

# The Role of Job Satisfaction in Mediating the Influence of Work Environment On Employee Performance At Freestyle Konveksi

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## The Role of Job Satisfaction in Mediating the Influence of Work Environment On Employee Performance At Freestyle Konveksi

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**Abstract.** Employee performance is influenced by various factors, one of which is the work environment. A less conducive work environment, such as minimal facilities, lack of support from superiors, and inharmonious relationships between employees, can reduce productivity and work performance. The mediating variable in this study is job satisfaction which is expected to further strengthen the work environment on employee performance, with increasing work environment conditions it will improve employee performance. This study aims to determine the role of Job Satisfaction in Mediating the influence of the Work Environment on Employee Performance at Freestyle Konveksi. Based on the results of the pre-survey conducted, there were indications of problems related to Employee performance at the research location. The sample in this study was 32 Employees determined by the saturated sampling method. Data collection was carried out by interviews and distributing questionnaires. The data analysis techniques used in this study were path analysis with SPSS, the Sobel test, and the VAF test. The results of this study indicate that the work environment has a positive and significant effect on employee performance, the work environment has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, and job satisfaction is able to mediate the effect of the work environment on employee performance. The implications of this study theoretically support the findings of previous studies through the perspective of the Two Factor Theory. The practical implications of this study provide policy references for company leaders and employees to improve performance through the work environment and job satisfaction.

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

### 1. INTRODUCTION

Employees who are able to achieve good performance will play a role in supporting the achievement of goals and targets set by the company (Yuwanda & Mujiati, 2022). A company certainly expects positive performance growth, various studies have been conducted using considerations such as job satisfaction, compensation, work environment, training and development, making several of these variables formed to create clear measurements. Employees who are satisfied with their work environment tend to be more productive, contribute more, and have lower absenteeism rates. Research by Raziq & Mulabakhsh (2015) shows that the work environment has a positive influence on employee job satisfaction. A good work environment, including physical and non-physical environments, can contribute significantly to employee job satisfaction. Research conducted by Syamsudin et al. (2023) shows that job satisfaction can mediate the relationship between the work environment and employee performance.

FreestyleKonveksi is one of the fashion production houses that has been established since 1997, located at Jalan Raya Muding Kerobokan No. 3, Kerobokan, Kec. North Kuta, Badung

Regency, Bali 80361. As a business engaged in the convection sector, this business provides screen printing and embroidery services ranging from units to dozens in the production of t-shirts, polos, shirts, jackets, sweaters, hoodies, bags, pants, zippers and so on. In addition to providing screen printing and embroidery services, there are also design services to create clothing that is in accordance with the creative vision of consumers, including providing design recommendations.

FreestyleKonveksi stands as a clothing manufacturer as a business that has a deep love for the world of fashion, the Company also places customer satisfaction as a top priority in its products, committed to maintaining high quality standards in every product produced, providing the best service ranging from design consultation to sales and purchase services. Freestyle Konveksi has experienced rapid growth in recent years with people increasingly prioritizing a fashionable and stylish lifestyle, the demand for trendy and up-to-date clothing is increasing. This encourages the company to continue to innovate in clothing design and production, so that it remains relevant in a changing market. This growth is supported by the presence of skilled human resources and relatively low production costs.

A pre-survey was conducted on April 16, 2024 to determine the phenomenon of problems that occurred in the field for Freestyle Konveksi employees using questionnaire and interview methods. Interviews were conducted on employees in the fields of business management, design, and sewing totaling 3 people. The employees who responded to the questionnaire were 15 people consisting of 2 employees in the design department, 3 people in patterns and cutting, 5 people in manufacturing (sewing), 4 people in finishing, and 1 person in quality control. The questionnaire distributed to employees contained a set of pre-survey questions related to job satisfaction. The results of the questionnaire regarding job satisfaction of Freestyle Konveksi employees can be seen in Table 1.

