



EMPLOYEE PERFORMANCE MODEL THROUGH JOB SATISFACTION: WORK ENVIRONMENT ANALYSIS (A STUDY OF HUMAN RESOURCE MANAGEMENT LITERATURE STUDIES)

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews the factors that influence employee performance through the work environment mediated by job satisfaction, A Study of Human Resource Management Literature. The results of this research library are that: 1) the work environment affects employee job satisfaction; 2) the work environment affects employee performance; 3) job satisfaction has an effect on employee performance; and 4) the work environment through job satisfaction has an effect on employee performance.

Keywords: Performance, Job Satisfaction, Work Environment

INTRODUCTION

Human resources are the main asset and play an important role for the survival of an organization in an effort to achieve its goals. Organizational goals can be achieved properly, if the human resources within the agency are handled by proper human resource management. The human resource factor is a production factor that is different from other factors, because humans are unique, dynamic factors, have reason and conscience, different desires and personalities so that different approaches are needed for each individual.

In supporting the achievement of these goals, it is appropriate for an organization to be able to carry out its work properly so as to produce maximum output in accordance with organizational expectations. For this reason, organizations must realize that to produce maximum output, productive employees are needed, to achieve maximum performance results.

In theory, there are many factors that also influence employee performance, according to (Anwar Prabu, 2017) broadly speaking, these factors are influenced by two factors, namely individual and environmental factors. Where individual factors are related to the employees themselves, one of which is the character, behavior and personal qualifications of the employees which are implemented in the form of motivation, job satisfaction, organizational commitment, and competence. Meanwhile, environmental factors are related to the existing

environment in the organization which is implemented in the form of leadership, work environment, organizational culture and organizational communication.

For organizational leaders, employee performance is very important because it is a benchmark for their success in managing the work unit they lead. So, performance is a central factor for the work of management in managing the organization. Therefore, it is important for management to recognize and understand various aspects related to employee performance, both as a result of the factors (Anwar Prabu, 2017).

Based on the background, problems that will be discussed in the literature review article will be formulated so that they focus more on the literature review and the results and discussion later, namely: 1) Does the work environment affect the performance of employee job satisfaction?; 2) Does the work environment affect employee performance?; and 3) Does job satisfaction affect employee performance?

LITERATURE REVIEW

Performance

Performance is something that is important for an organization, especially the performance of employees who can bring an organization, be it a private company or government agency, to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the agency. Performance can affect the ongoing activities of a company organization, the better the performance shown by employees will be very helpful in the development of the organization or company.

According to (Hasibuan, 2016) performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. (Anwar Prabu, 2017) suggests that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Sedarmayanti, 2017) performance is fulfilling or carrying out the obligations of a vow, the results of workers, organizational processes, concretely proven, perfecting responsibilities, can be measured, can be compared with predetermined standards.

In theory there are many factors that affect a person's performance. According to (Simanjuntak, 2005) performance is influenced by: 1) the quality and ability of employees; 2) Supporting facilities; and 3) Super facilities. According to (Sedarmayanti, 2017), the factors that influence performance include: 1) Attitude and mentality (work motivation, work discipline, and work ethic), 2) Education, 3) Skills, 4) Leadership management, 5) Income level, 6) Salary and health, 7) Social security, 8) Work climate, 9) Facilities and infrastructure, 10) Technology, and 11) Opportunity for achievement. Meanwhile, according to (Mathis & Jackson, 2012) in the discussion of employee performance problems, it cannot be separated from various accompanying factors including: 1) Ability factor (ability); and 2) motivational factors.

According to (Anwar Prabu, 2017), a person's performance can be measured through several indicators as follows:

1. Work quality. Shows tidiness, accuracy, the relevance of work results without ignoring the volume of work. The existence of good quality work can avoid the level of errors in the completion of a job that can be beneficial for the progress of the company.
2. work quantity. Shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with company goals.

3. Responsibility. Shows how much employees accept and carry out their work, take responsibility for work results as well as the facilities and infrastructure used and work behavior every day.
4. Cooperation. Willingness of employees to participate with other employees vertically and horizontally both inside and outside the work so that the work results will be better.
5. Initiative. There is an initiative from within members of the organization to do work and solve problems at work without waiting for orders from superiors or showing responsibility in work that is an employee's obligation.

