



## THE ROLE OF JOB SATISFACTION IN THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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### *Abstract*

*The problem of this research is the decline in employee performance, employee performance that is not optimal, the work environment which are less comfortable, such as lighting and some room management that has not been maximized can be seen from the condition of the narrow workspace in the office space, there are often misunderstandings among fellow employees caused by the many work demands (workload) received by these employees are different, thus making employees dissatisfied., of some of the problems that exist within PDAM Tirtanadi, North Sumatra Province, the author limits the problem of the work environment on employee performance through job satisfaction. The purpose of the study aims to analyze several things, namely: to find out and analyze the influence of the work environment on employee performance, to find out and analyze the influence of the work environment on job satisfaction, to find out and analyze the influence of job satisfaction on employee performance and to determine and analyze the environment work has an effect on performance mediated by job satisfaction at PDAM Tirtanadi, North Sumatra Province. In this study using associative and quantitative research types with samples in this study as many as 72 respondents who are employees of PDAM Tirtanadi, North Sumatra Province. 0.327 and 0.383, F-Square 0.041, 0.645 and 0.174. Mediation effect 0.126, 0.000, 0.000 and 0.0013. This shows that: the effect of the work environment on employee performance is positive and not significant; the effect of the work environment on job satisfaction is positive and significant; the effect of job satisfaction on employee performance is positive and significant, the work environment as a mediator variable acts as a mediation on the effect of the work environment on employee performance.*

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

## 1. INTRODUCTION

The Regional Drinking Water Company (PDAM) Tirtanadi, North Sumatra Province is one of the Regional Owned Enterprises (BUMD), which is engaged in providing services in providing clean water to the community. Based on the initial survey that the author did, it was found problems related to employee performance, work environment and job satisfaction. The problem that occurs is the tendency of Human Resources (HR) problems in employees which cause a decrease in the quality of employee performance which can greatly affect the quality of the work of the employees themselves. There are employee performance problems when carrying out their work, where employees cannot complete their work on time and there are also employees who cannot work well. If there is a problem in the activities that exist within the company, the employee cannot respond quickly in solving these problems, causing delays in the activities that exist within the agency. In the work environment there are also problems, where employees complain about comfort, such as lighting and some room management that has not been maximized, which can be seen from the condition of the cramped workspace in the PDAM Tirtanadi office, North Sumatra Province, so that it can reduce the performance of employees while in the office. Work, where there are some employees who procrastinate work due to a bad work environment and there are also other problems in employee job satisfaction.



## 2. RESEARCH METHODS

This study uses quantitative research methods. according to Noor (2017, p. 38) Quantitative research is a method for testing certain theories by examining the relationship between variables. These variables are measured (usually with research instruments) so that data consisting of numbers can be analyzed based on statistical processes. In this study, an associative approach was used. Associative approach according to (Anshori & Iswati, 2017, p. 22) a study that aims to determine the relationship between two or more variables.

The population in this study were all employees at PDAM Tirtanadi, North Sumatra Province, amounting to 252 people. Determination of the number of samples taken as respondents by using the formula slovin (umar) in (Juliandi et al., 2014, p. 59) as follows:

$$n = \frac{N}{1 + Ne^2}$$

Umar in (Juliandi et al., 2014, p. 59)

Description:

n = Sample size

N = Population Size

e = Percentage of allowance for sampling error that can still be

tolerated, for example 10% or 0.10.

So in research the number of research samples can be calculated or determined using the formula above:

$$n = \frac{252}{1 + (252 \times 0.10^2)} = \frac{252}{1 + (252 \times 0.01)} = 71.59 = 72$$

Thus, it can be determined that the number of samples in the study is completed to 72 people. After calculating the number of samples at PDAM Tirtana in North Sumatra Province, then the result is 72 people.