**Table 1. Pre-Survey Questionnaire**

No	Question	Answer	
		Yes	No
1.	I feel happy because I have a conducive working environment.	7	8
2.	I feel satisfied because I have pleasant coworkers.	9	6
3.	The work assigned to me is in accordance with my abilities.	11	4
4.	I have the opportunity to join in a promotional opportunity.	7	8
5.	I know about the goals that the company wants to achieve.	12	3

Source: Processed Data (2024)

Results of interviews with 3 employeesFreestyleThe convection includes 1 employee in the field of business management, 1 employee in the field of design and 1 employee in the field

of manufacturing (sewing) getting problems that occur related to the work environment, namely in the physical environment in the form of a lack of shop layout related to employee flexibility in doing work. Employees stated that the physical work environment greatly affects employee satisfaction in carrying out their performance towards the company. Another problem is the condition where the relationship between employees is still disputed, which has an impact on discomfort during the company's operational process. The company has a responsibility and obligation to pay attention to and maintain factors that affect employee performance because these factors determine the success, efficiency, and effectiveness of the company's operational implementation.

The operational activities of the convection company, as seen in the performance at Freestyle convection, there is a phenomenon where some employees are able to achieve the targets set with good abilities in managing the quantity and quality of production, which results in optimal performance. However, on the other hand, there are also employees who have not achieved the target and are less effective and efficient in their work, resulting in less than satisfactory work results. In addition, there are conditions where there are still disputes between employees, which have an impact on discomfort during the company's operational process. The relatively dense layout also provides limited work space that can be accessed by employees. This phenomenon as a whole has the potential to affect each department of the company. In addition, the level of promotion opportunities that each employee has is still not evenly distributed. Freestyle convection has an obligation to pay attention to and maintain components that affect employee performance because they can determine the success of the company's operations.

This study specifically focuses on the impact of employee performance on the work environment and aims to broaden the understanding of this relationship by exploring the relationship between the two mediated by job satisfaction. The mediating variable in this study is job satisfaction which is expected to further strengthen the work environment on employee performance, with increasing work environment conditions it will improve employee performance, because employees who work in a good environment tend to improve their performance. This study will focus on the local convection industry from Bali which of course has complex resource management because it has a structured production design. This study intends to analyze the Role of Job Satisfaction in Mediating the Influence of the Work Environment on Employee Performance at Freestyle Konveksi.

## 2. METHODS RESEARCH

The approach used in this research is the approach associative. The associative approach aims to analyze the problem of the relationship between a variable and another variable. Meanwhile, in this associative approach, the tendency of the data used in the quantitative method. This study uses a quantitative method, a quantitative approach is a research approach whose variables are measured using numbers and statistical analysis (Sugiyono, 2022:7). The theory will be explained in more detail and comprehensively. The theory will be the framework for the entire research process. The source of information as a research subject is the person who understands best about what is being researched or the person who is used to provide information about the situation and conditions of the research background, Basrowi & Suwandi (2008) and Moleong (2014). . Data collection was carried out by interviewing and distributing questionnaires.

The population in this study were Freestyle Konveksi employees, totaling 32 employees. Sampling was carried out using the nonprobability sampling method with a saturated sample technique, which is a sampling technique when all members of the population are used as research samples (Sugiyono, 2019:133). Namely, all Freestyle Konveksi employees totaling 32 people. The data analysis techniques used in this study were path analysis with SPSS, Sobel test, and VAF test.

## 24 3. RESULTS AND DISCUSSION

### Research Data Analysis Results

#### 3 Classical Assumption Test

The regression model is said to be a good model if the model is free from classical assumptions. The classical assumption test is carried out with the aim of ensuring that the results obtained meet the basic assumptions in conducting regression analysis. The results of the classical assumption test analyzed using SPSS software are presented as follows.

#### a. Normality Test

2  
Table 2. Results of the Normality Test for Regression Equation 1

	Unstandardized Residual
N	32 22
Kolmogorov-Smirnov	0.127
Asymp.Sig. (2-tailed)	0.200

Source: (processed data), 2024

Table 2 shows that the Kolmogorov-Smirnov (KS) value is 0.127, while the Asymp.Sig. (2-tailed) value is 0.200. This indicates that the one regression equation model is normally distributed because Asymp.Sig. (2-tailed) 0.200 is greater than the alpha value of 0.05.

