



ANALYSIS OF INDIVIDUAL CAPABILITIES AND WORK ENVIRONMENT TO JOB SATISFACTION THROUGH MOTIVATION: A CASE STUDY OF ACADEMY X JAKARTA

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Abstract

This study aimed to analyze the influence of individual skills and the working environment of the gratification of working through motivation Academy X in Jakarta). These survey respondents amounted to 52 employees of the Academy X Jakarta. The sampling technique using a saturated sample, and analysis techniques using path analysis.

The results showed that the ability of individual positive and significant effects directly on job satisfaction. Work environment positive and significant effect directly on job satisfaction of employees. Motivation positive and significant impact on job satisfaction of employees. The direct effect of individual skills and working environments on job satisfaction is greater than the effect of indirectly through motivation. This suggests that the motivation is not a variable intervening for individual skills and working environments on job satisfaction of employees at the Academy X in Jakarta.

Keywords: Individual Capability, Work Environment, Employee Motivation and Job Satisfaction

INTRODUCTION

Employee job satisfaction is important in human resource science. Factors that influence employee job satisfaction include ability, work environment and motivation. According to Hasibuan (2016: 202) which affects job satisfaction including ability and work environment. The ability is assessed by the success of employees in carrying out the work objectives imposed by the company, while the work environment is assessed for everything provided by the company, both physical and non-physical, which influences the employee's morale in carrying out his work goals. According to Wibowo (2012: 503) factors that influence job satisfaction include motivational factors, which are factors that can satisfy and encourage people to work hard. According to Robbins and Judge (2015:46), "job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics", so that employee job satisfaction is something that absolutely must be achieved, because if job satisfaction can be fulfilled, then employees tend to be enthusiastic at work willing to carry out their work goals well so that in the end they are expected to contribute to the company's goals. Conversely, if employees feel dissatisfied at work, they tend to take disciplinary action, neglect of



assigned tasks and other actions that harm the company. This is by the opinion of Robbins & Judge (2015: 52) "that the neglect of this work can be used as an indicator of not achieving employee job satisfaction because there is clear evidence that disgruntled employees more often neglect their work".

Motivation is needed to shape employee behavior to be more enthusiastic at work. Motivating employees is considered important because motivated employees will use all their competencies in completing their work for which they are responsible, whereas less motivated employees tend not to use their competencies to the full. So it can be said that motivated employees will be more enthusiastic at work, work excitement will arise and in the end, it is expected that employees will be able to achieve job satisfaction. According to Hasibuan (2016: 219), "motivation is the giving of a driving force that creates the excitement of one's work so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction". This opinion is consistent with the results of research by Brahmasari and Suprayetno (2008) that work motivation variables have a positive and significant effect on employee job satisfaction.

According to Robbins & Judge (2015:35) "ability is the current capacity of individuals to carry out various tasks in a job". To carry out the main tasks and functions of the employees are required to have the ability to work. Employees who have adequate abilities can carry out work well according to their work goals so that employees will get satisfaction in working. Conversely, employees who have less ability will require greater effort and energy and longer time to complete work, or even unable to complete work properly, causing complaints from the parties concerned. Because of the frequent complaints obtained resulting in employees experiencing dissatisfaction at work. This is consistent with the results of Mirza (2015) research that workability directly has a significant effect on job satisfaction.

Ability is also related to work motivation. Ability is another dimension that influences employee behavior. Every job requires certain abilities. To be able to complete work, employees must have the ability following the field of work. Employees who work according to their field of ability tend to feel happy so that they are more motivated to work, this is because employees can mobilize all their abilities at work. Conversely, employees who work not according to their field of ability will have difficulty completing tasks assigned, resulting in decreased employee motivation because they feel unable to work. The explanation is by the results of Anidar and Indarti's research (2015). There is a significant influence on individual capabilities on motivation.

According to Nitisemito (2015:183), "the work environment is everything that exists around the workers and which can affect themselves in carrying out the tasks that are charged". Work environment factors should also need attention from leadership because the work environment can lead to job satisfaction. The leadership must be able to create a good work environment that can support the work of the employees. Employees will feel happy if supported by a good work atmosphere, harmonious relations with colleagues and adequate work equipment so that employees will avoid feeling bored and stressed at work. This has a positive impact on employees because it will lead to employee job satisfaction. This exposure has been proven based on research by Sugiarti (2012) that the environment has a positive and significant effect on employee job satisfaction.

