00	5.00	4.50	0.64
X1-6	103	3.00	5.00	4.72	0.57
X1-7	103	2.00	5.00	4.60	0.66
X1-8	103	2.00	5.00	4.61	0.65
X1-9	103	3.00	5.00	4.52	0.65
X1-10	103	3.00	5.00	4.58	0.60
X2-1	103	2.00	5.00	4.50	0.65
X2-2	103	3.00	5.00	4.76	0.51
X2-3	103	3.00	5.00	4.52	0.62
X2-4	103	3.00	5.00	4.71	0.60
X2-5	103	3.00	5.00	4.50	0.68
X2-6	103	2.00	5.00	4.63	0.67
X2-7	103	3.00	5.00	4.64	0.65
X2-8	103	3.00	5.00	4.46	0.70
X2-9	103	3.00	5.00	4.44	0.74
X2-10	103	3.00	5.00	4.52	0.68
Z-1	103	3.00	5.00	4.54	0.65

Z-2	103	2.00	5.00	4.67	0.65
Z-3	103	3.00	5.00	4.46	0.68
Z-4	103	2.00	5.00	4.45	0.76
Z-5	103	3.00	4.00	4.87	0.64
Z-6	103	2.00	5.00	4.50	0.74
Z-7	103	3.00	5.00	4.45	0.67
Z-8	103	3.00	5.00	4.44	0.68
Z-9	103	3.00	5.00	4.44	0.68
Z-10	103	3.00	5.00	4.53	0.64
Y-1	103	3.00	5.00	4.47	0.65
Y-2	103	3.00	5.00	4.50	0.65
Y-3	103	3.00	5.00	4.47	0.65
Y-4	103	3.00	5.00	4.63	0.63
Y-5	103	3.00	5.00	4.39	0.69
Y-6	103	3.00	5.00	4.47	0.67
Y-7	103	3.00	5.00	4.61	0.65
Y-8	103	3.00	5.00	4.40	0.70
Y-9	103	3.00	5.00	4.60	0.66
Y-10	103	3.00	5.00	4.38	0.72
Valid N (listwise)	103				

Source: Primary data output from SPSS 26

Information:

- X1 : Intrinsic Motivation
- X2 : Non-Physical Work Environment
- Y : Employee Performance
- Z : Job Satisfaction

Descriptive statistical analysis is a very important tool in data analysis because it provides a clear and understandable picture of the data at hand. By using measures of central tendency and measures of dispersion, we can understand the basic characteristics of the data, which is the first step in the statistical analysis process.

Descriptive statistical measurements are carried out to see a general picture of the data such as the average value (Mean), highest value

(Maximum), lowest value (Minimum) and standard deviation of each variable, namely Intrinsic Motivation (X1), Non-Physical Work Environment (X2), Employee Performance (Y) and Job Satisfaction (Z).

Descriptive statistics are used to describe the characteristics of research data concisely and informatively. In this study, there are four main variables analyzed, namely Intrinsic Motivation, Non-Physical Work Environment, Employee Performance, and Job Satisfaction. Each variable has 103 respondents (N = 103) with minimum, maximum, average (mean), and standard deviation values as follows: The results of the descriptive statistical analysis in this study are as follows:

Table 4.3
Descriptive Statistics

Variables	N	Min	Max	Mean	Std. Deviation
Motivation Intrinsic	103	28.00	50.00	46.01	5.05
Environment Non- Physical	103	30.00	50.00	45.69	5.61

Work					
Performance Employee	103	29.00	50.00	44.95	5.50
Satisfaction Work	103	30.00	50.00	44.90	5.59

Source: Primary data from SPSS 26 output

Based on table 4.3, it can be seen that the number of data from this study is 103 data. The test results above show the minimum, maximum, average and standard deviation values for each variable. From the results of the data analysis above, it can be concluded as follows:

1. Intrinsic Motivation

The mean is 46.01 . This value shows that the average intrinsic motivation of employees tends to be high, approaching the maximum value (50.00). Minimum Value of 28.00 and Maximum Value of 50.00 . The significant difference between the lowest and highest values indicates variation in the level of intrinsic motivation among employees.

The standard deviation of intrinsic motivation is 5.05 . The standard deviation indicates the level of variation or spread of data. This value indicates that most responses are around the average value with not too much variation. The intrinsic motivation of employees in this study is quite high. Although there are some employees with lower levels of motivation (minimum value of 28.00), most have quite good motivation.

2. Non-Physical Work Environment

The Mean of Non-Physical Work Environment is 45.69 . This value indicates that most employees rate their non-physical work environment as quite good. While the Minimum Value is 30.00 and the Maximum Value is 50.00 . This range indicates a difference in employee perceptions of the non-physical work environment.

Standard Deviation of 5.61 where the value describes a slightly higher standard deviation compared to the intrinsic motivation variable indicates that employee perceptions of the non-physical work environment have a wider spread. Employees have a positive perception of the non-physical work environment. However, the variation in this

perception indicates that there are some individuals who feel their work environment is less supportive than others.

3. Employee performance

The Mean Employee Performance is 44.95 . This value indicates that the average employee performance is at a fairly high level, although slightly lower than other variables. While the Minimum value = 29.00 and the Maximum Value = 50.00 . This range of values indicates that there is a significant difference between employees with the highest and lowest performance.

