

Influence of Organizational Support, Work Environment, and Work Motivation on the Job Satisfaction of MozzaProduction Employees

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ABSTRACT

This research intends to investigate influence of organizational support, work environment, and work motivation on employee job satisfaction at Mozza Production in Sleman Regency. Job satisfaction is considered a major aspect that can affect employee productivity, loyalty, and performance within an organization. For this reason, firms should carefully consider the aspects that can increase employee job satisfaction. This research applies a quantitative approach, in which information is collected using questionnaire-based instruments. Population of study consists of all Mozza Production employees, totaling 150 people, with sample of 60 respondents determined using purposive sampling techniques. Independent variables used include organizational support, work environment, and work motivation, while dependent variable is employee job satisfaction. Data analysis is conducted by applying a multiple regression approach supported by SPSS. Research outcomes show organizational support has positive effect on employee job satisfaction. A conducive work environment also has positive effect on employee job satisfaction. Furthermore, work motivation is proven to have positive effect on employee job satisfaction. Simultaneously, organizational support, work environment, and work motivation have positive and significant effect on job satisfaction of employees at Mozza Production, Sleman Regency. Based on these research results, organizations are encouraged to improve organizational support through attention to employee welfare, create a comfortable and conducive work environment, and increase work motivation so employee job satisfaction becomes higher and impacts company performance improvement.

Keywords: *Organizational Support, Work Environment, Work Motivation, Employee Job Satisfaction, Mozza Production.*

Pengaruh dukungan organisasi, lingkungan kerja, motivasi kerja terhadap kepuasan kerja karyawan Mozza Production.

Abstrak

Riset ini dilakukan untuk mengidentifikasi sejauh mana dukungan dari organisasi, kondisi lingkungan kerja, serta dorongan kerja berperan terhadap tingkat kepuasan karyawan di Mozza Production Kabupaten Sleman. Kepuasan dalam bekerja dijadikan satu dari aspek hendaknya mendapat perhatian sebab berkaitan dengan produktivitas, loyalitas, maupun performa karyawan dalam suatu organisasi. Dengan demikian, perusahaan perlu mengoptimalkan berbagai aspek yang berpotensi mendorong terciptanya kepuasan kerja bagi para karyawan. Pendekatan yang diterapkan dalam riset ini adalah kuantitatif, sedangkan informasi penelitian diperoleh dengan menyebarkan kuesioner kepada responden. Subjek penelitian mencakup seluruh tenaga kerja di Mozza Production sebanyak 150 orang, kemudian 60 orang ditetapkan menjadi sample sesuai metode purposive sampling. Penelitian menempatkan dukungan organisasi, kondisi lingkungan kerja, serta motivasi kerja sebagai variabel bebas, sementara kepuasan kerja karyawan berperan

sebagai variabel terikat. Data yang terkumpul selanjutnya diolah melalui analisis regresi linear berganda memakai perangkat lunak SPSS. Hasil penelitian memperlihatkan dukungan organisasi memberi pengaruh positif bagi kepuasan kerja karyawan. Lingkungan kerja kondusif turut memberi pengaruh positif bagi kepuasan kerja karyawan. Di sisi lainnya, motivasi kerja terbukti memberi pengaruh positif bagi kepuasan kerja karyawan. Secara simultan, dukungan organisasi, lingkungan kerja, dan motivasi kerja memberi pengaruh positif signifikan bagi kepuasan kerja karyawan Mozza Production Kabupaten Sleman. Berdasarkan hasil penelitian tersebut, perusahaan diharapkan dapat meningkatkan dukungan organisasi melalui perhatian terhadap kesejahteraan karyawan, mewujudkan kondisi kerja yang positif dan mendukung serta memperkuat dorongan karyawan untuk bekerja agar kepuasan kerja karyawan semakin tinggi dan berdampak pada peningkatan kinerja perusahaan.

