THE INFLUENCE OF THE PHYSICAL WORK ENVIRONMENT AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE IN *PT. BANK TABUNGAN NEGARA* (PERSERO) TBK SOUTH TANGERANG BRANCH

Bekti Dwi Widiastuti
Universitas Pakuan, Bogor, Indonesia
bekti.dwiwidia@gmail.com

ABSTRACT

This study was conducted to determine the influence of the physical work environment and organizational climate on employee performance through job satisfaction as an intervening variable in PT. Bank Tabungan Negara (Persero) tbk South Tangerang branch office. This research method uses quantitative methods using survey techniques. The population used in this study were staff employees at PT. Bank Tabungan Negara (Persero) tbk South Tangerang branch office. The sampling technique uses random sampling, the number of sampling used in this study was 118 respondents. Data collection for each variable studied using questionnaires with Likert scale and rating scale. Data analysis techniques use descriptive statistical analysis techniques and PLS (Partial Least Square) analysis techniques. The results of this study show that there is a positive and significant influence of the physical work environment on performance, there is a positive and significant influence of the physical work environment on job satisfaction, there is a positive and significant influence of organizational climate on performance, there is a positive and significant influence of organizational climate on job satisfaction, there is no effect of job satisfaction on performance, there is no positive and significant influence of the physical work environment On performance through job satisfaction, there is no positive and significant influence of organizational climate on performance through job satisfaction.

Keywords : Physical Work Environment; Organizational Climate; Job Satisfaction; Performance

INTRODUCTION

Along with today's developments, all organizations seem to be required to be able to follow the flow of these developments if they want to continue to exist. Both for organizations engaged in business and service services, organizations are required to continue to be creative and innovative so that they are able to adjust to the wishes of the community. Organization and employee performance are fundamental things that are very important to be able to adapt and create competitive advantage (Khtatbeh et al., 2020).

Human resource management has the task to manage human elements well in order to obtain a workforce that is satisfied with their work (Arianty & Masyhura, 2019). Therefore, human resource management must be carried out as well as possible by the organization in order to create optimal human resources for the organization. Optimal employee performance in an organization can be carried out if the organization is able to manage its employees into reliable personnel (Eliyana et al., 2019).

Improving employee performance has always been a key goal for organizations (Rusu et al., 2016). The achievement of an organizational goal is due to an effort from employees contained in an organization, namely to always perform well and make a positive contribution to the organization so that it can achieve an expected goal and advance the organization which can be seen by knowing how much enthusiasm employees give to the organization. Effective workplace and management processes play a role in increasing employee productivity, so as to improve organizational performance (El-Zeiny, 2012).

An employee's job satisfaction is highly dependent on matters related to his job (Seema et al., 2021). Employees will get job satisfaction if there is stability and stability in their work. Both career and the world of work (Kader et al., 2022). Working vigorously, employees need a comfortable work environment, no matter how skilled wherever employees are in carrying out their work, if faced with an environmental condition that is dirty, hot, and less light intensity, it will experience difficulties and reduce enthusiasm to complete the work. The work environment in the organization has a direct influence on the morale of employees who carry out the production

process in the organization, to achieve these goals, the organization must be able to calculate all problems that affect the smooth production process carefully and efficiently. A supportive work environment will make employees feel comfortable and enthusiastic in carrying out their obligations, while an unsupportive work environment will make employees not excited and feel uncomfortable. In addition to work environment factors, factors that can affect employee morale are organizational climate factors

Organizational climate states that organizational climate is defined as employee perceptions of the work environment and how these perceptions affect individual work-related attitudes and behaviors (Adenike, 2011). It is relatively ongoing that is experienced by members of the organization and can affect their morale. A good organizational climate can also foster employee morale, employees who are in a good organizational climate will be able to create initiatives to want to do something activity and work that is an obligation and also do not hesitate to carry out tasks outside their work. On the other hand, one of the things that can create an organizational climate is the opportunity for promotion in accordance with the work achievements owned by employees and the existence of an appreciation and cohesiveness in work.

Similarly, employee job satisfaction is beneficial for improving employee performance, dedication, and discipline, because job satisfaction is an emotional attitude that is pleasant and loves their work (Hasibuan, 2014). A pleasant emotional attitude at work, this attitude can be reflected by work morale, discipline, and work performance. Job dissatisfaction will result in decreased employee productivity and discipline, disrupting the company's overall operations(Saman, 2020). To be able to achieve the maximum level of job satisfaction in every task implementation, will always face factors that are expected to affect job satisfaction.

