

JOB SATISFACTION AS MEDIATION: JOB ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract: This study aims to analyze and explain the job satisfaction role as a mediating variable of job environment influence on employee performance of production division unit 2 at UD. Karya Jati Jombang. This study uses a quantitative approach. The number of samples is 56 respondents. The analysis used includes validity test, reliability test, analysis, Sobel test, t test and determinant coefficient, using SPSS 16 software. The results show that the work environment has a positive effect on employee performance, and job satisfaction variables are able to mediate job environment on employee performance.

Keywords: Work Environment, Job Satisfaction, Employee Performance

1. Introduction

In the more competitive business competition era, companies are required to prepare themselves in an effort to anticipate and adapt to existing changes. A company must be able to compete with its competitors, the company must be able to run its business with thoughts and creative actions and be done as well as possible. In order to get maximum results and maximize employee performance, especially in increasing human resources.

According to Mangkunegara (2015) performance is result work quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him in doing his job. According to Bangun (2012:234) that way to measure employee performance as follows: work quality, work quantity, punctuality, attendance and ability to work together. Factors that affect employee performance according to Mangkunegara (2012: 15) come from the work environment. Work environment is everything that is around workers and that can influence workers in carrying out the tasks assigned to them (Nitisemito, 2010). Hasibuan, (2014) job satisfaction is an emotional attitude shown by being happy with the work being undertaken.

UD. Karya Jati is a trading business engaged in furniture manufacture industry, such as cupboards, dressing tables, tv racks, and others, derived from the main raw material is particle board. UD. Karya Jati in the last year experienced a decline in production. Based on interviews results with management, the production at UD. Karya Jati is unstable or it can be said that the work has not met the target amount of production within the specified time and there are production results that do not meet the standards, for example goods returned, so that there is repetition in completing the work.

It is suspected that the decline in employee performance is caused by job environment factors. Based on observations and interviews results with management and several employees, there is an unfavorable relationship with co-workers that affects employee performance, besides that there is engine noise and restlessness that disturbs employees while working, the lack of work facilities such as trolleys for moving goods, and lack of light/lighting in the room, the relation with coworkers that are less harmonious in each section, and also miss communication often occurs when the job desk is divided which can disrupt the work of employees.

The decreasing performance is not only caused by job environment factors but also by job satisfaction factors. Based on the interviews results with several employees, there is a sense of dissatisfaction among employees with supervisors due to lack of supervision in each section, and a sense of unpleasantness between employees and fellow co-workers, so that it slows down work and inappropriate wages make employees lazy to work, which results the decreased employee performance. Based on previous research, according to Hanafi (2017), it states that job satisfaction has a positive and significant effect on employee performance, but the results of other studies show that job satisfaction can absolutely mediate the influence of job environment on employee performance (Lukiyana and Halima, 2016).

Problem Study

1. Does the job environment affect the employee performance of production at UD. Karya Jati?
2. Does the Job environment affect production job satisfaction at UD. Karya Jati?
3. Does job satisfaction affect the employee performance of production at UD. Karya Jati?
4. Does the work environment affect employee performance through job satisfaction as a mediating variable?

2. Literature Review

Performance

Performance is an achievement shown by an employee in completing his work with a certain level of motivation and ability in accordance with his role in the company (Rivai, 2014). Factors that affect employee performance according to Mangkunegara (2012: 15) come from the job environment. In addition to the work environment being a factor causing performance, according to Martin and Jackson (2009: 122) the factors that affect performance are individual job satisfaction or dissatisfaction, job and organizational commitment. Performance indicators according to Mathis and Jackson (2009) include quality, quantity, punctuality, ability and attendance.

Job Environment

The job environment is everything around the workers and that can affect workers in carrying out the tasks assigned to them (Nitisemito, 2010). According to (Sedarmayanti, 2009) broadly speaking, there are two types of job environment, namely physical job environment and non-physical job environment. The indicators of job environment according to (Nitisemito, 2010), include work atmosphere, relationships with colleagues, the availability of job facilities.

Job satisfaction

According to (Hasibuan, 2014) job satisfaction is an emotional attitude shown by being happy with the job being undertaken. Meanwhile, according to (Mathis and Jackson, 2009) suggests that job satisfaction is a positive emotional state which is the result of evaluating one's work experience and dissatisfaction arises when one's expectations are not met. This is in line with the opinion (Afandi, 2018) that job satisfaction is a (positive) attitude of the workforce towards

their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Job satisfaction indicators (Afandi, 2018), including: Job, wages/salary, supervisor.