Kata Kunci: *Dukungan Organisasi, Lingkungan Kerja, Motivasi Kerja, Kepuasan Kerja Karyawan.*

INTRODUCTION

In an era of globalization that is full of volatility and fierce competition, the existence of reliable and highly competitive human resources is an absolute prerequisite for organizations to maintain superior productivity. (Adisa et al., 2023; Budhwar et al., 2025). Fundamental success of an organization is no longer only measured by the mastery of physical capital, but is highly dependent on the effectiveness of human resource management, considering that employees are living assets as well as the main driving force in articulating and achieving the strategic goals of the organization. (Collings et al., 2024; Nguyen & Malik, 2025). In the realm of organizational behavior, one of the crucial epicenters that determines the stability of performance is job satisfaction (Abdirahman et al., 2024; Harun et al., 2023). Job satisfaction is not just a superficial emotional reflection, but a comprehensive evaluative construct that includes employees' feelings, attitudes, and holistic assessments of all dimensions of the work they do within the company. (Azizi et al., 2026; Judge & Robbins, 2024).

Conceptually, the manifestation of job satisfaction does not grow in a vacuum, but is accelerated by the simultaneous interaction of various internal and external determinants,

which include perceived organizational support, work environment, and work motivation (work motivation) (Al-Taie & Khattak, 2024a; Wahyu et al., 2024). Organizational support plays an upstream role as a psychological foundation; When workers perceive that their workplace recognizes the value of their efforts and demonstrates concern for their welfare deeply about their well-being, positive reciprocity will be born. Fair treatment, supportive supervisory support, a transparent reward system, and favorable working conditions are essential stimuli that trigger work enthusiasm while escalating their satisfaction (Hameli et al., 2025; Nguyen & Malik, 2025). This dynamic is strengthened by a work environment that serves as a daily stage for operational activities. A conducive work environment, which integrates the availability of cutting-edge facilities, the comfort of the physical condition of the workspace, and the harmonization of interpersonal relationships, has been empirically proven to be able to reduce burnout and optimize productivity and work performance in aggregate (Adisa et al., 2023; Budhwar et al., 2025). Complementing the external dimension, work motivation manifests as an intrinsic drive. Highly motivated employees are not only likely to continue to hone their personal capabilities but also demonstrate a proactive commitment

to contributing to the success of the organization, thereby enabling them to accomplish more substantial job satisfaction (Asurakkody & Kim, 2020; Sudibjo & Prameswari, 2021).

In particular, the urgency of fulfilling these three determinants of job satisfaction crystallizes at Mozza Production. Established in 1987, Mozza Production has established its position as a leading technical production company in the entertainment industry that provides professional services including sound systems, lighting, musical equipment, event organizing, and show management. The company's track record in the success of various macro-scale events, ranging from corporate gatherings, weddings, to music concerts on a national and international scale, demands consistency in service quality without gaps. In an industry loaded with real-time pressures, unconventional working hours, and high client expectations, the presence of a professional crew and employees is a key pillar. The reliability of this service can only be realized if employees are supported by solid organizational policies, an adaptive-ergonomic work environment, and a constant supply of motivation.

However, despite its great reputation since 1987, Mozza Production is currently faced with the challenge of retention and fluctuations in field crew performance due to latent problems related to job satisfaction. The fast-paced, project-based nature of the entertainment industry often leads to physical and mental burnout. There are indications that the high pace of work in the field has not been fully offset by the flexibility of organizational support, and the physical work environment at the moving event site is often erratic and high-risk. Problems arise when there is a gap between the extreme demands of professionalism and the psychological satisfaction that employees receive. If this imbalance is ignored, then employee loyalty, motivation, and work comfort will be degraded, directly threatening the quality of

event execution and the reputation that Mozza Production has built for decades.

Although previous research supports have consistently confirmed the positive influence of organizational support, work environment, and motivation on job satisfaction (Al-Taie & Khattak, 2024b; Budhwar et al., 2025; Hameli et al., 2025; Khattak et al., 2024). The available body of research has yet to adequately address several unresolved aspects. A substantial proportion of earlier scholarly work has taken a background in static formal industrial sectors, such as banks, manufacturing corporations, or government agencies. There is still very limited research that tests the integration of these three variables in the entertainment technical production industry, which has the characteristics of a very dynamic, time-pressured, and semi-formal work environment. The originality of the present research can be found in the attempt to contextualize and reconstruct the job satisfaction model in employees of the technical creative industry (Mozza Production), where the work environment is no longer assessed from the aspect of static office space, but the dynamics of on-site employment, and organizational support are tested for effectiveness in a project-based work ecosystem.

