

## THE INFLUENCE OF ORGANIZATIONAL SUPPORT AND NON-PHYSICAL WORK ENVIRONMENT ON MEMBER PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN TKBM SAMUDERA SEJAHTERA COOPERATIVE (KOMURA)

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**ABSTRACT:** Organizational support and a non-physical work environment are essential factors in job satisfaction, leading to optimal performance. However, the author believes a systematic assessment is necessary to obtain accountable results. The author chose TKBM Samudera as the research object because it has long been a cooperative with outstanding performance and a good track record of achievements. The author then used multiple linear regression as the basis of this study and organizational support and non-physical work environment as independent variables and work performance as a dependent variable. Later, work satisfaction becomes a mediation variable. The findings show that organizational support and non-physical work affected work satisfaction and performance.

**Keywords:** *Job satisfaction, Performance, Non-physical environment, Organizational support, Cooperative*

### I. INTRODUCTION

Good member performance has always been a dream of every cooperative leader and management in Indonesia. However, forcing them to do great is also an easy thing. Some studies show that the most crucial factor is how the work is done, not the workload and others that may have an effect (Black & Lynch, 2001). Therefore, although there is a heavy workload, it will not be a problem if there are good and systematic organizational systems and work culture.

The employees' mental condition is vital and must always be maintained by the leadership board. A good leader must keep his subordinates' mental state well. It is because this factor significantly influences their progress (Hearn, 2020). Although sometimes this aspect does not pay much attention to by relevant parties, the mental state is crucial. The mental state is a perception, impression, and attitude performed when he starts working or is working. Some theories from several studies show good mental state can motivate a worker to do something better (Alsabti, 2022; Fusar-Poli et al., 2020; Jara-Ettinger & Rubio-Fernandez, 2021). This condition applies to many fields of work. To maintain the members' performance within their organization, a good leader should create certain conditions prioritizing their mental state to remain in a good performance. It also raises satisfaction and positively affects the entire organizational development.

Some factors make people comfortable working in a company (Mathis & Jackson, 2010):

(1) Work environment; it describes the actual workplace entirely. We discuss how light, temperature, air circulation, and locations should be reachable (Oldham & Fried, 2016). They are significant factors that determine why someone comfortably works in one place and does not intend to move to others. If he works in a hot, stuffy room with no good air circulation, he will not be productive. In Chinese culture, there is something called Feng Shui. It may sound mystical, but it studies how people can be comfortable in a place and perform their best performance.

It is better not to keep someone in a confused state. We must provide them with clear goals (Locke & Latham, 2019). Therefore, they can better understand their ultimate goals and prepare everything to achieve them. This is why goal setting is vital. It is also better not to judge people outside of their KPIs because this will lead to resentment for them and create a bad work atmosphere. Next, always build good communication with workers. We can't always demand them to 'be sensitive'. If we do such a thing, we may also bother them. Just try to be as flexible as possible, especially when talking about what we want, and always be careful in building communication with them. If we don't, sometimes there will be a wrong emotional impression captured (Gibbs Jr. et al., 2002).

(3) Communication and Characters' Understanding; in a simple work environment, there is no other choice but to communicate well with each other. If we can't communicate well, there will be a greater possibility of the company experiencing business failure. There must be a well-built communication with a shared understanding to avoid harmful things that may happen to one another. It also creates comfort for everyone involved in the work scheme (Szkudlarek et al., 2020). This is a challenge that must be faced.

(4) Work-Life Balance; it is crucial to act and humanize other human beings. Humanizing human means giving them the opportunity to have a life outside their work. If there is no opportunity to balance life, a toxic atmosphere will come to the office and affect all working elements (Rasool et al., 2021). There should be efforts to prevent this toxic atmosphere so that it does not affect life at work. In a long time, this work-life balance management will be beneficial for the good of all parties.