Job satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work (Hasibuan, 2016). (Robbins & Judge, 2013) says that job satisfaction is a general attitude towards a person's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive. Then according to (Handoko, 2011) suggests that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job.

Job satisfaction is basically something that is individual. Each individual has a different level of job satisfaction according to the value system that applies to him. The higher the assessment of the activity felt in accordance with the wishes of the individual, the higher the satisfaction with the activity. Thus, satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or not satisfied at work (rivai dan sagala, 2011).

A human resource manager is very interested in understanding and fulfilling various dimensions of job satisfaction and anticipating various possible consequences, especially negative ones. There are several opinions regarding the consequences of job satisfaction on employees, namely:

1. (Robbins & Judge, 2013) revealed the impact of job satisfaction if fulfilled can increase productivity, reduce absenteeism, suppress work turnover. Action options for releasing job dissatisfaction are in the form of: a) Exit, dissatisfaction expressed through behavior directed at leaving the organization. Includes searching for new positions or requesting quits; and b) Voice, dissatisfaction expressed through active and constructive efforts to improve conditions. Includes improvement suggestions,
2. (Luthans, 2006) suggests that job satisfaction affects: a) Performance. Employees with high levels of satisfaction, performance will increase, although the results are not immediate. There are several moderating variables that link performance with job satisfaction, especially rewards. If employees receive the rewards they think they deserve and are satisfied, they may result in greater performance; and b) Employee turnover, high job satisfaction will not make employee turnover low, on the contrary if there is job dissatisfaction, then employee turnover may be high.

In an effort to make employees feel satisfied at work, the company leadership must ensure that salaries, security and working conditions are safe and the relationship between coworkers and superiors is good. The leadership must also be able to provide motivating (intrinsic) driving factors to employees such as achievement, recognition, responsibility and developing opportunities for advancement. If this gets the attention of the company, it will provide a high level of satisfaction (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Job satisfaction is measured through the Summedationscore method (SCM) model parameters which take indicators from (Robbins & Judge, 2013), which include the following indicators:

1. Good relations in the work environment, namely the existence of a supervisory relationship, social relations among employees, and the ability to adapt to work facilities. This is shown through the attitude or behavior of employees who show the ability to complete work tasks even without supervision, the willingness to foster communication with work relations, can work together to complete certain tasks in a work team or individually, and the willingness to take good care of work facilities or equipment. .
2. Utility abilities, namely abilities related to employee attitudes towards leadership policies, working hours regulatory policies, opportunities for creativity and career promotion opportunities. This attitude of employees will be shown through acceptance of leadership policies, attitudes to comply with the rules of working hours that have been set, opportunities to develop work creativity and a desire to take advantage of opportunities to increase career paths.
3. Welfare policies, namely policies that have an effect on employee satisfaction on the system of wages, allowances/compensation, and incentives. The welfare policy is measured by employees' perceptions of the wage system, the amount of take home pay received compared to the workload, the system of providing benefits, as well as the incentive system and overtime pay.
4. The company's attention to work security issues is related to the level of work risk, occupational health and safety, and facilities that support K3. This can be measured by the ability or willingness of employees to overcome all risks arising from work, employees receive guarantees for occupational health and safety in the form of benefits or occupational health and safety insurance, and in the work process employees obtain security rights in the form of complete personal protective equipment. adequate.

Work environment

The work environment is the atmosphere or conditions around the place of work, which can be in the form of rooms, layouts, facilities and infrastructure as well as working relationships with fellow co-workers (Dr. Kasmir M.M., 2016). According to (Sedarmayanti, 2017) defines the work environment as the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups.

According to (Nitisemito, 2012) defines the work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. According to (Hafidhuddin & Tanjung, 2013) the work environment is everything that is around the worker that can affect him in doing the tasks assigned. Organizations must be able to pay attention to the conditions that exist in the organizational environment, both inside and outside the workplace, so that employees can work smoothly, safely and comfortably.