Before collecting data, first to determine what data collection method will be used. The data collection tool used must be in accordance with the validity (validity) and reliability or consistency (reliability). according to (Juliandi et al., 2015) There are 2 data collection tools that will be used by researchers, namely interviews/interviews and questionnaires/questionnaires. This data will be analyzed with a quantitative approach using statistical analysis, namely the partial least square - structural inquiry model (PLS-SEM) which aims to perform path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghozali, 2016) Variant-based structural equation analysis (SEM) which can simultaneously test the measurement model as well as test the structural model. The measurement model is used to test the validity and reliability, while the structural model is used to test causality (testing hypotheses with predictive models).

## 3. RESULTS AND DISCUSSION

### Results

This research was conducted at PDAM Tirtanadi, North Sumatra Province, which aims to determine (1) the effect of work environment variables on employee performance; (2) the effect of work environment variables on job satisfaction; (3) the effect of job satisfaction on employee performance; and (4) the influence of the work environment on employee performance is mediated by job satisfaction. The data used in this study is primary data. Primary data obtained in this study by distributing a questionnaire consisting of 7 statements for the variable (X), 9 statements for the

variable (Z), and 8 statements for the variable (Y) where the variable X is the work environment, which is the variable Z. is job satisfaction, and employee performance variable (Y).

### Analysis Requirements

Data analysis in this study used the Structural Equation Model Partial Least Square (SEM-PLS). As an alternative to covariance based SEM, the variance based or component based approach with analysis-oriented PLS shifts from testing causality/theory models to component based predictive models. Structural model testing in PLS is carried out with the help of Smart PLS ver software. 3 for Windows. The following are the results of the structural model formed from the formulation of the problem:

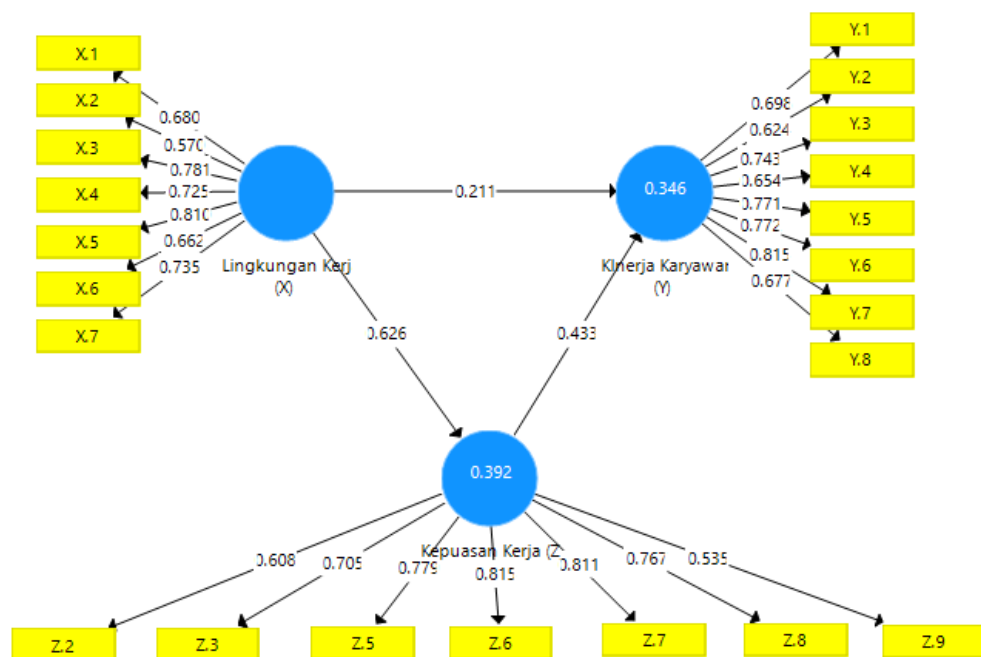


Figure 1. Results of the PLS Structural Model

There are two group stages to analyze the SEM-PLS, namely the analysis of the measurement model (outer model), namely (a) convergent validity; (b) construct reliability and validity; and (c) discriminant validity and structural model analysis (inner model), namely (1) R-square; (2) f-square; (3) Mediation effects: (a) Direct effects; (b) Direct effects; and (c) Total effects.

### Partial Least Square Analysis

#### Measurement Model Analysis (Outer Model)

Analysis of the measurement model analysis (outer model) uses 2 tests, including: (1) Construct reliability and validity and (2) Discriminant validity following the test results.