(5) Employee Participation; if we invite workers to participate in the company's development, they will perform their best in working. The workers' involvement and participation in the enterprise system could not be more important to define (Jopanda, 2021). When they get engaged in many ways, they are no longer workers. They are part of the team. The worst thing is when they feel they are just 'machines' and don't have much meaning in their offices.

(6) Leadership; the leadership model and style play a crucial role in the work environment. There are elements called empathy and cultural intelligence in the leadership model. Empathy means reading emotions and spiritual situations from the people involved in the work system in the company. Everyone should possess this element, not just leaders (Clark et al., 2019). Someone who lacks empathy will not attract people according to his vision and mission. This is natural because no human being likes to be taken advantage of by others. That is why a good leader must be able to convince all parties that every order made only aims to encourage mutual progress, not for personal gain and glory. This is one of the most challenging aspects of leadership (Haslam et al., 2020).

Some factors above can raise the comfort in work environment, thereby improving company performance. This paper argues that conditions in the work environment and organizational management support are two main factors that lead a business to move efficiently and effectively due to its productive workers. This research runs in a cooperative called Koperasi TKBM Samudera Sejahtera which believes that factors from both sides are mediated by job satisfaction as the key. This research uses the multiple linear regression method.

### **Overview of TKBM Samudera Sejahtera**

This section presents brief information about TKBM Samudera Sejahtera. TKBM Samudera Sejahtera is a forum for workers at the Port of Samarinda established in 1969. It had undergone some changes in legal entity form before officially becoming a cooperative.

Members of the Samudera Sejahtera TKBM Cooperative (KOMURA) are the TKBM of Samarinda Port registered as members of the Samarinda PUK.FSPTI who have fulfilled requirements as stated in the Articles of Association of the Samarinda Seaport Cooperative consisting of 1151 people.

1. Unit Nusantara (34 units): 849 members
2. Unit Lokal (local unit) (10 units): 302 members

TKBM Samudera Sejahtera has achieved some outstanding awards. It has been recognized as one of the cooperatives that have great performance and deserves to be the object of research on the relationship between organizational support, non-physical environment, and organizational performance.

## **II. HEADINGS**

### **Approach**

This research uses a quantitative method that examines the relationship between independent variables (organizational motivation and non-physical environment) and job satisfaction as the dependent one on overall work performance.

### **Research Design**

This research uses multiple linear regression. To obtain the relevant data and scale, the authors use a survey with a Likert scale to find out how the responses and scales apply to the research object.

### **Population and sample**

The population and sample are all 1150 Samudera Sejahtera TKBM Cooperative members.

### **Types and sources of data**

The research data are primary, taken from a survey using a Likert scale on the members of the Samudera Sejahtera TKBM Cooperative. Then, the secondary data include journals and documents regarding the influence of organizational encouragement and the physical environment on TKBM Samudera Sejahtera

### **Data Collection Techniques**

The data are collected by distributing surveys using a Likert scale to process the members' opinions on independent and dependent variables.

**Data Analysis Techniques**

The data analysis uses multiple linear regression techniques. The results will be the basis for an analysis completed with theoretical comparisons from past studies regarding the impact of performance and the non-physical environment.

**III. RESULTS**

The following sections explain the data processing results and research findings.

**Cronbach's alpha test**

It is a test to measure the reliability or the error level of the measuring instrument to provide an assessment. Cronbach's alpha value is reliable if the value is higher than 0.7. Table 5.15 shows variables have a Cronbach's alpha value higher than 0.7; therefore, the measuring instrument has functioned properly in making measurements.

**Table 1 Cronbach's Alpha Value**

Variable	Cronbach's Alpha
Organizational Support (X <sub>1</sub> )	0,704
Non-Physical Environment (X <sub>2</sub> )	0,721
Job Satisfaction (Z)	0,778
Performance (Y)	0,844

Source: Processed primary data, 2023

**Determinant test**

This test examines the influence of the independent variables on the dependent one. The table below presents the R<sup>2</sup> value for each dependent variable.

