



The Role of Job Satisfaction with Work Environment on Employee Performance

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Abstract

Leaders play a very important role in improving performance, decreased performance caused by pressure from leaders in carrying out tasks results in not optimal performance, leadership policies sometimes change which causes poor performance, leaders in giving assignments do not see educational background so that it is often not in accordance with their abilities in carrying out their duties and leadership does not improve the quality of human resources. This study aims to analyze job satisfaction with the work environment on employee performance. This research is a quantitative descriptive study, the data were analyzed using the Structural Equation Model (SEM). The results of the analysis show that the work environment partially has a positive and significant effect on employee performance at PT. XYZ South Sulawesi Province. The work environment partially has a positive and significant effect on job satisfaction at PT. XYZ South Sulawesi Province. Job satisfaction partially has a positive and significant effect on employee performance at PT. XYZ South Sulawesi Province. There is an indirect or mediating effect of Job Satisfaction between the Work Environment on Employee Performance at PT. XYZ South Sulawesi Province. Leaders should be able to create a comfortable work environment, so that employees feel satisfaction at work so as to improve employee performance.

Keywords: *Employee Performance; Leadership, Job Satisfaction; Work Environment*

Introduction

Human Resource Management involves assessing personnel requirements, recruiting suitable candidates, and maximizing the efficiency of these vital resources by offering appropriate incentives and tasks that align with the organization's objectives and needs (Widodo & Junerdy, 2020). HRM is a system that consists of many interdependent activities such as poor decisions regarding staffing needs that can cause employment, placement, social compliance, union/labor relations and compensation problems (Kawiana, 2020).

Performance refers to the outcome of the efforts made by an individual or group within an organization, measured both qualitatively and quantitatively, and aligned with their respective

responsibilities and authority towards achieving the organization's goals legally and ethically. The measurement of performance is based on predetermined terms or agreements and is evaluated over a specific duration (Edison et al., 2016). Many factors affect performance, including knowledge or skills, work environment, resources and motivation (Kawiana, 2020). These four aspects have an influence or consideration on employee performance.

To accomplish a company's objectives aligned with its vision and mission, it is crucial to have a supportive work environment (Sutrisno, 2021). As per (Ganesh, 2015), the work environment can impact job satisfaction, which, in turn, affects the performance of the employees. It is therefore vital for organizations to create a conducive work environment that aids in all processes of the organization. Employee job satisfaction plays a pivotal role in producing varying results for an organization, depending on whether or not their employees are content with the organization. Research conducted by Pawirosumarto, Sarjana, & Gunawan (2017) and Pawirosumarto, Sarjana, & Muchtar (2017) indicates that job satisfaction can enhance the influence of organizational culture and work environment on performance, thereby magnifying the impact.

Improving employee performance involves focusing on the work environment, which comprises all elements surrounding the workers that can impact their task execution (Alex, 2000). Additionally, job satisfaction is crucial for employees' self-actualization. Employees lacking job satisfaction tend not to attain psychological maturity, while employees with satisfactory job conditions tend to exhibit better attendance records, lower turnover rates, and higher work performance. Job satisfaction refers to a pleasant state or positive emotions derived from evaluating one's job or work experience. Sahlan et al. (2015) define job satisfaction as the result of employees' perception of how well their jobs fulfill their significant requirements.

Job satisfaction is a crucial factor for both employees and employers. Employees who are satisfied with their jobs tend to be more productive, motivated, and committed to their work, resulting in better overall job performance and conversely. One important aspect of job satisfaction is the work environment, which includes physical, social, and organizational factors. The work environment can have a significant impact on employee attitudes and behaviors, including their job satisfaction and performance. For example, a supportive and positive work environment can foster employee satisfaction, while a negative and stressful work environment can lead to dissatisfaction and poor performance. Therefore, understanding the relationship between job satisfaction and the work environment is critical for organizations seeking to improve employee performance and retention. This study aims to contribute to this understanding by analyzing the impact of job satisfaction with the work environment on employee performance.

Literature Review

Performance

Assessing employee performance within a company is a way to gauge the organization's progress. Performance is a means of evaluating the outcome or output of work, as measured against predefined goals, and serves as a basis for decision-making by managers. As according to Pianda (2018), the Indonesian term for performance, "*kinerja*," originates from the root word "*kerja*," which translates to "achievement" or "result of work" in English.