The standard deviation of employee performance is 5.50 . The standard deviation shows that there is variation in the level of employee performance, although it is still within a relatively stable range. In general, employee performance in this study is quite good. However, the difference between the minimum and maximum values indicates that there are individuals with much lower performance than others.

4. Job satisfaction

The Mean of Job Satisfaction is 44.90 . This value indicates that the average employee job satisfaction is quite high and is in a range similar to the employee performance variable. While the Minimum Value is 30.00 and the Maximum Value is 50.00 . This range indicates that although there are some employees with low levels of satisfaction, most are quite satisfied with their jobs.

The standard deviation of job satisfaction is 5.59 . This value indicates that there is variation in the level of job satisfaction, with a fairly large spread of data. Employee job satisfaction tends to be high, but there are quite significant differences among employees. Some employees feel very satisfied, while others have lower levels of satisfaction.

4.1.4. Data Analysis and Hypothesis Testing

Data analysis is the process of processing, understanding, and concluding information from collected data. The goal is to identify relevant patterns, relationships, or trends in the data to answer research questions or verify assumptions. The measuring instruments used in this study are adjusted to the relationship between variables and research objectives. The following are the variable instruments in this study:

4.1.4.1 Validity Test

Validity testing aims to determine the validity of the questionnaire used in measuring

and obtaining research data from respondents. Good data for research is valid data. The criteria for testing validity are as follows:

- Significance value < 0.05 : Conclusion is valid
- Significance Value > 0.05 : Conclusion is invalid

The following are the results of the validity test according to the processed results using the IBM SPSS application as stated in Table 4.4 below:

Table 4.4
Validity Test Results

Variables	Indicator	Symbol	p-Value	Results	Conclusion
Motivation Intrinsic (X1)	Autonomy	X1-1	0.00	< 0.05	Valid
		X1-2	0.00	< 0.05	Valid
		X1-3	0.00	< 0.05	Valid
	Competence	X1-4	0.00	< 0.05	Valid
		X1-5	0.00	< 0.05	Valid
		X1-6	0.00	< 0.05	Valid
	Connection	X1-7	0.00	< 0.05	Valid
		X1-8	0.01	< 0.05	Valid
		X1-9	0.00	< 0.05	Valid
		X1-10	0.00	< 0.05	Valid
Environment Non-Physical Work (X2)	Work	X2-1	0.00	< 0.05	Valid
		X2-2	0.00	< 0.05	Valid
	Wages	X2-3	0.00	< 0.05	Valid
		X2-4	0.00	< 0.05	Valid
	Promotion	X2-5	0.00	< 0.05	Valid
		X2-6	0.00	< 0.05	Valid
	Supervisor	X2-7	0.00	< 0.05	Valid
		X2-8	0.00	< 0.05	Valid
	Work colleague	X2-9	0.00	< 0.05	Valid
		X2-10	0.00	< 0.05	Valid
Satisfaction Work (Z)	Quality	Z-1	0.00	< 0.05	Valid
		Z-2	0.00	< 0.05	Valid
	Quantity	Z-3	0.00	< 0.05	Valid
		Z-4	0.00	< 0.05	Valid
	Accuracy time	Z-5	0.00	< 0.05	Valid

Employee Performance (Y)	Effectiveness	Z-6	0.02	< 0.05	Valid
		Z-7	0.01	< 0.05	Valid
		Z-8	0.01	< 0.05	Valid
	Independence	Z-9	0.01	< 0.05	Valid
		Z-10	0.02	< 0.05	Valid
	Quality	Y-1	0.01	< 0.05	Valid
		Y-2	0.00	< 0.05	Valid
	Quantity	Y-3	0.00	< 0.05	Valid
		Y-4	0.00	< 0.05	Valid
	Accuracy time	Y-5	0.00	< 0.05	Valid
		Y-6	0.00	< 0.05	Valid
	Effectiveness	Y-7	0.00	< 0.05	Valid
		Y-8	0.00	< 0.05	Valid
	Independence	Y-9	0.00	< 0.05	Valid
		Y-10	0.00	< 0.05	Valid

Source: SPSS 26 processed results from primary data

testing is done to ensure that each indicator actually measures the intended variable. Here is the explanation of Table 4.4 above:

1. The Variable column shows the main research variables.
2. The Indicator column shows specific aspects of each variable.
3. The Symbol column is the code or indicator label in the related variable.
4. The p-Value column is the probability value of the validity test (*Pearson Correlation*).
5. The Results column shows the significance limit used, namely p-value < 0.05 as the validity criterion.
6. The Conclusion column shows that if a p-value < 0.05, the indicator is declared valid.

The conclusion of the Validity Test data based on Table 4.4 above can be explained as follows:

1. All indicators have a p-value < 0.05, meaning that all indicators in this study are valid and can be used.
2. Each indicator has a p-value of 0.00 to 0.02, which still meets the validity test requirements ($p < 0.05$).
3. The indicators of all variables, namely Intrinsic Motivation (X1), Non-Physical

Work Environment (X2), Job Satisfaction (Z), and Employee Performance (Y), have been proven valid.

4. With this validity, the indicators used can be considered relevant and appropriate for measuring the variables in the research.

The results of this validity test indicate that all indicators in this study can be used because they have been proven valid. These indicators have a significant relationship with the measured variables, so they can be used in further analysis, such as reliability testing and hypothesis testing.