**Table 3. Results of the Normality Test for Regression Equation 2**

	Unstandardized Residual
N	32
Kolmogorov-Smirnov	0.146
Asymp.Sig. (2-tailed)	0.081

Source: (processed data), 2024

Table 3 shows that the Kolmogorov-Smirnov (KS) value is 0.146, while the Asymp.Sig. (2-tailed) value is 0.081. This indicates that the one regression equation model is normally distributed because Asymp.Sig. (2-tailed) 0.081 is greater than the alpha value of 0.05.

b. Multicollinearity Test

**Table 4. Multicollinearity Test Results**

Variables	Tolerance	VIF
Work environment	0.302	3,314
Job satisfaction	0.302	3,314

Source: (processed data), 2024

Table 4 shows that the tolerance value and VIF value of the work environment and job satisfaction variables are 0.302 and 3.314. This shows that there is no multicollinearity in the regression equation model because the work environment and job satisfaction variables have a tolerance greater than 10 percent and a VIF value less than 10.

c. Heteroscedasticity Test

**Table 5. Results of Heteroscedasticity Test for Regression Equation 1**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1,132	1,649		0.687	0.497
Work environment	0,000	0.054	-0.001	-0.004	0.997

Source: (processed data), 2024

Table 5 shows that the work environment variable has a Sig. value of 0.997 > 0.05, which indicates that there is no influence between the independent variables on the absolute

residual. Therefore, it can be stated that the one equation model does not contain symptoms of heteroscedasticity.

2 Table 6. Results of Heteroscedasticity Test for Regression Equation 2

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-0.422	0.987		-0.427	0.672
Work environment	0.061	0.055	0.360	1.103	0.279
Job satisfaction	-0.027	0.067	-0.131	-0.402	0.691

Source: (processed data), 2024

Table 6 shows that the work environment variables have their respective Sig. values.0.279 and 0.691. The value is greater than 0.05. Indicates that there is no influence between the independent variables on the absolute residual. Therefore, it can be stated that the two equation model does not contain symptoms of heteroscedasticity.

#### Path Analysis Test

Path analysis is a causal model for understanding the relationship between variables (Rahyuda, 2019:276).This study uses path analysis techniques to analyze the causality effect between independent variables, namely work environment, on dependent variables, namely employee performance. In addition, this study also examines the role of job satisfaction as a mediating variable in the relationship between work environment and employee performance.

#### Formulating hypotheses and structural equations

The first step in path analysis is to formulate hypotheses and equation models based on existing theories.

- a) The work environment has a positive and significant influence on employee performance at Freestyle Konveksi.
- b) The work environment has a positive and significant influence on job satisfaction at Freestyle Konveksi.
- c) Job satisfaction has a positive and significant effect on employee performance at Freestyle Konveksi.
- d) The work environment has a significant influence on employee performance variables through the mediation of job satisfaction at Freestyle Konveksi.

Table 7 shows the results of the first structural calculation using the SPSS program to calculate the influence of the work environment on job satisfaction.

**Table 7. Results of Path Analysis of Regression Equation 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,120	2,514		2,037	0.051
Work environment	0.687	0.083	0.836	8,331	0,000

R2: 0.698

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Environment

Source: (processed data), 2024

The structural equation formed in Table 7 can be formulated as follows.

$$Z = \beta_2 X + e_1$$

$$Z = 0.836 + e_1 \dots \dots \dots (1)$$

**Table 8. Results of Path Analysis of Regression Model 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.899	1,674		0.537	0.595
Work environment	0.229	0.094	0.396	2,440	0.021
Job satisfaction	0.363	0.114	0.518	3,188	0.003

R2: 0.769

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Work Environment

Source: (Processed data), 2024

Structural equations formed in the table 8 can be formulated as follows.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0.396 + 0.518 + e_2 \dots \dots \dots (2)$$

**Path coefficient diagram form**

In this second stage, each structural equation is regressed between the independent variables and the dependent variables to determine the relationship between these variables.



## a) Direct effect

(a) The influence of employee performance variables (X) on work environment variables (Y) is  $\beta_1 = 0.396$

(b) The influence of employee performance variables (X) on job satisfaction variables (Z) is  $\beta_2 = 0.836$

(c) The influence of the job satisfaction variable (Z) on the work environment variable (Y) is  $\beta_3 = 0.518$

## b) Indirect effect

The influence of work environment variables (X) on employee performance (Y) with job satisfaction (Z) as an intermediary variable.