Work Environment

The work environment is the physical and psychological setting in which employees conduct their daily activities. A favorable work environment creates a sense of safety and enables employees to

work efficiently. S. P. Siagian (2009) defines the work environment as the surroundings where employees perform their daily tasks. On the other hand, Robbins, S. P., & Judge (2013) suggests that the work environment comprises all elements that can have a direct or indirect impact on the organization or company, which may positively or negatively affect employee performance and job satisfaction.

Job Satisfaction

According to Sutrisno (2016), job satisfaction refers to an emotional state of contentment and enjoyment that an employee experiences while performing their job. Job satisfaction can be achieved through various means, such as accomplishing work objectives, receiving appropriate treatment, having a good work environment, and being placed in the right position. Employees who enjoy job satisfaction prioritize their work over their compensation or wages. However, they still appreciate fair compensation that is commensurate with the work they perform, which further contributes to their job satisfaction.

Research Methods

The study was a type of research that focused on describing the data quantitatively. After collecting data from a sample, statistical methods were employed to analyze and interpret it. The Structural Equation Model (SEM) was used to analyze the data, and the Partial Least Square (PLS) approach was employed in SmartPLS version 3.2.8 software. PLS was used because it is a method that is designed to handle several issues that may arise during multiple regression analysis. Some of these issues include multicollinearity, small sample sizes, and missing data. Additionally, PLS is a variant of structural equation analysis that can test both the measurement model (Outer Model) and the structural model (Inner Model) at the same time.

The study focused on a population of 60 employees working for PT. XYZ in South Sulawesi Province. The sampling method employed was saturation or census technique, which involved using all members of the population as samples. Therefore, all 60 employees were included in the study.

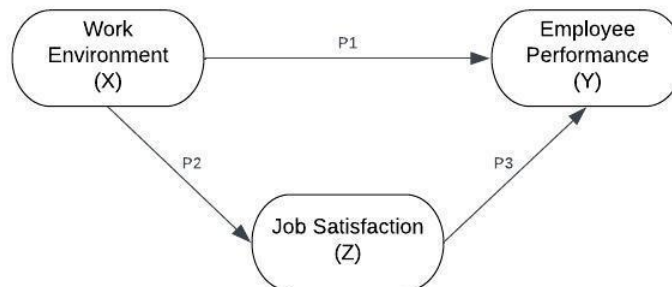


Figure 1. Framework of Thinking

Hypothesis

- There is an effect of the Work Environment on Employee Performance at PT. XYZ South Sulawesi Province.
- There is an effect of Work Environment on Employee Job Satisfaction at PT. XYZ South Sulawesi Province.
- There is an effect of Job Satisfaction on Employee Performance at PT. XYZ South Sulawesi Province.
- There is an effect of Work Environment on Employee Performance through Job Satisfaction at PT. XYZ South Sulawesi Province.

Results and Discussion

Research Results

Validity Test

In the SmartPLS website, the latest best measurement is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is <0.90 then a construct has good discriminate validity.

Table 1 Heretroit - Monotrait Ratio (HTMT)

	Work Environment	Job Satisfaction	Employee Performance
Work Environment			
Job Satisfaction	0,892		
Employee Performance	0,971	0,861	

Table 1 shows that the HTMT value for the relationship between Work Environment and Job Satisfaction was 0.892, which is less than the threshold value of 0.90. This indicates that there is good discriminant validity between the two constructs, meaning that they are truly different from each other. On the other hand, the HTMT value for the relationship between Work Environment and Employee Performance was 0.971, which is greater than the threshold value of 0.90. This suggests that there may be some overlap between the two constructs. Finally, the HTMT value for the relationship between Job Satisfaction and Employee Performance was 0.861, which is less than the threshold value of 0.90. Therefore, there is good discriminant validity between these two constructs as well, indicating that they are unique and distinct from each other.

Reliability Test

The following tests is carried out to measure the reliability of a construct. The reliability of the construct score must be high enough with a Composite Reliability value of >0.6 .

Table 2 Composite Reliability

	Composite Reliability
Work Environment	0.774
Job Satisfaction	0.834
Employee Performance	0.781

The reliability of the variables in this study was assessed, and the results showed that the Work Environment variable had a reliability value of 0.774, which is greater than the acceptable threshold of 0.6. Similarly, the Employee Performance variable had a reliability value of 0.781, which is also above the acceptable threshold. Finally, the Job Satisfaction variable had a reliability value of 0.834, which again exceeds the threshold value of 0.6. Based on these results, it can be concluded that all three variables in the study are reliable.