4.1.4.2 Reliability Test (*Cronbach's Alpha*)

Reliability Test with SPSS using Likert scale aims to measure the internal consistency of a series of questions (items) in the questionnaire. Internal consistency shows the extent to which items in one variable or dimension provide consistent results.

The decision-making criteria for reliability testing can be explained as follows:

- a. If the Cronbach's Alpha value ≥ 0.70 , then the instrument is declared reliable.
- b. If the Cronbach's Alpha value < 0.70, the instrument is considered less reliable.

Table 4.5
Reliability Statistics

<i>Cronbach's Alpha</i>	Total Items
0.951	40

Reliability testing aims to measure the consistency or reliability of a research instrument, such as a questionnaire or measurement scale. One commonly used method is *Cronbach's Alpha*.

The data in Table 4.5 shows the results of the reliability test using *Cronbach's Alpha* to measure the internal consistency of 40 items in a questionnaire or research instrument. The *Cronbach's Alpha* value is 0.951, which means :

- Cronbach's Alpha* of 0.951 indicates that the level of reliability of the tested instrument is very high. *Cronbach's Alpha* is in the range of 0 to 1, where the closer to 1, the higher the level of reliability. The instrument has a fairly good level of reliability.
- With a value of 0.951, this instrument is in the Very Good category, which means that the measurement results from the questionnaire or research instrument are very consistent and reliable.

4.1.5. Analysis Requirements Test (Classical Assumption Test)

The classical assumption test is used to prove that the multiple linear regression equation model is econometrically acceptable because it meets the BLUE (*Best Linear Unbiased Estimator*) estimate, meaning the estimate is unbiased, linear and consistent. The assumption test consists of normality, multicollinearity, heteroscedasticity and autocorrelation tests. The linear regression model can be called a good model (has accuracy in estimation, is unbiased and consistent) if the model meets the normality assumption and is free from classical assumption symptoms such as normality, multicollinearity, heteroscedasticity and autocorrelation.

4.1.5.1 Normality Test Results

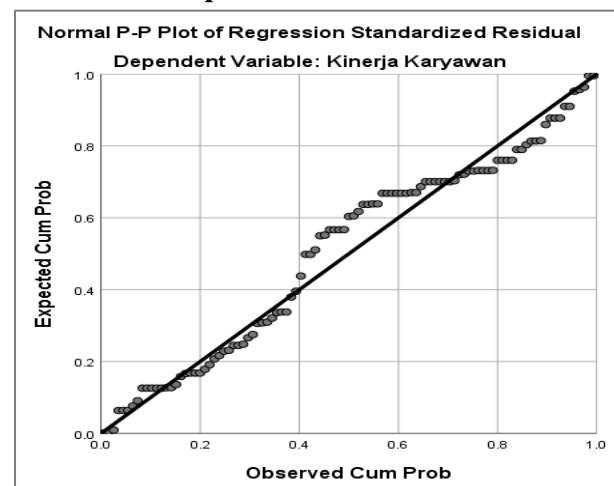
The normality test aims to determine whether the dependent and independent variables in the regression model are normally distributed or not. Data is said to be normally distributed if the plotting data (dots) that describe the actual data follow a diagonal line. Data normality testing can use the *Probability Plot test*.

Based on the results of the probability plot test as shown in Graph 4.1 below, it can be concluded that the regression model is normally distributed because the data points follow the diagonal line.

If the *probability plot test* with less confident results then it can be strengthened with the *Kolmogorov-Smirnov test* (KS Test). The Kolmogorov test aims to determine whether the residual value is normally distributed or not. with the following criteria:

- If the sig. KS test number > 0.05 then the data is said to be normally distributed.
- If the sig. number of KS test $\leq$ 0.05 then the data is not normally distributed.

Graphic 4.1
Probability Plot Test Results of Regression Data of Independent Variables against Dependent Variables



4.1.5.2 Multicollinearity Test Results

Multicollinearity, which is the presence of a very strong correlation between independent variables, is not expected, so testing is carried out to ensure that there is no multicollinearity that indicates that the independent variables are equal to each other (independent). According to Ghozali (2011), there are no symptoms of multicollinearity if the Tolerance value is > 0.100 and the VIF value is < 10.00 .

Based on Table 4.6 below, the variables Intrinsic Motivation and Non-Physical Work Environment have *tolerance values* the same one which is 0.200. Furthermore, the VIF value of each variable is also the same, which is 5.010. This shows that all independent variables have a tolerance value of > 0.100 and have a VIF value < 10.00 , which means there are no symptoms of multicollinearity. Thus, the regression model can be continued to the next testing stage.

Table 4.6
Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Intrinsic Motivation	0.200	5.010
	Non-Physical Work Environment	0.200	5.010

a. *Dependent Variable* : Employee Performance

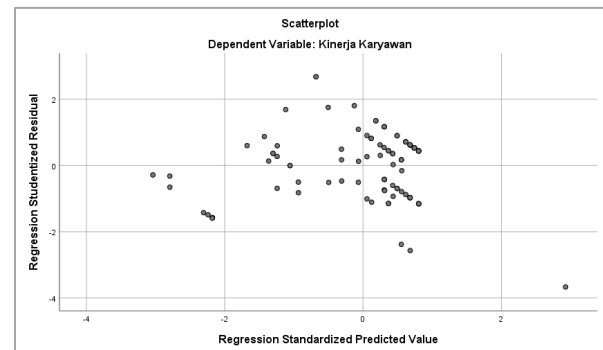
4.1.5.3 Heteroscedasticity Test Results

The heteroscedasticity test is used to detect whether in the regression model there is inequality of variance and residual from one observation to another. Heteroscedasticity is not expected so the test is carried out to prove that the multiple regression equation model does not have heteroscedasticity problems.