A good work environment can increase work motivation. To increase work motivation, things can be done through the provision of work facilities in the form of adequate facilities and infrastructure. Work facilities that are complete and can function well will help to increase employee motivation, because employees will not experience obstacles in working, on the contrary, poor work facilities will result in employees not being eager to work, leading to decreased work motivation. This is following the results of Saeed and Nasir's research (2016) there is a positive and significant influence on the environment with motivation.

Government regulation through the Minister of Education Decree (2001) number 184/U/2001 concerning higher education autonomy has given authority to higher education institutions to carry out education and teaching programs independently. The impact of this regulation makes it easier for universities to open new study programs so that universities will benefit from opening new study programs in their respective institutions. The opening of new study programs is not only done by private universities (PTS) but state universities (PTN) also do the same thing. This has resulted in increasingly fierce competition between universities and between study programs, competition is not



only among PTS but also competition between PTS and PTN. Facing this competition, universities, especially PTS, are required to maintain and improve the quality of education on an ongoing basis. Because quality universities in the upstream will become a magnet for high Academy/vocational graduates to continue their studies while in the downstream alumni can easily be accepted to work in industry or companies.

Problems that occur in academy X, there are still employees who procrastinate and do not finish work quickly. This neglect of work can be indicated that the level of job satisfaction of employees in academy X has not been achieved. Other problems are low employee motivation because there are still employees who do not want to work hard and enthusiastic indications of low employee discipline levels late attendance, early rest and finish later, and go home to work faster. Judging from the ability of individual problems that occur in academy X some employees work not following their education, this results in the completion of work relatively longer or even unsolved. In terms of the environment, it does not yet support employee work, as seen from the lecturer workspace setting is not good because there is no partitioning per lecturer so that it does not meet the feasibility and quality to carry out work activities. Difficulties in filling student attendance and online lecture minutes, this makes lecturers' motivation decrease in online Siakad service.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction can be seen from the attitude of employees towards their work. The level of job satisfaction refers to how much the employee likes his work, the more employees are happy with their work, the higher the level of satisfaction, and vice versa if the employee likes his work less, the lower the level of job satisfaction. According to Robbins and Judge (2015:46), "job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics". Job satisfaction has a negative relationship with absenteeism and exit rate, so employee job satisfaction is very important for the company, because: a) it is proven that dissatisfied employees often neglect their work and are likely to resign, b) employees who are satisfied at work have good health better and longer lifespan, c) Employee job satisfaction influences company performance and employee life outside of work.

Meanwhile according to Sutrisno (2016:74) "the term satisfaction refers to an individual's general attitude towards his work". Employees who do not get job satisfaction will never achieve psychological satisfaction and eventually arise negative attitudes or behavior and in turn will be able to cause frustration, otherwise satisfied employees will be able to work well, full of enthusiasm, active and can perform better than employees who did not get job satisfaction. Job satisfaction is a happy feeling of workers in viewing and carrying out their work. If someone is happy with his work, then that person is satisfied with his work.

The opinions of the two experts were corroborated by the opinion of Hasibuan (2016:202) stating that "job satisfaction is an emotional attitude that is pleasant and loves the work". This attitude is reflected by work morale, discipline, and work performance. "Satisfaction is also enjoyed in work, outside of work, and in and out of work combinations.

According to Robbins and Judge (2015: 50) said that the dimensions that affect job satisfaction:

1.The work itself

Mentally challenging jobs, employees tend to prefer jobs that provide opportunities to be able to explore their abilities and skills.

2.Salar

The amount of wages given by companies to employees who can meet employee expectations and how wages are given. Wages and salaries are significant factors affecting employee job satisfaction.

3.Promotional opportunities

Opportunities to advance in the organization, develop themselves and promotions.

4. Supervision

Supervisors are required to have the ability to guide, supervise and technical abilities.

5. Supporting partners



Supporting work colleagues is a basic human need in social relations. Employees often resign not because of income or performance issues, but because their social relationships are not met, because for some employees feel work is a means of social interaction.