Indirect influence  $= \beta_2 \times \beta_3$

$= 0.836 \times 0.518$

$= 0.433 \dots \dots \dots (3)$

## c) Total effect

The total influence of variable X on Y through Z is as follows.

Total influence  $= \beta_1 + (\beta_2 \times \beta_3)$

$= 0.396 + (0.836 \times 0.518)$

$= 0.82 \dots \dots \dots (4)$

**Testing the coefficient of determination (R<sup>2</sup>) value of the error variable. (e)**

The final path diagram can be arranged based on regression model 1 and regression model 2. However, the standard error value must be calculated beforehand. The standard error value can be calculated using the following formula.

$e_1 = 0.550 \dots \dots \dots (5) \sqrt{1 - R_1^2} \sqrt{1 - 0,698}$

$e_2 = 0.481 \dots \dots \dots (6) \sqrt{1 - R_2^2} \sqrt{1 - 0,769}$

e = error of term

$e_1$  = arrow  $e_1$  (error 1) which shows the amount of job satisfaction variance that is not explained by employee performance.

$e_2$  = arrow  $e_2$  (error 2) which shows the amount of work environment variance that is not explained by employee performance.

The calculation of the influence of error  $Pe_1$  obtained the result of the influence of error  $Pe_1$  of 0.550 and the influence of error  $Pe_2$  of 0.481. The results of the total determination coefficient are as follows.

$$\begin{aligned} R^2_m &= 1 - (Pe_1)^2 - (Pe_2)^2 \\ &= 1 - (0,550)^2 - (0,481)^2 \\ &= 1 - (0,302) - (0,231) \\ &= 0,930 \dots \dots \dots (7) \end{aligned}$$

The total determination value of 0.930 means that 93 percent of employee performance variables are influenced by work environment and job satisfaction variables, while the remaining 7 percent is explained by other factors not included in the model.

**Simultaneous (overall) structural equation testing**

Resultstesting simultaneous structural equations, The F significance level was obtained at  $0.000 < 0.05$ , which means that the work environment variables and job satisfaction variables have a simultaneous effect on employee performance.

**Calculating path coefficients individually**

Individual tests are performed to determine the significance of path analysis, comparing the probability value of 0.05 with the Sig. value with the following decision-making basis.

- a) The influence of the work environment on employee performance

H0: there is no significant influence between the work environment and employee performance.

H1: there is a significant influence between the work environment and employee performance.

The results of the analysis of the influence of the work environment on employee performance obtained a significance value of 0.021 with a beta coefficient value of 0.396. A significance value of  $0.021 < 0.05$  means that H0 is rejected and H1 is accepted. This result means that the work environment has a positive and significant effect on employee performance.

- b) The influence of the work environment on job satisfaction

H0: there is no significant influence between the work environment on job satisfaction.

H1: there is a significant influence between the work environment on job satisfaction.

The results of the analysis of the influence of the work environment on job satisfaction obtained a significance value of 0.000 with a beta coefficient value of 0.836. The significance value of  $0.000 < 0.05$  means that H0 is rejected and H1 is accepted. This result means that the work environment has a positive and significant effect on job satisfaction.

- c) The influence of job satisfaction on employee performance

H0: there is no significant influence between job satisfaction and employee performance

H1: there is a significant influence between job satisfaction and employee performance

The results of the analysis of the influence of job satisfaction on employee performance obtained a significance value of 0.003 with a beta coefficient value of 0.518. A significance value of 0.003 < 0.05 means that H0 is rejected and H1 is accepted. This result means that job satisfaction has a positive and significant effect on employee performance.

### Summarize and conclude

Path analysis involves compiling a summary of the resulting path coefficients and providing an interpretation or conclusion of the results of the analysis that have been obtained. Significant coefficients indicate the level of influence both directly and indirectly, and can indicate whether a variable is dominant or not, while insignificant coefficients are considered to have no impact or no effect. After data processing, the following results were obtained.

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**Table 9. Direct Influence, Indirect Influence, and Total Influence of Work Environment (X), Job Satisfaction (Z), and Employee Performance (Y)**

Influence of Variables	13 Direct Influence	Indirect Influence	Total Influence
XY	0.396	0.433	0.82
XZ	0.836	-	0.836
ZY	0.518	-	0.518

Source: processed data, 2024

### Sobel test

TestSobel is done by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the mediator variable (Z). The Sobel test is formulated with the following equation.