**Table 2 R Square (R<sup>2</sup>) value**

Variable	R Square
Job Satisfaction (Z)	0,307
Performance (Y)	0,352

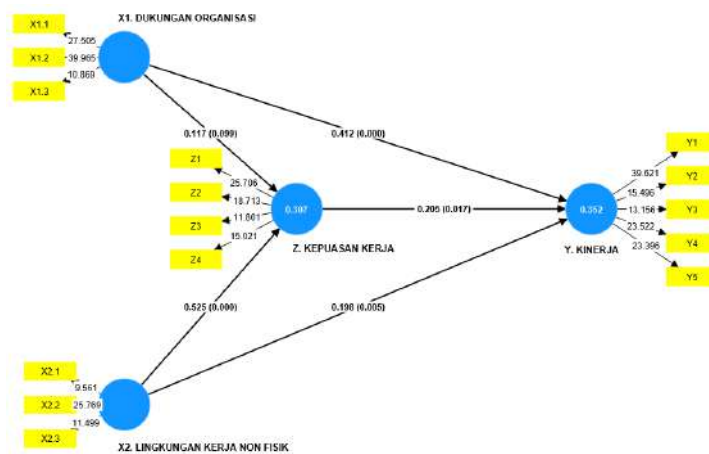
Source: Processed primary data (2023)

The table shows R<sup>2</sup> value for variable Y (Performance) is 0.352. It means that 35% change in the variable Y is explained by Organizational Support (X<sub>1</sub>), Non-Physical Work Environment (X<sub>3</sub>), and Job Satisfaction (Y). Meanwhile, the rest (65%) is influenced by other variables beyond this research.

The R<sup>2</sup> value for the variable of Job Satisfaction is 0.30. It shows that about 30% of changes in Job Satisfaction are explained by organizational support and non-physical work environment. The remaining 70% is influenced by other factors not discussed in this paper.

**Hypothesis Testing**

The following image shows the results of SmartPLS4 after bootstrapping.



**Figure 1 Organizational-Environmental Drive Relationship Chart on the Variables of Job Satisfaction and Performance Results**

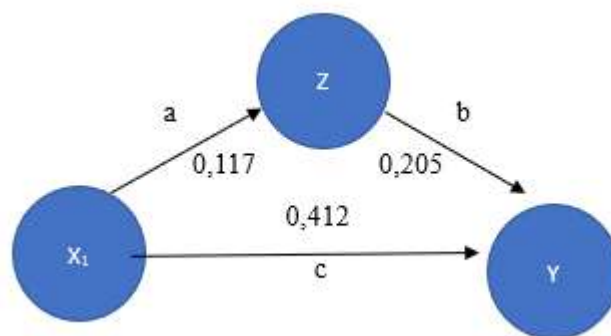
The hypothesis testing uses total effect data obtained from the output of the SmartPLS4 application with data presented in Table 5.17 below.

**Table 3 Path Coefficient**

<i>Path Coefficient</i>						
Relationship Among Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Value	Note
X <sub>1</sub> ->Y	0,412	0,413	0,072	5,748	0,000	Sig.
X <sub>1</sub> ->Z	0,117	0,122	0,071	1,648	0,099	Not Sig.
X <sub>2</sub> ->Y	0,198	0,200	0,070	2,831	0,005	Sig.
X <sub>2</sub> ->Z	0,525	0,533	0,057	9,249	0,000	Sig.
Z->Y	0,0205	0,209	0,086	2,385	0,017	Sig.
X <sub>1</sub> ->Z>Y	0,024	0,027	0,021	1,157	0,247	Not Sig.
X <sub>2</sub> ->Z>Y	0,108	0,111	0,047	2,309	0,021	Sig.