Individual Capability

The ability is already there in the individual from birth, can honed ability, the ability can be defined as competence. Ability is competence in carrying out the task or job, employees tend to be motivated to work if it can match its field of work. Capabilities have an influence on the taste satisfied or dissatisfied person against his work. Employees who have an adequate ability to complete its work within time. Employees who could finish the job properly tend to get job satisfaction. Instead of employees who have low skill will take time and greater effort for completion of the work, or even not be able to finish the job properly, giving rise to complaints from related parties. Due to the frequent complaint that resulted in an employee being unsatisfied obtained in the works. According to Robbins and Judge (2015:35) "capability is the capacity individuals today to perform various tasks in a job ", almost the same opinion expressed by Ivancevich et al in Wijaya and Suhaji (2015: 2)"Is a talent one's ability to perform physical and mental tasks". According to Afrida Br in Wijaya and Suhaji (2015: 5) "Capacity can be interpreted as a talent inherent in a person to perform various tasks in a job is physically or mentally he gained from birth, learn, and experience ". The capacity of employees is strongly influenced by the level of education, motivation, mental and physical abilities of employees. The ability of employees is essentially built by factors such as intellectual and physical abilities.

According to Robbins and Judge (2015: 36)"Intellectual ability is the ability required to perform the mental activities-thinking, reasoning, and problem-solving". Seven dimensions most frequently mentioned the form of intellectual abilities are:

1. *Intelligence figures*
Ability to perform arithmetic calculations fast and accurate.
2. *Verbal comprehension*
The ability to understand what is read and heard and relationships between words.
3. *Perceptual speed*
The ability to identify similarities and differences in visual quickly and accurately.
4. *Inductive reasoning*
The ability to identify a logical sequence in a problem and then solve the problem.
5. *Deductive reasoning*
The ability to use logic and assess the implications of an argument.
6. *Spatial visualization*
The ability to imagine how an object looks if his position in the room changed.
7. *Memory*
The ability to maintain and improve the experience of the past.

According to Robbins and Judge (2015:37)"Physical ability is the capacity to perform tasks that require stamina, agility, strength, and the same characteristics". Although naturally, intellectual ability employees increased to perform a variety of jobs, the physical ability is still needed and valuable. Basic skills in craftsmanship physical tasks, which include: power factor (dynamic, muscular, static and explosive), the flexibility factor (elongated and dynamic), and other factors (body coordination, balance, and stamina). The high performance may be achieved when management has ensured the top job requirement level of physical ability and then make sure workers in jobs that have them.

Work Environment

Ability is a thing that has existed in an individual since birth, abilities can be sharpened, abilities can be interpreted as competencies. Ability is a person's competence in carrying out a task or job, employees tend to be motivated to work if they have the ability under their field of work. The ability has an influence on one's satisfaction or dissatisfaction with their work. Employees who have sufficient ability can complete their work according to the



target time. Employees who are capable of completing work well tend to get job satisfaction. Conversely, employees who have the low ability will require more time and effort to complete the work, or even not be able to complete the work properly, causing complaints from the parties concerned. Because of the frequent complaints obtained resulting in employees experiencing dissatisfaction at work.

According to Robbins and Judge (2015:35) "ability is the current capacity of individuals to perform various tasks in a job", a similar opinion expressed by Ivancevich et al in Wijaya and Suhaji (2015: 2) "ability is talent someone to do mental and physical tasks ". According to Afrida in Wijaya and Suhaji (2015: 5) "Ability can be interpreted as a talent inherent in someone to perform various tasks in a work physically or mentally that he obtained from birth, learning, and from experience". The ability of employees is greatly influenced by the level of education, motivation, mental and physical abilities of employees. The ability of employees is essentially built by factors, namely intellectual and physical abilities.

According to Robbins and Judge (2015:36) "Intellectual ability is the ability needed to do mental-thinking, reasoning, and problem-solving activities". The seven dimensions most commonly referred to as forming intellectual abilities are:

1. Number intelligence

The ability to do arithmetic calculations quickly and accurately.

2 Verbal comprehension

The ability to understand what is read and heard and the relationship between words.

3. Perceptual speed

The ability to identify visual similarities and differences quickly and accurately.

4. Inductive reasoning

The ability to identify logical sequences in a problem and then solve the problem.

5. Deductive reasoning

The ability to use logic and judge the implications of an argument.

6. Spatial visualization

The ability to imagine how an object looks if its position in space is changed.

7. Memory

The ability to maintain and enhance past experiences

Motivation

Companies in recruiting employees certainly want employees who have the ability and competence following their fields of work besides that the employee must be willing to devote everything he has to finish his job. Employees who have adequate abilities and competencies are of no use if they are not willing to work hard with all their competencies. For employees to be willing to work hard then the role of leadership in motivating their employees is something that absolutely must be done, it is hoped that employees can carry out their functions to achieve high work productivity. Employees who have been given motivation will create work enthusiasm to be willing to work together to achieve satisfaction. The original language of motivation from Latin is mover, which is encouragement or mobilization. Motivation is only done to individuals or humans, usually done by leaders or superiors to subordinates. Motivation should be given to employees who have adequate abilities because motivating employees with low abilities will be in vain. Motivation to subordinates is intended to encourage the passion for his work to be willing to use all his energy and thoughts for the company's goals. According to Hasibuan (2016:219), "motivation is the giving of a driving force that creates the excitement of one's work so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction".