##### 1. Construct reliability and validity



Understanding construct reliability and validity (construct validity and reliability) is a test to measure the reliability of a construct. The reliability of the construct score should be high enough. Composite Reliability criteria are  $> 0.6$  according to Bagozzi and Yi; Chin & Dibbern (Juliandi, 2018).

**Table 1. Composite Reliability**

<i>Composite Reliability</i>	
Work Environment (X)	0.877
Employee Performance (Y)	0.896
Job Satisfaction (Z)	0.833

Source: SEM-PLS Data 2020

Thus, it can be concluded that based on the values in Table 4.11 the composite reliability test is as follows: (1) Variable X (work environment) is reliable, because the composite reliability X value is  $0.877 > 0.6$ ; (2) Variable Y (employee performance) is reliable, because the value of composite reliability Y is  $0.896 > 0.6$ ; and (3) Variable Z (job satisfaction) is reliable, because the value of composite reliability Z is  $0.883 > 0.6$ .

## 2. Discriminant Validity

The definition of discriminant validity is the extent to which a construct is completely different from other constructs (a construct is unique). (Juliandi, 2018) The best new measurement criteria is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the value of HTMT  $< 0.90$  then a construct has good discriminant validity according to Jörg Henseler Christian; M. Ringle; Marko Sarsted(Juliandi, 2018).

**Table 2. Heteroit-Monotoroit Ratio (HTMT)**

	<i>Heteroit-Monotoroit Ratio (HTMT)</i>		
	Work Environment (X)	Employee Performance (Y)	Job Satisfaction (Z)
X Work Environment			
Employee Performance (Y)	0.603		
Job Satisfaction (Z)	0.695	0.504	

Source: SEM-PLS Data 2020

The conclusion of the Heretroit-Monotrait Ratio (HTMT) test in Table 4.12 is as follows: (1) Variable X (work environment) to Y (employee performance) has a Heretroit-Monotrait Ratio value of  $0.603 < 0.90$ , meaning that the discriminant validity is good, or really different from other constructs (constructs are unique); (2) Variable X (work environment) to Z (job satisfaction) Heretroit-Monotrait Ratio value  $0.695 < 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); (3) and the variable Y (employee performance) to Z (job satisfaction) the Heretroit-Monotrait Ratio value  $0.504 < 0.90$ ,



meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique).

### Structural Model Analysis (Inner Model)

Structural model analysis aims to analyze the research hypothesis. There are at least two parts that need to be analyzed in this model, namely: the coefficient of determination and hypothesis testing

#### 1. R-Square

R-Square is a measure of the proportion of variation in the value of the affected variable (endogenous) which can be explained by the variable that influences it (exogenous). This is useful for predicting whether the model is good/bad (Juliandi, 2018) The criteria for the R-Square are:

- a. If the value of R<sup>2</sup> (adjusted) = 0.75 → Model is substantial (strong);
- b. If the value of R<sup>2</sup> (adjusted) = 0.50 → Model is moderate (medium);
- c. If the value of R<sup>2</sup> (adjusted) = 0.25 → Model is weak (bad) (Juliandi, 2018)

**Table 3. R-Square**

	R-Square	R-Square Adjusted
Employee Performance (Y)	0.346	0.327
Job Satisfaction (Z)	0.392	0.383

The conclusions from testing the R-square value in Table 4.13 are as follows: (1) R-Square Adjusted Model Path I = 0.383. This means that the ability of the Y variable (performance) in explaining Z (job satisfaction) is 33%, thus the model is classified as weak (poor); and (2) R-Square Adjusted Model Path II = 0.. This means that the ability of variables Y (work environment) and Z (job satisfaction) in explaining Y (employee performance) is 38%, thus the model is classified as weak (poor).