Source: Processed primary data (2023)

- a. The first hypothesis (H1) testing shows that Organizational Support (X1) significantly and positively affects working performance (Y). The coefficient value on the total effect shows that each increase in Organizational Support contributes positively by 0.412 to the Performance. Therefore, H1 is accepted, and an increase in Organizational Support should improve the Performance.
- b. The analysis of Table 5.17 on the second hypothesis (H2) shows that the Non-Physical Work Environment (X2) significantly and positively influences performance (Y). The coefficient value on the total effect shows that every increase in the Non-Physical Work Environment contributes positively by 0.198 to the Performance. Therefore, H2 is accepted and shows that an increase in the Non-Physical Work Environment should improve Performance.
- c. The third hypothesis (H3) testing shows that Organizational Support (X3) has a significant positive effect on supporting Job Satisfaction (Z). The coefficient value indicates that each increase in Organizational Support contributes positively by 0.117 to Job Satisfaction. However, the sig value is higher than 0.05, meaning the relationship between Organizational Support and improved Job Satisfaction is not significant. This calculation concludes that H3 is rejected and shows that an increase in Organizational Support has a positive but not significant effect on work performance.
- d. The fourth hypothesis (H4) testing shows that the Non-Physical Work Environment (X2) has a significant positive effect on improving Job Satisfaction (Z). The coefficient value on the total effect shows that every increase in the Non-Physical Work Environment contributes positively by 0.525 to Job Satisfaction. Therefore, H4 is accepted and shows that improving the Non-Physical Work Environment should strengthen job satisfaction.
- e. The fifth hypothesis (H5) testing shows that Job Satisfaction (Z) mediates the influence of Organizational Support (X1) on performance (Y). The fifth hypothesis (H5) testing aims to check if Job Satisfaction (Z) is a mediating variable. The test uses VAF (Variance Account For) method. Joseph F Hair et., al, (2010) said that the test consists of the following steps:



**Figure 2** Simple mediation model of X<sub>1</sub>

The figure above is a simple mediation model. The mediation effect analysis uses the following values:

- a) *c* is the direct effect.
- b) Multiplication between *a x b* equals the indirect effect.
- c) *c + (a x b)* is the total effect.

X<sub>1</sub> is the independent variable, and Y is the dependent one. Meanwhile, Z is the mediating variable. The VAF value is calculated using the following formula (Joseph. F Hair et al., 2010):

$$VAF = \frac{a \times b}{(a \times b) + c}$$

If the VAF value is lower than 20%, Z is not a mediating variable. If it is between 20% - 80%, it is partial mediation; if it is higher than 80%, it is a full variable.

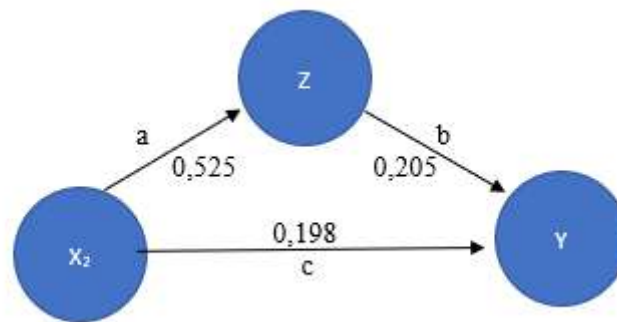
The fifth hypothesis (H5) test uses a bootstrapping model shown in Figures 5.1 and 5.2. This model also covers the mediating variables.

Figures 5.3 and 5.13 show that the formulation to obtain the VAF value is:

$$VAF = \frac{0,117 \times 0,205}{(0,117 \times 0,205) + 0,412} = 0,05$$

The VAF value (0.05) is lower than 0.2. It means Job Satisfaction cannot be a mediating variable. If the job satisfaction value is lower than the Variance Accounted For (VAF) value, it will not be a mediating variable in connecting the independent and dependent variables. In this case, the mediating variable refers to the variable that relates the influence of the independent to the dependent variable. The value of job satisfaction is lower than the VAF. Therefore, it has a positive effect but does not significantly affect and explain the relationship between the independent and dependent variables. Based on the research or statistical analysis, job satisfaction is not a factor that acts as a link between the independent and dependent variables, so the fifth hypothesis (H5) is rejected.