R- Square

The r - square criterion or also commonly referred to as the coefficient of determination is limited by the values of 0.75; 0.5; and 0.25. r - squared values equal to 0.75 to 1 indicate that the model issued is a strong model, while the r - square value between 0.5 to 0.74 is a medium model, and the remaining 0.25 to 0.5 is a weak model (Juliandi, 2018).

Table 3 R-Square Test Results

	R-Square	Adjusted R-Square
Job Satisfaction	0.541	0.533
Employee Performance	0.593	0.579

The adjusted R-Square value for path model I was 0.533, indicating that the Work Environment variable can explain 53.3% of the variability in Job Satisfaction. This suggests that the model is moderately effective in explaining the relationship between these two constructs. On the other hand, the adjusted R-Square value for path model II was 0.579, indicating that the combined influence of Work Environment and Job Satisfaction on Employee Performance is 57.9%. This suggests that the model is also moderately effective in explaining the relationship between these constructs.

F - Square

According to Cohen's criteria as cited in Juliandi (2018), the F-Square value can be used to determine the effect size of exogenous variables on the endogenous variable. Specifically, if the F^2 value is 0.02 or lower, it indicates a small effect size; if the F^2 value is between 0.02 and 0.15, it indicates a medium effect size; and if the F^2 value is 0.35 or higher, it indicates a large effect size. Without the actual F^2 values provided, it is not possible to apply these criteria to the study results.

Table 4 F - Square Test Results

	Work Environment	Job Satisfaction	Employee Performance
Work Environment		1.180	0.199
Job Satisfaction			0.186
Employee Performance			

Hypothesis Testing

Direct Effect

In this study, the path coefficient is used to assess the direction and strength of the relationship between variables. If the path coefficient value is positive, it indicates a unidirectional relationship between the variables, such that an increase in the value of one variable will result in an increase in the value of the other variable, and vice versa. On the other hand, if the path coefficient value is negative, it indicates an inverse relationship between the variables, such that an increase in the value of one variable will result in a decrease in the value of the other variable, and vice versa. Furthermore, the statistical significance of the relationship between variables is assessed using the p-value. If the p-value is less than 0.05, it indicates that the relationship is statistically significant, meaning that the observed relationship is not due to chance. Conversely, if the p-value is greater than 0.05, it indicates that the relationship is not statistically significant, and may be due to chance (Juliandi, 2018).

Table 5 Direct Effect Test Results

	Original Sample	P - Values
Work Environment -> Job Satisfaction	0.736	0.000
Work Environment -> Employee Performance	0.420	0.001
Job Satisfaction -> Employee Performance	0.406	0.008

