

THE INFLUENCE OF ENVIRONMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE IS MEDIATED BY EMPLOYEE COMMITMENT AT PT X

Joshua Christian Wongpy¹, Liliana Dewi²

PT. X¹, Universitas Ciputra Surabaya²

christianjocu21@gmail.com¹, ldewi@ciputra.ac.id²

<https://doi.org/10.37715/rmbe.v3i2.4529>

Abstract- This study aims to analyze the influence of the work environment and job satisfaction on employee performance which is mediated by employee commitment at PT X. The independent variables of this study are work environment (X1) and job satisfaction (X2), the dependent variable of this study is employee performance (Y2), and the mediating variable of this study is employee commitment (Y1). This research is included in quantitative research because the approach used for research proposals, hypothesis determination, and data analysis until writing uses aspects that involve measurement, calculation formulas, and data in numerical form. The sample of this study were employees of PT X who served as middle staff and had worked for more than 6 months. Using the Slovin formula, the required number of samples was determined to be 150 respondents. The data collection method used was distributing questionnaires to respondents via the Google Form. The collected data were analyzed using Smart-PLS version 3 by testing data validity, data reliability, path coefficients, F-Square, R-Square, predictive relevance, and hypothesis testing from this study. The results of this study indicate that the work environment has a significant effect on employee commitment and employee performance, job satisfaction has a significant effect on employee commitment, but has no significant effect on employee performance, and employee commitment has no significant effect on employee performance.

Keywords: Work environment, job satisfaction, employee commitment, employee performance.

1. Introduction

PT X is a paper mill that produces tissue paper, coated duplex board (CDB), and laminated wrapping kraft (LWK). PT X, which has been established for 40 years, is located in Surabaya and has a production capacity of 250,900 tons per year, but the realization of production achieved is only around 83% of the installed capacity. The phenomenon that is being experienced is the number of complaints from employees because there are other employees whose work is considered less than optimal it affects the process/flow in achieving individual goals or targets that have been given. The work performance of many company employees is still at the average level, only about twenty percent of employees whose performance is more than the average level, and assessments that show poor results also increase from each period. The majority of employees do not perform their duties as well as possible so many of them are only considered sufficient or still not good at their duties. The survey was conducted on 33 people who served as staff at PT X, the results of which were that 100% of respondents said the work environment was something that affected their performance. As many as 73% of respondents, their level of performance in the company is influenced by job satisfaction and commitment to the company besides that the employee turnover rate in the company is still quite high. Based on these problems, this study focuses on the influence of the environment and satisfaction on performance with staff commitment as mediation.

2. Literature Review

2.1 Previous Research

Research by Rizal Nabawi (2019) shows that if the work environment is supportive, employee performance can increase. If job satisfaction decreases, it can cause performance to decrease. If the workload increases, it can improve the performance of employees. Research by Afriani Dwi Rahayu (2021) shows that work environment variables, job satisfaction, and motivation have a positive and significant effect on employee engagement. According to research by Rahesti (2022), organizational commitment has a significant positive effect on staff performance, and training and organizational commitment also have a significant positive effect on job satisfaction. Through job satisfaction, staff will have a good view of the importance of the work done and this has a good effect on organizational commitment.

2.2 Theoretical Foundation

2.2.1 Working environment

According to (Rizal Nabawi, 2019) everything around employees, both physical and non-physical, that affects the tasks handed over is the definition of the work environment, and the morale of employees is also driven by a supportive work environment so that it aligns with company goals. Meanwhile, the work environment has several indicators, according to (Rizal Nabawi, 2019) are light, noise, temperature, space, use of color, job safety, and relationships between employees.

2.2.2 Job Satisfaction

Satisfaction in working in the office is an important aspect for companies because high job satisfaction is not only beneficial for staff but also beneficial for the company as well (Nuraida, 2022). Mangkunegara (2017) said job satisfaction is a sense that exists in staff who help or do not help from within a staff to the task or situation at work.

2.2.3 Employee Commitment

Wexley, Kenneth N & Yulk, Gerry, A., (1977) defined commitment as values received by staff in the organization, psychological commitment, and loyalty. Staff who are loyal to the company can show good behavior and attitude towards the company, staff will have the desire to always maintain the good name of the company, help develop the company's performance, and have a strong belief to achieve the vision and mission of the company.