The sixth hypothesis (H6) testing shows that Job Satisfaction (Z) mediates the influence of the Non-Physical Work Environment (X2) on performance (Y). To decide if Job Satisfaction (Z) is a mediating variable, this test uses the VAF (Variance Account For) method. Joseph F Hair et., al, (2010) explained that this test consists of the following steps:



**Figure 3** Simple mediation model of X<sub>2</sub>

Based on Figure 5.4 and Table 5.13, the formulation for obtaining the VAF is:

$$VAF = \frac{0,525 \times 0,205}{(0,525 \times 0,205) + 0,205} = 0,35$$

The VAF value is 0.35. It is still in the range of 0.2 - 0.8. Therefore, Job Satisfaction (Z) can mediate the influence between the Non-Physical Work Environment (X2) and Performance (Y), and the mediation is partial. Partial mediation means the influence of the independent variable on the dependent one is still significant when the intervening or mediating variable is included in the model. That is why there is a positive but significant effect that shows that Job Satisfaction (Z) can be a mediating variable and increase significantly but indirectly affect Non-Physical Work Environment (X2) on Performance (Y). Therefore, the sixth hypothesis (H6) is accepted.

- g. The seventh hypothesis (H7) testing shows that Job satisfaction (Z) has a positive and significant effect on performance (Y).

The coefficient value on the total effect of Job Satisfaction (Z) on Performance (Y) is positive (0.205). This indicates that the direction of the relationship between Job Satisfaction (Z) and Performance (Y) is positive.

Therefore, H7 is accepted.

#### IV. ANALYSIS AND DISCUSSIONS

##### Organizational Support on Performance

The research findings show that organizational support positively affects employee performance. To explain these results, the author has compared the theories discussed previously regarding this workplace. The theories are the JD-R or Jobs-Demands and Resources theories (Bakker & de Vries, 2021; Cooke et al., 2019; Lesener et al., 2019). The JD-R theory states that there must be good management of what the job demands. Then, there must also be an answer to whether the demand is healthy or vice versa, including a damaging claim. It is like doing a sport. If there is a proper proportion in doing sports, there will not be injuries. However, if

someone pushes himself to do too much physical exercise, they will damage the body. This is the metaphor of JD-R.

A well-organized entity will strengthen the balance of the existing systems. It means if a company or organization wants to achieve peak performance, they should also have to check whether there is a proper assistance system in their place. If there is no support, there won't be progress materialization. Besides adequate support, there should be a tiered training system that provides opportunities for employees to perform at their best potential. Based on the evidence of organizational support variables, this cooperative has good organizational support (Fairuzakiyah et al., 2020). The Likert scale reaches the highest score of five. Therefore, we can conclude that organizational support is good and healthy, although there must be consistent development in the future.

### **Non-physical Environment on Performance**

There is a strong influence of non-physical environment on performance. This phenomenon is related to the mental state discussed in the introduction. The mental state is crucial to determine how someone comes to work with a healthy condition (Graham et al., 2019). There is a reciprocal relationship if we do more careful consideration. It has been assumed for a long time that stress at work will still be there at home. Bad conditions in the work environment will affect personal social relations (Galanti et al., 2021; Hayes et al., 2021; Irawanto et al., 2021; Moretti et al., 2020; Sandoval-Reyes et al., 2021). There have been previous studies regarding this matter, especially during the Covid-19 pandemic. Sometimes, there should be an examination of the opposite perspective. It is that if good work environment also positively influences the mental state at home. When it has a good work effect, there will be good relationships at home among family members. Lovely relations at home will create a supportive cycle. This good work environment has a very broad impact, not only in professional jobs. We have seen many best-case practices of some companies that maintain their employees' mentality and enjoy great results regardless of the external situations.