According to Ghozali (2011), heteroscedasticity does not occur if there is no clear pattern (wavy, widening then narrowing) in the scatter plot image and the points are spread above and below the number zero on the Y axis. The test is carried out graphically by looking at the points on the scatter plot graph. If the points are randomly spread and do not form a certain pattern such as a triangle, square, regular curve and so on, then this assumption test is met. The following are the results of the Scatterplot graph for the heteroscedasticity test.

Graph 4.2 :

Heteroscedasticity Test Results



Graph 4.2 shows that the points on the scatterplot graph do not form a particular pattern, and are spread above and below the number 0 (zero) on the Y axis, so it can be concluded that there is no heteroscedasticity in the regression model.

If the probability plot test with less confident results then it can be strengthened with the *Kolmogorov-Smirnov test* (KS Test). The *Kolmogorov test* aims to determine whether the residual value is normally distributed or not. with the following criteria:

a. If the sig. number of the KS test > 0.05 then the data is said to be normally distributed.

- b. If the sig. number of the KS test ≤ 0.05
then the data is not normally distributed.

Table 4.7
Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		103
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.28940320
Most Extreme Differences	Absolute	.088
	Positive	.086
	Negative	-.088
Test Statistics		.088
Asymp. Sig. (2-tailed)		.086 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the normality test as shown in Table 4.7, it can be concluded that the residual value is normally distributed. This is indicated by the *Asymp. Sig. (2-tailed)* value in the *Unstandardized Residual* column of 0.086 which is greater than the research significance value of 0.05 ($0.086 > 0.05$).

4.2. Hypothesis Testing

After the results are obtained that the research model has met the model feasibility criteria, the next step is to test the hypothesis.

The following is the hypothesis testing that will be carried out:

- Direct effect: Multiple linear regression equation model and Partial Test (T-Test).
- Indirect Effect: Path Analysis

4.2.1. Multiple Linear Regression Analysis Equation

The multiple linear regression analysis equation aims to test how the independent variable influences the dependent variable. The results of the multiple linear regression analysis can be seen in the following table:

Table 4.8
Results of Multiple Linear Regression Analysis (Direct Effect) on Path Model I

Dependent Variable	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
Job satisfaction	(Constant)	0.43	1.58		0.27	0.79
	Intrinsic Motivation	0.42	0.06	0.31	6.49	0.00
	Non-Physical Work Environment	0.70	0.03	1.22	25.20	0.00
Employee performance	(Constant)	5.57	2.87		1.94	0.06
	Intrinsic Motivation	0.28	0.12	0.26	2.42	0.02
	Non-Physical Work Environment	0.29	0.05	0.60	5.68	0.00
Employee performance	(Constant)	16.80	2.54		6.61	0.00
	Job satisfaction	0.62	0.06	0.74	11.18	0.00

Based on table 4.8 , the following regression equation can be made:

$$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$Y = 5.57 + 0.28 X_1 + 0.29 X_2 + \epsilon$$

Where:

- Y : Employee Performance
- X1 : Intrinsic Motivation
- X2 : Non-Physical Work Environment
- β : Intercept (Constant)
- Intrinsic Motivation regression coefficient
- β_2 : Non-Physical Work Environment Regression Coefficient
- ϵ : Error

From this equation it can be interpreted as follows:

1. The constant value $\beta = 5.57$, meaning that if X1 and X2 are considered constant then Y will have a positive value.
2. The regression coefficient value of X1 = 0.28 shows that X1 has a positive effect on Y, namely if the value of X1 increases or increases by one unit, the value of Y will increase by 0.28.
3. The regression coefficient value of X2 = 0.29 shows that X2 has a positive effect on Y, namely if the value of X2 increases or increases by one unit, the value of Y will increase by 0.29.

4.2.2. Partial Effect Test (T-Test)

The partial t-test is used to test the significance of the influence of each independent variable on the dependent variable separately in the regression model. This test aims to prove whether the independent variables tested partially (separately or individually) have an influence on the dependent variable. The results of the T-test can be explained through the following table:

1. If the significance value < 0.05 or t count $> t_{table}$ then there is an influence of variable X on variable Y.
2. If the significance value > 0.05 or t count $< t_{table}$ then there is no influence of variable X on variable Y.

Coefficients ^a data in Table 4.9 above, there are several conclusions that can be drawn to determine the results of the hypothesis on each independent variable against the dependent variable. The following are the conclusions that can be drawn from the T test:

1. The Influence of Intrinsic Motivation (X1) on Employee Performance (Y).

The following are the results of the T-test for the Intrinsic Motivation variable on Employee Performance .

It is known:

- t-count: the t-count value based on the SPSS test results is 2.42
- t-table: $t (\alpha/2; nk-1) = t (0.05/2; 103-2-1) = t (0.025; 100) = 1.984$
- The coefficient value (Beta) of Intrinsic Motivation is 0.26 or has a positive value.
- This means that the calculated t is greater than the t-table ($2.42 > 1.984$) and the coefficient has a positive value of 0.26, so it can be concluded that the influence of Intrinsic Motivation on Employee Performance is positive and has a significant influence.