#### 2. F-square

Measurement of F-Square or f<sup>2</sup> effect size is a measure used to assess the relative impact of an influencing variable (exogenous) on the affected variable (endogenous). The measurement of f<sup>2</sup> (f-Square) is also called the effect of changing R<sup>2</sup>. That is, the change in the value of R<sup>2</sup> when certain exogenous variables are removed from the model, can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct. (Juliandi, 2018)

F-Square criteria according to Cohe (Juliandi, 2018) are as follows:

- (1) If the value of f<sup>2</sup> = 0.02 → Small effect of the exogenous variable on the endogenous variable;
- (2) If f<sup>2</sup> = 0.15 → Moderate/moderate effect of exogenous variables on endogenous variables;
- (3) If the value of f<sup>2</sup> = 0.35 → The large effect of the exogenous variable on the endogenous.

**Table 4. F-Square**

	X	Y	Z
X		0.041	0.645
Y			
Z		0.174	

The conclusion of the f-square value that can be seen in table 4.14 is as follows: (1) Variable X (work environment) to Y (employee performance) has a value of f<sup>2</sup> = 0.041, hence the large effect of exogenous variables on endogenous variables; (2) Variable X (work environment) to Z (job satisfaction) has a value of f<sup>2</sup> = 0.645, then the large effect of exogenous variables on



endogenous; and (3) Variable Z (job satisfaction) to Y (employee performance) has a value of  $f^2 = 0.174$ , so the effect is moderate/moderate from exogenous to endogenous variables.

### 3. Mediation Effects

The mediation effects analysis contains 3 sub-analyses, including: (a) direct effects; (b) indirect effects; and (c) total effects. Here are the results of the three.

#### *Direct Effects*

The purpose of the direct effect analysis is to test the hypothesis of the direct effect of a variable that affects (exogenous) on the variable that is influenced (endogenous). (Juliandi, 2018) The criteria for testing the direct effect hypothesis are as shown in the section below.

First, the path coefficient: (a) If the path coefficient value is positive, then the influence of a variable on other variables is unidirectional, if the value of a variable increases/increases, then the value of other variables also increases/increases ; and (b) If the path coefficient is negative, then the influence of a variable on other variables is in the opposite direction, if the value of a variable increases/increases, then the value of other variables will decrease/lower. Second, the value of probability/significance (PValue): (1) If the value of P-Values  $< 0.05$ , then it is significant; and (2) If the P-Values  $> 0.05$ , then it is not significant(Juliandi, 2018).

**Table 5. Direct Effect**

	<i>Original Sample</i>	<i>P-Values</i>
$XY \rightarrow$	0.211	0.126
$XZ \rightarrow$	0.626	0.000
$ZY \rightarrow$	0.433	0.000

The path coefficient in Table 4.15 shows that all path coefficient values are positive (as seen in the original sample), including: (1) X to Y : Path coefficient = 0.211 and P-Value = 0.126 ( $> 0.05$ ), meaning that , the effect of X (work environment) on Y (employee performance) is positive and not significant; (2) X to Z: Path coefficient = 0.626 and P-Value = 0.000 ( $< 0.05$ ), meaning that the effect of X (work environment) on Z (job satisfaction) is positive and significant; and (3) Z to Y: Path coefficient = 0.433 and P-Value = 0.000 ( $< 0.05$ ), meaning that the effect of Z (job satisfaction) on Y (employee performance) is positive and significant.

#### *Indirect Effect*

The purpose of the indirect effect analysis is to test the hypothesis of the indirect effect of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated by an intervening variable (mediator variable).(Juliandi, 2018).

Criteria for determining indirect effect (Juliandi, 2018)are: (1) If the P-Values  $< 0.05$ , it is significant, meaning that the mediator variable (Z/job satisfaction) mediates the effect of exogenous variables (X/work environment) on endogenous variables (Y/performance). In other words, the effect is indirect; and (2) If the P-Values  $> 0.05$ , it is not significant, meaning that the mediator variable (Z/job satisfaction) does not mediate the effect of an exogenous variable (X/work environment) on an endogenous variable (Y/performance). In other words, the effect is direct.