How does a company build a good non-physical environment? In the beginning, the author has explained some conditions for a non-physical environment and a healthy organization. There are some specific characteristics. Now, the point we are exploring is about building the environment. There are some different conditions for building because it is the way. If we look at the variables, many employees want a leader who can listen to what they are saying, good co-workers, and the rewards they deserve. These are the three crucial variables in building and creating a better non-physical environment.

In this paper, the author will explain some main theories to be a reference. The first is the theory of organizational ethics (Johnson, 2020; Saha et al., 2020; Vallaster et al., 2019). Organizational ethical thinking defines how an organization must instill certain values that are like the law in the company. The purpose is to stop political problems at the office. Office politics is natural and may happen in every organization. However, uncontrolled office politics can damage the entire organizational business. There must be early protection because the ultimate goal of cooperation is to balance all parties and make them comfortable. A competitive atmosphere and the desire to always win are good for company progress (Al-Omari et al., 2020; Andersson et al., 2019). However, it would be bad if there is no adequate control. In this matter, organizational ethics will play its role and create a balance.

The next theory is organizational justice (Hendri, 2019; Sun, 2019). This theory explains the importance of an organization in creating positive feelings and the impression that the organization is well and fairly managed. A well-organized company will make everyone gets the same opportunity to develop. This feeling is important for organizational development. If there is an impression of nepotism within the organization, this will weaken the employees' motivation (Abbas et al., 2021; Taherinia et al., 2023). There will be worse conditions if nepotism is followed by an unfair distribution of workload. This case further creates more problems. For this reason, fairness in organizations is much more vital.

Another theory is transformational leadership (O'Reilly & Chatman, 2020; Siangchokyoo et al., 2020). It often illustrates a leadership style that dares to break down, make changes, and in some aspects, is reckless. That's why this leadership model often gets criticism and many people still have questions about it. However, how can an organization experience progress or change if there is no passion to break the status quo? This is what is known as leadership transformation. Because of encouraging changes, a leader can create a healthy organizational system. To create an effective non-physical environment, it is necessary to use special methods and solutions that do not cause discomfort.

The last one is something popular as the theory of organizational culture. The theory aims to create a conducive situation. Therefore, it is necessary to create organizational culture. Culture means some habits that have become permanent (Al Ghaniyy&Akmal, 2018; Hastuti, 2023; Prasetya, 2021; Zuhri&Amalia, 2022). Building a habit to be permanent is not easy to do. There must be repetition and a culture of reminding, and regeneration steps. No one can form and build this cultural bridge immediately. There are also social engineering efforts through laws and regulations. An example is something happening in Singapore. There are

several laws made to manipulate culture and circumstances. This kind of manipulation is legal if the context is organizational development in a better direction.

Some sections above have clearly explained the development of a non-physical environment. This development functions to positively influence the performance to be much better in the future.

### **Organizational Support and Non-Physical Environment on Satisfaction**

Often we assume that satisfaction is not significant if the performance is good. However, this satisfaction is decisive in many ways. This research studies how organizational support and the non-physical environment through satisfaction bridges result in a good performance. Why is performance satisfaction important? The author tries to answer the sub-questions of the problem formulation in this research. The author finds that satisfaction has at least an effect on several aspects. The first is about work loyalty.

Someone may be well-performed because he gets the required talent and skills based on his position. However, he could be disloyal to the company, so he would not perform well (Edmondson, 2018). The following paragraphs explain this loyalty.

