

THE ROLE OF JOB SATISFACTION MEDIATION ON THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE

¹Sunardi, ²Sutianingsih

Program Studi Manajemen, Sekolah Tinggi Ilmu Ekonomi Atma Bhakti^{1,2}
Email: sutianingsih@stie-atmabhakti.ac.id

Abstract: *Employee job satisfaction can be achieved if all expectations can be met in carrying out their duties. Job satisfaction reflects the feelings and attitudes of individuals towards their work, which is the interaction between those concerned with their work environment. This study aims to determine the effect of the work environment, organizational support, job satisfaction, work environment, and organizational support on employee performance. This quantitative study was conducted on 51 employees, with primary and secondary data sources obtained through questionnaires and documentation. The data obtained were analyzed using descriptive statistics and inferential statistical analysis. The results of this study show that the work environment, organizational support, job satisfaction, work environment, and organizational support affect employee performance. Work environment and organizational support through job satisfaction can positively affect employee performance.*

Keywords: *employee performance, job satisfaction, organization support, work environment.*

1. Introduction

Human resources dominant role in every organizational activity. In this era of globalization, competitive resource management is an essential element for an organization's progress (Sutianingsih & Yuliyana, 2023). Human resource management has several separate functions. These functions are interrelated with each other, and the activities carried out by human resource management can improve employee performance (Siagian, 2019; Sutianingsih & Yuliyana, 2023).

Performance is everything an employee achieves in giving all of his abilities to obtain the best possible results by considering quality and quantity so that efficiency and effectiveness are accepted in all activities and can encourage the development of a company in a more advanced direction (Ronal & Hotlin, 2019). According to Nursam (2017), performance is the ability of individuals or their teams to do work as optimally as possible according to their responsibilities and expected results.

Many factors affect employee performance; one is the relationship still widely predicted and controversial between satisfaction and performance (Ivncevich & Matteson, 2009). There are 3 (three) views in this relationship, namely (1) performance as a cause of job satisfaction, (2) job satisfaction as a cause of performance, and (3) the relationship between job satisfaction and performance is moderated by other variables such as rewards. Although the first two views are generally related, many studies find that the relationship between the two is weak. The still controversial relationship is exciting to study and re-analyze, considering that many research

findings support a strong relationship between job satisfaction and performance. Gibson (2009) found satisfaction in an intense mediation of organizational performance.

This means that for positive performance and to support organizational achievement, the organization must pay attention to and fulfill the factors that affect job satisfaction. Likewise, Robbin (2009) found that aggregate job satisfaction predicts innovation in technology or production processes, which means that if someone has gotten satisfaction at work, he will try to create various innovations to achieve higher achievements. However, Josua et al. (2019) conducted this study using variables "internal communication, organizational support, work environment, dependent variables of employee performance. External communication had a significant positive effect on employee performance, organizational support had a significant positive impact on employee performance, and the work environment had a significant positive effect on employee performance. However, simultaneously, internal communication, organizational support, and work environment significantly positively affect employee performance.

Employee Performance

Pianda (2018) states that performance is an Indonesian word from the root word "work." Meanwhile, according to Rivai (2009), performance is the appearance of employees' work in quantity and quality. Noor (2013) states that performance is visible where individuals are relevant to organizational goals. Nursam (2017), performance results from structured activities using time guidelines determined based on existing confiscation. Performance indicators will be calculated and measured by individual employee performance. According to (Robbins et al., 2015), employee performance indicators are quantity, quality of work, punctuality, independence, and effectiveness.

Work Environment

According to Siagian (2019), the work environment is where employees do their daily work. Meanwhile, (Robbins, 2012) suggests that the work environment is everything or elements that can directly or indirectly affect the organization or company and have a good or bad impact on employee performance and job satisfaction.

The non-physical work environment is all conditions related to work relationships with superiors, co-workers, or subordinates (Sedarmayanti, 2011). Meanwhile, according to (Nitisemito, 2010), the work environment is everything around workers who can influence themselves in carrying out the assigned tasks. In contrast (Nawawi, 2015) means that the work environment is a relatively continuous internal quality of the organization that its members feel. Sofyandi (2008) defines "work environment as a series of factors that influence the performance of human resource management functions/activities which consist of internal factors originating from within the organization." Sunyoto (2013) argues, "The work environment is everything around the workers and which can affect them in carrying out the tasks assigned, for example, cleanliness, music, lighting, and others." Mangkunegara (2014) explains that the work

environment includes job descriptions, challenging work targets, effective communication patterns, and a relatively good work climate and facilities.

Organizational Support

Danish (2013), and the organization's support is the desire of every employee. This is because the support of the organization shows that the organization appreciates the work and contribution of employees. Organizational support can also be interpreted as the level of trust employees have in their organization. Employees believe their organization cares for or empathizes with employees (Erdogan & Enders, 2007). Organizational support also refers to assessing employees about how much the organization rewards and provides good welfare to employees (Rhoades & Eisenberg, 2008).