PT. Bank Tabungan Negara (Persero) Tbk or BTN is one of the State-Owned Enterprises (BUMN) engaged in banking financial services, and the business form of Bank BTN is a Limited Liability Company. Bank BTN is a bank that prioritizes business in the mortgage (Home Ownership Loan) sector. PT Bank Tabungan Negara (Persero) Tbk (Bank BTN) is committed to being a bank that serves and supports housing sector financing.

Based on the organizational performance report obtained from data from the *human resources* section at Bank BTN South Tangerang branch office for the last three years there has been a decrease in percentage terms, it can be seen in the assessment of organizational performance that is influenced: first in the credit position in 2019 it reached 101.9%, in 2020 it decreased to 99.7% and in 2021 it decreased again to 89.8%. Both third-party fund positions in 2019 reached 93.7%, in 2020 increased by 146.5% and in 2021 decreased by 130.2%. The three fee base income positions in 2019 reached 104.8%, in 2020 decreased by 92.2% and in 2021 decreased again by 88.9%. Based on this description, it can be explained that there is a significant decrease in organizational performance.

Based on the results of the organization's performance appraisal, it was also influenced by a decrease in employee performance appraisal in the 2019,2020,2021 period at Bank BTN South Tangerang branch office. The following is an assessment of employee performance at Bank BTN South Tangerang branch for the last 3 years in the following table.

Table 1 Employee Performance Research Data 2019, 2020, 2021

No	Point Achievement	Value	Year 2019		Year 2020		Year 2021	
			Number of Employees (People)	%	Number of Employees (People)	%	Number of Employees (People)	%
1.	100-200	D (Less)	0	0	0	0	2	1
2.	201-300	C (Enough)	2	1	8	5	16	10

3.	301-380	B (Good)	109	66	106	64	101	61
4.	381-450	B+ (Very good)	33	20	32	19	30	18
5.	451-500	A (Special)	22	13	20	12	17	10
	Total		166	100	166	100	166	100

Source: HR Bank BTN South Tangerang Branch Office

Based on table 1 above, it can be seen that employee performance appraisals from 2019 to 2021 tend to decline. This can be seen from the percentage of employee performance appraisal. The percentage of special assessments in 2019 reached 13% and in 2020 the achievement became 12% and then decreased again in 2021 to 10%. In a very good assessment in 2019 the achievement was 20% and in 2020 the achievement of 19% then decreased again in 2021 to 18%, in the good assessment in 2019 the achievement was 66% and in 2020 the achievement was 64% and then decreased again in 2021 to 61%. It is assessed that it was sufficient in 2019 to achieve 1% and in 2020 to reach 5%, then in 2021 it became 10%. In the assessment of less in 2019 the achievement was 0%, and in 2020 the achievement was 0% and then in 2021 there was 1% who got less value.

According to *human resources* information, there are complaints from employees at the Tangerang branch of Bank BTN against company policies that are considered dissatisfied such as in terms of an unclear and overlapping task division system between the specified work and the work done so that there is a mutual throwing of responsibility between employees and there are still frequent differences of opinion between superiors and subordinates, This is a factor that affects disharmony within the company.

Another complaint submitted was about promotion opportunities for employees who were felt to be still lacking transparency, where there were still career delays and promotions and salaries that were not in accordance with the position so that employees were less satisfied and chose to resign / *resign*. This will influence employees to opt out of the organization. As for the resigned employee data, as follows;

**Table 2** Data on the Number of Resigned Employees (Voluntary)

No	Year	People
1	2019	1
2	2020	1
3	2021	0
4	2022	4

Source:HR Bank BTN South Tangerang Branch Office

Based on table 2, it can be seen that there is an increase in data on the number of employees who *resign*, in 2019 there was 1 employee who resigned, in 2020 there was 1 employee who *resigned*, and in 2021 there were no employees who resigned, in 2022 there was an increase in 4 employees who *resigned*. One of the factors that make employees *resign* is less comfortable in the work environment and in the organizational climate.

In addition to the data above, there are job satisfaction problems, it can be seen from the presence of employees who are still late entering working hours. Currently, employees at Bank BTN South Tangerang branch office work hours start from 08.00 am to 4.30 pm. The problem that occurs, it is still often found that employees come to work beyond the time set by the company.