Similar opinion by Simanjuntak (2011: 91), "motivation is the driving force of a person, while work motivation is the driving force of someone to do certain jobs". The motivation of employees to be willing to work hard is influenced by their backgrounds, personal attitudes, and expectations. While Robbins and Judge (2015: 127), states "the motivation

of the process that explains the strength, direction, and perseverance of a person to achieve goals". Motivation, in general, is related to efforts towards organizational goals. The element of motivation that illustrates how cooperative a person's efforts are a strength. These strengths must then be channeled and directed to produce an optimal performance for the achievement of organizational goals. Perseverance is a dimension of motivation; its measure is how long the employee can maintain his efforts. Motivated employees will last long enough for their work to achieve their goals.

The Hierarchical Theory of Needs was raised by Maslow in Hasibuan (2016:128), the basis of this theory is that humans are social beings who desire more and are continuing to meet needs. A satisfied need is no longer a motivational tool, only an unmet need is a motivational tool. Human needs are stratified as follows:

1. Physical needs

It is a basic need for the sake of maintaining one's survival, such as food, clothing, shelter, and others.

2. Security and safety needs

It is a person's need for security and safety at work, avoiding the threat of workplace accidents, the security of work facilities, and others.

3. Social needs

Every human being has a social need that is to love and be loved, make friends and get along and interact with colleagues in the company environment.

4. Needs self-esteem

Is the need for self-esteem from colleagues and the community environment?

5. The need for self-actualization

Is the need for self-actualization by using one's skills, abilities, skills, and potential to the fullest? The fulfilment of self-actualization needs is based on the desires or efforts of the individual itself.

RESEARCH METHODS

Research Design

According to Rivai and Guswandi (2016: 10)"Study design is the blueprint for researchers so that in practice the researcher must make a research design before the study being carried out". What research activities, when it will be implemented and how as well as a systematic guide arranged in study design. The author uses the research design of causality that is arranged to examine the possibility of causal relationships between variables.

Population and Sample

This study is a population of Academy X employees totalling 52 people and the sample of this study uses a saturated sample, meaning that all populations are used as samples, this is because the number of Academy X employees is not too much ie only 52 people.

Framework

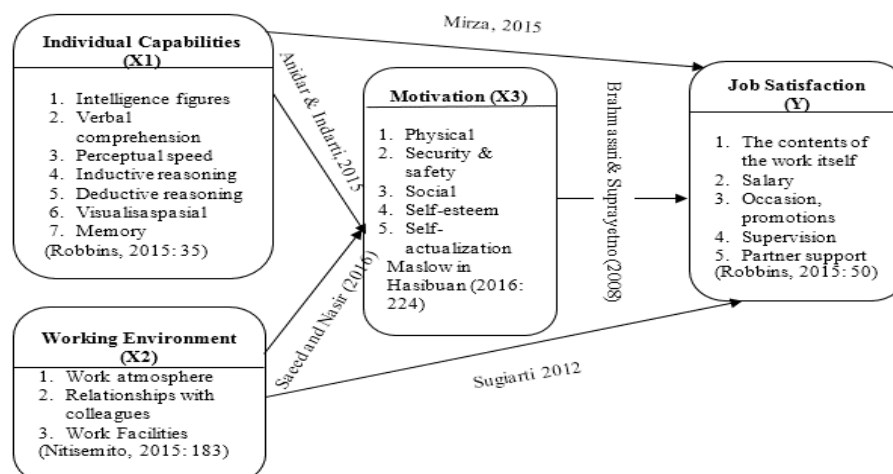


Figure 1. Research Framework

RESULTS AND DISCUSSION

Path Analysis

Based on the results of SPSS output and analysts track substructure 1 and 2, the results of path analysis can be described as follows:

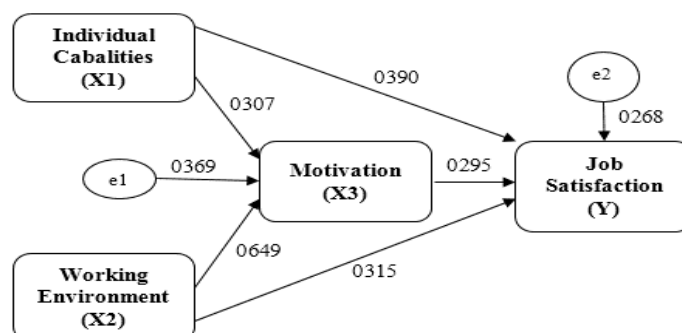


Figure 2. Path Analysis Results

The value of the path coefficient of direct influence that is individual capabilities, work environment and motivation on job satisfaction and the value of indirect effect that is individual capabilities on job satisfaction through motivation and the value of the indirect effect of work environment on job satisfaction through motivation can be seen in Table 1:

Table 1. Value of Direct and Indirect Influence

Variables	Coefficient line	Influence			R2
		Direct	Indirect	Total	
X1	0390	0390	0091	0481	-
X2	0315	0315	0191	0506	-
X3	0295	0295	-	-	-
e1	0369	-	-	-	-
e2	0268	-	-	-	-
X1, X2, → X3	-	-	-	-	0869
X1, X2, X3, → Y	-	-	-	-	0928

Source: Results of data processing 2019

Hypothesis Testing

1. Hypothesis 1

Hypothesis 1 states there directly influence individual capabilities to job satisfaction Academy X Jakarta.



$$Y = 0.390 \text{ KI} + 0.268 e_1$$

Figure 3. The direct effect of individual capabilities to job satisfaction

Regression equation results:

The regression coefficient of the individual capabilities variable is obtained t-count = 4.438, using the alpha real level = 5% (0.05) and degrees of freedom $df = n-1-k$ ($52-1-3$) = 48 the value of t-table is = 1.677. By comparing the value of t-count with t-table, $t\text{-count} > t\text{-table}$ ($4,438 > 1,677$) or significance value = 0,000 < 0,05 then H_0 is rejected, it means there is a positive and significant influence of individual capabilities on job satisfaction. The magnitude of the effect of individual capabilities on job satisfaction can be seen from the value of the path coefficient of the individual capabilities to job satisfaction of 0.390.

2. Hypothesis 2

Hypothesis 2 states there is influence directly the work environment to job satisfaction Academy X Jakarta.



Figure 4. The direct effect of motivation on job satisfaction

Regression equation results:

The regression coefficient of work environment variables obtained t-count = 2.965 > t-table 1.677 or significance value = 0.005 < 0.05, then H_0 is rejected, meaning there is a positive and significant influence of work environment on job satisfaction. The magnitude of the influence of the work environment on job satisfaction can be seen from the value of the path coefficient of the work environment on job satisfaction by 0.315.

3. Hypothesis 3

Hypothesis 3 states there is significant direct motivation to job satisfaction Academy X Jakarta.



$$Y = 0.295 M + 0.268 e_1$$

Figure 5. The direct effect of motivation on job satisfaction

Regression equation results:

Coefficient regression coefficient of motivation obtained t-count = 2.840 > t-table 1.677 or significance value = 0.007 < 0.05 then H_0 is rejected means that there is a positive and significant influence of motivation on job satisfaction. The magnitude of the influence of motivation on job satisfaction can be seen from the value of the motivation path coefficient on job satisfaction by 0.295.

4. Hypothesis 4

Hypothesis 4 states there are significant individual capabilities directly on employee motivation Academy X Jakarta.



$$X_3 = 0.307 KI + 0.369 e_2$$

Figure 6. The direct effect of individual capabilities to motivate

Regression equation results:

The regression coefficient of the individual capabilities variable is obtained $t\text{-count} = 2.726 > t\text{-table } 1.677$ or significance value $= 0.009 < 0.05$, then H_0 is rejected, meaning there is a positive and significant influence of individual capabilities on motivation. The magnitude of the effect of individual capabilities on motivation can be seen from the value of the path coefficient of the ability of individuals to the motivation of 0.307.

5.Hypothesis 5

Hypothesis 5 states are working environment influences directly towards employee motivation Academy X Jakarta.