- If  $Z > 1.96$  then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.
- If  $Z < 1.96$  then the mediator variable is considered not to significantly mediate the relationship between the dependent variable and the independent variable.

### PHypothesis determination

H0: Job Satisfaction (Z) is not a mediator of the indirect influence of the Work Environment variable (X) on Employee Performance (Y).

H1: Job Satisfaction (Z) as a mediating variable for the indirect influence of the Work Environment variable (X) on Employee Performance (Y).

**Determining the Real Level**

The real level used is 0.05 so that the variable can be said to be significant or insignificant.

(1) Testing Criteria

- a) If Z is calculated (absolute Z value standard)  $\leq 1.96$ , then H0 is accepted, which means that the job satisfaction variable (Z) is not a mediating variable.
- b) If Z is calculated (absolute Z value standard)  $\geq 1.96$ , then H0 is rejected, which means that the job satisfaction variable (Z) is a mediating variable.

(2) Calculating Sab and Z statistic values of the Sobel Test

a) Sobel test The indirect standard error (indirect effect) Sab is calculated using the following formula.

$$\begin{aligned}
 Sab &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\
 &= \sqrt{0,518^2 \cdot 0,083^2 + 0,836^2 \cdot 0,114^2 + 0,083^2 \cdot 0,114^2} \\
 &= \sqrt{0,002 + 0,009 + 0,000} \\
 &= \sqrt{0,011} \\
 &= 0,104 \dots \dots \dots (8)
 \end{aligned}$$

Information:

- a = 0.836**
- b = 0.518**
- Sa = 0.083**
- Sb = 0.114**

b) To test the significance of the indirect effect, the Z value of the ab coefficient is calculated using the following formula.

$$\begin{aligned}
 Z &= \frac{ab}{Sab} \\
 &= \frac{0,836 \times 0,518}{0,104} \\
 &= \frac{0,433}{0,104} \\
 &= 4,141 \dots \dots \dots (9)
 \end{aligned}$$

Information:

- a = 0.836
- b = 0.518
- Sat = 0,104

#### 4. CONCLUSION

The calculation of the Sobel test shows a Z value of 4.141 > 1.96. This result indicates that the job satisfaction variable is considered to be able to mediate the influence of the work environment on employee performance.

##### VAF Test

Variance Accounted For(VAF) is a measure of how much the mediating variable is able to absorb direct influence. The VAF test is a test used to calculate the correlation of the path coefficient value compared to the total path coefficient value. The formula for calculating the VAF value is as follows.

$$\begin{aligned} \text{VAF} &= \frac{\text{Indirect Influence}}{\text{Totally Influence}} \\ &= \frac{0,433}{0,83} \\ &= 0.521 \dots \dots \dots (10) \end{aligned}$$

Results on VAF test, obtained a calculated value of 0.521 or 52.1 percent which is between 20 percent and 80 percent, so it can be stated that job satisfaction partially mediates the influence of the work environment on employee performance.

#### Discussion of Research Results

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

The results of hypothesis testing on the influence of work environment on employee performance, indicate that the work environment has a positive and significant effect on employee performance. In accordance with the Two Factor Theory, a good work environment can improve employee performance by reducing dissatisfaction and facilitating motivating factors, thereby encouraging effectiveness in performance. Sharma et al.(2016) in his research stated that the work environment positively influences the behavior of individual employees. In a company, the state of the work environment acts as an important function in determining the level of employee and worker motivation, productivity, and performance.

Raziq & Mulabakhsh (2015) showed that the work environment has a positive influence on employee job satisfaction. A good work environment, including physical and non-physical environments, can contribute significantly to employee job satisfaction. The same results were also shown by Rahmawanti (2014) who showed that the physical work environment and non-physical work environment have a positive effect on employee performance. The results of the analysis showed that the physical work environment and non-physical work environment increased, which would be followed by an increase in employee performance.