Table 3 Employee Delay Data
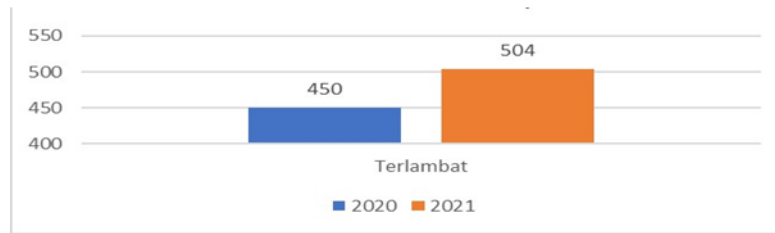
Source: HR Bank BTN South Tangerang Branch Office

From this data, it can be seen that the data on delays in employees at the Bank BTN South Tangerang branch office is that in 2020 there were 450 delays a year from 166 employees and there were 504 delays a year from 166 employees in 2021, from this data there was an increase in employee delays, this means that employee satisfaction of the Bank BTN South Tangerang branch was still lacking so that it affected employee performance.

In addition to the above data, the phenomenon that occurs at PT. Bank Tabungan Negara (Persero) Tbk South Tangerang Branch There are still some physical work environments that are considered inadequate such as a less conducive layout, for example the imbalance of office space with the number of existing employees so that the layout looks narrow and air circulation is not smooth and wall coloring and lighting in the office room looks dim so that it will reduce employee work productivity.

Employee job satisfaction is a key driver of morale, discipline and work performance in supporting the realization of the company (Hasibuan, 2016). It can also be said that job satisfaction is the fulfillment of wants and needs through work activities. Needs are one of the important factors to motivate employees because as humans must have a variety of primary and secondary needs. Employees will be motivated if their needs are met, with the fulfillment of needs, job satisfaction will arise which has a positive impact on employee performance in the company.

Based on the description of the problem above that has been collected, the researcher wants to find further information related to this title. Therefore, the aims of this research were to: 1. Evaluate the influence of the physical work environment on employee performance, 2. Evaluate the influence of the physical work environment on job satisfaction, 3. Evaluate the influence of organizational climate on employee performance, 4. Evaluate the influence of organizational climate on satisfaction work, 5. Evaluate the influence of job satisfaction on employee performance, 6. Evaluate the indirect influence of the physical work environment on employee performance through job satisfaction, 7. Evaluate the indirect influence of organizational climate on employee performance through job satisfaction. This research was conducted at Bank BTN South Tangerang branch.

RESEARCH METHOD

The method used in this study is a survey method with a quantitative approach of causality analyzing the influence of independent variables with dependent variables. Information from survey results was collected from respondents using questionnaires for all variables both Performance (Z), Job Satisfaction (Y), Physical Work Environment (X1) and Organizational Climate (X2). The influence between each independent variable and the dependent variable. The population in this study amounted to 166 staff as permanent employees, the sample of this study amounted to 118 permanent employee staff using random sampling techniques. Data analysis using statistical methods used in this study is structural equation modeling partial least square (SEM-PLS) (Sarstedt et al., 2016).

**RESULT AND DISCUSSION**
Measurement Model Analyst (outer model)
a) Convergent Validity

The measurement model shows how the manifest variable or observed variable represents the latent variable to be measured. Convergent validity is measured using the outer loading parameter. An individual reflexive measure can be said to correlate if the value is more than 0.7 with the construct to be measured (Ghozali, 2016; Ghozali & Latan, 2015). From the results of the measurement model analysis, it is known that there are several manifest variables whose loading factor value is < 0.7, so to meet the rule of thumb, the manifest variable whose value is < 0.7 must be dropped from the model.

