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## Implications of Job Satisfaction on Productivity through Work Motivation, Work Environment, and Internal Communication in Serpong Building Depot Employees

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**Abstract.** This study aims to analyze the effect of job satisfaction on employee productivity through work motivation, work environment, and internal communication among employees of Depo Bangunan Serpong. In facing increasingly intense competition in the building materials retail industry, companies are required to enhance employee productivity as a key factor for organizational success. Employee productivity is influenced not only by technical factors and work systems, but also by psychological aspects and the work environment that shape job satisfaction. The hypothesis testing results indicate that work motivation has a positive and significant effect on productivity, the work environment has a positive and significant effect on productivity and internal communication also has a positive and significant effect on productivity. Work motivation, work environment and internal communication also have positive and significant effects on job satisfaction. Furthermore, job satisfaction has a positive and significant effect on employee productivity. The mediation test results show that job satisfaction mediates the effect of work motivation on productivity the effect of the work environment on productivity, and the effect of internal communication on productivity. These findings indicate that improving employee productivity can be optimally achieved through enhancing job satisfaction supported by strong work motivation, a conducive work environment, and effective internal communication.

**Keywords:** Job Satisfaction; Work Motivation; Work Environment; Internal Communication; Productivity.

### A. INTRODUCTION

Employee productivity is one of the important factors in determining the success of an organization. In an increasingly competitive business world, companies are required to be able to increase employee work productivity in order to achieve organizational goals optimally. One of the factors that affect employee productivity is the level of job satisfaction felt by employees in carrying out their jobs.

Job satisfaction is an emotional condition that reflects a person's feelings about their job. Employees who have a high level of job satisfaction tend to show better performance and

productivity compared to employees who are dissatisfied with their work. Therefore, organizations need to understand the factors that can affect employee job satisfaction.

Some of the factors that are often associated with increased employee productivity include work motivation, work environment, and internal communication within the organization. Work motivation can encourage employees to work more optimally in achieving organizational goals. A comfortable and conducive work environment can also increase employee morale. In addition, effective internal communication can facilitate the coordination and cooperation process between employees in the organization.

Retail companies in Indonesia are not only regulated by commercial aspects, but also must comply with various laws that regulate trade, consumer protection, label obligations, goods standardization, and tax and labor regulations. One of the important regulations is Law Number 7 of 2014 concerning Trade, which regulates retail business actors in terms of the distribution of household goods, imports, goods standards (SNI), and label and product safety obligations.

Furthermore, the Job Creation Law (Law No. 11 of 2020, and its latest amendments) also brings changes in retail and general trade regulations, including simplification of business licensing, business environment regulations, and more efficient administrative obligations to support the growth of the retail sector. The Regulation of the Minister of Trade also regulates the obligation to include labels in Indonesian on products sold at retail, as a form of protection of consumer rights so that product information sold can be clearly understood by buyers. Examples are Permendag No. 73 of 2015 and Permendag No. 79 of 2019 concerning Indonesian Language Labels.

Depo Bangunan as one of the building materials retail companies in Indonesia has a large number of employees and complex operational activities. Therefore, increasing employee productivity is very important for companies. Based on these conditions, this study aims to analyze the implications of job satisfaction on employee productivity through work motivation, work environment, and internal communication in employees of the Serpong Building Depot.

## B. LITERATURE REVIEW

### Human Resource Management HR management,

According to Sri Sudari et al. (2023), is a strategic and systematic process to use the workforce optimally—from planning, recruitment, development, to performance evaluation—with the aim of increasing productivity and creating sustainability in the organization. According to Antonius Prahendratno et al. (2023), HR Management is a series of practices that manage workforce planning, selection of the right people, coaching, and performance appraisals with the aim of creating professional, effective, and supportive working relationships for organizational success. According to Stoner et al. (1996), quoted in the journal Moestien (2022), Human Resource Management is the process of planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of human resources to achieve organizational goals effectively and efficiently. Human resources is not only an administrative function, but a strategic factor that affects the performance of the organization as a whole. In the book published by Piter Tiong (2023), it is explained that HR planning is a crucial first step in the HR process. This planning involves identifying the needs of the workforce, both in number and competence, which are adjusted to the strategy and direction of the organization. This process includes a job description, which is a job description and job specification, which are used to define the responsibilities and qualifications required of each job position. The next stage is the recruitment and selection process. Recruitment aims to attract as many potential candidates as possible, while selection aims to select the candidate who best fits the needs of the organization. The selection procedure can include written tests, interviews, to more complex and objective assessment

center methods. Training and development are the main focus in improving the quality of human resources. Training is aimed at improving technical skills in the short term, while development includes increasing individual competencies and capacity in the long term. The methods discussed include on-the-job training, formal classroom training, mentoring, and structured coaching. Performance appraisals are discussed as an important instrument in assessing the extent to which employees have performed their duties effectively. The results of this assessment are not only used as a basis for promotion or termination, but also as a basis for designing advanced training and evaluation of the work system. Some of the commonly used methods in performance appraisal include rating scales, 360-degree appraisals, and self-assessments. Veithzal Rivai (2015) explained that human resource management is an art and science in regulating the relationship and role of the workforce to be effective and efficient