2.2.4 Employee Performance

Rizal Nabawi (2019) describes the definition of performance as the level of implementation of activity plans in terms of achieving goals, vision-mission, and targets set in the company's development plan. Yuniningsih (2002) said that how good or not the performance that has been obtained by workers will have an effect on the success or success and performance of the company as a whole.

3. Research Framework

3.1 Conceptual Framework

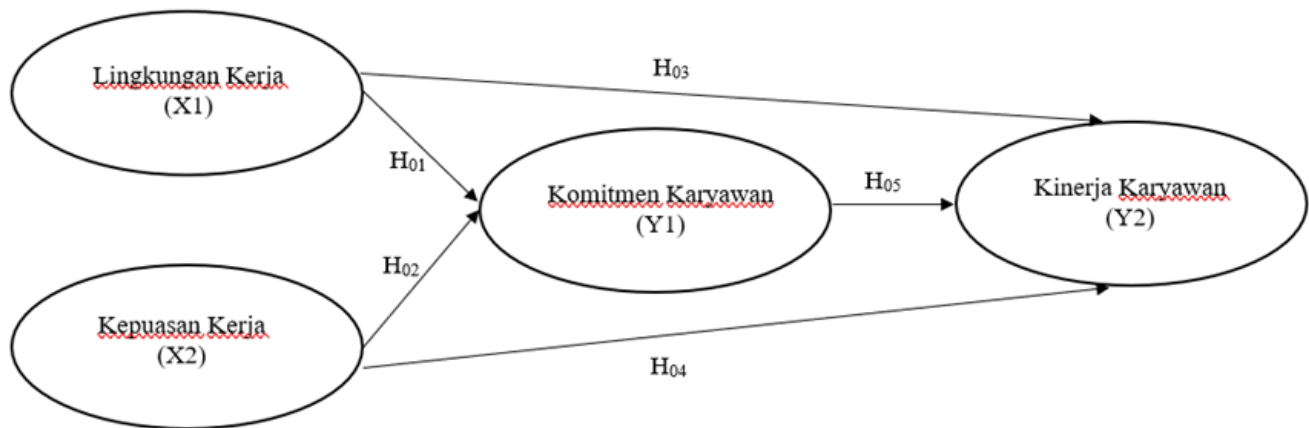


Figure 3.1. Research Conceptual Framework

Processed by Researchers (2023)

3.2 Hypothesis

H1: The work environment has a significant effect on employee commitment

H2: Job satisfaction has a significant effect on employee commitment

H3: Work environment has a significant effect on employee performance

H4: Job satisfaction has a significant effect on employee performance

H5: Employee commitment has a significant impact on employee performance

4. Research Methods

4.1 Research Design

This study used Quantitative methods. The research sample used a purposive sampling method totaling 150 samples. This study used primary data with the distribution of questionnaires through Google form and measured using a Likert scale of 1-5.

4.2 Variable Operational Definition

Table 4.1. Operational Definition of Each Variable

Variable	Variable Concept	Indicators	Operational Definition	Source
Work Environment	The work environment is everything that is around the employee's workplace either physically or non-physically which affects the burden of responsibility given.	<ol style="list-style-type: none"> 1. Light 2. Temperature 3. Noise 4. Movement space 5. Use of color 6. Safety at work 7. Relationship between employees 	<ol style="list-style-type: none"> 1. I feel comfortable with the lighting in the company 2. I feel comfortable with the room temperature in the company 3. I get annoyed when there is noise in the company 4. I am satisfied with the space in the company 5. I feel that the use of paint colors in the company is quite good. 6. I feel that the building where I work meets safety standards. 7. I feel comfortable with the relationship of every employee working in the company 	Rizal Nabawi (2019)
Job Satisfaction	The basic indicator of an individual's success in the place where he works is job satisfaction, by maintaining the relationship between the work environment and himself	<ol style="list-style-type: none"> 1. Salary 2. Promotions 3. Job satisfaction 4. Training 5. Development 	<ol style="list-style-type: none"> 1. I am satisfied with the salary given by the company 2. I got the opportunity to get promoted in the company 3. I feel that the work I do matches my interests 4. The training provided by the company is according to my needs 5. I feel that my competence has developed while working in the company 	Prihatsanti (2010); Nuraida, (2022)