Table 4 Outer Loading Value

Variable	Indicator	Outer Loading Stage 1	Information	Outer Loading Stage 2	Information
Physical Work Environment (X1)	1. Lighting	0.776	Valid	0.775	Valid
	2. Noise	0.755	Valid	0.756	Valid
	3. Coloring	0.800	Valid	0.799	Valid
	4. Hygiene	0.714	Valid	0.714	Valid
	5. Layout	0.794	Valid	0.794	Valid
	6. Circulation	0.782	Valid	0.782	Valid
	7. Security	0.764	Valid	0.764	Valid
	8. Temperatures	0.807	Valid	0.808	Valid
Organizational Climate (X2)	1. Standard	0.706	Valid	0.704	Valid
	2. Appreciation	0.752	Valid	0.753	Valid
	3. Backing	0.806	Valid	0.807	Valid
	4. Warmth	0.760	Valid	0.760	Valid
	5. Structure	0.787	Valid	0.786	Valid
	6. Responsibility	0.708	Valid	0.707	Valid
	7. Conflict	0.827	Valid	0.826	Valid
Job Satisfaction (Y)	1. Pay	0.793	Valid	0.793	Valid
	2. Promotion	0.777	Valid	0.778	Valid
	3. Supervisor	0.721	Valid	0.723	Valid
	4. work colleague	0.758	Valid	0.757	Valid
	5. The work itself	0.830	Valid	0.829	Valid
Performance (Z)	1. Effective	0.860	Valid	0.867	Valid
	2. Efficient	0.878	Valid	0.893	Valid
	3. Productivity	0.769	Valid	0.779	Valid
	4. Quality	0.809	Valid	0.813	Valid
	5. Quantity	0.639	Invalid		Drop

Based on the table above, it states that in the first stage there are three indicators that have an outer loading of < 0.70 so that it must be dropped, namely Z5 of 0.639 so that the loading factor value of all manifest variables in stage 2 is greater than 0.7, then nothing is issued or dropped. This means that all items are validly able to reflect each variable. The model of this research can be seen in the following figure:
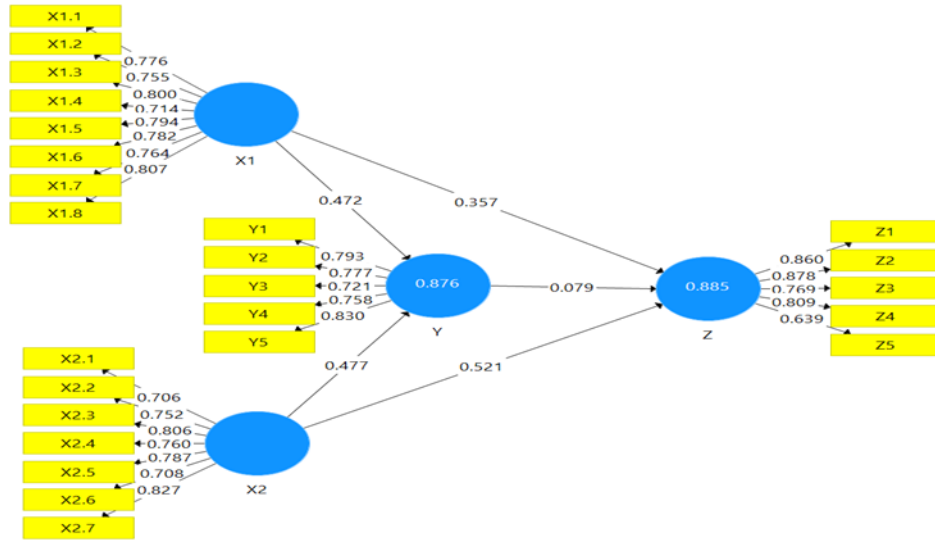
Figure 1 Path Diagram Stage 1
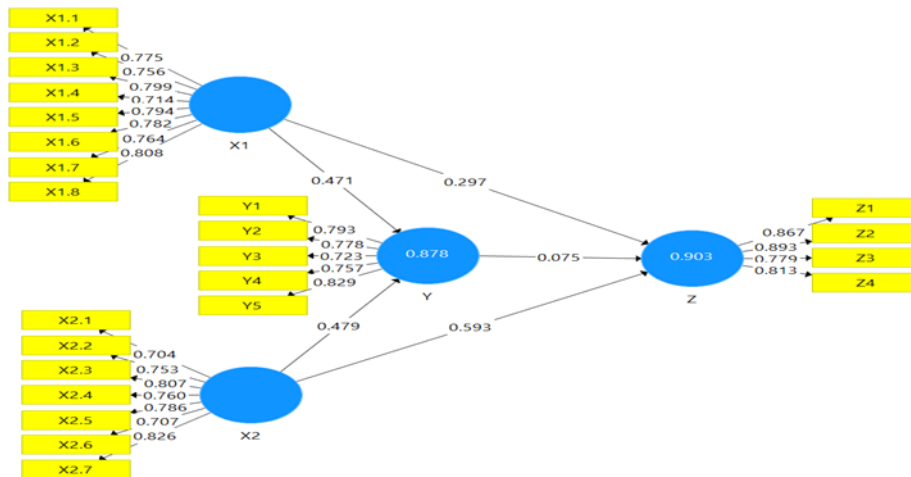
Figure 2 Path Diagram Stage 2

b) Composit Reliability

Reliability tests are carried out to prove the accuracy, consistency and permanence of instruments in measuring a construct.