3. Method

This type of research uses verification research. According to Arikunto (2006), verification research basically wants to test the truth through data collection in field. The approach in this study is a quantitative approach and the method used in this research is an explanatory survey. According to Sugiyono (2007) the explanatory survey method is a research method that intends to explain the variables position and the influence between one variable and another. The measurement scale uses a Likert scale, data collection methods by interview (interview), questionnaire (questionnaire) and observation. The data analysis technique the researcher used path analysis and mediation test with SPSS program. The sample in this study was the production division employees as many as 56 respondents at UD. Karya Jati Jombang.

4. Result and Discussion

Hypothesis Test

Job Environment Test on Employee Performance Direct Test (X toward Y)

Table 1. Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized | T | Sig. |
|-------|------------|-----------------------------|------------|--------------|-------|------|
| | | B | Std. Error | Coefficients | | |
| 1 | (Constant) | 2.762 | 2.557 | | 1.080 | .285 |
| | TotalX | .866 | .109 | .733 | 7.916 | .000 |

a. Dependent Variable: the Y total

Based on regression analysis results above, it can be obtained that the equation is $Y = 2.762 + 0.733X$. If the Job environment is improved it will affect employee performance.

t test

The hypothesis testing results with t test shown a significance value of $0.000 < (0.05)$. It shows that there is a positive and significant influence between the job environment and employee performance

Uji R Square (R^2)

Table 2. Result of R^2 Determinant Coefficient Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .733 ^a | .537 | .529 | 1.401 |

a. Predictors: (Constant), TotalX

Based on the table above, it can be explained that the R^2 value is 0.537, which means that employee performance through this study is influenced by the job environment variable by 53.7%.

Job Environment Test on Job Satisfaction

Table 3. Direct Test (X toward M) Coefficients
Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4.754 | 1.758 | | 2.704 | .009 |
| X | .386 | .075 | .572 | 5.131 | .000 |

a. Dependent Variable: M

Based on regression analysis above, it can be obtained that the equation is $M = 4.754 \text{ results} + 0.572X$. If job environment is improved, it will affect employee job satisfaction.

t Test

The hypothesis test results with t test showed a significance value of $0.000 < (0.05)$. It shows that there is a positive and significant influence between job environment and satisfaction.

R Square Test (R^2)

Table 4. Determinant Coefficient Analysis Results of R^2
Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .572 ^a | .328 | .315 | .963 |

b. Predictors: (Constant), X

Based on the table above, it can be explained that the R^2 value is 0.328, which means that job satisfaction through this research is influenced by the job environment variable by 32.8%.

Job Satisfaction on Employee Performance Test

Table 5. Direct Test (M toward Y) Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8.504 | 2.634 | | 3.228 | .002 |
| | TotalM | 1.050 | .191 | .599 | 5.501 | .000 |

a. Dependent Variable: TotalY

Based on regression analysis results above, it can be obtained that the equation is $Y = 8.504 + 0.599X$. If employee job satisfaction is increased, it will affect employee performance

t Test

The results of hypothesis test with the t-test shown a significance value of $0.000 < (0.05)$. It indicates that there is a positive and significant effect between job satisfaction on employee performance.

R Square Test (R^2)

Table 6. Determinant Coefficient Analysis Results of R^2 Summary Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .599 ^a | .359 | .347 | 1.648 |

a. Predictors: (Constant), Total M

Based on the table above, it can be explained that the R^2 value of 0.359 means that employee performance through this study is influenced by the job satisfaction variable of 35.9%.

Job Environment and Job Satisfaction on Employee Performance Test

Table 7. Direct Test (X and M toward Y) Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .851 | 2.434 | | .350 | .728 |
| X | .658 | .119 | .577 | 5.520 | .000 |
| M | .492 | .177 | .291 | 2.781 | .007 |

a. Dependent Variable: Y

Based on the results of regression analysis above, the equation can be obtained is $Y = 0.851 + 0.577X + 0.291M$. If job environment and job satisfaction are improved, employee performance will increase.

t Test

The results of hypothesis test with the t-test shown a job environment significance of 0.000 and a job satisfaction significance value of 0.007. It shows that there is a positive and significant influence between the work environment and employee performance, and there a positive and significant influence between the work environment and employee performance.

R Square Test (R^2)

Table 8. R^2 Determinant Coefficients Analysis Test Summary Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .781 ^a | .610 | .596 | 1.25110 |

a. Predictors: (Constant), M, X

Based on the table above, it can be explained that the R^2 value of 0.610 means that employee performance through this study is influenced by job satisfaction of 61.0%.