According to Sarwoto in (Sedarmayanti, 2017) states that broadly speaking, the type of work environment is divided into 2, namely:

1. Workplace environment/physical working environment.
According to (Sedarmayanti, 2017), "The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories, namely: a) An environment that is directly related to employees (such as: work centers, chairs, tables and so on); and b) The intermediate environment or the general environment can also be called the work environment that affects the human condition, for example: temperature, humidity, air circulation, cleanliness, lighting, noise, mechanical vibration of music, unpleasant odors, colors, and others.

To be able to minimize the influence of the physical environment on employees, the first step is to study humans, both about their physical and behavior, then use it as a basis for thinking about the appropriate physical environment.

2. Work atmosphere/Non-Physical Working Environment

According to (Sedarmayanti, 2017), "The non-physical work environment is all conditions that occur related to work relations, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates".

According to (Sunyoto, 2015) the work environment can be measured through the following four indicators:

1. Work atmosphere

Conditions that exist around employees who are doing work that can affect the implementation of the work itself. This work atmosphere will include the workplace, facilities and work aids, cleanliness, lighting, tranquility as well as work communication.

2. Co-worker relations

Harmonious relationships among co-workers can affect employees in an organization. In this employee relationship there are two relationships, namely the relationship as an individual and a relationship as a group. Relationships as individuals, the motivation obtained by an employee comes from co-workers and superiors. As for the relationship as a group, then an employee will relate to many people, both individually and in groups.

3. The relationship between subordinates and leaders

A good and harmonious relationship between leaders and employees in the workplace is an important factor that can affect employee performance.

4. Availability of work facilities

Equipment used to support smooth work. The availability of complete work facilities, although not new, is one of the supporting processes in working.

Table 1: Previous Research

No	Research Name and Year	Research result	Research Equations
1	Haedar, Saharuddin, and Herlangga, H (2015)	The result of data analysis shows that work environment and tenure have a significant effect on job satisfaction at PT. Hadji Kalla in Palopo. Where the most dominant factor influencing job satisfaction is the work environment.	Together, they study the work environment on job satisfaction.
2	Wibowo, M., Musadieq, M.A., and Nurtjahjono, G.E (2014)	The results of this study indicate: the physical work environment and non-physical work environment simultaneously have a significant effect on employee job satisfaction, the physical work environment has a positive and significant effect on employee job satisfaction.	Together, they study the work environment on job satisfaction.
3	Ryananda, A.G ., Bagia, W., and Suarmanayasa, I.N (2017)	The results of this study conclude that the work environment and work stress affect employee job satisfaction, either simultaneously or partially.	Together, they study the work environment on job satisfaction.

4	Sihaloho, R.N., and Siregar, H (2019)	The results of the study concluded that the work environment has a positive and significant effect on employee performance.	Together reviewing the work environment on performance.
5	Lestary, L and Harmon (2017)	The results of the study stated that the work environment and employee performance in the Detail Part Manufacturing Division of the Production Directorate of PT Dirgantara Indonesia (Persero) had a moderate positive relationship with a value of 0.438 and the work environment had an effect on employee performance.	Together reviewing the work environment on performance.
6	Kusumastuti, I., Kurniawati, N., Satria, D.L., and Wicaksono (2019)	The results of this study conclude that the work environment has a positive and significant effect on employee performance, either directly or indirectly through employee job satisfaction.	Both examine the work environment on performance mediated by job satisfaction.
7	Wiarah, E.M (2014)	The results of this study conclude that it is proven that there is a significant effect of Competence and Compensation on Job Satisfaction and has implications for the performance of paramedics at Cibabat Hospital, Cimahi City.	Both assess competence through job satisfaction on performance.
8	Damayanti, R., Hanafi, A., & Cahyadi, A (2018)	The results of this study conclude that there is a strong and significant influence between job satisfaction on employee performance.	Both assess job satisfaction on performance.
9	Silitonga, P. E. S., Widodo, D. S., & Ali, H (2017)	The results showed that there was a simultaneous and partial effect of work motivation and work environment on employee performance	Together reviewing the work environment on performance.

