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Job Satisfaction Mediates the Effect of the Work Environment on Employee Productivity (Case Study on Kober Mie Setan Restaurant Denpasar)

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ABSTRACT : Employee productivity is the ability to achieve certain tasks according to predetermined targets. In order for employees to have enthusiasm in carrying out their duties, companies need to pay attention to factors that affect Employee productivity including job satisfaction and work environment so that employees can increase their productivity. The purpose of this study was to determine the role of job satisfaction in mediating the influence of the work environment on Employee productivity. This research was conducted at Kober Mie Setan, Denpasar. The population used in this study was 42 people, with saturated sampling method. Data collection was carried out through interviews and questionnaires. The analysis technique used is path analysis. The results show, work environment has a positive and significant effect on Employee productivity; work environment has a positive and significant effect on job satisfaction; Job satisfaction has positive and significant effect on employee productivity; Job satisfaction mediates significantly the influence of the work environment on employee productivity .

Keywords -work environment, job satisfaction, employee productivity

I. INTRODUCTION

Every company or organization is required to be able to optimize the elements of its human resources because this element is one of the factors determining the success of an organization to achieve its goals. To be able to compete and maintain business at this time, very much depends on the productivity of human resources. Seeing the important role of human resources in achieving company goals, serious efforts are needed in human resource management so that employees are required to be more creative, flexible, competent, innovative, and trained to handle information selectively. Failure to manage human resources causes problems in achieving company goals. Human resource management is something that must be done by all companies to produce quality employees who can compete in the business world. Apriliani & Sriathi (2019) explain that “the success of a company or organization in increasing productivity will greatly support its competitive ability.” Therefore, according to Suryadewi et al. (2020), “companies need to manage human resources properly so that activities in the company can run more effectively and efficiently.”

In order to develop competitive advantage, it is very important for companies to make careful use of employee productivity to be successful in achieving company goals. Labor productivity is an important part of the entire process related to employee welfare. Therefore, qualified employees are employees who are able to do a job and provide a good job or have a high performing organization, both private and government, to achieve its goals. Silva & Lima (2017) explains that “the importance of the role of human resources as an asset to realize company goals, it requires serious efforts in managing human resources in a company and this is a tough challenge that must be faced by a manager, how manager can move the employees so that employee always willing to exert his best ability for the benefit of the organization in order to achieve the goals of the organization.”

Ekienabor (2016) explains that “productivity is a measurement of the quality and quantity of work done by considering the costs incurred to do the work.” Productive human resources can apply and design all concepts into a target that must be achieved by an organization. Productivity is essentially an economic motive to get as much results as possible at the lowest possible cost, how to increase or produce the highest possible goods and services by utilizing efficient resources (Ananta & Adnyani, 2016). According to Sima et al. (2020) “The concept of productivity basically includes attitudes and behaviors that lead to continuous improvement, and has the view that today's performance must be better than yesterday, and tomorrow's performance must be better than today's achievements”. Productive employees will always be responsible and responsive in their relationships with colleagues who will help achieve the productivity of the company. employee productivity will increase by

maintaining the working conditions and work environment to a certain threshold level and then it will decrease if the workload is higher than the specified threshold.

Based on interviews with 5 employees, it was found that the work environment is one of the factors that affect the employee productivity of the employees of Kober Mie Setan, Pulau Kawe Branch, the problem shows that employees are less comfortable with the work environment. The condition of the employee's work space is still not neatly arranged so that it makes employees feel uncomfortable and less flexible in carrying out their assigned tasks, the condition of the air conditioner such as a fan does not function optimally so that the air becomes hotter and the lighting in the workplace is less clear so that work becomes slow. According to Pawirosu et al. (2017), "a conducive work environment will have a good impact on the continuity of work, while a work environment that is less conducive will have a negative impact on the continuity of work. One way to increase job satisfaction is by providing a comfortable work environment for employees. The work environment is one of the factors in creating conducive conditions for employees to do a job." Employees will be more productive, satisfied, and motivated when the work environment is designed in such a way as to produce a conducive work environment. Quoted from Suifan (2019), "a healthy work environment is characterized by physical and psychological conditions, procedures, structures, relationships, and policies that positively affect employee satisfaction, motivation and performance in the workplace"

According to Innappan (2017), "the work environment really helps increase employee productivity levels. Factors such as supervisor support, good relations with colleagues, training and development, attractive incentives and adequate workloads greatly assist in developing a work environment that has a positive impact on the productivity levels of employees in the organization." How well employees feel involved with the company, especially with their close environment, will affect the level of innovation, relationships with other employees, absence, and commitment to the organization. Productivity is influenced by a work environment that has a good work environment, so it will be important for the spirit and ethos that affects the company, especially employees in the company (Basit et al., 2018).