### **Work Motivation**

According to Robbins & Judge (2019), motivation is a process that explains a person's intensity, direction, and perseverance in an effort to achieve a goal. Intensity relates to how hard a person puts in the effort, the direction of ensuring that the effort is consistent with the organization's goals, while perseverance shows the extent to which the effort can be sustained over a long period of time. Hasibuan (2019) defines motivation as providing driving force that creates a person's enthusiasm for work so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Rivai (2020) added that work motivation is a series of attitudes and values that influence individuals to achieve specific things according to personal goals and organizational goals. According to Stephen P. Robbins and Timothy A. Judge (2022) in *Organizational Behavior*, work motivation is a process that explains a person's intensity, direction, and persistence in an effort to achieve a goal. This means that work motivation shows how much effort employees put in, where the effort is directed, and how long it is maintained to achieve the organization's targets. According to Vroom's Theory of Hope (1964) quoted by Usmara (2006), motivation arises when an individual believes that his or her efforts will produce good performance (expectations), that performance will bring rewards (instrumentality), and that rewards are valuable to him (valence). In retail, employee motivation will be high if they believe that their hard work in serving customers will be recognized and rewarded. Meanwhile, Self-Determination Theory (Deci & Ryan, in Rose et al., 2001) emphasizes that motivation comes from two sources: intrinsic motivation (internal motivation such as satisfaction when helping customers) and extrinsic motivation (external motivation such as salary, incentives, bonuses). High motivation will encourage employees to perform at their best, increase productivity, and contribute to the achievement of organizational goals. In the context of this study, the level of work motivation of Serpong Building Depot employees is expected to be one of the main factors that affect sustainable and efficient work productivity.

### **Work Environment**

Nitisemito (2019) states that the work environment is everything that exists around the worker that can influence him in carrying out the tasks he is assigned. This includes the work atmosphere, relationships with colleagues, physical facilities, and the condition of the workspace. Robbins & Judge (2019), the work environment is an external condition where employees are active that can affect their feelings, attitudes, and performance. In the context of retail organizations, a conducive work environment includes store comfort, adequate work facilities, lighting, security, and social relationships among employees. From these various definitions, it can be concluded that the work environment is all the conditions around employees, both physical and non-physical, that can affect motivation, performance, and job satisfaction. In the retail industry, the work environment plays an important role because employees interact directly with customers. Clean store conditions, good lighting, and neat product layouts not only improve customer comfort, but also affect employee morale. In addition, non-physical factors such as superior support, teamwork, and smooth internal communication greatly determine the quality of service. If the work environment is supportive,

employees tend to be more friendly, alert, and proactive in serving customers. On the contrary, a poor work environment can lower motivation, increase stress levels, and even trigger absenteeism.

### **Komunikasi Internal**

Internal Communication According to Goldhaber (1993) quoted in Gatut (2025), internal communication is the exchange of formal and informal messages that takes place between members of the organization with the aim of creating mutual understanding. Kreps in Kriyantono (2015) defines organizational communication as the process of creating and exchanging messages in a network that are interdependent to overcome environmental uncertainty. In the context of internal communication, this process involves the flow of information that occurs within the organization, both from leaders to subordinates and between employees. Robbins and Judge (2019) explained that internal communication is the process of conveying information, ideas, and instructions that occur in an organization to support coordination and achievement of common goals. From the various definitions above, it can be concluded that internal communication is the process of exchanging information, ideas, and messages that occur within the organization, both formally and informally, with the aim of supporting the effectiveness of work, coordination, and the achievement of organizational goals. Poor internal communication often leads to misinformation, service delays, and customer complaints. On the other hand, good internal communication can speed up the flow of information, strengthen teamwork, increase job satisfaction, and ultimately contribute to the quality of customer service. Based on various views of experts, it can be concluded that internal communication is a process of exchanging messages, information, and meaning among members of an organization with the aim of creating understanding, coordination, and effective cooperation in achieving common goals.