With the aim of maintain a sustainable superior market position and maintain the stability of its long-term performance, Mozza Production is required to continuously evaluate and improve the organization's support formula, create a professional-accommodating work environment, and trigger employee motivation in a precise manner. In light of the aforementioned background, the central research the central question addressed in this study can be expressed as follows: first, whether organizational support contributes significantly to the level of satisfaction experienced by Mozza Production employees; second, whether the work environment has significant effect on job

satisfaction of Mozza Production employees; third, whether work motivation contributes significantly to the level of satisfaction experienced by Mozza Production employees; third, whether work motivation has a significant effect on job satisfaction of Mozza Production employees; second, whether the work environment contributes significantly to the level of satisfaction experienced by Mozza Production employees; and third, whether work motivation has a significant effect on the job satisfaction of Mozza Production employees job satisfaction of Mozza Production employees; and fourth, whether organizational support, work environment, and work motivation have a significant effect simultaneously on job satisfaction of Mozza Production employees.

In line with the formulation of the problem, the primary objective of this investigation is to examine and empirically prove the the role of organizational support in influencing the job satisfaction of Mozza Production employees, analyze and prove the the specific impact exerted by the workplace setting on the job satisfaction of Mozza Production employees, analyze and prove partial influence of work motivation to job satisfaction of Mozza Production employees, as well as to analyze and prove the influence of these three variables at the same time, affecting job satisfaction of Mozza Production employees.

The present study seeks to contribute broad benefits, both theoretically and practically, for the development of management science. Theoretically, the results of this study are likely to enrich treasure of human resource management literature, especially by providing empirical references and new conceptual models regarding organizational behavior in the technical event production industry. From an applied standpoint, this research may offer a strategic guide for Mozza Production's management in formulating employee retention policies, designing operational

standards for safe and comfortable field work procedures, and developing motivation-based incentive schemes to escalate job satisfaction to achieve sustainable service excellence.

Theoretical Studies

Organizational Support

Perceived organizational support reflects staff members' views concerning the level of recognition provided by their organization appreciates their contributions while demonstrating concern for their welfare and personal needs. (Chu et al., 2024; Eisenberger et al., 1986). According (Wayne et al., 2002). Organizational support is a process through which individuals interpret their experiences and environment to form meaningful perceptions of organizational treatment. When employees feel adequately supported by their workplace, they are likely to establish positive attitudes, stronger loyalty, higher motivation, and better job performance. Furthermore, supportive organizations create a work environment with lower perceived threats, enabling employees to achieve their goals and fulfill their needs through rewards, career advancement opportunities, and other organizational benefits. (Kurtessis et al., 2017) also emphasizes that perceived organizational support reflects degree to which employees feel supported by organizational management, including direct support from supervisors.

Work Environment

The work environment plays a crucial role that influences employee performance and organizational success. According to Bakker & Demerouti, (2017), work environment has direct impact on employees in carrying out their tasks, which ultimately affects organizational performance. Favorable workplace conditions may enhance employee job satisfaction, motivation, and work spirit, while an unfavorable environment may reduce motivation and hinder performance (Adisa et al., 2023; Budhwar et al., 2025). Therefore, creating a

supportive and comfortable workplace is essential for achieving organizational goals. Amabile & Pratt, (2016) define the work environment as all internal and external elements of an organization that directly or indirectly influence employees' activities while also promoting the achievement of organizational objectives.

Work Motivation

Motivation in the workplace arises from a blend of personal drives and external stimuli that encourage individuals to carry out their work enthusiastically and purposefully to achieve specific goals. According to several scholars, motivation plays an important role in creating work spirit, encouraging cooperation, improving effectiveness, and directing employees' efforts toward achieving satisfaction and organizational objectives. It influences employees' behavior and their willingness to perform tasks. Generally, motivation tends to decrease once the desired goals have been achieved.

Therefore, the stronger a person's motivation, the greater their readiness to participate in activities and make meaningful contributions toward organizational goals.