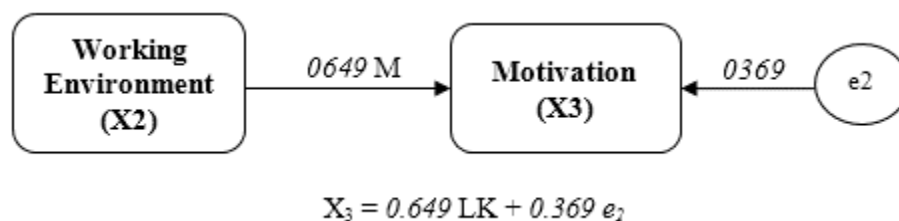


Figure 7. The direct effect on the motivation of the work environment

Regression equation results:

The regression coefficient of the individual capabilities variable obtained by $t\text{-count} = 5.763 > t\text{-table } 1.677$ or significance value $= 0.000 < 0.05$, then H_0 is rejected, meaning there is a positive and significant influence on the work environment on motivation. The magnitude of the influence of the work environment on motivation seen from the value of the path coefficient of the work environment on motivation amounted to 0.649.

6.Hypothesis 6

Hypothesis 6 states there is an influence an individual capability to job satisfaction of employees through motivation Academy X Jakarta.

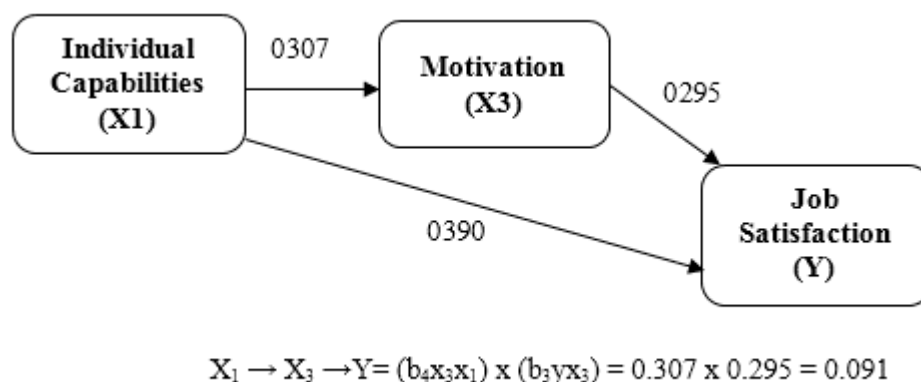
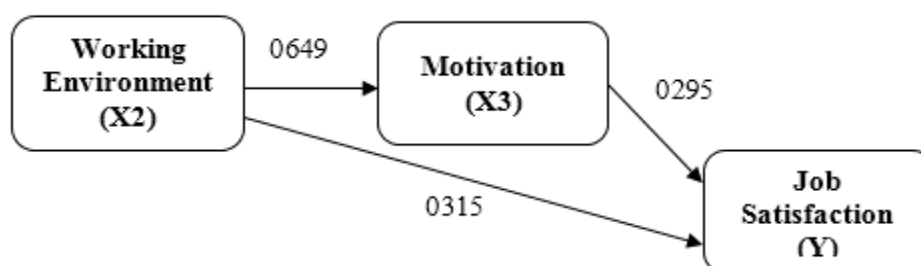


Figure 8. The effect of the individual capabilities on job satisfaction through motivation

The effect of individual capabilities (X_1) on job satisfaction (Y) through motivation (X_3) is obtained by multiplying the path coefficient value b_{4x3x1} with the path coefficient value b_{3yx3} which is $0.307 \times 0.295 = 0.091$. So when compared to the indirect effect of individual capabilities on job satisfaction is smaller than the direct effect of individual capabilities on job satisfaction that is $0.091 < 0.390$, it means that the motivation variable is not an intervening variable between individual capabilities variables on employee job satisfaction variables.

7.Hypothesis 7

Hypothesis 7 states are working environment influence on job satisfaction of employees through motivation Academy X Jakarta.



$$X_2 \rightarrow X_3 \rightarrow Y = (b_{5x3x1}) \times (b_{3yx3}) = 0.649 \times 0.295 = 0.191$$

Figure 9. Effect of the working environment on job satisfaction through motivation

The influence of the work environment (X2) on job satisfaction (Y) through motivation (X3) is obtained by multiplying the path coefficient value b_{5x3x1} with the path coefficient value b_{3yx3} which is $0.649 \times 0.295 = 0.191$. So when compared to the indirect effect of the work environment on job satisfaction is smaller than the direct effect of the work environment on job satisfaction that is $0.191 < 0.315$, meaning that the motivation variable is not an intervening variable between the work environment variables on the employee job satisfaction variable.