Job Satisfaction Test Mediates Effects Between Job Environments on Employee Performance

The equation of job environment path (X) and job satisfaction (M) on employee performance (Y) is compiled with the help of the path diagram as follows:

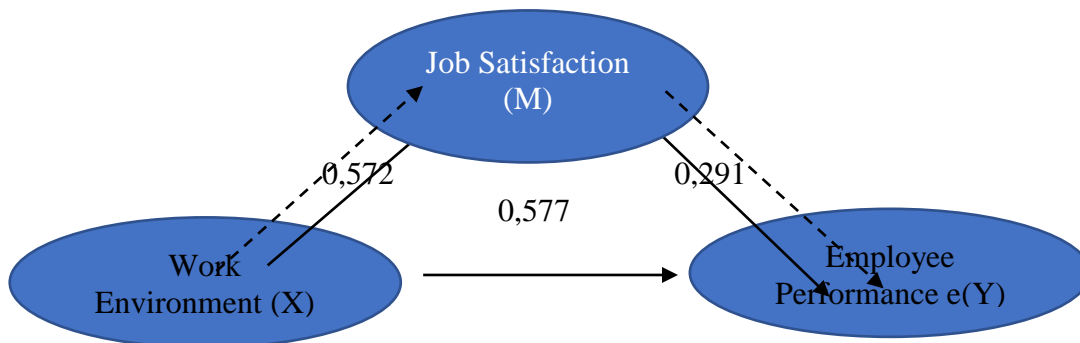


Figure 1. Conceptual Framework

To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the a , b , s_a , and s_b into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

| Input: | | Test statistic: | Std. Error: | p-value: |
|--------|-------|--------------------------|-------------|------------|
| a | 0.386 | Sobel test: 2.44574713 | 0.07764989 | 0.01445523 |
| b | 0.492 | Aroian test: 2.41077081 | 0.07877646 | 0.01591885 |
| s_a | 0.075 | Goodman test: 2.48229136 | 0.07650673 | 0.01305405 |
| s_b | 0.177 | Reset all | Calculate | |

Alternatively, you can insert t_a and t_b into the cells below, where t_a and t_b are the t-test statistics for the difference between the a and b coefficients and zero. Results should be identical to the first test, except for error due to rounding.

Sobel Test Results

Calculations with the Sobel test show the Sobel test value of 2.44574713 with a p-value of $0.01445523 < \alpha (0.05)$, this indicates that there is an indirect relationship between the job environment and employee performance through job satisfaction.

Discussion

The Influence of Job Environment on Employee Performance

Based on hypothesis test conducted, it shows that a good job environment has an impact on increasing the performance of Karya Jati Jombang. The results of this study strengthen the previous research conducted by Ginanjar (2013) with the title "The Influence of job Environment on Employee Performance at the Youth and Sports Education Office of Sleman Regency" the result that the job environment and employee performance have a positive and significant effect

The influence of job Environment on Job Satisfaction

Based on hypothesis test conducted, it shows that a good job environment has an impact on increasing job satisfaction. The results of this study strengthen the previous research by Yunanda (2012) with the title "the influence of job environment on employee job satisfaction and employee performance (Study at Perum Jasa Tirta 1 Malang Water Quality Laboratory Section)", proving that the job environment has a significant influence on employee performance.

The influence of Job Satisfaction on Employee Performance

Based on hypothesis test conducted, it shows that high job satisfaction has an impact on increasing employee performance. Thus, the higher employee satisfaction level, the higher performance will be resulted. The results of this study strengthen the previous research conducted by Wijaya (2018) with the title "The influence of Job Satisfaction on Employee Performance at CV Bukit Sanomas", proving that job satisfaction has significant and positive influence on employee performance.

The influence of job Environment on Employee Performance through Satisfaction as Mediation Variable

Based on Sobel test results, it shows that the direct influence of job environment on employee performance is 0.577, while the indirect influence through satisfaction is $0.572 \times 0.291 = 0.166$. From the calculation results obtained indicate that the value of indirect influence through satisfaction is smaller than the direct influence value of job environment on employee performance. With these results, it can be concluded that job satisfaction is not a variable that mediates the influence of job environment on employee performance.

5. Conclusions

1. Job environment has a direct influence on employee performance. So, the better the job environment provided by the company, the higher the performance of UD. Karya Jati Jombang employees will be.
2. Job environment has direct effect on job satisfaction. So, the better the job environment provided by the company, the higher the job satisfaction of UD. Karya Jati Jombang employees.
3. Job satisfaction has influence on employee performance. So, the higher the level of employee job satisfaction, the higher the performance of UD. Karya Jati Jombang employees.
4. Job satisfaction has no mediating influence between the environment on employee performance, it is possible that there are other variables that become mediating variables besides job satisfaction. So the lower the mediating role of job satisfaction, the lower the influence of job environment on performance.

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