Employee Job Satisfaction

Job satisfaction is an individual condition that varies among employees based on their personal values and perceptions. Greater satisfaction with one's job is often associated with more favorable attitudes among employees, contribute effectively, maintain good attendance, and feel comfortable within the organization. In contrast, dissatisfied employees are more likely to experience stress, have higher absenteeism rates, and seek employment elsewhere. Job satisfaction represents a favorable emotional and attitudinal response toward one's work and feedback that employees develop toward their work and the roles they perform within the organization. (Abdirahman et al., 2024; Azizi et al., 2026; Judge & Robbins, 2024).

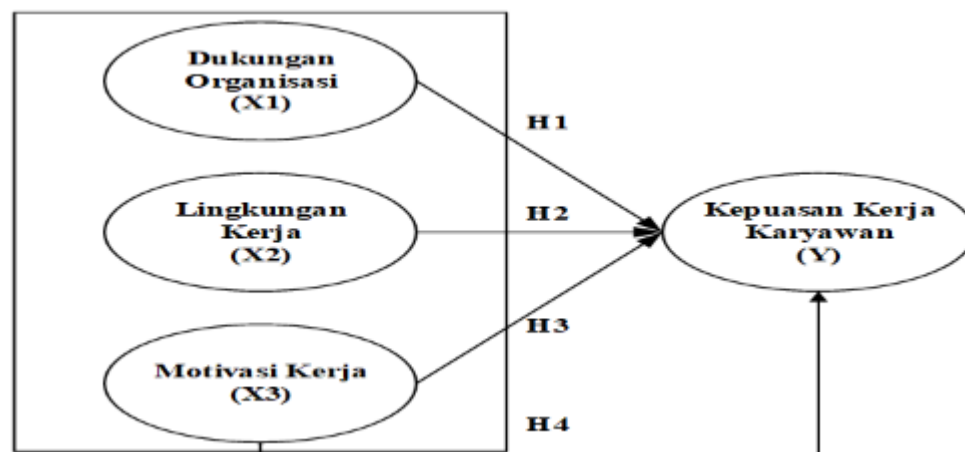


Figure 1. Theoretical Framework

It can be seen that H1 indicates that organizational support affects employee job satisfaction, H2 indicates that the work environment affects employee job satisfaction, H3 indicates work motivation

has effect on employee job satisfaction, and H4 indicates that organizational support, work environment, and work motivation have concurrent impact on satisfaction of employees with their jobs.

RESEARCH METHOD

The present research applies a quantitative research design. According to Creswell & Creswell (2018), quantitative approach draws upon positivist assumptions and focuses on analyzing data obtained from specific populations or selected groups. Sampling techniques generally carried out using appropriate sampling calculations, while data are collected and analyzed quantitatively or statistically to test predetermined hypotheses. In line with the primary aim of this study, which is to examine the relationship between organizational support, work environment, and work motivation on employee job satisfaction, most appropriate approach is a quantitative methodology. This is because quantitative research provides a suitable framework for testing relationships among variables.

RESULTS AND DISCUSSION

Respondents Characteristics

This study employs quantitative research method. According to Deviko Andi Putra et al. (2024), quantitative research provides a systematic means of studying particular populations or sample groups. Sampling techniques are generally conducted using appropriate sampling calculations, while data are collected and analyzed quantitatively or statistically with the aim of testing predetermined hypotheses. In accordance with primary aim of this study, which is to investigate relationship between organizational support, work environment, and work motivation on employee job satisfaction, the most appropriate research approach is quantitative methodology. This is because quantitative research provides a suitable framework for testing the relationships among variables and examining the the impact exerted by explanatory variables on the variable being studied.

Validity and Reliability Test

According to Hair et al. (2019) validity assessment serves to verify whether the questionnaire is an appropriate and accurate measurement instrument. In this context, a correlation coefficient with a significance value of less than 5% (level of significance) indicates that the statements are appropriate as indicators of the construct being measured. The basis for validity testing is as outlined belows: if the significance value (Sig.) is less than $\alpha = 0.05$, the statement is considered valid; conversely, if the significance value (Sig.) is greater than $\alpha = 0.05$, the statement is considered invalid.

According to Sekaran & Bougie (2013) Reliability indicates whether an instrument can generate stable and trustworthy measurements across repeated applications. Hair et al. (2019) Further states that reliability is a value reflects the dependability of the instrument used for measurement in assessing same object. Reliability assessment in this research utilized the one-shot method, in which measurements are taken only once. Reliability was assessed using Cronbach's Alpha coefficient. A construct or variable is considered reliable if it has a Cronbach's Alpha value more than 0.60.