Discussion

1. Descriptive analysis of job satisfaction, motivation, individual capabilities, and work environment variables

Descriptive analysis of research on Academy X employees results that the majority of employees tend to agree that the variables studied are job satisfaction, individual abilities, work environment and motivation of employees of the x academy of Jakarta considered to have been fulfilled, this is evidenced from the average value of all variables approaching number 4 (tends to agree). There is a dominant indicator that obtains an average value above the average value of the variable that is the variable of job satisfaction on the indicator of the content of the work itself, the individual capabilities variable on the verbal comprehension indicator, the work environment variable on the indicator of relations with colleagues, the motivational variable on the indicator of needs social and self-actualization needs. Nevertheless, there are indicators that are lacking because they obtain an average value below the average value of the variable, namely job satisfaction variables on salary indicators and promotion opportunities, individual capabilities variables on spatial visualization indicators, work environment variables on work facility indicators, motivation variables on indicators security and safety needs and self-esteem needs.

2. Effect of individual capabilities directly on employee job satisfaction

The results of the study prove that the ability of individuals has a positive and significant effect on employee job satisfaction. Based on this, it can be explained that the ability of individuals influences the satisfaction or dissatisfaction of Academy X employees. Academy X employees who have adequate individual abilities will get job satisfaction, this is because employees can complete tasks that are their responsibility, whereas Academy X employees who have low individual abilities will result in decreased job satisfaction or even get dissatisfaction at work because they cannot complete their work well. From the results of this study, the hypothesis statement that there is an effect of individual capabilities directly on job satisfaction of Academy X employees was accepted, the results of this study following Mirza (2015) research stated that workability directly influences job satisfaction.

3. The effect of the work environment directly on employee job satisfaction

The results of the study prove the work environment has a positive and significant effect on employee job satisfaction. Based on this it can be explained that a good work environment is very instrumental in increasing job satisfaction of Academy X employees because it makes employees feel comfortable, happy and comfortable working and can reduce the feeling of being bored and avoiding stress. From the results of this study, the hypothesis statement that there is a direct influence of the work environment on job satisfaction Academy X employees received, the results of this study following research Sugiarti (2012) states the work environment has a positive and significant effect on job satisfaction.



4. *The effect of motivation directly on employee job satisfaction*

The results of the study prove that motivation has a positive and significant effect on employee job satisfaction. Based on this, it can be explained that giving motivation from leaders to subordinates can increase job satisfaction of Academy X employees because providing motivation will create work excitement so that Academy X employees are willing to use all their energy and thoughts to achieve satisfaction. From the results of this study, the hypothesis statement there is a direct influence of motivation on job satisfaction Academy X employees accepted, the results of this study following research Brahmasari and Suprayetno (2008) states work motivation has a positive and significant effect on job satisfaction.

5. *Effect of individual capabilities directly on the motivation*

The results of the study prove that the ability of individuals has a positive and significant effect on motivation. Based on this, it can be explained that Academy X employees who have adequate individual abilities will increase motivation, meaning that employees have adequate abilities because they work according to their expertise so they can complete their work properly. From the results of this study, the hypothesis statement that there is an effect of individual capabilities directly on the motivation of Academy X employees was accepted. The results of this study are the following research conducted by Anidar and Indarti (2015).

6. *The influence of the work environment directly on the motivation*

The results of the study prove the work environment has a positive and significant effect on motivation. Based on this, it can be explained that a good work environment can increase employee motivation because a good work environment will arouse enthusiasm so that Academy X employees are more passionate about carrying out their work. From the results of this study, the hypothesis statement that there was a direct influence of the work environment on the motivation of Academy X employees was accepted.

7. *Effect of individual capabilities on employee job satisfaction through motivation*

The results of the study prove that the indirect effect of individual capabilities on employee job satisfaction through motivation is smaller than the direct effect of individual capabilities on employee job satisfaction. Based on this, it can be said that the real effect is the direct effect of individual capabilities on employee job satisfaction. From the results of this study, the hypothesis statement that there is an effect of individual capabilities on employee job satisfaction through motivation in Academy X is rejected, meaning that the motivation variable is not an intervening variable between individual capabilities variables on employee job satisfaction variables.

8. *effect of work environment on employee job satisfaction through motivation*

The results of the study prove that the indirect effect of the work environment on employee job satisfaction through motivation is smaller than the direct effect of the work environment on employee job satisfaction. Based on this, it can be said that the real effect is the direct influence of the work environment on employee job satisfaction. From the results of this study, the hypothesis statement that there is an influence of the work environment on employee job satisfaction through motivation at Academy X is rejected, meaning that the motivation variable is not an intervening variable between work environment variables on employee job satisfaction variables. The results of this study are following research conducted by Saeed and Nasir (2016) which states that motivation motivates in part between work environment and job satisfaction.