According to Saharuddin & Sulaiman (2016), "high productivity is closely related to job satisfaction. Job satisfaction is a pleasant feeling as a result of the perception that the job fulfills a very important job value." Job satisfaction as an attitude of loving one's job and a pleasant emotional attitude. Job satisfaction will affect employee productivity, because the company is very dependent on human resources who work well, what can be taken to get good employees at work is to pay attention to employee job satisfaction.

Another factor that affects the employee productivity of Kober Mie Setan employees is job satisfaction. Information was obtained that the lack of job satisfaction among Kober Mie Setan employees was caused by several factors, one of which was that the wages given did not match what was done. Based on Putra & Ardana (2016), "Job satisfaction will be able to increase productivity, the higher job satisfaction will affect productivity." According to Embuldeniya (2017), "there is a significant relationship between employee productivity and employee relations on employee job satisfaction." Supit et al. (2017) explained that "the effect of job satisfaction on employee productivity obtained positive and significant results, if the higher job satisfaction in the company, the employee productivity will increase." If employee satisfaction increases, productivity will increase, and if the work environment has a negative effect it will negatively affect employee satisfaction, leading to decreased productivity (Dardeer et al., 2017).

II. HYPOTHESIS DEVELOPMENT

Hanaysha (2016), Budihardjo et al. (2017), Panjaitan (2017) found that "the work environment has a positive and significant influence on employee productivity, by improving the working conditions of employees, it will increase employee productivity, employees who enjoy their work environment will be more productive, happier and healthier." Based on Anjum et al. (2018), "to produce a workplace that is conducive to the welfare of the workforce and organizations must make efforts to provide a good environment for employees in the peacock workplace so that employees feel comfortable and committed to their work."

H1: The work environment has a positive and significant effect on employee productivity

Kafui et al. (2017), Agbozo et al. (2017), Antari & Suwandana (2016) explain that "there is a positive relationship between work environment and job satisfaction." Muraweni et al. (2017) stated that "partially physical and non-physical work environment factors have a positive and significant impact on employee job satisfaction, providing a conducive work environment and balancing work with family can be done to get a good workforce because it affects the job satisfaction of these workers, work environment can imply social relations in the workplace and maintain relationships between colleagues, superiors, and the organization, this describes a situation in which to work together."

H2: The work environment has a positive and significant effect on job satisfaction

Naser et al. (2016) explained that “the positive correlation between the job satisfaction index and productivity was statistically significant.” Abdullah (2016) explain that “job satisfaction has a positive and significant effect on employee productivity, because employee self-satisfaction will increase employee productivity, this is influenced by the higher employee job satisfaction, the higher employee productivity, increase in employee job satisfaction with the provision of bonuses in the form of money to employees who can complete work beyond the predetermined target.”

H3: Job satisfaction has a positive and significant effect on employee productivity

Edem et al. (2017) explained that “the work environment has an important role in the performance and productivity of employees, so as to produce job satisfaction.” Lestari (2019) stated that “work environment is an important factor in creating conducive conditions for employees to perform their duties, the work environment is a factor that can affect productivity. Employees need a work environment that is healthy, safe and comfortable at work. Because a sense of comfort at work will have a positive impact on employees, namely employees will feel satisfied with the work environment provided by the company.”

H4: Job satisfaction significantly mediates the effect of the work environment on employee productivity