## 11 **The Influence of Work Environment on Job Satisfaction**

The results of hypothesis testing on the influence of work environment on employee performance, indicate that the work environment has a positive and significant effect on employee performance. In accordance with the Two Factor Theory, a good work environment can improve employee performance by reducing dissatisfaction and facilitating motivating factors, thereby encouraging effectiveness in performance. Sharma et al. (2016) in his research stated that the work environment positively influences the behavior of individual employees. Thus, in a company, the state of the work environment acts as an important function in determining the level of employee and worker motivation, productivity, and performance. Employees who are satisfied with their work environment tend to be more productive, contribute more, and have lower absenteeism rates.

Raziq & Mulabakhsh (2015) showed that the work environment has a positive influence on employee job satisfaction. A good work environment, including physical and non-physical environments, can contribute significantly to employee job satisfaction. The same results were also shown by Andriany (2019) proving that the results of the work environment study had a positive and significant effect on employee job satisfaction. The statement from the study is in line with the research conducted by Astuti & Iverizkinawati (2019) which stated that there was a positive and significant influence on the work environment variable (X2), on the job satisfaction variable (Y). Lestari et al. (2020) stated that employee job satisfaction is also significantly partially influenced by the work environment in a company in Sidoarjo. The results of the analysis show that improving the work environment will be followed by an increase in job satisfaction.

### **Job Satisfaction towards Employee Performance**

The results of the hypothesis test on the effect of job satisfaction on employee performance show that job satisfaction has a positive and significant effect on employee performance. In accordance with the Two Factor Theory, the company's efforts to increase job satisfaction by fulfilling motivating factors and minimizing hygiene factors can result in higher employee performance and a more significant contribution to company goals. Robbins (2013) emphasizes the view in his book which shows that employees with high job satisfaction have a positive attitude towards their work, while employees with low job satisfaction tend to have a negative attitude towards their work. The above statement is also supported by research by Aftab (2012) which states that there is a positive influence between job satisfaction and employee performance. Research conducted by Setyaningrum & Ekhsan (2021) shows that

**23**  
there is a positive and significant relationship between job satisfaction and employee performance.

Nurhasanah et al. (2021) stated that administration and leadership need to pay attention to work performance and job satisfaction factors in ensuring work performance. Hermawan & Suwandana (2019) stated that satisfaction has a positive effect on employee performance at PT. Nadia Kencana. This study is in line with research conducted by Sandiartha & Suwandana (2020) which stated **1** that job satisfaction has a positive and significant effect on employee performance.

### **1** The Role of Job Satisfaction in Mediating the Influence of Work Environment on Employee Performance

The test results show that the job satisfaction variable is considered to be able to mediate the influence of the work environment on employee performance positively and **1** significantly. Job satisfaction is able to mediate the influence of the work environment on employee performance. In accordance with the Two Factor Theory, a work environment that is improved through good job satisfaction and strong motivators acts as a mediator that optimizes employee performance. Research conducted by Syamsudin et al. (2023) showed that job satisfaction can mediate the relationship between the work environment and employee performance. The results of this study are in line with research conducted by Fathoni et al. (2021) which shows that job satisfaction mediates the influence of the work environment on employee performance.

Another study, from Purwaningsih et al. (2020) shows that job satisfaction mediates the work environment on employee performance with a positive influence. Research conducted by Surajjo et al. (2020) states that there is an influence between the work environment on employee performance through job satisfaction as a mediating or intervening variable. Ahmad et al. (2023) shows that there is an influence of the work environment on employee performance through job satisfaction as an intervening variable showing a significant positive relationship. This study is in line with research conducted by Susanti et al. (2023) **17** which shows that the work environment has a positive and significant effect on employee performance through job satisfaction.

## **5. CONCLUSION**

**5**  
The conclusions obtained based on the results of this study are as follows.

- 1** The work environment has a positive and significant effect on employee performance. The better the work environment, the more positive the effect will be with the increase in employee performance in the company.

- 2) The work environment has a positive and significant effect on job satisfaction. The better the work environment, the better the employee job satisfaction in the company.
- 3) Job satisfaction has a positive and significant effect on employee performance. The higher the job satisfaction of employees, the more positive the effect will be on increasing employee performance in the company.
- 4) Job satisfaction is positively and significantly able to mediate the influence of the work environment on employee performance. The role of job satisfaction in mediation is classified as partial mediation. Improving employee performance is not only influenced by the work environment, but the work environment is able to increase employee job satisfaction, which will then be able to improve employee performance in the company.

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