2. The Influence of Non-Physical Work Environment (X2) on Employee Performance (Y).

It is known:

- t-count: the t-count value based on the SPSS test results is 5.68
- t-table: $t (\alpha/2; nk-1) = t (0.05/2; 103-2-1) = t (0.025; 100) = 1.984$
- The coefficient value (Beta) of the Non-Physical Work Environment is 0.60 or has a positive value.
- This means that the calculated t is greater than the t-table ($5.68 > 1.984$) and the coefficient has a positive value of 0.60, so it can be concluded that the influence of the Non-Physical Work Environment on Employee Performance is positive and has a significant influence.

3. The Influence of Intrinsic Motivation (X1) on Job Satisfaction (Z).

It is known:

- t-count: the t-count value based on the SPSS test results is 3.343
- t-table: $t(\alpha/2; nk-1) = t(0.05/2; 103-2-1) = t(0.025; 100) = 1.984$
- The coefficient value (Beta) of Intrinsic Motivation is 0.31 or has a positive value.
- This means that the calculated t is greater than the t-table ($3.343 > 1.984$) and the coefficient has a positive value of 0.31, so it can be concluded that the influence of Intrinsic Motivation on Job Satisfaction is positive and has a significant influence.

4. The Influence of Non-Physical Work Environment (X2) on Job Satisfaction (Z).

It is known:

- t-count: the t-count value based on the SPSS test results is 25.2
- t-table: $t(\alpha/2; nk-1) = t(0.05/2; 103-2-1) = t(0.025; 100) = 1.984$
- The coefficient value (Beta) of the Non-Physical Work Environment is 1.22 or has a positive value.
- This means that the calculated t is greater than the t-table ($25.2 > 1.984$) and the coefficient has a positive value of 1.22, so it can be concluded that the influence of the Non-Physical Work Environment on Job Satisfaction is positive and has a significant influence.

5. Effect of Job Satisfaction (Z) on Employee Performance (Y).

It is known:

- t-count: the t-count value based on the SPSS test results is 11.18
- t-table: $t(\alpha/2; nk-1) = t(0.05/2; 103-2-1) = t(0.025; 100) = 1.984$
- The coefficient value (Beta) of Competitiveness is 0.74 or has a positive value.
- This means that the t-count is smaller than the t-table ($11.18 < 1.984$) and the coefficient has a value of 0.74, so it can be concluded that the influence of Job Satisfaction on Employee Performance is positive and has a significant influence.

4.2.3. Path Analysis Analysis – Sobel Test)

Path Analysis is a statistical technique used to analyze the causal relationship between variables in a more complex model. This analysis is often used to test theoretical models that describe how variables relate to and influence each other. At this stage, the Path Coefficient Model II will be calculated with the following explanation:

Referring to the regression output of model I in table 4.9 above, it is known that the significance value of the two variables, namely Intrinsic Motivation of 0.023 and Non-Physical Work Environment of 0.00 is smaller than 0.00. These results provide the conclusion that Intrinsic Motivation and Non-Physical Work Environment have an effect on Employee Performance.

Table 4.9
R Square Value in Model Summary ^b Path Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828 ^a	0.686	0.68	3.164

a. Predictors : (Constant), Non-Physical Work Environment, Intrinsic Motivation

b. Dependent Variable : Employee Performance

R Square value in the "Model Summary" table is 0.686. This shows that the contribution

of the influence of X1 and X2 to Y is 68.6% while the remaining 32.4% is the contribution of other variables not included in the study.

Meanwhile, the value of $e1$ according to the formula $e1 = \sqrt{1 - 0.686} = 0.56$. Thus, the path diagram of Model II is obtained as follows:

a. Path Coefficients of Model II

Path Model 2 in path analysis refers to a more complex model compared to Path Model I. In this model, the relationship

between variables is not only limited to the direct relationship between independent and dependent variables, but also involves mediators or intermediary variables that explain how the influence of one variable on another variable occurs through other variables.

Table 4.10
R Square Value on Model II Path

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.922 ^a	0.85	0.845	2.163
a. Predictors: (Constant), Employee Performance, Motivation Intrinsic, Environmental Non- Physical Work				

The value of *R Square* in the “ *Model Summary* ” table is 0.85. This shows that the contribution of the influence of X1, X2 and Y to Z is 85% while the remaining 15 % is the contribution of other variables not included in the study. Meanwhile, the value of $e1$ according to the formula $e2 = \sqrt{1 - 0.85} = 0.39$.

b. Sobel Test

Furthermore, to obtain the p-value of the indirect influence variable, the Sobel Test can be carried out. The Sobel Test is carried out by testing the strength of the indirect influence as follows:

- The Influence of Intrinsic Motivation on Employee Performance through Job Satisfaction (Z1).
- Influence of Non-Physical Work Environment on Employee Performance through Job Satisfaction (Z2).

To test the significance (*p-value*) of the indirect influence of Z1 and Z2 using the Sobel Test, it is necessary to calculate the t value (t-count) using the following equation:

$$Z = \frac{a \cdot b}{\sqrt{b^2 \cdot SEa^2 + a^2 \cdot SEb^2}}$$

Where:

- *a*: Path regression coefficient between X (independent variable) and Z (mediator).