Normality Test

Normality assessment aims to verify whether variables included in regression model are distributed normally. To avoid bias, data used must be normally distributed. According to Ghasemi & Zahediasl (2012)The decision-making criteria in normality testing using a probability plot state that if the data points are distributed near the diagonal axis and correspond to its direction, distribution pattern is considered normal, meaning the regression analysis fulfills the criteria for a normal distribution. In contrast, if points are spread far from the diagonal line and do not follow its direction, the distribution pattern is considered non-normal, meaning regression model fails to

demonstrate a normal distribution pattern. According to Hair et al. (2019), "normality testing can utilize the Kolmogorov-Smirnov test with provision if significance of each variable is more than 0.05, it is normally distributed.

Multicollinearity Test

According to Gujarati & Porter (2009) a multicollinearity test evaluates the level at which the predictor factors are related to each other. A reliable regression model requires

the predictor variables to remain sufficiently independent (Hair et al., 2019). To assess potential overlapping relationships among the predictor variables in the regression model, the following criteria are used: if the Variance Inflation Factor (VIF) value is not greater than 10 and Tolerance (TOL) value is not less than 0.1, the model can be considered free from multicollinearity. Variance Inflation Factor is computed using inverse of the Tolerance value. Therefore, if $VIF = 10$, then $Tolerance = 1/10 = 0.1$.

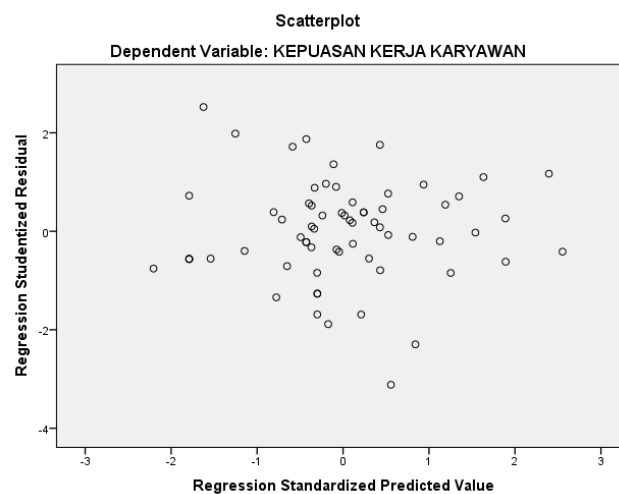


Figure 2. Scatterplot Graph

Heteroscedasticity Test

Heteroscedasticity test aims to identify potential differences in the variance of the residuals variances across successive observations within a regression model. If the variance of residuals differs across observations, condition is referred to as heteroscedasticity. A reliable regression model is expected to be free from unequal variance in its residuals. (Gujarati & Porter, 2009). Heteroscedasticity can be identified when the plotted points form a specific and regular pattern, such as widening, narrowing, or wave-like distributions. Conversely, if there is no clear pattern and the points are randomly scattered above and below zero on the Y-axis, it can be concluded that

heteroscedasticity is not present. Therefore, a regression model can be considered appropriate for research purposes when no heteroscedasticity is detected among its variables.

F-Test

According to Gujarati & Porter (2009) "Simultaneous testing is conducted using the F-test, which evaluates how the combined contribution of the explanatory variables determines variations in the outcome." Hypothesis testing can be carried out by assessing the statistical significance level of the calculated F-statistic (F-test) with the research significance level of 0.05 (Sekaran & Bougie, 2016). If the significance

value of the F-test is less than 0.05, it indicates that the independent variables, taken together, have a statistically significant effect on the dependent variable. On the other hand, a significance value above 0.05 indicates independent variables, when analyzed together, do not have a statistically meaningful effect on dependent variable.

t-Test

The t-test (statistical test) is used to measure magnitude of effect produced by each independent factor on the observed variation of the dependent variable. T-table value is determined using the following formula: $df = n - k - 1$, where $df = 66 - 4 - 1 = 61$. Based on this calculation, critical t-table value is 1.669. Results indicate organizational support has positive but insignificant effect on employee job satisfaction, with t-value 1.899 (greater than t-table value 1.669) and significance level of 0.062. Then, H1 is accepted. The work environment has positive significant effect on employee job satisfaction, with t-value of 2.300 and significance level 0.025 (< 0.05). Thus, the results confirm the proposed H2. Work motivation has positive significant effect on employee job satisfaction, with t-value of 4.458 and significance level of 0.000 (< 0.05). The statistical findings consequently provide support for H3.