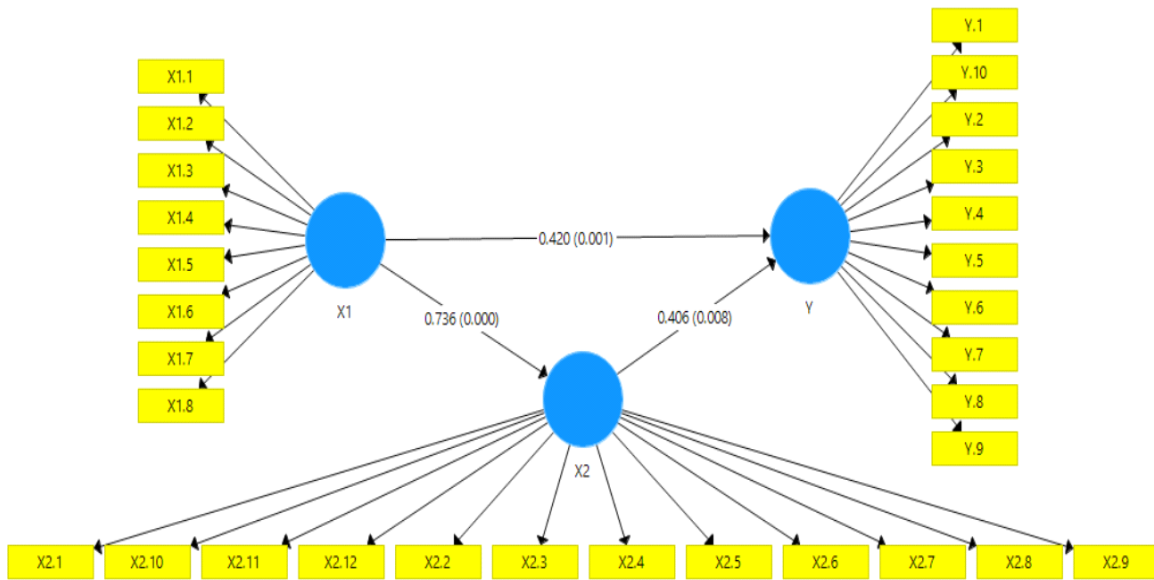


Figure 2. SEM-PLS Model Test Results

Indirect Effect

In this study, the indirect effect of a mediator variable is determined using the p-value. If the p-value is less than 0.05, it indicates that the effect of the exogenous variable on the endogenous variable is mediated by the mediator variable, and the effect is considered to be indirect. Conversely, if the p-value is greater than 0.05, it indicates that the mediator variable does not mediate the effect of the exogenous variable on the endogenous variable, and the effect is considered to be direct. Therefore, the p-value can be used to determine whether the mediator variable plays a significant role in explaining the relationship between the exogenous and endogenous variables, and whether the effect is direct or indirect (Juliandi, 2018).

Table 6 Indirect Effect

	Original Sample	P Values
Work Environment -> Job Satisfaction -> Employee Performance	0.736	0.000

Based on the information provided, it can be concluded that the indirect effect value in Table 6 shows that there is an indirect effect between variables X - Z - Y with a value of 0.299, and a p-value of 0.011 (<0.05), which is significant. This indicates that variable Z (Job Satisfaction) mediates the influence between variable X (Work Environment) on variable Y (Employee Performance), and the effect is considered to be indirect.

Discussion

The Effect of Work Environment on Employee Performance

Based on the results of partial testing of the effect of the work environment (X) on employee performance (Y). With a path coefficient value = 0.420 and P - Values = 0.001 <0.05. These findings mean that the effect of the Work Environment on Employee Performance is unidirectional, if the value of

variable X (Work Environment) increases, the value of variable Y (Employee Performance) will also increase. From these results it can be concluded that there is a positive and significant influence between the work environment on employee performance.

Effectively managing the work environment of employees is crucial for enhancing work productivity, employee motivation, and streamlining work activities. Company leaders should prioritize the work environment factor as it has a significant impact on workers' ability to perform their duties. The work environment encompasses both physical and non-physical aspects, including work facilities, equipment, regulations, and the workers themselves, that directly interact with employees.

Previous research conducted by (Elizar & Tanjung, 2018; Farisi & Fani, 2019; Putri & Rambe, 2022) supports the results of this study, indicating that a comfortable and secure work environment positively influences employee performance. However, Ahmad (2019) found no significant impact of the work environment on employee performance at PT Cassia Coop Sungai Penuh, suggesting that improving the work environment may not enhance performance. Suparman (2020) also found no significant effect of the work environment on employee performance, possibly due to suboptimal activities resulting from a poor work environment.

The Effect of Work Environment on Job Satisfaction

According to the partial testing results examining the impact of the work environment (X) on job satisfaction (Z), the coefficient value is 0.736 and the P-Values are 0.000, which is less than 0.05. These findings indicate that the relationship between Work Environment and Job Satisfaction is one-directional, meaning that as the value of Work Environment increases, so does Job Satisfaction. Therefore, it can be concluded that there is a significant and positive correlation between the work environment and job satisfaction.

This result suggests that improving the quality of the work environment in the company would not affect the level of job satisfaction among its employees, and conversely, if the work environment were to deteriorate, it would not impact job satisfaction either. This finding implies that the current work environment of the company has not had any influence on employee satisfaction.

The analysis results are supported by Sedarmayanti's theory, as cited in (Novita & Kusuma, 2020). Sedarmayanti suggests that a good work environment can boost job performance and aid task completion, leading to employee satisfaction. As employees are exposed to various work environment conditions, it is crucial for institutions to create a comfortable and conducive atmosphere that can fulfill the satisfaction needs of employees. However, it is important to note that job satisfaction is not solely dependent on a favorable work environment since it is a general attitude towards one's job, reflecting the difference between the amount of appreciation workers receive and the amount they feel they should receive.