- *b*: Path regression coefficient between Z (mediator) and X (independent variable).
- SEa^2 : Standard error of the coefficient α
- SEb^2 : Standard error of the coefficient b

$$Z1 = \frac{0,42 \times 0,62}{\sqrt{(0,42^2 \times 0,06^2) + (0,62^2 \times 0,06^2)}} = \frac{0,2604}{0,0449319} = 5.79543(\text{t-count})$$

Figure 4.1
Model II Path Diagram

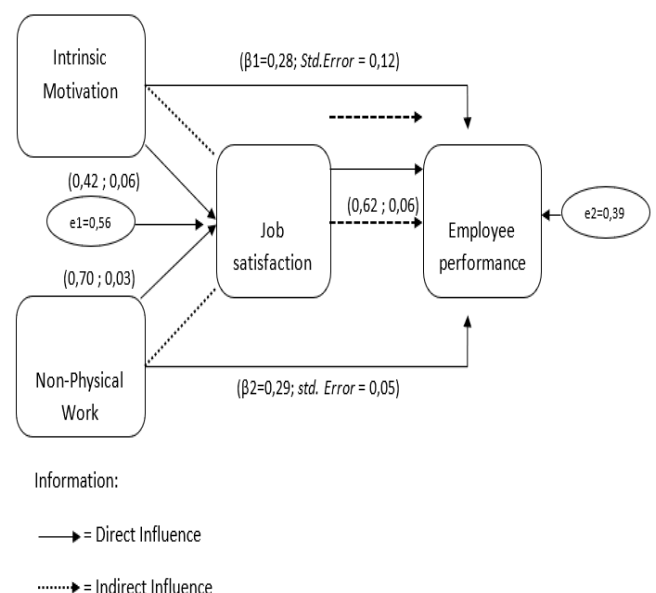
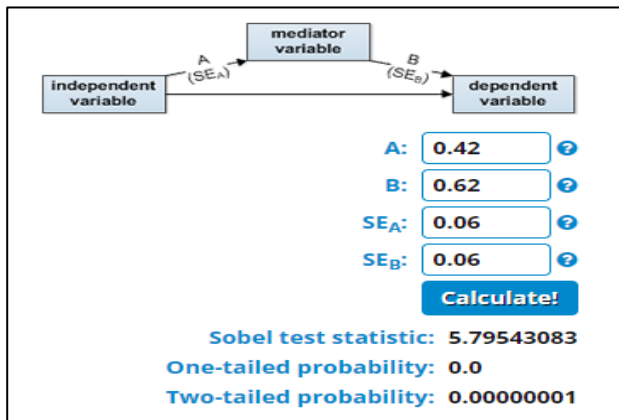


Figure 4.2

Results of t-count and *p*-value (Z1) using the Sobel Test Calculator



From the calculation of the equation and the calculation using the Sobel Test calculator in Figure 4.2, the t-count was obtained as 5.7954 (t-count 5.7954 > t-table 1.984) and *p*-value of 0.000 (P-value 0.000 < 0.05). So the conclusion is how the influence of Intrinsic Motivation on Employee Performance through Job Satisfaction is that Job Satisfaction has a positive and significant influence in mediating Intrinsic Motivation on Employee Performance.

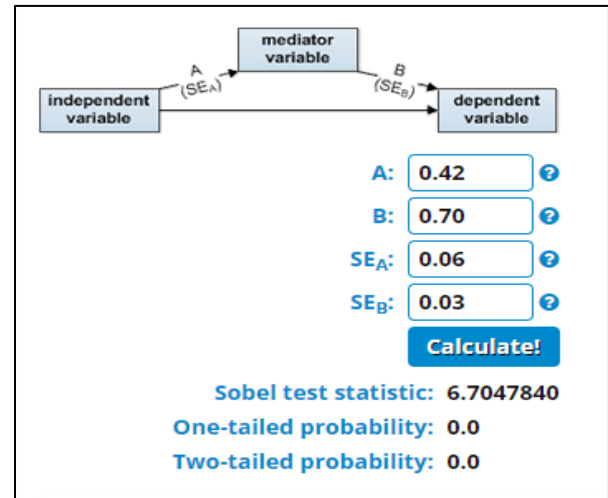
$$Z2 = \frac{0,70 \times 0,42}{\sqrt{(0,42^2 \times 0,03^2) + (0,70^2 \times 0,06^2)}}$$

$$Z2 = \frac{0,294}{0,0438492}$$

$$Z2 = 6.7047(\text{t-count})$$

Figure 4.3

Results of t-count and *p*-value (Z2) using the Sobel Test Calculator



From the calculation of the equation and the calculation using the Sobel U test calculator in Figure 4.3, the t-count is 6.7047 (t-count 6.7047 > t-table 1.984) and the *p*-value is 0.000 (P-value 0.000 < 0.05). So the conclusion of how the Non-Physical Work Environment influences Employee Performance through Job Satisfaction is that Job Satisfaction has a positive and significant effect in mediating the Non-Physical Work Environment on Employee Performance.

