



The Role of Social Environment in Employee Work Motivation: A Case of X Public Company at Jatiluhur Dam

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ABSTRACT

Employees need motivation to do their jobs well, so companies, institutions, or organizations need to create a good working atmosphere so that employees are self-motivated. Therefore, it should be understood that the motivation possessed by employees has the potential to improve the quality of their work. Work motivation can be reviewed based on the social environment consisting of family, workmates, peers, and society. This study aims to analyze the four dimensions of the social environment of X Public Company's employees. This study used a combined method with a concurrent nested design. Determination of the number of subjects using a census, meaning that all employees at X Public Company were taken as respondents, which was as many as 135 people. The data collection techniques used were interviews and secondary data. The results show that the social environment of X Public Company's employees has implemented its role well, as seen from the total score of 6,057. However, society environment has not supported optimally, so this is still an obstacle in the motivation of X Public Company's employees. In this case, not only for employees, but X Public Company also needs to play a role in maintaining employee work motivation, because employee work motivation can also provide a positive image and maintain the sustainability of X Public Company's operations.

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Introduction

According to Kompasiana (2019), Jatiluhur Dam in Purwakarta has the potential to become a tourist spot with various facilities such as hotels, bungalows, restaurants, playgrounds, meeting rooms, fishing spots, boat tours, waterbooms, floating restaurants, photospots, and water sports facilities. Jatiluhur Dam also serves as a source of clean water that can produce 5,000 liters of water per second for residents in Karawang and Bekasi areas, as well as a power plant that can produce electrical power of 187 megawatts. This shows that Jatiluhur Dam has enormous potential to improve the lives of people, especially those living in Purwakarta. Jatiluhur Dam is not only a source of life, but also an attractive place for tourists with its many attractions (Kompasiana, 2019).

X Public Company is one of the state-owned enterprises in Indonesia engaged in water resources management, water infrastructure, and hydropower plants. One of the main projects managed by X Public Company is the Jatiluhur Dam. Based on the information submitted, X Public Company is responsible for the management and operation of the Jatiluhur dam. This includes maintenance of dam structures, control of water systems, and monitoring of water levels, and the capacity of dams to provide maximum benefit to the community. Therefore, X Public Company requires the quality of potential human resources, so that the company's role can be optimized. One indication of potential human resources can be seen through their work motivation (Afifah and Musadieq, 2017; Anjasari, 2021).

According to Arshadi and Zare (2015), work motivation is a drive that can produce output from an employee work process, so that most leaders who pay attention to employee performance to ensure the achievement of the goals of the company they hold, will consider the work motivation of the employees they recruit. Harahap and Khair (2019) explained that this can apply to all types of companies such as national, private, and even state agencies. Moreover, if the company is related to community services, the performance of the company and employees is more considered by the community who are interested (Harahap and Khair, 2019). Generally, people who are interested in the company will provide an assessment that can determine the sustainability of the company, in other words, community assessment can make a company forcibly terminated if the services it provides receive an unfavorable assessment (Damayanti and Fakhri, 2021; Kusumawardani, 2022).

Not only compensation, work motivation of employees can be seen from the social environment as a whole. This happens because the lives of employees do not always intersect with the internal conditions of the company, but also intersect with various environments where the employees are located. Hasibuan (2010) also explained that work motivation must be learned from the social environment of employees, because the social environment is one indicator that can change work motivation both in a progressive and regressive direction. Employee motivation is influenced by several aspects of the social environment, namely, feeling safe at work, pleasant coworkers and fair treatment by management (Ikhsan, Reni, and Hakim, 2019). While Wilson (2012) and Ghazali (2016) suggests that the social environment of employees is an internal and external condition that can encourage the completion of employee work more quickly and optimally.

Anwar's research (2013) and Hamali's research (2018) explains that employees can carry out their duties well and achieve optimal results if supported by appropriate social environmental conditions. Yunus and Sukartini (2013) and Kaswan (2017) explained that the social environment is a condition produced by family, workmates, peers, and the surrounding community that can provide a comfortable atmosphere. Inappropriate social environment conditions can cause employees to get sick, stressed, difficult to concentrate, and reduce work productivity, while an appropriate social environment can increase employee motivation and increase work productivity (Kaswan, 2017; Yunus and Sukartini, 2013).

In addition, researchers also found that studies on the social environment of employees and their impact on work motivation are still few. For example, research conducted by Akmal and Tamini (2015) and Aldino (2017) only focuses on compensation and the company's internal social environment. Marwansyah and Oemar's research (2015) and Andriany's research (2019) also focuses only on colleagues from employees. Based on this, researchers make the social environment of employees as a whole which addresses not only the internal, but also the external social environment as a gap and novelty in the development of scientific studies on the role of the social environment in work motivation.

Based on the introduction that has been conveyed, it can be seen that employees are one of the important assets for companies, institutions, or organizations in achieving their goals. In order for employees to become competent assets, companies, institutions, or organizations not only need to pay attention to compensation, but also need to pay attention to the social environment of employees as a whole. This is because the overall social environment can be a supporting factor for the formation of individual personality, including work motivation. If the individual is in an unsupportive environment, the individual tends to have an incompetent personality, and vice versa.

Based on this presentation, this study obtained the objectives as well as the identification of the following problems:

1. How is role of family environment of employees in X Public Company?
2. How is role of workmates environment of employees in X Public Company?
3. How is role of peer environment of employees in X Public Company?
4. How is role of society environment of employees in X Public Company?