Job satisfaction

Satisfaction at work can be enjoyed because the employee gets an appropriate job placement, a good work environment, and achieves his work goals. Employees who are satisfied with their work will be able to enjoy it, so they always try to prioritize their work over the compensation they will receive (Sutianingsih & Handayani, 2021). However, you will also feel more satisfied if the award is proportional to the results of the work done. Richard's research (2012) confirms that job satisfaction is related to employee attitudes and feelings about salary, employment, promotion, opportunities for self-development such as higher education, a sound supervision system, colleagues who support each other, appropriate workload, and others. This means everything related to working conditions, fair and non-adverse work assessments, experience in skills, responsiveness to complaint resolution, good social relations in the workplace, and good treatment from the leadership. Job satisfaction is a favorable emotional situation resulting from employee experience and appraisal (Mathis & Jackson, 2002).

2. Research Method

The research was conducted at SMP Negeri 2 Ngemplak, Boyolali Regency. The dependent variable is employee performance, and the independent variables are 1) work environment (X_1) and 2) organizational support (X_2). Mediation variable, job satisfaction (Z). The population was all employees at SMP Negeri 2 Ngemplak, Boyolali Regency, consisting of 51 employees. Then, the data were analyzed using descriptive and inferential statistical analyses.

3. Results and Discussion

3.1. Results

Validity and Reliability Testing

Based on the regression analysis of research results, it is known that the work environment influences employee performance. The coefficient is 0.305, which is positive. The calculated t value is 2.340, and the importance of Sig. 0.024 < 0.05. The influence of the work environment is vital because the significance level is 0.024, smaller than alpha $\alpha = 0.05$. This

shows that the work environment positively and significantly affects employee performance at SMP Negeri 2 Ngemplak, Boyolali Regency.

Organizational support also influences employee performance, with a coefficient of 0.344, which is positive. The calculated t value is 2.507, and the importance of Sig. $0.016 < 0.05$. The influence of organizational support is vital because the significance level is 0.016, smaller than $\alpha = 0.05$. This shows that organizational support positively and significantly affects employee performance at SMP Negeri 2 Ngemplak, Boyolali Regency.

Furthermore, it is known that job satisfaction affects employee performance, with the coefficient value of the job satisfaction variable being 0.297, which is positive. The calculated t value is 2.189, and the importance of Sig. $0.034 < 0.05$. The effect of job satisfaction is vital because the significance level is 0.034, smaller than $\alpha = 0.05$. This shows that job satisfaction positively and significantly affects employee performance at SMP Negeri 2 Ngemplak, Boyolali Regency.

The results of the work environment analysis also affect job satisfaction. The coefficient is 0.403, which is positive. The calculated t value is 3.207, and the importance of Sig. $0.002 < 0.05$. This shows that the work environment positively and significantly affects job satisfaction at SMP Negeri 2 Ngemplak, Boyolali Regency.

Organizational support affects job satisfaction, with the coefficient variable being 0.511, which is positive. The calculated t value is 4.069, and the value of Sig. $0.000 < 0.05$. This shows that organizational support positively and significantly affects job satisfaction at SMP Negeri 2 Ngemplak, Boyolali Regency.

The work environment affects employee performance through job satisfaction. Based on the results of calculations in the Sobel Test, the t-value is 1.776 or more significant than the t-table with a significance level of 0.05, which is 1.675, and a one-tailed probability value of $0.037 < 0.05$. Thus, job satisfaction significantly influences the work environment on employee performance at SMP Negeri 2 Ngemplak, Boyolali Regency. This study supports the statement of Hanafi (2017), who conducted this study using independent variables "motivation, and work environment, mediating variables of job satisfaction, dependent variables of employee performance." Using quantitative descriptive methods proves the influence of the work environment on employee performance with job satisfaction as a mediating variable that job satisfaction positively mediates the relationship between the work environment and employee performance.

Organizational support affects employee performance through job satisfaction, which is known based on the results of calculations in the Sobel Test with a t-value of 1.917 or more significant than the t-table with a significance level of 0.05, which is 1.675 and a one-tailed probability or p-value -the value of $0.027 < 0.05$. Thus, job satisfaction significantly influences organizational support for employee performance at SMP Negeri 2 Ngemplak, Boyolali

Regency. These results support Marbun's (2022) statement to conduct research using quantitative descriptive methods, using independent variables "organizational support, job satisfaction environment and job satisfaction mediation variables, employee performance dependent variables."

4. Conclusion

From the above analysis results, it can be concluded that the work environment, organizational support, and job satisfaction influence employee performance. Work environment and organizational support affect employee performance through job satisfaction.

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