4.3 Discussion

Based on the research findings presented in **Table 4.11**, the following discussion elaborates on the direct and indirect effects of each variable on employee performance and job satisfaction:

Table 4.11
Research Results

Hypothesis	t-count	p-value	Conclusion
Intrinsic Motivation → Employee Performance	2.42	0.02	Positive and significant impact
Non-Physical Work Environment → Employee Performance	5.68	0.00	Positive and significant impact
Intrinsic Motivation → Job Satisfaction	6.49	0.00	Positive and significant impact
Non-Physical Work Environment → Job Satisfaction	25.2	0.00	Positive and significant impact
Job Satisfaction → Employee Performance	11.18	0.00	Positive and significant impact
Intrinsic Motivation → Job Satisfaction → Employee Performance	5.79	0.00	Positive and significant impact
Non-Physical Work Environment → Job Satisfaction →	6.70	0.00	Positive and significant impact

Employee Performance			
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1. *Intrinsic Motivation and Employee Performance*

The significance value of intrinsic motivation on employee performance is 0.02 (< 0.05), with a t-value of 2.42 (> 1.984). This result indicates that **intrinsic motivation has a positive and significant effect on employee performance**. When employees are intrinsically motivated—driven by personal growth, meaningful tasks, or internal satisfaction—their performance tends to improve accordingly.

2. *Non-Physical Work Environment and Employee Performance*

The relationship between the non-physical work environment and employee performance is statistically significant ($p = 0.00 < 0.05$; $t = 5.68 > 1.984$). This finding demonstrates that a **conducive non-physical work environment**—such as effective communication, a positive organizational culture, and strong interpersonal relationships—**positively affects employee performance**.

3. *Intrinsic Motivation and Job Satisfaction*

With a p-value of 0.00 and t-value of 6.49, **intrinsic motivation significantly enhances job satisfaction**. Employees who find their work personally rewarding and meaningful tend to report higher levels of satisfaction.

4. *Non-Physical Work Environment and Job Satisfaction*

The non-physical work environment also has a very strong influence on job satisfaction ($p = 0.00$; $t = 25.2$). This implies that a **comfortable and supportive work atmosphere**—characterized by mutual respect, good communication, and managerial support—**plays a key role in enhancing employee job satisfaction**.

5. *Job Satisfaction and Employee Performance*

Job satisfaction significantly impacts employee performance ($p = 0.00$; $t = 11.18$), suggesting

that **satisfied employees are more likely to perform better**. Factors contributing to job satisfaction—such as fair compensation, recognition, and career opportunities—are crucial in improving employee outcomes.

6. *Intrinsic Motivation → Job Satisfaction → Employee Performance*

The mediating effect of job satisfaction in the relationship between intrinsic motivation and performance is also statistically significant ($p = 0.00$; $t = 5.79$). This indicates that **intrinsic motivation affects performance both directly and indirectly through job satisfaction**.

7. *Non-Physical Work Environment → Job Satisfaction → Employee Performance*

Similarly, job satisfaction mediates the relationship between non-physical work environment and employee performance ($p = 0.00$; $t = 6.70$). A **positive work environment fosters job satisfaction, which in turn boosts performance**, showing the importance of environmental and psychological factors in organizational behavior.

4.4 Managerial Implications

Based on the analysis above, several managerial implications can be drawn to improve employee performance:

1. *Enhancing Intrinsic Motivation*

Implication: Intrinsic motivation has a significant impact on employee performance.

Recommended Actions:

- Provide meaningful and challenging work assignments.
- Support personal and professional development initiatives.
- Recognize employee achievements to boost internal motivation.
- Prioritize tasks that align with employees' values and purpose.

2. Strengthening the Non-Physical Work Environment

Implication: A positive non-physical environment enhances both job satisfaction and performance.

Recommended Actions:

- Foster a collaborative and inclusive work atmosphere.
- Improve communication channels to ensure openness and transparency.
- Promote a positive organizational culture rooted in trust and mutual respect.
- Encourage employee feedback on workplace conditions and culture.

3. Prioritizing Job Satisfaction

Implication: Job satisfaction directly influences employee performance.

Recommended Actions:

- Ensure equitable compensation and fair reward systems.
- Offer work-life balance initiatives and emotional well-being support.
- Conduct regular employee satisfaction surveys to identify and address key concerns.
- Provide opportunities for career growth and personal fulfillment.

4. Leveraging Job Satisfaction as a Mediator

Implication: Job satisfaction mediates the effects of both motivation and work environment on performance.

Recommended Actions:

- Identify key drivers of job satisfaction within the organization.
- Develop targeted programs to improve satisfaction (e.g., wellness, flexible scheduling, recognition systems).
- Align HR policies with employee needs to foster satisfaction and commitment.

5. Motivation and Work Environment as Performance Catalysts

Implication: Both intrinsic motivation and a supportive work environment act as critical

drivers of performance.

Recommended Actions:

- Balance motivational initiatives with the creation of a healthy, engaging work environment.
- Offer training programs that develop both technical skills and interpersonal relationships.
- Create employee development strategies that emphasize purpose, teamwork, and a supportive culture.

6. Integrating Motivation, Environment, and Satisfaction in HR Strategy

Implication: HR managers should design integrated strategies combining intrinsic motivation, non-physical work environment, and job satisfaction.

Recommended Actions:

- Implement HR policies that recognize and nurture intrinsic motivators.
- Develop organizational norms that promote trust, collaboration, and psychological safety.
- Provide adequate resources and structured career development programs to support long-term employee engagement and performance.

5. Conclusion

5.1 Conclusion

Based on the research results on *The Influence of Intrinsic Motivation and Non-Physical Work Environment on Job Satisfaction and Employee Performance* in the Product Analyst Sub-Directorate of the Intelligence Directorate of Densus 88 AT Polri, using descriptive and multiple linear regression analysis, the following conclusions can be drawn:

1. Intrinsic Motivation Enhances Employee Performance

Intrinsic motivation has a positive and significant effect on employee performance. The higher the level of intrinsic motivation,

the better the employees' performance outcomes.