Method

This study used a combined method with a concurrent nested design guided by Creswell (2014). The qualitative approach was used to deepen information about the role of social environment in employee

motivation at X Public Company obtained through the results of statistical analysis. Determination of the number of subjects using a census, meaning that all employees at X Public Company were taken as respondents, which was as many as 135 people.

The data are collected through interviews, questionnaires, and literature. Primary and secondary data are the two types of data used in this study. Primary data comes from research subjects directly, while secondary data comes from research subject profiles indirectly. After the data was collected, data analysis was carried out through interviews and filling out questionnaires about the role of social environment in employee motivation at X Public Company. For quantitative data analysis, researchers used likert scale. Qualitative data analysis is then used to uncover and deepen data that is not obtained statistically. This research conducts several qualitative data analysis processes, including data reduction, data classification, and conclusion.

Data collection is a strategic step in research, because the purpose of this research is to obtain data through the following techniques:

1. Researchers use interviews as a technique to extract information from X Public Company's employees regarding the role of the social environment. Not only that, in order to strengthen the interview results, researchers also conducted interviews with the head of X Public Company, sub section of X Public Company, and head of field of X Public Company.
2. Observation is used to gain a comprehensive understanding, therefore researchers make direct observations at the research location. Through observation, researchers can find out and see directly the condition of X Public Company, not only based on information from respondents. This activity is needed as an effort to confirm various information obtained through observation guideline.

The types of research data used by researchers are as follows:

1. Primary data is obtained directly by researchers to be processed. Primary data comes from field studies, namely the results of questionnaires distributed to X Public Company's employees.
2. Secondary data is obtained indirectly or data from parties outside X Public Company's employees, for example data from the head of X Public Company, sub section of X Public Company, and head of field of X Public Company.

While the research tools used by researchers are as follows:

1. A questionnaire is a tool by submitting or sending a list of descriptions for respondents to fill out. The questionnaire is closed and each description filled in by respondents has been equipped with alternative answers, so respondents only need to choose one answer that is considered appropriate to themselves.
2. Observation is guideline for researchers to add data that can't be collected through questionnaires.
3. Literature is a data by studying scientific publication literature derived from books, articles, theses, or dissertations related to the social environment and employee work motivation that can support researchers to conduct research.
4. Documentation is a technique in the form of official and unofficial documents regarding the object and subject of research. Documentation can be in the form of research location profiles or documents obtained directly by researchers in the form of photos and research notes.

Results and Discussion

Jatiluhur Dam's Profile

The 4,500 km² watershed of Citarum River is managed by the Jatiluhur Dam. The Jatiluhur Dam was built with a fund of US \$ 230 million and was inaugurated on August 26, 1967. This dam was named Juanda because of Ir. H. Juanda's struggle to get funding and his persistence to support efforts to build the Jatiluhur Dam in the Indonesian government and in international forums at that time.



Source: Documentation, 2023

Figure 1. Jatiluhur Dam

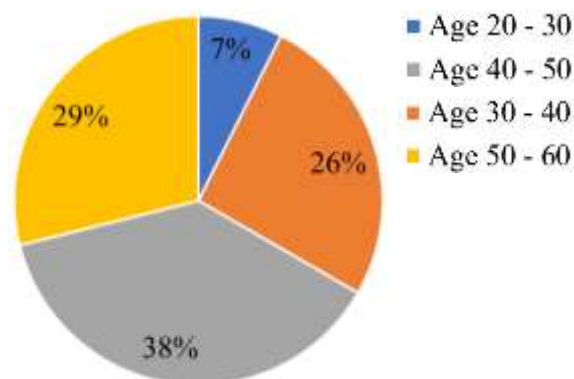
X Public Company manages the Jatiluhur Dam every year to provide irrigation water and hydropower plants. There are six turbines with a power of 187 megawatts at the Jatiluhur Dam that produce about 2,700 kwh per day. In addition, the Jatiluhur Dam irrigates an irrigation network covering an area of 242,000 hectares and serves as a source of raw water, aquaculture, and flood management. Tourism can also be enjoyed at Jatiluhur Dam, because there are hotels, bungalows, restaurants, playgrounds, meeting rooms, fishing spots, boat tours, waterbooms, floating restaurants, photospots, and other water sports facilities.

X Public Company's Profile

X Public Company is a state-owned enterprise that provides clean water to the people of West Java and the people of Jakarta, and produces electricity for West Java through the Jatiluhur Dam. Based on Government Regulation Number 7 of 2010, X Public Company is also responsible for managing water resources in the Citarum River area. X Public Company was established to manage the use and meet water needs. As a state-owned company, this company not only runs a business in water management and supply, but also has tasks related to public services in the field of water resources such as flood control, irrigation water supply, and conservation. The purpose of the establishment of X Public Company is to manage the use and meet the needs in the water sector.

Respondent's Profile

Profiles are needed to determine the background of the research subject that can support in clarifying research data. The profile of subjects in this study include age, religion, and education level presented in the following figures:

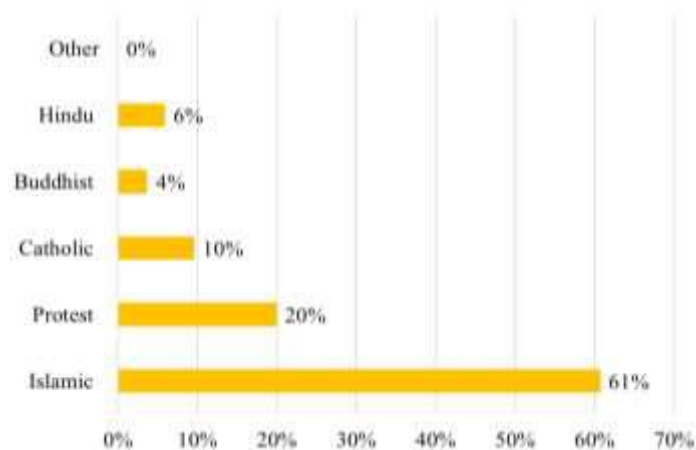


Source: Research, 2023

Figure 2. Respondent's Profile by Age

Figure 2 shows that majority of X Public Company's employees are between 40 and 50 years old. This shows that X Public Company has employees who tend to have broad and diverse work experience. They have spent enough time in a particular industry or organization, which makes them have a deep understand of work processes and job demands. Not only that, this group generally have skills and expertise that have been tested for years. They can master specific technical or expertise, which makes them a valuable asset to the company. Most of X Public Company's employees have built extensive networks and relationships. They have solid relationships with colleagues, superiors, subordinates, as well as other stakeholders. This allows them to gain access to valuable resources and information.

In addition, figure 2 also shows the large number of X Public Company's employees are between 30 and 40 years old. X Public Company's employees in this group have high motivation and a tendency to constantly improve themselves. They want to stay relevant in their careers and continue to thrive in skills and knowledge. This makes them a source of inspiration and innovation for team members as a whole. They can also value commitment, integrity, and high work ethics. This allows them to set a good example for younger colleagues and make a significant contribution in X Public Company.

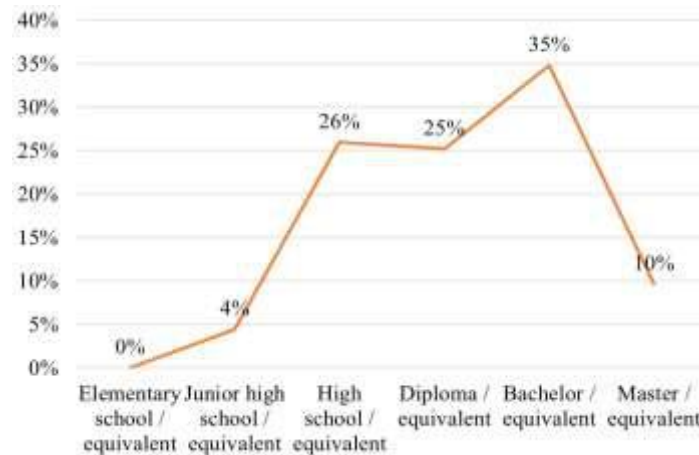


Source: Research, 2023

Figure 3. Respondent's Profile by Religion

The majority of X Public Company's employees are Muslims, as shown in figure 3. This shows that the religious diversity of X Public Company's employees can enrich and expand culture. Various traditions, customs, and religious rites from different schools or schools provide a rich variety in terms of religious practice at X Public Company. The religious diversity of X Public Company's employees can also help strengthen tolerance. When employees who are Muslim have different views and beliefs, employees of

other faiths can learn to respect and accept each other's differences. It encourages greater brotherhood and encourages cooperation between people of different faiths at X Public Company.



Source: Research, 2023

Figure 4. Respondent's Profile by Education Level

It can be seen that many employees of X Public Company have bachelor / equivalent education, as shown in figure 4. Not only that, the existence of some employees who have master / equivalent education shows that employee of X Public Company already have the capacity of special knowledge and skills in work. Most jobs at X Public Company often require in-depth knowledge and technical skills that can only be acquired through higher education. However, X Public Company also assesses work experience and relevant skills more than just a college degree. Therefore, although X Public Company wants graduate employees for some positions, X Public Company can also hire individuals with specific experience or skills that fit the needs.

The Role of Social Environment in X Public Company's Employee Work Motivation

This section will discuss the information and answers of respondents to the dimensions of the social environment that can contribute to their work motivation at X Public Company. The social environment dimension in question consists of family environment's dimension, workmates environment's dimension, peer environment's dimension, and society environment's dimension. Before that, keep in mind based on the previous explanation that based on theory, employees are valuable assets, because employees have knowledge and expertise that affect the quality of X Public Company. In order to improve the performance and quality of X Public Company, employees need to have motivation to be able to do and complete their work well. The motivation of the employee can be reviewed based on the overall social environment.

Family Environment's Dimension

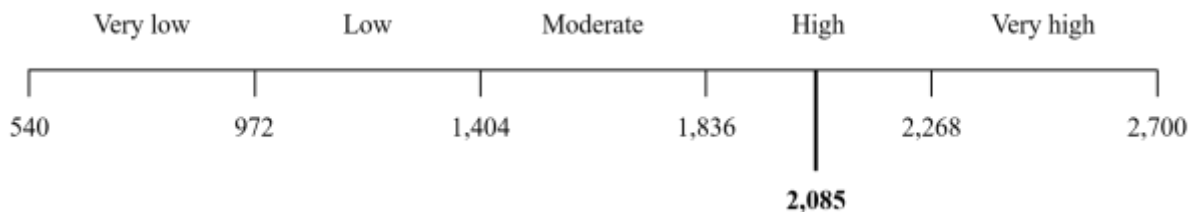
Family can play an important role in motivating employees to work well, because family is the closest social environment, so it can provide emotional support. When an employee has emotional support from their family, they may feel more motivated. Family enthusiasm can give employees the confidence to face challenges in the workplace. In this study, the family environment's dimension consists of parents (A1), spouses (A2), children (A3), and siblings (A4) who can play a role in motivating X Public Company's employees to work. Here is table 1 that presents the scores of respondent's answers regarding the family environment's dimension:

Table 1. Respondent's Answer Score to Family Environment's Dimension

Category	A1	A2	A3	A4	Scores
Very appropriate	205	155	185	225	770
Appropriate	252	236	244	260	992
Normal	51	78	51	39	219
Inappropriate	20	20	28	10	78
Very inappropriate	4	9	6	7	26
Sum					2,085

Source: Research, 2023

Table 1 shows that overall family environment's dimension score of X Public Company's employees is 2,085. To make it easier to describe the recapitulation results, researchers set very appropriate equal to very high, appropriate equals high, normal equals moderate, inappropriate equals low, and very inappropriate equals very low. Then, the researcher explained the results of the recapitulation with a continuum as follows:



Source: Research, 2023

Figure 5. Continuum of Family Environment's Dimension

Based on figure 5, it shows that the overall family environment's dimension score of X Public Company's employees is located between 1,836 - 2,268, so it can be seen that the role of the X Public Company's employees family environment in providing work motivation is included in the high category which is equivalent to the good category. Based on this, the results also explain that family environment of X Public Company's employees always provides emotional support to each family member in facing pressure and challenges at work, for example always try to calm down when X Public Company's employees are experiencing pressure or stress in completing work and always being a good listener for family members who work, including X Public Company's employees. Then, family environment of X Public Company's employees also creates a positive home environment and supports the growth and learning of family members. They encourage work-related activities, such as reading books and attending trainings, thus helping family members to continuously improve their knowledge and skills. For example, one of X Public Company's employees always gets support for facilities at home from his wife such as computers, chairs, and desks for work. Another X Public Company's employees also receive financial support from their parents in attending various useful courses to support his knowledge and skills while working. Then, the form of support of family members of X Public Company's employees in motivating work is to celebrate each other's achievements, both big and small. For example, if one family member of X Public Company's employees successfully completes a big project at work, another family member can arrange a special dinner or fun activity as a way to celebrate. Attending important events at work, such as presentations, important meetings, or celebrations of achievements, can be a powerful support for of X Public Company's employees. The presence of a partner can increase self-confidence and pride.

These results are also in accordance with the previous theoretical explanation, that role of a good family in motivating work is one of the important things to increase one's productivity and job satisfaction. Good work motivation has a very positive impact on companies, including X Public Company. Motivated employees will work harder and more efficiently, which can increase overall company

productivity. They will focus on their tasks better and have a strong drive to achieve better results. High motivation also encourages employees to work with dedication and concentration. This will have an impact on improving the quality of their work. They will strive to provide the best and achieve the quality standards that the company expects. Motivated employees also tend to be better at finding innovative and creative solutions to existing challenges and problems. They will feel more eager to provide new ideas and innovate in their work, so as to make an important contribution to the company. Thus, it can be concluded that the family environment of X Public Company's employees can have a domino impact on the quality of X Public Company itself. As an example already explained, one of X Public Company's employees always gets support for facilities at home from his wife such as computers, chairs, and desks for work, so that the process of completing work can be completed quickly. Work that can be completed well and quick can make X Public Company's performance good too, so that X Public Company's positive image will also increase. In addition, psychologically, to helping speed up work, such support can increase work motivation, because X Public Company's employees feel valued and recognized by their spouses (Noor, 2013; Yunus and Sukartini, 2013; Gaol, 2014; Juniari, Riana, and Subudi, 2015; Nugraha and Surya, 2015; Wibowo, 2016; Christanto, 2017; Hasibuan and Handayani, 2017; Kaswan, 2017; Elmi, 2018; Widayati, 2019).

Workmates Environment's Dimension

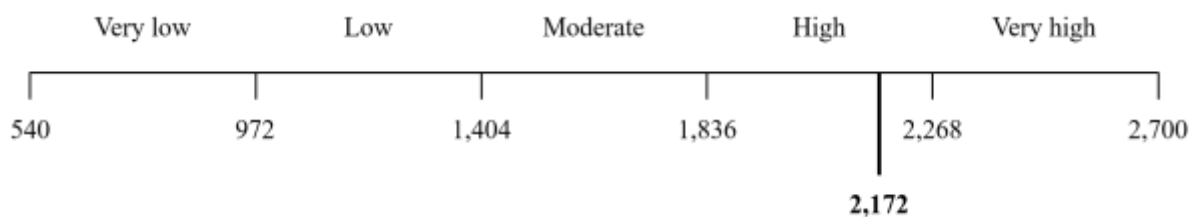
With a good workmates, employees can feel higher motivation at work. They can support, help, appreciate, be role models, and support employees in the face of all obstacles. Therefore, it is important for employees to establish good relationships with workmates and support each other in the work environment. In this study, the workmates environment's dimension consists of company leaders (B1), workmates with same job (B2), workmates with different job (B3), and supervisee (B4) who can play a role in motivating X Public Company's employees to work. Here is table 2 that presents the scores of respondent's answers regarding the workmates environment's dimension:

Table 2. Respondent's Answer Score to Workmates Environment's Dimension

Category	B1	B2	B3	B4	Scores
Very appropriate	245	200	175	265	885
Appropriate	244	268	284	252	1,048
Normal	51	36	33	27	147
Inappropriate	14	20	28	18	80
Very inappropriate	1	6	4	1	12
Sum					2,172

Source: Research, 2023

Table 2 shows that overall workmates environment's dimension score of X Public Company's employees is 2,172. To make it easier to describe the recapitulation results, researchers set very appropriate equal to very high, appropriate equals high, normal equals moderate, inappropriate equals low, and very inappropriate equals very low. Then, the researcher explained the results of the recapitulation with a continuum as follows:



Source: Research, 2023

Figure 6. Continuum of Workmates Environment's Dimension

Based on figure 6, it shows that the overall workmates environment's dimension score of X Public Company's employees is located between 1,836 - 2,268, so it can be seen that the role of the X Public Company's employees workmates environment in providing work motivation is included in the high category which is equivalent to the good category. Based on this, the results also explain that workmates environment of X Public Company's employees always provide moral support, such as providing encouragement and motivation when we are facing challenges or difficulties at work. By providing moral support, workmates can increase our motivation to stay focused and try hard in dealing with every situation. A good workmates assists X Public Company's employees in completing tasks by providing valuable advice or opinions. They can also help by collaborating in carrying out work, so this can increase the motivation of X Public Company's employees in doing tasks. Good workmates are able to give appreciation to the results of employees work. This can be in the form of gratitude or praise for the performance of X Public Company's employees that have done. With the appreciation of their workmates, employees will feel valued and stay motivated to give their best in their work. A good workmates is also a supporter of X Public Company's employees in the face of difficult work situations. They help and provide support in solving problems, so X Public Company's employees feel supported and have stronger motivation. Workmates of X Public Company's employees regularly engage in social activities outside of working hours, such as lunch together, recreational activities, or team events, which can strengthen bonds between workmates and boost morale. On several occasions, workmates work together on projects to achieve common goals. Workmates help, share ideas, and provide constructive feedback to improve work outcomes for X Public Company's employees. Just like family, some of workmates of X Public Company's employees also celebrate when their friend achieves a feat at work by throwing a small party or giving public congratulations.

These results are also in accordance with the previous theoretical explanation, that the role of a good workmates in motivating work is also one of the important things to increase one's productivity and job satisfaction. Motivated employees have better attendance rates and tend to be more loyal to the company. X Public Company's employees are satisfied with their jobs and it is not easy to find new job opportunities. This will reduce absenteeism rates and employee fluctuations that can cause disruption and additional costs for X Public Company. Motivated employees will provide better service to customers. They will strive to exceed customer expectations and provide a positive experience. This will increase customer satisfaction, strengthen customer relationships, and help companies retain and attract new customers. Motivated employees will reflect a positive image of X Public Company. They will be ambassadors of the company out there and make a good impression to customers, business partners, and the public. This can help the company build a strong image, have a good reputation, and become a desirable place to work. Thus, it can be concluded that the workmates environment of X Public Company's employees also have a domino impact on the quality of X Public Company itself. As an example already explained, good workmates are able to give appreciation to the results of employees work. This can be in the form of gratitude or praise for the performance of X Public Company's employees that have done. With the appreciation of their workmates, employees will feel valued and stay motivated to give their best in their work. A good workmates is also a supporter of X Public Company's employees in the face of difficult work situations. They help and provide support in solving problems, so X Public Company's employees feel supported and have stronger motivation (Antonio, 2007; Mutmainah, 2013; Gaol, 2014; Yunus and Sukartini, 2013; Nugraha and Surya, 2015; Hayati,

2016; Christanto, 2017; Hasibuan and Handayani, 2017; Kaswan, 2017; Komarudin, 2017; Elmi, 2018; Widayati, 2019).

Peer Environment's Dimension

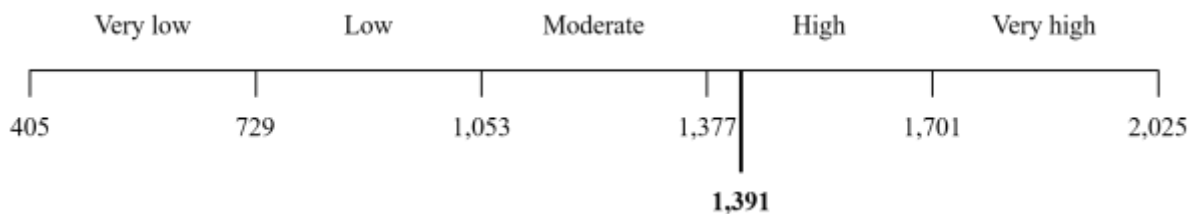
The role of good peers also important in motivating a person to work. Support, inspiration, and positive feedback from peers can boost morale and motivation to achieve goals on the job. In this study, the peer environment's dimension consists of friends at school (C1), friends at home (C2), and friends with same hobbies (C3) who can play a role in motivating X Public Company's employees to work. Here is table 3 that presents the scores of respondent's answers regarding the peer environment's dimension:

Table 3. Respondent's Answer Score to Peer Environment's Dimension

Category	C1	C2	C3	Scores
Very appropriate	185	170	145	500
Appropriate	164	184	132	480
Normal	69	72	102	243
Inappropriate	50	40	38	128
Very inappropriate	9	11	20	40
Sum				1,391

Source: Research, 2023

Table 3 shows that overall peer environment's dimension score of X Public Company's employees is 1,391. To make it easier to describe the recapitulation results, researchers set very appropriate equal to very high, appropriate equals high, normal equals moderate, inappropriate equals low, and very inappropriate equals very low. Then, the researcher explained the results of the recapitulation with a continuum as follows:



Source: Research, 2023

Figure 7. Continuum of Peer Environment's Dimension

Based on figure 7, it shows that the overall peer environment's dimension score of X Public Company's employees is located between 1,377 - 1,701, so it can be seen that the role of the X Public Company's employees peer environment in providing work motivation is included in the high category which is equivalent to the good category. Good peers have an important role in motivating a person to work. They can provide support, inspiration, and positive encouragement that can increase one's enthusiasm and motivation at work. This can be seen from the results that X Public Company's employees peers can be a source of inspiration in work. They can share their experiences and knowledge that can motivate their friends to achieve goals and achieve success in work, including X Public Company's employees. X Public Company's employees also always give positive feedback on work. They can give appreciation and recognition for the hard work and achievements. This can increase the confidence and motivation of X Public Company's employees to continue to work well. The results show that X Public Company's employees help their peers overcome problems or obstacles in work. They can provide solutions or suggestions that help their friend to overcome difficulties and stay focused on achieving work goals on several occasions. Then, when X Public Company's employees are facing a challenge or need to find a creative solution to a problem, peers organize brainstorming sessions together. This allows X Public Company's employees to share ideas, motivate each other, and create innovative thinking. Some of X Public Company's employees often invite them to attend professional trainings or

seminars, or even read books or articles together to improve their knowledge and skills. Pursuing closer relationships with colleagues of the same age can have a positive impact on morale, X Public Company's employees regularly hold social events such as lunch together, birthday parties, or other events that allow to relax and have fun together. One X Public Company's employees mentioned that their peers formed a support group. The group aims to share experiences, discuss work issues, and provide emotional support to each other.

These results are also in accordance with the previous theoretical explanation, that the role of a good peer in motivating work is also one of the important things to increase one's productivity and job satisfaction. Employees that are motivated tend to prove more dependable and devoted to their employers. Employees at X Public Company are content with their positions, and it can be challenging to discover other employment options. As a result, absence rates and staff fluctuations will be decreased, which will save X Public Company's profit. Customers will receive better service from motivated personnel. They will make an effort to go above and beyond what customers anticipate from them. This will improve client satisfaction, fortify client bonds, and assist businesses in retaining and luring new clients. Motivated workers will present a favorable impression of X Public Company. They will represent the firm well and leave a positive impression on clients, partners, and the general public. This can assist the business in developing a positive reputation, a strong brand, and a desirable workplace. This leads to the conclusion that the worth of X Public Company as a whole is also influenced by the peer environment in which its workers work. As an example, as was already mentioned, good peers have the ability to recognize the fruits of an employee's labor. This can take the form of appreciation or compliments for the work that the staff of X Public Company have done. Employees are going to appreciate and continue to be encouraged to offer their best effort at work if they receive praise from their coworkers. A good peer will also stand up for the employees of X Public Company when they face challenging circumstances at work. They aid and support in problem-solving so that employees of X Public Company feel supported and are more motivated (Antonio, 2007; Mutmainah, 2013; Gaol, 2014; Suwatno and Donni, 2014; Yunus and Sukartini, 2013; Nugraha and Surya, 2015; Christanto, 2017; Hasibuan and Handayani, 2017; Kaswan, 2017; Elmi, 2018; Widayati, 2019).

Society Environment's Dimension

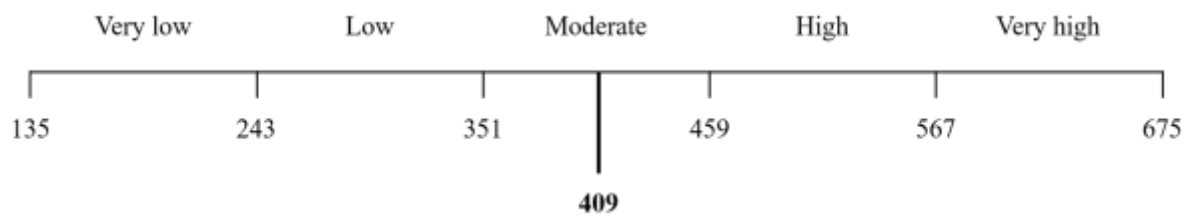
The role of society in motivating work can be done by providing emotional and social support, providing appreciation and appreciation, forming a positive work environment, and providing learning opportunities. This can help a person to stay motivated and excited at work. In this study, the society environment's dimension consists of neighbor (D1) who can play a role in motivating X Public Company's employees to work. Here is table 4 that presents the scores of respondent's answers regarding the society environment's dimension:

Table 4. Respondent's Answer Score to Society Environment's Dimension

Category	D1	Scores
Very appropriate	205	770
Appropriate	252	992
Normal	51	219
Inappropriate	20	78
Very inappropriate	4	26
Sum		409

Source: Research, 2023

Table 4 shows that overall society environment's dimension score of X Public Company's employees is 409. To make it easier to describe the recapitulation results, researchers set very appropriate equal to very high, appropriate equals high, normal equals moderate, inappropriate equals low, and very inappropriate equals very low. Then, the researcher explained the results of the recapitulation with a continuum as follows:



Source: Research, 2023

Figure 8. Continuum of Society Environment's Dimension

Based on figure 8, it shows that the overall society environment's dimension score of X Public Company's employees is located between 351 - 459, so it can be seen that the role of the X Public Company's employees society environment in providing work motivation is included in the moderate category which is equivalent to the normal category. The results show that neighbor has not provided emotional support to X Public Company's employees thoroughly. Emotional support from society in the form of encouragement, enthusiasm, and moral that can motivate X Public Company's employees has not been implemented. Neighbor only plays a role in forming a positive and supportive work environment for X Public Company's employees, even that has not been done intensively. A positive and supportive work environment means a pleasant atmosphere, building good relationships between fellow workers, and eliminating stress factors that can reduce work motivation. However, neighbor has not provided learning and development opportunities to X Public Company's employees. This can be seen from the results that neighbor has not provided access to training, courses, or seminars that can help someone to improve their skills and knowledge in work, including X Public Company's employees. In addition, the majority of neighbor does not yet have adequate mental well-being support programs in place to provide sufficient support for X Public Company's employees when experiencing stress, burnout, or mental problems at work. Some neighbor or organizations still have a bad work culture and create an environment that is not supportive and even detrimental to the morale of X Public Company's employees. This can include mobbing, bullying, or unethical behavior in the workplace. However, according to some X Public Company's employees, a small percentage of neighbor already provides adequate access to education and training, so X Public Company's employees do not find it difficult to develop their skills or move on to more fulfilling careers. Society has also begun to successfully address issues of discrimination or inequality, such as gender, ethnic, or class inequality, may not provide the same motivational work support to all individuals, including X Public Company's employees. This has the potential to support the morale and motivation of those who feel unappreciated or ignored. However, the results suggest that the community around X Public Company has a fairly high unemployment rate, so sometimes X Public Company's employees feel they don't have much choice and can feel less motivated to find a job or improve their skills.

These results are also in accordance with the previous theoretical explanation, that the role of a good society in motivating work is also one of the important things to increase one's productivity and job satisfaction. Overall, society's role in motivating work is to provide emotional and social support, provide appreciation, form a positive work environment, and provide learning opportunities. However, this research has not shown that the society of X Public Company's employees has implemented these supports. The results showed that X Public Company's employees are only supported in terms of forming a positive and supportive work environment from society. Of course, this is not enough to provide support for the motivation of X Public Company's employees. Therefore, need for actions such as self-reflection to ensure that employee's work motivation of X Public Company is strong and does not depend on recognition or support from society. Make sure that passion and motivation come from within X Public Company's employees, so that they are not affected by people's attitudes. Keep in mind that although support from society can be an additional motivation, work motivation basically comes from personal desire and determination. So, the most important thing is confidence and staying focused on the goal (Antonio, 2007; Mutmainah, 2013; Gaol, 2014; Yunus and Sukartini, 2013; Nugraha and Surya, 2015; Christanto, 2017; Bahri and Nisa, 2017; Hasibuan and Handayani, 2017; Kaswan, 2017; Elmi, 2018; Widayati, 2019).

Recapitulation to All Dimensions of Social Environment

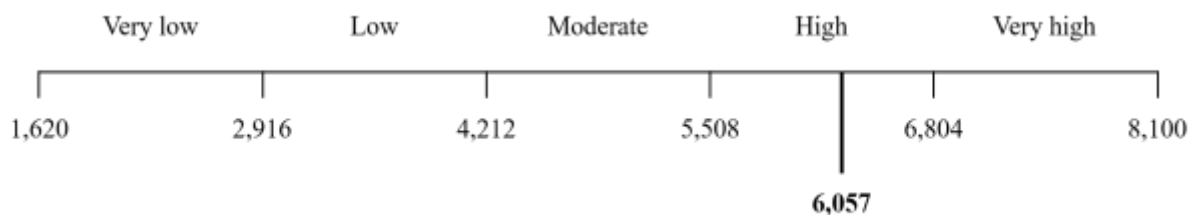
After recapitulating respondent's answers from each dimension, the next step is for researchers to calculate a recapitulation of respondent's answers to family environment's dimension, workmates environment's dimension, peer environment's dimension, and society environment's dimension which can be seen in the following table 5:

Table 5. Recapitulation of Respondent's Answers to All Dimensions of Social Environment

Category	A	B	C	D	Scores
Very appropriate	770	885	500	90	2,245
Appropriate	992	1,048	480	124	2,644
Normal	219	147	243	123	732
Inappropriate	78	80	128	54	340
Very inappropriate	26	12	40	18	96
Sum					6,057

Source: Research, 2023

Table 6 shows that total score of all dimension of social environment of X Public Company's employees is 6,057. To make it easier to describe the recapitulation results, researchers set very appropriate equal to very high, appropriate equals high, normal equals moderate, inappropriate equals low, and very inappropriate equals very low. Then, the researcher explained the results of the recapitulation with a continuum as follows:



Source: Research, 2023

Figure 9. Continuum of All Dimensions of Social Environment

Based on figure 9, it shows that total score of all dimension of social environment of X Public Company's employees is located between 5,508 - 6,804, so it can be seen that the role of all dimension of social environment of X Public Company's employees in providing work motivation is included in the high category which is equivalent to the good category. Previous data described that although it was found that the society's dimension was in the moderate or normal category, the overall condition of the social environment of X Public Company's employees including the family environment's dimension, workmates environment's dimension, and peer environment's dimension of X Public Company's employees is equivalent to the good category. The social environment is a space that can determine the formation of attitudes, behaviors, and personalities of individuals. Therefore, X Public Company needs to adjust employees to their social environment, so that employees have good performance in the process of achieving the goals of X Public Company itself. In order for employees to feel comfortable when completing their work, X Public Company needs to pay attention to the condition of the social environment of its employees by screening the communication skills and adaptability of employees and placing employees with a social environment that is in accordance with the employees themselves, especially in determining group members for employees in a job. Not only that, companies, institutions, or organizations also need to provide opportunities for employees to communicate related to their social environment, especially those related to colleagues.

Family is the social environment closest to employees, because family is an environment that plays a role in providing intimate interaction with employees, so that the family becomes the social environment that has the greatest impact on the attitude and personality of employees, including at work. Then, the social environment that also has an impact on the attitudes and personalities of employees is colleagues and peers. Coworkers and peers are a social environment that is also close to employees, because employees cannot be separated from colleagues when working and when not working, employees also cannot be separated from peers, so that colleagues and peers also become a social environment that has a considerable impact on employee attitudes and personalities.