Based on the explanation of the results of the path analysis research shows that the direct effect of individual capabilities variables and work environment variables on job satisfaction is greater than the effect of individual capabilities variables and work environment variables on job satisfaction through motivation (indirectly). This can be interpreted that individual capabilities variables and work environment variables can directly affect job satisfaction without going through motivation. Motivational variables are not intervening variables between individual capabilities variables and work environment on job satisfaction.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research and discussion, it can be concluded as follows:



1. In general, job satisfaction, the ability of individuals, the work environment and employee motivation Academy X is good, but there are some indicators that getting an appraisal is lacking, among others, job satisfaction on salary and promotion opportunities, the ability of individuals on spatial visualization, the working environment at the facility work, motivation on the safety and security needs and the needs of self-esteem.
2. There is a positive and significant influence between the variables of the individual capabilities to job satisfaction, so that research results are consistent hypothesis 1, which states there are influence individual capabilities directly to job satisfaction Academy X Jakarta.
3. There is a positive and significant correlation between the work environment variables on job satisfaction, so that research results are consistent hypothesis 2, which states there is influence directly on the work environment to job satisfaction Academy X Jakarta.
4. There is a positive and significant influence between the variables of motivation on job satisfaction, so that research results are consistent hypothesis 3, which states there are significant direct motivation to job satisfaction Academy X Jakarta.
5. There is a positive and significant influence between the variables of the individual capabilities to motivation, so that research results are consistent hypothesis 4, which states there are influence individual capabilities directly to employee motivation Academy X Jakarta.
6. There is a positive and significant correlation between the work environment variables to motivation, so that research results are consistent hypothesis 5, which states there is influence directly the work environment to employee motivation Academy X Jakarta.
7. Indirect influence individual capabilities to job satisfaction of employees through motivation is smaller than the direct influence an individual capability to job satisfaction of employees, so the results of this study do not fit the hypothesis 6, which states there is influence an individual capability to job satisfaction of employees through motivation Academy X Jakarta. This means that motivation is not an intervening variable between individual skills and job satisfaction.
8. The indirect effect working environments on job satisfaction of employees through motivation is smaller than the direct influence of the working environment on job satisfaction of employees, so the results of this study do not fit the hypothesis 7, which states there is influence an individual capability to job satisfaction of employees through motivation di Academy X Jakarta. This means that motivation is not the intervening variable between the work environment and job satisfaction.

Suggestion

Based on the research results and conclusions that have been made, the suggestions can the researcher is as follows:

1. *for companies*

The capability of individuals, the working environment, motivation and job satisfaction of good employees, the management should be able to maintain or even improved. While the management should get fewer votes can do the following things:

- a. More attention to job satisfaction on salary and promotion opportunities. On the salary can be taken off the way equalization and optimization of employee involvement in the activities of the committee so expect employees to get additional revenue in the form of salary or incentive, provides equalization bonuses to employees of the remaining budget, for example, bonus, and others. On the occasion of the promotion of the management should provide equal opportunities to employees in terms of the increase in the level or class, rank, so that employees feel have been treated fairly. It is expected to increase job satisfaction so that employees are willing to perform the duties imposed fine.
- b. More attention to recruitment based on the suitability of a prospective employee education with the fieldwork, so expect employees to work according to ability. Employees who have good individual capabilities and work according to the field is expected to achieve satisfaction in their work.



- c. More attention to employee motivation on security and safety needs by providing health insurance in the form of health insurance to all employees. To fulfill the needs of security and safety will increase job satisfaction.
- d. More attention to increasing the ability of employees through the provision of training, sending employees on workshop activities, seminars or activities that can improve the competence, insight, and knowledge related to his field of work. The attention of management is expected to increase employee motivation.
- e. More attention to the arrangement of workspace and working facilities to make repairs and the procurement of work equipment. A decent workspace and a complete working facility are very important to support the work of employees, thus increasing motivation to work.

2. For academy s and researchers

For subsequent researchers who are interested in discussing job satisfaction is expected to examine the other variables that influence job satisfaction eg organizational culture, leadership, organizational commitment, compensation, and so on so that it can be a means of development of science human resource management.

3. For the general public

- a. It is expected that the public knows the Academy X Jakarta and make a major choice to continue studies in the field of tourism.
- b. It is expected that the community can add insights into the science of human resource management related to job satisfaction.

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