Variable	Variable Concept	Indicators	Operational Definition	Source
Employee Commitment	Commitment is an employee's acceptance of the organization's values, psychological involvement, and loyalty. Commitment is the behavior and attitude of supporting each other to achieve organizational goals.	<ol style="list-style-type: none"> 1. Affective commitment 2. Continuance commitment 3. Normative commitment 	<ol style="list-style-type: none"> 1. I feel happy to spend my career in this company 2. I feel proud to be part of this company 3. I feel like this company is part of my family 4. I find it difficult to leave this company for fear of not getting job opportunities elsewhere 5. It would be too detrimental for me to leave this company 6. I feel that this company has contributed a lot to my life 7. I feel that I have not contributed much to this company 	Wexley et al, (1977); Nunung Ghoniya h, (2011)
Employee Performance	Performance is the result of the work of an employee in the company towards the tasks that have been handed over to him.	<ol style="list-style-type: none"> 1. Working quantity 2. Quality of work 3. Comprehension of tasks 4. Working speed 5. Work accuracy 6. Cooperation 	<ol style="list-style-type: none"> 1. I can meet the workload as given by the boss 2. I can do the tasks given by my boss well 3. I can do the tasks given by my boss neatly 4. I can understand the responsibilities assigned to me in the company 5. I complete the task before the given deadline 6. I try to minimize mistakes in the work given by my superiors 7. I can work well with the team in my division 	Rizal Nabawi (2019)

Processed by Researchers (2023)

4.3 Analysis Methods

A structural equation model (SEM) based on partial least square (PLS) analysis was used in this study. Santoso (2014) said SEM is a method for multivariate analysis a combination of factors and regression (correlation) that studies the relationship between variables in a model, between indicators and constructs, or relationships between constructs.

5. Result and Discussion

5.1 Characteristics of Respondents

The highest sex was 79 people (53%) males. The highest age was 118 people (79%) aged 21 to 30 years. The highest length of work is 87 people (58%) who have worked for 1-5 years. The highest salary range is 64 people (43%) receiving salaries between 4.3 to 6 million rupiah. The highest level of education was S1 education as many as 133 respondents (89%).

5.2 Data Analysis Results

5.2.1 Validity & Reliability Test

Each variable has an AVE number higher than 0.5 so it is declared valid. The Cronbach alpha numbers of all the variables studied were > 0.7 so they were stated as reliable.