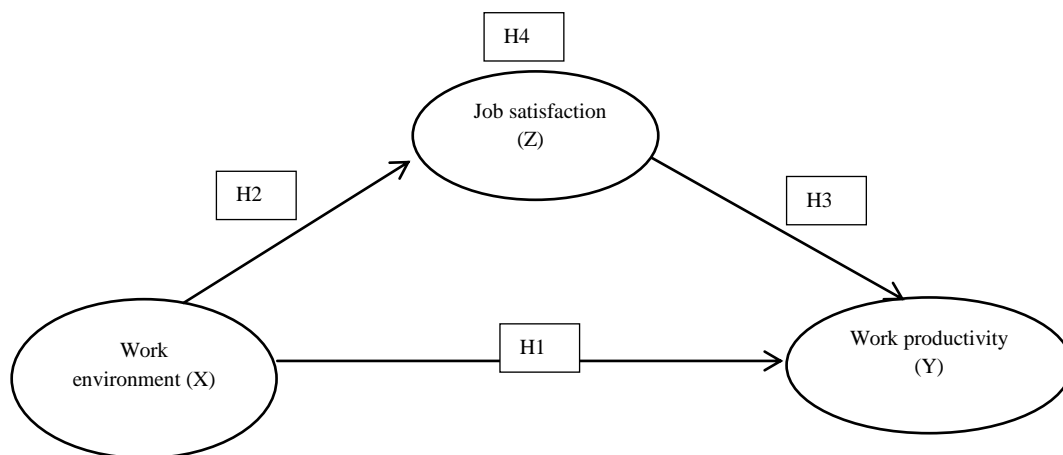


Fig. 1 Conceptual framework

III. RESEARCH METHODS

3.1 Research Design

The research design used in this study is a quantitative method with associative causality. The form of the relationship between variables is a causal relationship, which aims to find whether or not the influence of work environment variables on employee productivity is mediated by job satisfaction. This research was conducted in Kober Mie Setan, which is located on Jl. Pulau Kawe No. 7, Dauh Puri Kelod, Denpasar, Bali, Indonesia, due to a decrease in employee productivity at the company. This can be used as an indication that there are problems with the work environment and job satisfaction. The study population, amounting to 42 employees at Kober Mie Setan were used as research respondents with saturated sampling. This study uses interviews and questionnaires as data collection methods. Measurement of the responses of respondents using a Likert scale of 1 to 5. The analysis technique used in this study is path analysis with the help of SPSS

3.2 Operational definition of the variable

3.2.1 Employee productivity (Y)

Employee productivity is a condition in which employees work optimally to achieve the targets set by the company. The indicators used to measure employee productivity are (1) Ability; (2) Increase the results achieved; (3) work enthusiasm; (3) Self-development; (4) Quality; (5) Efficiency

3.2.2 Work environment (X)

The work environment is all conditions that exist in the work place which are able to influence the implementation of work. In this study, the indicators used to measure the work environment are (1) lighting; (2) Air temperature; (3) Noise at work; (4) Cleanliness of the room; (5) Coloring in the workplace; (6) Decoration; (7) Security at work; (8) Relationships among workers; (9) Employee relations with superiors

3.2.3 Job satisfaction (Z)

Job satisfaction is a situation or feeling felt by employees associated with their work. In this study, the indicators used to measure job satisfaction are (1) the job itself; (2) Promotion opportunities; (3) Salary or wages; (4) Quality of supervision and supervision; (5) Colleagues

IV. RESULTS AND DISCUSSION

Table 1. Sub structural Path Analysis 1

Variable	Unstandardized Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,967	2,032		2,937	0,005
Work environment (X)	0,423	0,055	0,773	7,708	0,000
Dependent Variable		Job Satisfaction (Z)			
R square		0,598			
Adjusted R Square		0,588			
F statistics		59,413			

Table 1 indicate, The regression coefficient value of the work environment variable has a positive value with a significance t test of less than 0.5. This shows that work environment variables have a positive and significant effect on job satisfaction. The effect of the independent variable on the dependent variable can be seen through the total determination value (R-Square) of 0.598 which means that 59.8 percent of the variation in job satisfaction is influenced by variations in the work environment, while the remaining 40.2 percent is explained by other factors outside the model.

Table 2. Sub structural Path Analysis 2

Variable	Unstandardized Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,959	1.540		8,417	0,000
Work environment (X)	0,172	0,059	0,402	2.893	0,006
Job Satisfaction (Z)	0,379	0,109	0,484	3.485	0,001
Dependent Variable		Employee productivity (Y)			
R square		0,697			
Adjusted R Square		0,681			
F statistics		44,859			

Table 2 indicate, The significance value of each independent variable is less than 0.05. This shows that all independent variables have a significant effect on the dependent variable. The influence of independent variables on the dependent variable can be seen through the total determination value (R-Square) of 0.697 which means that 69.7 percent of employee productivity variations are influenced by variations in work environment and job satisfaction, while the remaining 30.3 percent is explained by factors outside the model. The total determination value is 0.985, which means that 98.5 percent of the variation in employee productivity is influenced by variations in work environment and job satisfaction, while the remaining 1.5 percent is explained by other factors outside the model.

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

$$\begin{aligned}
 Sab &= \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2} \\
 &= \sqrt{(0,379)^2 \cdot (0,055)^2 + (0,423)^2 \cdot (0,109)^2 + (0,055)^2 \cdot (0,109)^2} \\
 &= \sqrt{(0,143) \cdot (0,003) + (0,179) \cdot (0,011) + (0,003) \cdot (0,011)} \\
 &= \sqrt{0,00042 + 0,0020 + 0,000033} \\
 Sab &= \sqrt{0,002453} = 0,049 \\
 z &= \frac{ab}{\frac{Sab}{(0,423) \cdot (0,379)}} \\
 &= \frac{0,049}{0,160} \\
 z &= \frac{0,160}{0,049} = 3,26
 \end{aligned}$$

Therefore, The sobel test results show that Z is 3.26 > 1.96 which means that job satisfaction (Z) is a variable that is able to mediate the effect of work environment (X) on employee productivity (Y) of employees.