Table 5 Reliability

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.904	0.905	0.923	0.600
X2	0.881	0.882	0.908	0.585
Y	0.836	0.839	0.883	0.603
Z	0.859	0.859	0.905	0.704

From table 5 it can be seen that the value of all variables in reliability testing using either Cronbach's Alpha or Composite Reliability is > 0.7. Therefore, it can be concluded that the variables tested are valid and also reliable, so they can proceed to test structural models.

Based on the table above, there is also an Average Variance Extracted (AVE) value, it is known that all research variables have met the AVE standard value above 0.5 (AVE > 0.5). The physical work environment variable (X1) has an AVE value of 0.600, the Organizational Climate variable (X2) has an AVE value of 0.585, the job satisfaction variable (Y) has an AVE value of 0.603, and the Performance variable (Z) has an AVE value of 0.704. Based on the consideration of the AVE value owned by each variable, it can be concluded that all variables meet the *Discriminant Validity value,* because it has an AVE value greater than 0.5. Thus, it can be stated that each variable has a good discriminant validity.

Measurement Model Analyst (inner model)

Assessing the inner model is evaluating the relationships between latent constructs as hypothesized in this study:

a) Coefficient of Determination (R^2)

Variant Analysis (R^2) or determination test, which is to determine the magnitude of the influence of the independent variable on the dependent variable.

Table 6 Value of Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.878	0.876
Performance (Z)	0.903	0.900

Based on the Adjusted R Square value in the job satisfaction model, an Adjusted R Square value of 0.876 was obtained. The results showed that the variables of physical work environment and organizational climate were able to explain the variable of job satisfaction by 87.6% while the remaining 12.40% was explained by variables that were not included in the research model.

In the second equation, performance obtained an Adjusted R Square value of 0.900. These results show that the physical work environment, organizational climate, job satisfaction are able to explain employee performance variables by 90% while the validity is 10% explained by variables that are not included in the research model.

b) Geisser Q-square test (Q^2)

The model permanence test is performed by looking at the percentage of variance described by the R^2 value for the dependent variable using the Stone-Geisser Q-square test measure (Kalnadi, 2013) and also look at the magnitude of the structural path coefficient.

$$Q^2 = 1 - \{\left(1 - R_{\frac{2}{2}}^2\right) \times \left(1 - R_{\frac{2}{2}}^2\right)\}$$
$$Q^2 = 1 - \left\{\left(1 - 0.876^2\right) \times \left(1 - 0.900^2\right)\right\}$$
$$Q^2 = 1 - \{(1 - 0.767)\text{x}(1 - 0.81)\}$$
$$Q^2 = 1 - \{0.233 \text{ x} 0.19\}$$
$$Q^2 = 1 - 0.044$$
$$Q^2 = 0.956$$

Based on the results of measuring the permanence of the model, the result of the Q^2 value of 0.956 is obtained that the contribution of the model to explain the structural relationship of the variables studied is 95.6% and the rest is explained by other variables that are not included in the model. A Q square value of > 0 indicates that the research model has good predictive relevance.

c) Hypothesis testing directly *(Direct effect)*

Test the hypothesis in this study by looking at the value of t-Statistics and P-Values. The research hypothesis can be declared accepted if the P-Values value < 0.05. The following are the results of the hypothesis test obtained in this study:

Table 7 Direct Effect Hypothesis

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (ST DEV)	T Statistics (O/ST DEV)	P Values	Information
H1	**X1→Z**	0.300	0.325	1.174	1.718	0.043	Significant
H2	**X1→Y**	0.471	0.484	0.134	3.519	0.000	Significant
H3	**X2→Z**	0.594	0.581	0.174	3.422	0.000	Significant
H4	**X2→Y**	0.479	0.468	0.133	3.611	0.000	Significant
H5	**Y→Z**	0.071	0.059	0.098	0.722	0.235	Not Significant

Hypothesis Testing in this study:

1. The results of hypothesis testing show that the influence of the physical work environment on performance has a path coefficient value of 0.300 (positive) and has a statistical t value of 1.718 and a P-Value of 0.043. The statistical t value greater than the table t (1.718>1.658) and the P value of 0.043 or less than the alpha standard of 5% (0.000<0.05) indicate that there is a positive and significant influence of the physical work environment on performance or H1 accepted / H0 rejected.