Thus, the results are in accordance with the conceptual review based on the literature that has been submitted previously, namely if social environment such as family, workmates, peer, and society have been implemented well as a whole, then employee motivation can also increase. Reviewing the work motivation of X Public Company's employees, the role of the social environment can also have an impact on their performance. Motivated workers will present a favorable impression of X Public Company. They will represent the firm well and leave a positive impression on clients, partners, and the general public. This can assist the business in developing a positive reputation, a strong brand, and a desirable workplace (Antonio, 2007; Mutmainah, 2013; Noor, 2013; Yunus and Sukartini, 2013; Gaol, 2014; Suwatno and Donni, 2014; Juniari, Riana, and Subudi, 2015; Nugraha and Surya, 2015; Wibowo, 2016; Bahri and Nisa, 2017; Christanto, 2017; Hasibuan and Handayani, 2017; Kaswan, 2017; Elmi, 2018; Widayati, 2019).

Conclusions and Recommendations

Based on the novelty and gaps that have been described in the introduction, this study examines all dimensions of the social environment not only internally, but also externally. In addition to providing developments in science, this study also provides a new perspective on the role of the social environment on employee work motivation. Keep in mind that employees are individuals who have various environments that involve direct and indirect interactions with other individuals or groups that also have an impact on aspects of their lives, including work motivation.

A good family has a significant role in a person's work motivation. They provide emotional and mental support to individuals, which can provide a positive stimulus and motivate them to achieve their goals in career. A good family provides emotional support to individuals, provides feelings of security, and provides encouragement to stay motivated in their careers. This support provides the confidence needed to face challenges and achieve success on the job. A good family with family members who are successful and motivated at work can provide inspiration and role models for individuals. Positive experiences and family success can help individuals to be inspired and motivate themselves to achieve the same. In addition to emotional support, family also plays an important role in providing practical support to individuals in their careers. This could be financial support, helping balance work and personal life, or helping with family responsibilities so individuals can be focused and motivated at work. A good family can also provide valuable networking and contacts for individuals in their careers. They can introduce individuals to people who can help them advance their careers or provide important advice and guidance. Establishing open communication within X Public Company's employees allows family members to talk about their jobs, the challenges they face, and their career goals. Listening attentively to each other is key. Then, giving family members of X Public Company's employees enough space and time to work effectively at home is important. This includes providing a comfortable work area and minimal distractions when they need to concentrate.

A good workmates can also help increase employee morale and motivation in carrying out their duties and responsibilities. For example, when X Public Company's employees face challenges or difficulties in their jobs, good workmates can provide moral support and practical assistance to keep X Public Company's employees motivated and not feel alone. In addition, a good workmates can also provide positive encouragement and recognize employee achievements. This can increase employee's confidence and motivation to keep working hard and achieving their goals. A good workmates can also create a positive and pleasant work environment. With a good relationship between employees, this can increase job satisfaction and motivation to work well with the team. To maintain a good relationship with workmates, make sure communication within X Public Company is transparent. This creates an

environment where everyone feels involved and knows what's going on at X Public Company. Giving workmates little control over their work, such as project selection or how to carry out tasks, can increase a sense of belonging and motivation and provide opportunities for colleagues to innovate and create change can motivate them to seek new and better solutions is another effort that can be made in maintaining work motivation X Public Company's employees.

Good peers can also provide the encouragement and support needed to maintain motivation on the job. They can be advocates who not only listen, but also provide useful and encouraging advice to stay energized and focused on achieving work goals. In addition, good peers can also provide inspiration and exemplary examples in work. Seeing peers who are succeeding or are achieving their goals can motivate us to follow in their footsteps and do our best. They can also provide constructive feedback and help us to improve our performance, thus providing motivation to continue to grow and achieve success. Good peers can also provide emotional support. They can be good listeners when we are experiencing difficulties or stress at work. By gaining support and understanding from peers, we can reduce the emotional burden and increase self-confidence. To nurture this condition, encourage peers to collaborate and share ideas. Active discussion of work and projects can motivate people to find creative solutions and innovate. X Public Company's employees can also improve certified skills with peers by establishing a schedule for learning together to help maintain motivation. Encouraging each other with peers to maintain a healthy balance between work and personal life is important. This creates better well-being and higher motivation at work.

The conclusion that can be drawn is that society has an important role in one's work motivation. If society is less supportive or gives a negative assessment of someone's work or achievements, this can affect their work motivation. A bad society can make individuals lose confidence and feel unappreciated, so that their work motivation decreases. Therefore, it is important for society to provide support and appreciation for the work and achievements of individuals so as to increase their work motivation. Society needs to commit to addressing discrimination and inequality in employment opportunities. This includes ensuring that all individuals, regardless of gender, race, ethnicity, or other background, have equal access to employment and career opportunities. Society should recognize the importance of mental well-being in the workplace. Providing a mental wellbeing support program that includes access to counseling and emotional support can help individuals cope with the stress and pressure they may face at work. Society can give greater appreciation to different types of jobs and not just high-paying related jobs. All jobs have their value and contribution in society. Society can encourage organizations and companies to create a more inclusive work environment, where everyone feels welcome and valued. Society can identify and reward positive role models that encourage work ethic, responsibility, and diligence. This could include awards for individuals who contribute positively to society through their work. Society can encourage a balanced work culture by valuing work-life balance. This will help reduce stress and promote well-being.

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The Role of Social Environment in Employee Work Motivation..

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