Coefficient of Determination

An Adjusted R-Square coefficient of 0.712 demonstrates that predictors included in analysis collectively explain 71.2% of changes observed in the dependent variable. Meanwhile, the unexplained portion, amounting to 28.8%, may be associated with variables beyond the scope of this investigation.

Variable Index Scores Analysis

Organizational support showed a significance value of 0.062 (> 0.05) and t-value 1.899 (> 1.669), indicating positive but insignificant effect on employee job satisfaction. In light of descriptive analysis, mean score was 3.70, which falls into agree category. This suggests that employees generally perceive organizational support positively, which contributes to higher job satisfaction at Mozza Production.

Work environment showed a significance value of 0.025 (< 0.05) and a t-value of 2.300 (> 1.669), revealing a meaningful positive relationship with the level of satisfaction experienced by employees. The mean score of 3.97 was categorized as agree. Providing a positive working atmosphere can encourage employees to feel recognized and respected within the organization and involved, thereby enhancing their job satisfaction at Mozza Production.

Work motivation showed a significant value of 0.000 (< 0.05) and a t-value of 4.458 (> 1.669), indicating a positive significant effect on employee job satisfaction. Mean score was 3.83, which falls into the agree category. Continuous motivation from the company encourages employees to learn and develop, making them feel supported and appreciated, which ultimately increases their job satisfaction at Mozza Production.

Multiple Linear Regression Analysis

Sekaran & Bougie, (2016) said regression analysis is used to assess the extent of the association between research variables and to determine whether relationship is positive or negative. Meanwhile, Byrne, (2016) Define regression analysis a statistical procedure for examining how independent factors are related to the dependent outcome.

Table 1 Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.719	1.619		1.680	.098
	TOTALX1	-.035	.040	-.136	-.880	.382
	TOTALX2	.088	.068	.284	1.301	.198
	TOTALX3	-.078	.069	-.244	-1.126	.265

a. Dependent Variable: ABS_RES

CONCLUSION

In light of the analysis results conducted at Mozza Production, Sleman Regency, it can be concluded that organizational support, work environment, and work motivation have positive effects on employee job satisfaction. However, not all variables show statistically significant effects. Organizational support has positive but insignificant effect, while work environment and work motivation have positive significant effects on employee job satisfaction.

The findings support theories suggesting that a supportive work environment and strong work motivation are key factors in enhancing job satisfaction. A conducive work environment improves employees' enthusiasm for work, while heightened level of work-related motivation can lead employees to perform more effectively and achieve greater job satisfaction. Although organizational support also contributes positively, it is not yet a dominant factor in improving employee job satisfaction at Mozza Production.

The study implies that the company should focus on improving the work environment and strengthening employee motivation while continuing to enhance organizational support. A limitation of this study is use of questionnaires for data collection, which may result in response bias, misunderstandings of the questions, and answers that do not fully reflect actual conditions.

Limitation and Recommendation

The company is encouraged to

strengthen organizational support by improving employee welfare, fostering effective dialogue within the workplace alongside recognition of employees' contributions to enhance job satisfaction. In addition, maintaining a safe, comfortable, and supportive work environment is essential, as it has significant impact on employee job satisfaction. Company should also continue to increase employee motivation through rewards, incentives, and career development opportunities. Furthermore, creating a collaborative and comfortable workplace atmosphere can help employees feel more satisfied and engaged in their work.

For Future Researchers

This study is expected to provide a foundation for subsequent research related to human resource management, particularly regarding employee job satisfaction. Future researchers are encouraged to use different research methods or broader research objects to obtain more comprehensive results. Additionally, other variables may influence job satisfaction, such as leadership style, compensation, and communication, can be examined in future studies. (Abdirahman et al., 2024; Azizi et al., 2026; Budhwar et al., 2025).

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