5.2.2 Structural Model (Inner Model)

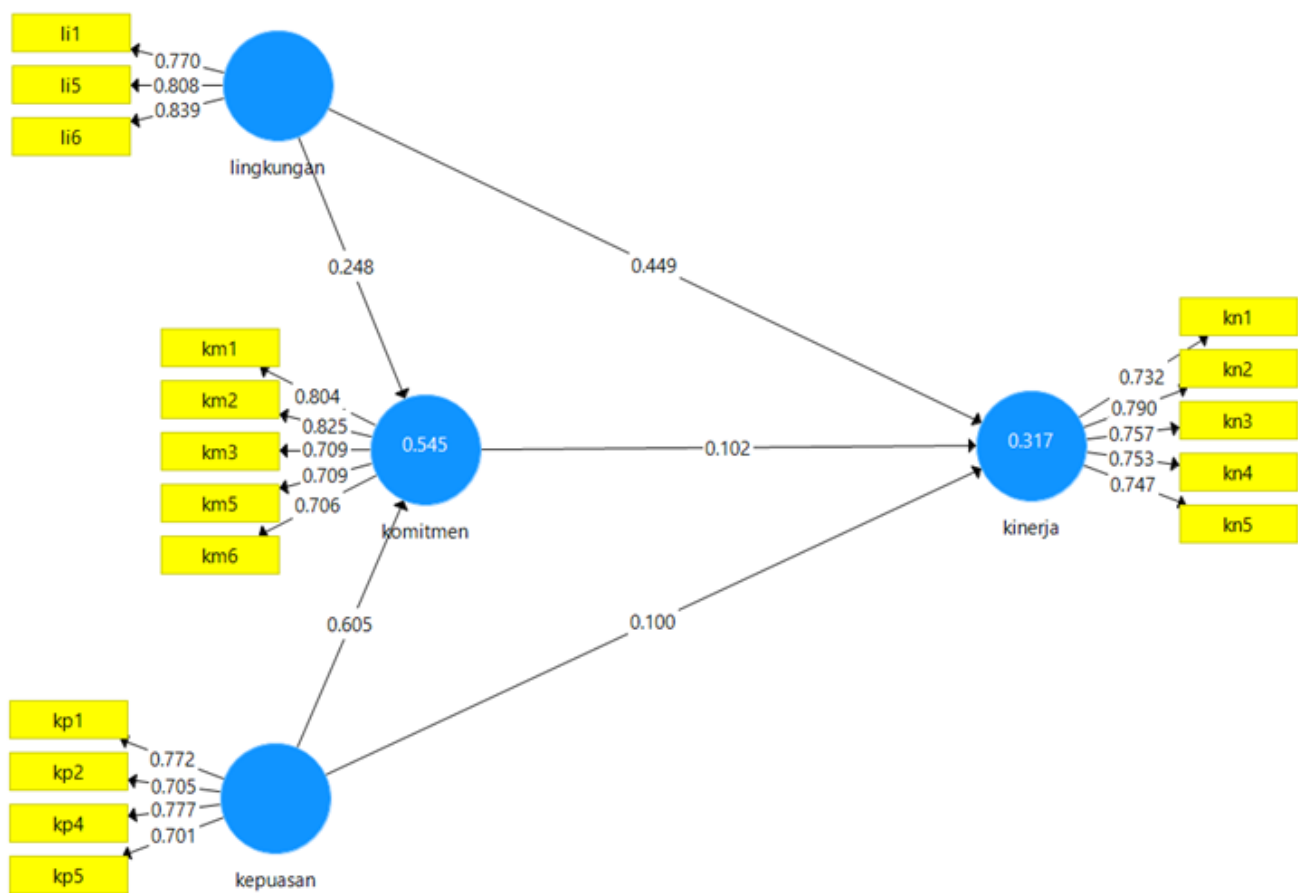


Figure 5.1. Path Coefficients Testing Scheme

Processed by Researchers (2023)

Some indicators of the research variables were removed from the Inner Model because they did not meet the value on the discriminant validity test with a cross-charge number of < 0.7 .

5.3 R Square Test

The R² value for the employee commitment variable is 0.545, meaning that the variation in changes in employee commitment (Y1) can be predicted by the work environment and job satisfaction by 54.5% and has a moderate model. As for the R² value for the employee, the performance variable is 0.317, which means that the variation in employee performance change (Y2) can be predicted from the environment, satisfaction, and employee commitment by 31.7% and has a weak model.

5.3.1 Hypothesis Testing (t-test)

Table 5.1. Hypothesis Testing Results

Variable	Standart Deviation	T-Statistics	P-Values
X1→Y1	0.078	3.182	0.002
X2→Y1	0.062	9.732	0.000
X1→Y2	0.084	5.369	0.000
X2→Y2	0.114	0.883	0.378
Y1→Y2	0.128	0.800	0.424

Processed by Researchers (2023)

The P value of the influence of the work environment (X1) on employee commitment (Y1) is $0.002 < 0.05$. P values (X2) to (Y1) are $0.000 < 0.05$. The P value of the effect of the work environment (X1) on employee performance (Y2) of 0.000 is less than 0.05. The P value of the effect of job satisfaction (X2) on employee performance (Y2) is 0.378 greater than 0.05. The P value of the effect of employee commitment on employee performance is $0.424 > 0.05$.

5.4 Discussion

5.4.1 The Influence of the Work Environment on Employee Commitment

Looking at the data processing output, the P value of X1 against Y2 is $0.002 < 0.05$ with a path coefficient of 0.248 which shows that there is a significant positive influence of the work environment on staff commitment in company X. The research statement is also in line with the research studied by Santoni et al (2021) which says there is a significant positive effect of the work environment on employee commitment.

5.4.2 The Effect of Job Satisfaction on Employee Commitment

The output of this study shows P values of $0.000 < 0.05$ along with path coefficient numbers of 0.605 for job satisfaction with staff performance. This shows that there is a significant positive influence on job satisfaction and staff commitment at PT X. This research statement is by the research studied by Hidayat, A. S. (2018) said in his research said that job satisfaction has a significant positive influence on employee commitment.

5.4.3 The Effect of the Work Environment on Employee Performance

From the smart-PLS processing, the environmental P value on employee performance is 0.000 smaller than 0.05 while the path coefficient number is 0.449, thus showing a significant positive influence between the work environment and staff performance company X. This statement is by the research researched by Sugiarti (2020) which says the environment has a significant influence on employee performance.