2. **Non-Physical Work Environment Positively Influences Employee Performance**

A supportive non-physical work environment—such as effective communication and harmonious relationships—contributes positively and significantly to improving employee performance.

3. **Intrinsic Motivation Increases Job Satisfaction**

Employees with high intrinsic motivation experience greater job satisfaction because they find their work meaningful, fulfilling, and personally rewarding.

4. **Non-Physical Work Environment Positively Influences Job Satisfaction**

A conducive and supportive work environment, including a positive organizational culture and a comfortable atmosphere, significantly improves employee job satisfaction.

5. **Job Satisfaction Contributes to Improved Performance**

Satisfied employees tend to perform better. Key factors influencing job satisfaction include fair compensation, growth opportunities, and a healthy work environment.

6. **Job Satisfaction Mediates the Relationship Between Intrinsic Motivation and Performance**

Intrinsic motivation influences employee performance not only directly but also indirectly through job satisfaction. Employees who are intrinsically motivated tend to feel more satisfied, which in turn enhances their performance.

7. **Job Satisfaction Mediates the Relationship Between Non-Physical Work Environment and Performance**

The non-physical work environment has both a direct and indirect effect on employee performance through job satisfaction. Employees who feel

comfortable in their work environment report higher levels of satisfaction and improved performance.

Managerial Implications: Based on the conclusions above, several key recommendations can be made to improve employee performance:

1. **Enhance Intrinsic Motivation**

- Assign meaningful and challenging tasks to foster internal motivation.
- Recognize and reward contributions to boost satisfaction and engagement.
- Provide training, mentoring, and career development opportunities.

2. **Create a Supportive Non-Physical Work Environment**

- Strengthen transparent and open communication between leadership and staff.
- Cultivate a positive organizational culture with teamwork and collaboration.
- Offer flexibility to support work-life balance.

3. **Improve Job Satisfaction**

- Provide fair and performance-based compensation.
- Offer career growth and professional development pathways.
- Ensure comfortable and well-equipped work facilities.

4. **Utilize Job Satisfaction to Boost Performance**

- Conduct periodic employee satisfaction surveys to identify improvement areas.
- Implement employee wellness programs to promote balance and resilience.
- Foster a work culture that encourages happiness and loyalty.

5. **Optimize Job Satisfaction as a Mediating Factor**

- Consistently improve intrinsic motivation and the work environment as core elements of satisfaction.

- Apply an individualized approach to understand employee needs and expectations.
 - Increase employee participation in decision-making processes to enhance engagement and fulfillment.
- By implementing these strategies, organizations can establish a work environment that enhances employee motivation, satisfaction, and ultimately, performance.

5.2 Suggestions

Based on the research results and conclusions, the following suggestions are provided for future practice and further research:

1. *Suggestions for the Institution*

a. **Strengthening Intrinsic Motivation**

- Develop training and career development programs that challenge employees and allow them to contribute meaningfully.
- Establish a non-material rewards system (e.g., recognition, competency badges, strategic roles).
- Encourage regular positive feedback from supervisors to reinforce meaningfulness at work.

b. **Optimizing the Non-Physical Work Environment**

- Ensure effective internal communication to reduce ambiguity and enhance coordination.
- Foster a culture of trust and collaboration to boost morale and loyalty.
- Provide psychological support services (e.g., counseling) to manage stress and workload.

c. **Enhancing Job Satisfaction to Maximize Performance**

- Align incentives and benefits with task complexity and workload.
- Promote work-life balance, especially for employees in high-stress operational roles.

- Provide clear career paths and merit-based promotion opportunities.

d. **Utilizing Job Satisfaction as a Mediating Variable**

- Since job satisfaction mediates the effect of motivation and work environment on performance, implement welfare programs that directly improve satisfaction.
- Regularly evaluate satisfaction levels and contributing factors to ensure policy relevance.

2. *Suggestions for Future Researchers*

a. **Strengthening Practical Implications**

Future research should emphasize managerial applications by:

- Developing strategies to increase intrinsic motivation through meaningful roles and recognition.
- Designing supportive non-physical work environments with open communication and positive work culture.
- Establishing employee welfare policies that are aligned with job satisfaction and performance improvement.

b. **Reinforcing Theoretical Perspectives**

- Compare findings with established theories such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs.
- Highlight job satisfaction's mediating role between intrinsic motivation, work environment, and performance.

c. **Conducting Deeper Mediation Analysis**

- Explore the most influential aspects of job satisfaction, such as:
 - Are financial rewards more impactful than social relationships?
 - How much does work flexibility contribute to satisfaction and performance?

d. **Adding New Variables in Future Studies**

Future research may consider incorporating variables such as:

- Leadership style (e.g., transformational leadership and its role in motivation).
- Work-life balance as a moderating or mediating factor.
- Organizational culture as a strengthening factor for motivation-performance relationships.

e. **Expanding Research Methods and Scope**

- Apply qualitative approaches such as in-depth interviews or case studies for richer insights.
- Replicate the study in different industries (e.g., creative, manufacturing, public sector) to assess generalizability.
- Increase sample size or conduct cross-organizational research to enhance external validity.

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