4.1 The influence of the work environment on employee productivity

The effect of the work environment on employee productivity results in a positive beta coefficient of 0.402 with a significance value of $0.006 < 0.05$ which means that the work environment has a positive and significant effect on employee productivity (**H1 accepted**), this in other words can explain that when employees get a good work environment, employees will tend to feel comfortable at work so that employee productivity will increase.

4.2 The Effect of work environment on job satisfaction

The effect of the work environment on employee job satisfaction results in a positive beta coefficient of 0.773 with a significance value of $0.000 < 0.05$, which means that the work environment has a positive and significant effect on employee job satisfaction (**H2 is accepted**), this in other words can explained that when employees get a good work environment, employees will feel comfortable at work so that employee job satisfaction will increase.

4.3 The effect of job satisfaction on employee productivity

The effect of job satisfaction on employee productivity results in a positive beta coefficient of 0.484 with a significance value of $0.001 < 0.05$, which means that job satisfaction has a positive and significant effect on employee productivity (**H3 accepted**). When employees are satisfied with their work with their company, employees tend to be enthusiastic about working and the productivity of these employees will increase. The role of job satisfaction mediates the influence of the work environment on productivity.

4.4 The Role of Job Satisfaction Mediates the Effect of Work Environment On Employee Productivity

The role of job satisfaction in mediating the influence of the work environment on employee productivity based on the results of the sobel test getting the Z count is $3.26 > 1.96$, it can be concluded that job satisfaction is a variable that is able to mediate in the influence of the work environment on employee productivity (**H4 accepted**). This explains that when employees get a good work environment and are satisfied with their work, employee productivity will increase in other words, the influence of the work environment on employee productivity will be more optimal if employee job satisfaction is also considered by management

4.5 Research Implications

This study clarifies that the theory used in previous research is confirmed, which means that it is true that employee productivity is influenced by the work environment and employee job satisfaction. it will increase employee productivity. Companies needs to pay attention to the work environment of its employees by paying attention to the room temperature so that it is cool so that it creates a sense of comfort while working. If employees feel comfortable with the work environment, can increase the employee productivity of the company and achieve company targets. Companies need to make a policy of providing a fair and decent salary or wage to their employees because it affects employee job satisfaction. If the level of employee job satisfaction is higher, it will be able to provide enthusiasm for employees in carrying out tasks and can improve the performance and employee productivity of each employee.

V. CONCLUSION

5.1 Conclusion

The work environment has a positive and significant effect on employee productivity, when employees get a good work environment, the employee productivity becomes higher. The work environment has a positive and significant effect on employee job satisfaction, the better the employee's work environment, the more employee job satisfaction will be. Job satisfaction has a positive and significant effect on employee productivity, the better the employee's job satisfaction, the better the employee's employee productivity. Job satisfaction mediates the influence of the work environment on employee productivity significantly, job satisfaction is able to mediate the influence of the work environment on employee productivity.

5.2 Suggestions

The management should pay attention to workspace conditions so that employees feel comfortable. The addition of a fan in the employee's workspace will make the air temperature cooler. In addition, the selection of the roof of the work space that is used to absorb heat by adding insulation. Cool air temperature and good lighting will have a positive impact on employees, which will make employees enthusiastic in completing tasks optimally. Management needs to pay attention to the employee productivity of its employees by paying attention to the work atmosphere and employee job satisfaction by providing appropriate remuneration to employees who are able to encourage employees to work more productively

The management should organize trainings to further hone employee skills, it is hoped that the training can increase employee productivity so that management has reliable employees in providing services to

consumers who are able to complete tasks properly according to established standards. determined and can achieve company targets. The management should pay attention to the cleanliness of the workspace so that employees feel comfortable in carrying out their duties. Hygiene and sanitation are determining factors for the quality of the food produced by the restaurant. Cleanliness must be considered every day at work and provide further supervision to employees regarding the importance of hygiene and sanitation in processing food so that employees feel comfortable and safe without worrying about using equipment.

5.3 Research Limitations

This research was conducted only in the scope of Kober Mie Setan so that these results cannot be used in different companies in the same or non-similar business fields. The factors that influence employee productivity behavior in this study are work environment and job satisfaction, while there are many other factors or variables that can influence based on the available literature. The limited time available because this research was conducted when the Covid-19 occurred which caused research activities in distributing questionnaires was not optimal. Information provided by respondents through questionnaires sometimes does not show the respondent's true opinion and the respondents' dishonesty in filling out the questionnaire which will make it difficult for researchers to conduct research.

5.4 Further Research

For further research, it is hoped that it will be able to add variables that can affect employee productivity, be able to expand the scope of research, or can also change the research location which is not only focused on a research location, thus providing a more views and can be implemented in general.

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