5.4.4 The Effect of Job Satisfaction on Employee Performance

The smart-PLS processing shows a P value of $0.378 > 0.5$ with a path coefficient value of 0.1 for job satisfaction with employee performance. This shows a positive but not significant effect between satisfaction and performance of employees at PT X. This statement follows previously researched research from Rizal (2019), in his research it was said that job satisfaction did not have a significant effect on employee performance.

5.4.5 The Effect of Employee Commitment on Employee Performance

This smart-PLS processing shows P values of $0.424 > 0.05$ with a path coefficient of 0.102 for employee commitment to staff performance. This concludes that there is a positive but not significant influence between employee commitment and staff performance in company X. The statement from this study follows the research examined by Ahmad (2019) where in the study it is said that employee commitment does not have a significant effect on employee performance.

6. Conclusion and Suggestion

6.1 Conclusion

1. The work environment has a significant influence on the commitment of employees who serve as Staff associates at PT X. This statement follows the research by Santoni et al (2021) who said that the work environment has a significant effect on employee commitment.
2. Job satisfaction has a significant influence on the commitment of employees who serve as Staff This statement is by research researched by Hidayat, A. S. (2018) who said that job satisfaction has a significant effect on employee commitment.
3. The work environment has a significant influence on the performance of employees who serve as Staff This statement is by research researched by Sugiarti (2020), who said that the work environment has a significant effect on employee performance.
4. Job satisfaction does not have a significant effect on the performance of employees who serve as Staff This statement is by research researched by Nabawi (2019), who said that job satisfaction does not have a significant effect on employee performance.
5. Employee commitment does not have a significant effect on the performance of employees who serve as Staff associates at PT X. This statement is by the research examined by Ahmad et al (2019), who said that employee commitment does not have a significant effect on employee performance.

6.2 Suggestion

6.2.1 Advice Given to Company X

Based on the results of the study, it is recommended that company X develop job satisfaction for each employee by providing a clearer career path to its employees. Maintain and update work facilities owned by the company such as lighting in the company, the use of color in the workspace, and safety standards in the work environment. Increase the commitment of employees to the company both continuously and normatively.

6.2.2 Advice for Next Researchers

Suggestions that can be given to the next researcher:

1. It is recommended to use or add other variables besides satisfaction, environment, employee commitment, and performance.
2. It is recommended to research at different employee levels such as section heads, section heads, and division heads in the company.

7. References

- Ghonyah, N., & Masurip (2011). Peningkatan Kinerja Karyawan melalui Kepemimpinan, Lingkungan Kerja dan Komitmen. *JDM (Jurnal Dinamika Manajemen)*, 2(2), 118-129.
- Hidayat, A. S. (2018). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasi dan Turnover Intention. *Jurnal Manajemen dan Pemasaran Jasa*, 11(1), 51-66. <https://doi.org/-10.25105/jmpj.v10i1.2516>
- Mangkunegara, A. A. P. (2017). Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja RosdaKarya
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183. <https://doi.org/10.30596-/maneggio.v2i2.3667>.
- Prihatsanti, U. (2010). Hubungan Kepuasan Kerja dan Need for Achievement dengan Kecenderungan Resistance to Change pada Dosen Undip Semarang. *Jurnal Psikologi Undip*, 8(2), 78-86. <https://doi.org/10.14710-/jpu.8.2.78-86>.
- Rahayu, A. D., & Pontjo, B. M. (2021). Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Kepuasan Kerja Terhadap Komitmen Karyawan. *Jurnal Ilmu dan Riset Manajemen*, 10(5), 1-19. <http://jurnalmahasiswa.stiesia.ac.id/-/index.php/jirm/article/view-/4024>.
- Santoni, A., Heryono, G., Sudirman, S., & Endri, E. (2021). Pengaruh Kepemimpinan dan Lingkungan Kerja terhadap Komitmen Organisasi: Peran Mediasi Kepuasan Kerja. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)*, 7(3), 796-805. <https://doi.org/10.17358/jabm.7.3.796>.
- Sugiarti, E. (2020). Pengaruh Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan pada PT. Sukses Expamet. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 3(2), 479–486. <https://doi.org/10.34007/jehss.v3i2.343>.
- Wexley, K. N., & Yukl, G. A. (1984). *Organizational behavior and personnel psychology*. Homewood: Illinois.
- Yuniningsih. (2002). Membangun Komitmen dan Menciptakan Kinerja Sumber Daya Manusia Untuk Memperoleh Keberhasilan Perusahaan. *Fokus Ekonomi*, 1(1).