RESEARCH METHODS

This type of research is library research, which is a series of studies related to library data collection methods, or research whose research objects are explored through various library information (books, encyclopedias, scientific journals, newspapers, magazines, and documents) (Arikunto, 2014). Literature review or literature research is research that examines or critically reviews the knowledge, ideas, or findings contained in the academic-oriented literature, and formulates its theoretical and methodological contributions to certain topics. (Hapzi Ali. Nandan Limakrisna, 2013). The focus of library research is to find various theories, laws, propositions, principles, or ideas that are used to analyze and solve formulated research questions. The nature of this research is descriptive analysis, namely the regular breakdown of the data that has been obtained, then understanding and explanation are given so that it can be understood well by the reader.

FINDINGS AND DISCUSSION

This article analyzes and discusses the variables of Human Resource Management (HR), namely: employee performance, job satisfaction, and work environment. Where work environment and job satisfaction affect employee performance, previous research and articles relevant to this article include:

1. Work Environment on Job Satisfaction

The work environment is the entire work facilities and infrastructure that exist around employees that can affect the implementation of work including the physical work environment and social environment. A good work environment such as adequate facilities, adequate lighting, maintained cleanliness, tranquility, security guarantees and a good working relationship will make employees feel comfortable at work so that motivation to complete work will also increase. Therefore, the work environment is one thing that needs to be considered in increasing employee job satisfaction.

The work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work (Edy Sutrisno, 2012). The work environment is more focused on the physical state of the workplace. A good and clean work environment, getting enough light, free from noise and distractions, will obviously increase employee satisfaction in doing a good job. However, a bad, dirty, dark, stuffy, humid work environment and so on will cause fatigue and reduce creativity. Therefore, company leaders who have high creativity will be able to create a pleasant work environment for employees. With a good work environment, employees will be able to work well, safely, and comfortably without any disturbance. Therefore, every company or organization is obliged to provide a good work environment for its employees, so that they can work in accordance with the wishes of the organization in an effort to achieve organizational goals (Rahim, et al., 2017).

The work environment, both physical and non-physical, is very easy to influence employee morale which at the same time has an impact on employee satisfaction in meeting work targets. However, when the work environment provided is uncomfortable and even interferes with employee concentration when working, this will have a negative impact on employee job satisfaction. (Kusumastuti et al., 2019) revealed that most of the staff were satisfied with their work environment, especially the physical atmosphere. Furthermore, this study concludes that the environment has a significant influence on employee satisfaction. Meanwhile, according to (Siagian, 2012) conducive working conditions, full of family nuances are an important aspect to increase employee job satisfaction.

2. Work Environment on Performance

Employees are very dependent on how things are in the organization where they work. This can be influenced directly by the physical environment as well as the non-physical environment. Organizations must be able to guess how to make employees feel comfortable with the environment provided by the organization. If the organization fails to create a conducive environment, this will greatly disrupt the concentration of employees' work, so that it has an impact on decreasing the level of performance of the employees themselves.

According to Chandrasekar in (Kusumastuti et al., 2019) a poorly designed work environment, inappropriate furniture, lack of ventilation, improper lighting, excessive noise, insufficient safety measures in an emergency and lack of personal protective equipment result in vulnerability to occupational diseases and impact on employee performance. In accordance with the statement (Wibowo, 2017), that the work environment or work situation that provides comfort will encourage employee performance. Including how the conditions of

human relations in the organization, both between superiors and subordinates and among co-workers. These factors are internal environmental factors of the organization.

Then according to (Huda, 2017) the role of the work environment that affects company performance can be mediated by employee job satisfaction in the company. The work environment can improve employee performance, then employee satisfaction has a positive effect on increasing employee performance. So that it can be said that if employee satisfaction increases, it can help the role of the work environment to improve employee performance, for example by providing appropriate salaries and work in accordance with the social and physical conditions of employees.

The work environment is related to the existence of facilities and infrastructure as well as social aspects that support workers in carrying out their work. Organizational members or employees who are involved in the same work, share common tasks, or face the same job require environmental factors that can support their togetherness. As stated by Evans in (Shalahuddin, 2016) that the work environment is all opportunities that allow employees to contribute to work more productively, safely, and pleasantly.

Research conducted (Novia Cahyani & Ardana, 2013) and (Nguyen et al., 2020) shows that proper spatial planning in the workplace will affect employee performance. This spatial arrangement must be supported by adequate light distribution, selection of the right wall color, air circulation and air temperature according to the room (Riyanto, Sutrisno, et al., 2017b). Lack of light distribution in each employee's room will result in employees not being able to work quickly and precisely. Work calm is also needed by every employee to do his job (Purba et al., 2017).