The finding is in line with Pareraway et al. (2018), which suggests that the work environment has little to no impact on job satisfaction. Thus, any improvements or declines in the work environment quality are unlikely to affect employee job satisfaction. Moreover, Putri & Rambe (2022) have also shown in their previous research that the Work Environment significantly affects Job Satisfaction.

The Effect of Job Satisfaction on Employee Performance

According to the partial testing results on the relationship between job satisfaction (Z) and employee performance (Y), with a path coefficient value of 0.406 and a P-value of 0.008 < 0.05, it is evident that there is a unidirectional relationship between Job Satisfaction and Employee Performance.

This means that when Job Satisfaction increases, so does Employee Performance. Therefore, it can be concluded that Job Satisfaction has a positive and significant impact on Employee Performance.

Sedarmayanti & Rahadian (2018) suggest that when employees perform their job and are satisfied with certain factors related to their work environment and income, it can boost their performance. While it is unclear whether happy employees are more productive or productivity leads to happiness, happy employees tend to be more productive. Similarly, Boud et al. (2016) state that job satisfaction is a cause for enhanced performance, and workers who are satisfied with their jobs tend to be more productive.

The findings of the study are further supported by previous research (Adhan et al., 2020; J Jufrizen et al., 2018; Jufrizen Jufrizen & Sitorus, 2021; Sembiring et al., 2021) who suggest that Job Satisfaction has a positive impact on Employee Performance.

The Effect of Work Environment on Employee Performance mediated by Job Satisfaction

According to the authors' research, it appears that there is a significant indirect effect of Work Environment on Employee Performance, which is mediated by Job Satisfaction. The value of the indirect effect of X-Z-Y is 0.299, with a P-value of 0.011, which is below the significant level of 0.05. This indicates that the variable of Job Satisfaction acts as a mediator, or intervening variable.

The study by Siagian & Khair (2018) shows that both work environment and job satisfaction have a significant impact on employee performance. However, the research found that job satisfaction is not a strong enough mediator between work environment and performance. This suggests that the impact of the work environment on employee performance is a direct effect.

The findings of this study differ from those of previous research conducted by Putri & Rambe (2022) which found a positive and significant effect of work environment on employee performance mediated by job satisfaction in the administrative division of the Regional Office of the Ministry of Law and Human Rights of North Sumatra. However, Pareraway et al. (2018) found that job satisfaction can positively and significantly mediate the indirect effect of work environment on employee performance, acting as a full mediation. Idris et al. (2020) also found that job satisfaction can act as a mediating variable, indicating that employee job satisfaction in polytechnic colleges has a positive and significant effect on the work environment and employee performance. These differences may be due to variations in the conditions of the work environment and the job characteristics in different settings, which can affect the relationship between work environment, job satisfaction, and employee performance.

The study conducted by Saputri (2020) found that employee job satisfaction cannot act as a mediator in the relationship between the work environment and employee performance. This is due to the fact that a low-quality work environment will lead to lower employee job satisfaction and subsequently affect employee performance negatively. However, the work environment itself is found to be insignificant in the study, indicating that satisfaction cannot act as a mediator in the relationship between the work environment and employee performance. The company provided a good work environment overall to support employee productivity, although some respondents perceived the work environment as not being in the good category.

Conclusions

In this study, we investigated the relationship between the work environment, job satisfaction, and employee performance at PT XYZ South Sulawesi Province. The results of our analysis revealed that the work environment has a partial positive and significant effect on both employee performance and job

satisfaction. Specifically, a more favorable work environment is associated with higher levels of employee performance and job satisfaction.

Furthermore, we found that job satisfaction partially mediates the relationship between the work environment and employee performance. This means that when employees perceive their work environment positively, they are more likely to experience job satisfaction, which, in turn, leads to better performance. Thus, job satisfaction acts as a mediator between the work environment and employee performance.

Overall, our findings suggest that it is important for PT XYZ South Sulawesi Province to prioritize creating a positive work environment for their employees. Doing so can help to increase both job satisfaction and employee performance, ultimately leading to a more productive and effective workforce. By recognizing the impact of the work environment on employee outcomes, the organization can take steps to enhance employee well-being and, in turn, achieve its goals.

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