**Table 6. Indirect Effect**

	<i>Original Sample</i>	<i>P-Values</i>
$XZ \rightarrow \rightarrow$	0.271	0.003



Thus, it can be concluded that the indirect effect value seen in Table 4.16 X->Z->Y indirect effect is 0.271, with P-Values 0.003 <0.05 (significant), then Z (job satisfaction) mediates the effect of X (work environment). to Y (employee performance).

### Total Effect

The total effect (total effect) is the total of direct effects (direct effects) and indirect effects (indirect effects). (Juliandi, 2018).

**Table 7. Total Effect**

	Original Sample	P-Values
XY→	0.482	0.000
XZ→	0.626	0.000
ZY→	0.433	0.000

The conclusions of the total effect value in Table 4.17 are as follows: (1) The total effect for the relationship between X (work environment) and Y (employee performance) is 0.482; (2) The total effect for the relationship between X (work environment) and Z (job satisfaction) is 0.626; and (3) the total effect for the relationship between Z (job satisfaction) and Y (employee performance) is 0.433.

### Hypothesis test

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing.

**Table 8. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )	P Values
<b>Mediation Effect 1 -&gt; Y</b>	0.271	0.296	0.090	3.022	0.003
<b>X -&gt; Y</b>	0.211	0.207	0.138	1,529	0.126
<b>X -&gt; Z</b>	0.626	0.650	0.069	9,046	0.000
<b>Z -&gt; Y</b>	0.433	0.455	0.122	3,546	0.000

Source: PLS 3

Based on Table 8 above, it can be stated that the hypothesis testing is as follows:

- 1) The effect of the work environment on employee performance has a path coefficient of 0.211. This shows that the higher the level of the work environment, the more effective and efficient the performance of PDAM Tirtanadi employees, North Sumatra Province. This influence has a probability value (p-values) of 0.126 > 0.05, meaning that the effect of the work environment on employee performance is not significant.
- 2) The effect of the work environment on job satisfaction has a path coefficient of 0.626. This shows that the higher the level of the work environment, it will provide job satisfaction to employees and employees can work effectively and efficiently for PDAM Tirtanadi employees, North Sumatra Province. This influence has a probability value (p-values) of 0.000 <0.05, meaning that the effect of the work environment on job satisfaction is significant.
- 3) The effect of job satisfaction on employee performance has a path coefficient of 0.433. This shows that the higher the level of job satisfaction, the more effective and efficient the performance of PDAM Tirtanadi employees, North Sumatra Province. This influence has



a probability value (p-values) of 0.000 <0.05, meaning that the effect of job satisfaction on employee performance is significant.

- 4) The effect of the work environment on employee performance mediated by job satisfaction has a path coefficient of 0.271 and has a probability value (p-values) of 0.003 <0.05, this indicates that job satisfaction is significant in influencing the relationship between the work environment and employee performance. Thus, the variable job satisfaction mediates the effect of the work environment on employee performance at PDAM Tirtanadi, North Sumatra Province.

### **Discussion**

This study has several objectives, namely to analyze the direct effect of the work environment (independent variable) on employee performance (dependent variable), the influence of the work environment (independent variable) on job satisfaction (intervening variable), the effect of job satisfaction (intervening variable) on employee performance (dependent variable), the effect of work environment (independent variable) on employee performance (bound variable) mediated by job satisfaction (intervening variable).

Based on these objectives, the authors compare the findings that the authors produce from this study with the research findings of previous researchers.

### **Influence of Work Environment on Employee Performance**

An inadequate work environment can affect employee performance while at work, where if the work environment provided to employees is adequate it will make employee performance increase and can also provide the best work results as expected by the company.

The influence of the work environment on employee performance produces a positive and insignificant value for employees PDAM Tirtanadi, North Sumatra Province. This finding means that: (1) The positive value indicates that if the value of the work environment increases, the employee's performance also increases; (2) The insignificant value means that the work environment does not affect employee performance.

The results of this study are in line with Haresearch results (Hanafi & Yohana 2017); (Arianto 2013), concluded that there was no effect of the work environment on employee performance.

### **The Effect of Work Environment on Job Satisfaction**

The work environment is one of the important factors for employees, where a comfortable work environment will provide satisfaction to employees. The company management should pay attention to the work environment in terms of work which will spur employees to get job satisfaction in doing their jobs and will also spur employee morale while working.