(1) Loyalty is based on the organizational commitment theory introduced by Meyer and Allen in 1991 (Purwanto, 2020). There is strong commitment if there are three things. The first is a moral commitment. In any condition, employees who have this moral standard will always be loyal to the company or organization. This is an unchangeable factor because morals are values within someone. The next is a rational commitment. It is something adjustable by the leadership board and has proven to be influential in this research. The term 'rational' means awards, relatively realistic levels of nepotism, and so on. The last one is emotional relationships. This aspect is conditional. This emotional-based loyalty is closely related to job satisfaction. Thus, if an organization wants strong loyalty, there must be stable emotional matters. The key is to be able to ensure there have been minimum employee satisfaction standards provided.

(2) Loyalty can also rise due to social exchange (Arasanmi& Krishna, 2019a; Verčič, 2021). This is a fairly classic theory discussed since 1964 by Blau. Currently, the social exchange has been more complex because most organizations compete with others so workers want to stay in a stable organization. While competing with other organizations, an entity also fights against information channels. During past periods, job satisfaction only meant high salaries and permanent worker status. On this day, workers are more critical and want many things for their good. That is why in this social exchange process, there are always compromises that are challenging enough to be solved by organizational leadership. Static treatment is not enough to maintain employee loyalty.

(3) Psychological bonding describes how leaders build an emotional relationship with employees (Arasanmi& Krishna, 2019b; Michael, 2022). Performance satisfaction can build an emotional affection that makes a group or someone want to maintain a good relationship. The owners cannot take arbitrary actions because this will have a double impact. The first is that people's trust will decrease, and the second one is that it will show their leaders don't care about their subordinates' well-being. This, therefore, emphasizes the importance of maintaining the organizational environment

The first factor we are going to discuss is job satisfaction and loyalty. The second is about organizational health. It is about facing difficult challenges and competition where employees can bring out their abilities to the limit. However, it is not an easy thing to achieve. To encourage employees to make sacrifices, this satisfaction must be transformed into a sense of belonging and even a desire to survive as hard as they can.

**The theory of engagement** from William Kahn has been popular as an example of encouraging employees to spend 110 percent of their abilities (Dali, 2022; Liu, 2022; Louzao&Crespi-Vallbona, 2022). A good leader must be able to give a role to his staff. That role allows them to work hard in trouble and even fight as best as they can. This is inseparable from the feeling of satisfaction because they are involved in the organization. Employees' aspirations and commensurate rewards are the keys to success.

**The theory of hope;** building hopes means building expectations. The art of building expectations means not giving false hope, but breaking down large targets into smaller and more realistic ones (Chillakuri, 2020; Gray et al., 2019). These realistic targets will help create a mindset that success strengthens satisfaction. Small awards won't be a problem, because they are better than big awards given to only one person. A personal approach to each person with different characteristics is important (Bakker et al., 2022; Fujimoto & Uddin, 2021). Everyone has their functions in their respective organizations which cannot be compared or replaced because all of them are unique. Instilling hope according to their characters is a challenge for leaders. This process can guarantee high job satisfaction from the employees.

The descriptions above conclude that non-physical environment and organizational support and satisfaction ultimately influence each other and generate satisfactory performance.

## V. CONCLUSION

The conclusion is that organizational support and the non-physical environment are crucial in satisfaction before it leads to good performance. These factors are influential because organizational support is the capital that highly values the workers and becomes part of a large family in an organization. This makes them have extra enthusiasm to stay loyal and generate better results for the company. Meanwhile, the non-physical environment is directly related to the mental state. If workers or organizational members are in a good mental state, they will do a good job and provide results that exceed expectations.

Meanwhile, job satisfaction is a capital that results in maximum loyalty and performance. If our only measure is good performance, we may be faced with conditions where workers are only pragmatic and try to find opportunities to move to a better place or work for their benefit. Such conditions allow organizations and companies to perform in a short time but soon return to a negative state. That is why we cannot deny the role of workers or organizational members. They should be a vital part of a unit that move forward and compete for something that matters for the organization and be a team player. In this research, the Samudra Sejahtera TKBM cooperative has been able to manage and show good performance and expected results

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