### **Productivity**

According to the International Labour Organization (ILO, 2023), productivity can be understood as the ratio of output to input, specifically the output of labor per hour worked. This definition emphasizes the direct relationship between human resources and the results produced in an organization. In line with that, the Bureau of Labor Statistics (BLS, 2024) states that labor productivity is an important measure used to assess a company's efficiency in utilizing labor to produce output. According to the OECD (2025), productivity can be categorized into two, namely labor productivity and total factor productivity (TFP) which includes capital, energy, and material variables. The OECD emphasizes that productivity is an indicator of competitiveness and quality of company management, especially in the retail industry which has labor-intensive characteristics. According to Sedarmayanti (2017), productivity is not only seen as a comparison of output and input, but also reflects a mental attitude that always strives to improve work results in a more efficient and effective way. This means that productivity is not only a technical issue, but also closely related to individual behavior, motivation, and commitment at work. In the context of organization, Gaspersz (2020) stated that productivity is the relationship between real results (outputs) and inputs (inputs) used to produce these outputs. The greater the output produced from a particular input, the higher the productivity level. Robbins and Coulter (2021) also define productivity as a measure of performance that compares the efficiency and effectiveness of the use of resources in producing goods or services. In the operations management literature, Heizer, Render, and Munson (2020) stated that productivity is measured through the output-input ratio which can be in the form of single-factor productivity (for example, output per labor) or multifactor productivity (output compared to the combined inputs of labor, capital, and materials). In the context of the retail industry, according to Kotler and Keller (2022), labor productivity is closely related to the quality of customer service. Retailers that are able to provide fast, friendly, and accurate service will improve the customer experience, which ultimately has a direct impact on sales and consumer loyalty. Thus, productivity in retail can be seen as a combination of operational efficiency and service effectiveness that is oriented towards customer satisfaction. In the context of retail, the Corporate Finance Institute (2023) states that the sales per square

foot indicator is used to assess the efficiency of store space utilization. Furthermore, according to UKG (2023), the sales per labor hour (SPLH) indicator is widely used as a standard for measuring the productivity of retail employees, because it can describe the contribution of the workforce

### **Job Satisfaction**

Job satisfaction is an employee's positive attitude towards their work, which arises from an assessment of various aspects of their work and work environment. Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences," which is a positive emotional state resulting from the evaluation of work or work experience. Robbins & Judge (2019) state job satisfaction is a positive feeling about one's job that is the result of an evaluation of job characteristics. In other words, when the work is in accordance with the expectations, needs, and values of employees, then they will feel satisfied. Meanwhile, Luthans (2015) emphasized that job satisfaction does not only concern emotional conditions, but also includes attitudes and behavioral responses to work. Satisfied employees tend to show higher loyalty, discipline, and morale. Tjiptono (2017) also emphasized that job satisfaction is closely related to employees' perception of organizational fairness, rewards, and a supportive work environment. Job satisfaction is a person's general feeling of their job, which is the result of an evaluation of different aspects of the job that the individual considers important. According to Warr (2020), job satisfaction is a complex psychological condition that reflects the balance between positive and negative work experiences and affects the overall well-being of individuals. This definition shows that job satisfaction is not only related to work, but affects the psychological condition and quality of life of workers in general. Job satisfaction in this study functions as a mediating variable that bridges the influence of independent variables (work motivation, work environment, internal communication) on dependent variables (productivity). Some previous studies (e.g. Khan et al., 2019; Susanti, 2021) shows that job satisfaction can increase the positive relationship between motivation, communication, and the work environment on employee performance. In other words, while motivation and work environment are important, productivity is more optimal if employees are satisfied with their work.

## **C. RESEARCH METHODOLOGY**

The research was carried out at Depo Bangunan, a retail building materials company in Indonesia, located at Jl. Raya Serpong No.KM.2, Pakulonan, 53120808 Kec. Data collection is carried out on service employees who interact directly with customers. The time of this research was carried out for 3 months starting from October – December 2025. Gradually, the researcher will conduct research starting from the preparation of the proposal seminar, then research instruments are made, collecting data in the form of distributing questionnaires, then the data will be processed and data interpretation reporting through a thesis. This study uses a causal associative design, which aims to determine the influence or cause-effect relationship between independent variables on dependent variables, either directly or through mediated variables.