The results of this study are in line with research conducted by (Novia Cahyani & Ardana, 2013) which shows that proper spatial planning in the workplace will affect employee performance. This spatial arrangement must be supported by adequate light distribution, selection of the right wall color, air circulation and air temperature according to the room (Riyanto, Sutrisno, et al., 2017b). Lack of light distribution in each employee's room will result in employees not being able to work quickly and precisely. Work calm is also needed by every employee to do his job (Purba et al., 2017).

3. Relationship between Job Satisfaction and Performance

Job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. Satisfied workers are better at fulfilling their obligations as stated in the job description. Reality suggests that positive feelings encourage creativity, improve problem solving and decision making, and improve memory and recall certain kinds of information. Positive feelings also improve task persistence and attract more help and support from coworkers (Harini et al., 2020).

Job satisfaction has a moderate positive effect on performance. People who have higher levels of job satisfaction tend to have higher levels of performance, higher levels of citizenship behavior and lower levels of counter-productive behavior (Colquit, LePine and Wesson in (Masydzulhak et al., 2016)). In addition, several studies conducted by (Wiarah, 2014), (Deswarta, 2017), (Kusumastuti et al., 2019), and (Silitonga et al., 2017) also suggest that job satisfaction has an influence on performance. If the work is good, then the person will always be able to provide maximum work results for organizational goals.

In addition (Damayanti et al., 2018) in his research also revealed that job satisfaction will be achieved if the needs of employees are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or experience. High job satisfaction will improve employee performance towards the organization where they work. This can also mean that the higher the level of job satisfaction a person tends to have a higher level of performance, a higher level of citizenship behavior

and a lower level of counter-productive behavior (Colquit, LePine and Wesson in (Masydzulhak et al., 2016)).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework of thinking in this article is as follows.

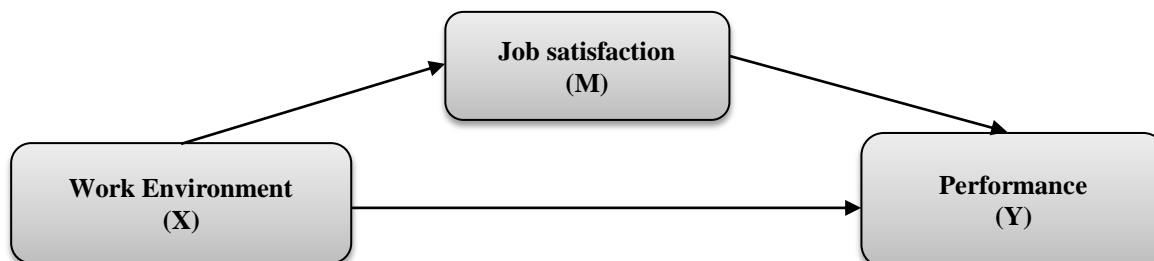


Figure 1: Conceptual Framework

Based on the description of the conceptual framework above, then: Work Environment (X), Job Satisfaction (M) has an effect on Performance (Y). In addition to the two exogenous variables that affect employee performance (Y), there are many other variables that influence it, including:

- 1) Work Motivation: (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019), and (Nguyen et al., 2020).
- 2) Work Culture: (Harini et al., 2020), (Elmi et al., 2016).
- 3) Leadership: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim et al., 2016), and (Nguyen et al., 2020).
- 4) Perception organizational support: (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim et al., 2016).
- 5) Komunikasi: (C.C. Widayati et al., 2020), (Christina Catur Widayati et al., 2020), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim et al., 2016).

CONCLUSION AND RECOMMENDATION

Based on the formulation of the article, the results and discussion that are reviewed and discussed in this article, it can be concluded to build a hypothesis for further research, namely: a) There is an influence of the work environment on job satisfaction; b) There is an influence of the work environment on performance; c) There is an effect of job satisfaction on performance; and d) There is an influence of the work environment through job satisfaction on performance.

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect a person's performance at all types and levels of the organization, therefore further studies are needed to complete what other factors can affect employee performance. .

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