The effect of the work environment on job satisfaction was also found to be positive and significant for employees PDAM Tirtanadi, North Sumatra Province. These findings mean that: (1) A positive value indicates that if the employee's work environment increases, the employee's job satisfaction also increases; (2) A significant value indicates that an adequate work environment means that it affects job satisfaction while at work.

The results of this study are in line with the results of the study (Nasution 2017); (Astuti & Iverizkinawati, 2018); (Hasibuan, 2015); (Andriany, 2019); (Siagian & Khair, 2018); (Pareaway et al., 2018); (Tamali & Munasip, 2019), concluded that the work environment has a positive and significant effect on employee job satisfaction.

### **The Effect of Job Satisfaction on Employee Performance**

Job satisfaction is the feeling that a person feels about his work, both pleasant feelings and unpleasant feelings because of the job. If employees get job satisfaction in doing their jobs, it





will improve employee performance, and vice versa if employees do not get job satisfaction or do not feel good, it will reduce employee performance.

The results of the previous test showed that the effect of job satisfaction on employee performance was also found to be positive and significant for the employees of PDAM Tirtanadi, North Sumatra Province. These results mean that: (1) A positive value indicates that if job satisfaction increases, then employee performance also increases; (2) A significant value indicates that job satisfaction significantly affects employee performance at work.

The results of this study are in line with the results of the study (Arifin, 2017); (Adhan et al., 2020); Nasution (2018); (Jufrizen, 2016); (Jufrizen, 2017); (Syahputra & Jufrizen, 2019); (Jufrizen et al., 2017); and (Jufrizen et al., 2018), concluded that there is an effect of job satisfaction on employee performance.

#### **The Effect of Work Environment on Performance Through Job Satisfaction**

Based on several theories that have been stated above, it can be concluded that employee performance is influenced by the work environment through job satisfaction. That is, the better the provision of the work environment, the more employees will get job satisfaction in doing their jobs.

The results of this study are in line with the results of the study (Hanafi & Yohana, 2017); (Prahasti & Wahyono, 2018); (Prayogutama & Surjanti, 2017); (Purwaningsih et al., 2020). The results of the author's research show that the indirect effect of the work environment on employee performance mediated by job satisfaction at PDAM Tirtanadi, North Sumatra Province is significant. This means that job satisfaction acts as an intervening variable (mediator), especially in this study.

## **4. CONCLUSION**

### **Conclusion**

Based on the data obtained in the study regarding the influence of the work environment on employee performance at PDAM Tirtanadi, North Sumatra Province with job satisfaction as a mediation. Respondents in this study amounted to 72 employees, then it has been analyzed, it is concluded as follows:

1. The work environment has a positive and insignificant effect on the employee performance of PDAM Tirtanadi, North Sumatra Province.
2. The work environment has a positive and significant effect on employee job satisfaction at PDAM Tirtanadi, North Sumatra Province.
3. Job satisfaction has a positive and significant effect on the performance of PDAM Tirtanadi, North Sumatra Province.
4. Work Environment on Employee Performance mediated by Job Satisfaction has a positive and significant effect on PDAM Tirtanadi, North Sumatra Province. In other words, Job Satisfaction does play a role as a mediator.

### **Suggestion**

The suggestions that can be given in this research are as follows:

1. It is better to maintain the current work environment and it would be better if it could be improved to a better direction even though it does not affect it at this time, but if the provision of comfort to employees is increased to a better direction, it will improve employee performance better in the future at work.
2. In increasing employee job satisfaction, it is necessary for companies to pay attention to the problem of job satisfaction received by employees, especially those related to the existing work environment in the company because the work environment is a form of



encouragement that can affect employee job satisfaction at work, where if the company provides a good work environment adequate and provide comfort to employees, it will lead to job satisfaction for employees and can also cause employees to work better as expected by the company.

3. In improving employee performance, companies should pay attention to problems that occur within the company such as the work environment and job satisfaction given to employees, so that employees continue to give the best contribution to the company..

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