This study uses a quantitative approach with an explanatory method. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) through the SmartPLS 4 application. The operationalization of variables was carried out using the Likert – Interval scale with five points (1 = strongly disagree to 5 = strongly agree). The population in this study is all employees who work at the Serpong Building Depot. The population includes all employees from various parts such as cashiers, warehouses, administration, customer service, and sales staff. Based on data obtained from management, the number of active employees in 2024 in the operational section will be 105 people. The analysis was carried out using the Structural Equation Modeling–Partial Least Square (SEM–PLS) approach through SmartPLS 4 software. The SEM-PLS analysis stage consists of two main components, namely the evaluation of the measurement model (outer model) and the

evaluation of the structural model (inner model). At the evaluation stage of the measurement model (outer model), the analysis is carried out to assess the extent to which the indicators used are able to represent the constructs or latent variables measured.

#### D. RESULTS AND DISCUSSION

This study involved 105 operational employees of the Serpong Building Depot as respondents. The majority of respondents were male (79.3%), aged 31–35 years old (30.5%), had a high school/vocational education (74.3%), and had worked for more than 5 years (74.3%). This shows that the operational workforce is dominated by experienced employees. The results of the descriptive analysis showed that all research variables were in the good category with an average value above 3.60. A summary of the average values of each variable can be seen in the following table.

**Table 1. Average Values of Research Variables**

Variable	Average	Category
Work Motivation	3,68	Good
Work Environment	3,67	Good
Internal Communication	3,78	Good
Job Satisfaction	3,80	Good
Productivity	3,69	Good

Source: Primary data processed by researchers (2025)

The highest average scores were found in job satisfaction (3.80) and internal communication (3.78), while the lowest scores were found in the work environment (3.67). This shows that in general employees are quite satisfied with their work and that the organization's internal communication is going well. The results of the SEM-PLS analysis show that the research model has good predictive capabilities. The R-Square value of job satisfaction is 0.449, which means that 44.9% of job satisfaction variations can be explained by work motivation, work environment, and internal communication. Meanwhile, the R-Square value of productivity was 0.664, which indicates that 66.4% of the variation in productivity can be explained by work motivation, work environment, internal communication, and job satisfaction.

**Table 2. R-Square Value Test Results (R2)**

	R-square	R-square adjusted
Job Satisfaction	0,449	0,433
Productivity	0,664	0,650

Source: Processing Output with smartPLS 4.0

The results of the analysis in the hypothesis test showed that the entire relationship between variables had a positive and significant influence. The work environment has a considerable influence on job satisfaction ( $\beta = 0.366$ ), while job satisfaction has the greatest influence on productivity ( $\beta = 0.372$ ).

**Table 3. Hypothesis Testing Results**

	Koefisien	T-Statistik	P-Value	Keterangan
Job Satisfaction → Productivity	0,372	3,397	0,001	Significant
Communication → Job Satisfaction	0,267	3,104	0,002	Significant
Internal Communication → Productivity	0,179	3,028	0,002	Significant
Work Environment → Job satisfaction	0,366	3,499	0,000	Significant
Work Environment → Productivity	0,300	2,255	0,024	Significant
Work Motivation → Job satisfaction	0,248	3,312	0,001	Significant
Work Motivation → Productivity	0,198	3,225	0,001	Significant

These findings suggest that improving work environment conditions, internal communication, and work motivation can increase employee job satisfaction, which ultimately impacts increased work productivity ( $\beta = 0,372$ ).

## E. CONCLUSIONS AND SUGGESTIONS

Based on the results of the study on the influence of work motivation, work environment, and internal communication on productivity through job satisfaction in employees of the Serpong Building Depot, it can be concluded that all independent variables have a positive and significant influence on job satisfaction and employee productivity.

Work motivation was shown to have a significant effect on productivity with a t-statistic value of 3.225 and a p-value of 0.001, while the work environment and internal communication also showed a significant influence with t-statistical values of 2.255 (p-value 0.024) and 3.028 (p-value 0.002), respectively.

In addition, work motivation, work environment, and internal communication also had a significant effect on job satisfaction, with consecutive t-statistical values of 3.312; 3,499; and 3,014. Job satisfaction itself was proven to have a significant effect on productivity with a t-statistic value of 3.397 and a p-value of 0.001. The results of the study also show that job satisfaction is able to mediate the relationship between work motivation, work environment, and internal communication to employee productivity.

Based on the findings of the study, companies are advised to increase employee work motivation through a more transparent and performance-based incentive and reward system. In addition, companies need to continue to improve the quality of the work environment and strengthen internal communication so that information can be conveyed clearly and effectively to all employees.

For the next researcher, it is recommended to add other variables such as leadership, compensation, organizational culture, or employee engagement and expand the research object so that the research results can provide a more comprehensive picture of the factors that affect employee productivity.

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