2. The results of hypothesis testing show that the influence of the physical work environment on job satisfaction has a path coefficient value of 0.471 (positive) and has a statistical t value of 3.519 and a P-Value of 0.000. The statistical t value greater than the table t (3.519>1.658) and the P value of 0.000 or less than the 5% alpha standard (0.000<0.05) indicate that there is a positive and significant influence of the physical work environment on job satisfaction or H1 accepted / H0 rejected.

3. The results of hypothesis testing show that the influence of Organizational Climate on performance has a path coefficient value of 0.594 (positive) and has a statistical t value of 3.422 and a P-Value of 0.000. The statistical t value greater than the table t (3.422>1.658) and the P value of 0.000 or less than the 5% alpha standard (0.000<0.05) indicate that there is a positive and significant influence of the Organizational Climate on performance or H1 accepted / H0 rejected.

4. The results of hypothesis testing show that the influence of Organizational Climate on satisfaction has a path coefficient value of 0.479 (positive) and has a statistical t value of 3.611 and a P-Value of 0.000. The statistical t value greater than the table t (3.611>1.658) and the P value of 0.000 or less than the 5% alpha standard (0.000<0.05) shows that there is a positive and significant influence of Organizational Climate on job satisfaction or H1 accepted / H0 rejected.

5. The results of hypothesis testing show that the effect of job satisfaction on performance has a path coefficient value of 0.071 (positive) and has a statistical t value of 0.722 and a P-Value of 0.235. The statistical t value is smaller than the table t (0.722<1.658) and the P value is 0.235 or greater than the 5% alpha standard (0.235>0.05) shows no significant effect of job satisfaction on performance or H0 is accepted.

d) Hypothesis testing indirectly (indirect effect)

Table 8 Sobel test

Physical work environment to performance through job satisfaction

	Input:		Test Statistic	Std. Error:	*p*-value
a	0.471	Sobel test	0.70957357	0.04712831	0.47796861
b	0.071	Aroian test	0.68353401	0.04892368	0.49426947
s_a	0.134	Goodman test	0.73883546	0.04526177	0.46000692
s_b	0.098	Rest all	Calculate		

The results of hypothesis testing show that the influence of the physical work environment on performance through job satisfaction has a statistical t value of 0.709 and a P-Value of 0.477. The statistical t value is smaller than the table t (0.709<1.658) and the P value is 0.477 or greater than the 5% alpha standard (0.477>0.05) shows no significant influence of the physical work environment on performance through job satisfaction.

Table 9 Sobel Test

Organizational Climate towards performance through job satisfaction

	Input:		Test Statistic	Std. Error:	*p*-value
a	0.479	Sobel test	0.71026138	0.04788237	0.47754206
b	0.071	Aroian test	0.68532461	0.04962466	0.49313911
s_a	0.133	Goodman test	0.73813465	0.04607425	0.46043263
s_b	0.098	Rest all	Calculate		

The results of hypothesis testing show that the influence of organizational climate on performance through job satisfaction has a statistical t value of 0.710 and a P-Value of 0.477. The statistical t value is smaller than the table t (0.710<1.658) and the P value is 0.477 or greater than the 5% alpha standard (0.477>0.05) shows that there is no significant influence of organizational climate on performance through job satisfaction.

Discussion

Based on the results of the research obtained by the researcher, the following results were obtained:

1. The influence of the physical work environment on performance

From the analysis of hypothesis testing, it is known that the physical work environment has a positive and significant effect on performance which can be seen from the value of the path coefficient of 0.300 (positive) and has a statistical t value of 1.718 and a P-Value of 0.043. The statistical t value is greater than the table t (1.718>1.658) and the P value is 0.043 or less than the 5% alpha standard (0.000<0.05), so H0 is rejected. A positive sign of 0.300 indicates that the better the physical work environment, the better the performance of employees, it can be said that improving the quality of the physical work environment will have an impact on improving employee performance.

The research is in line with the results of research conducted by Norianggono et al., (Norianggono et al., 2014) entitled Employee Performance at Telkomsel Area III Java-Bali Nusra in Surabaya states that there is a significant influence between the physical work environment on employee performance.

2. The influence of the physical environment on job satisfaction

From the analysis of hypothesis testing, it is known that the physical work environment has a positive and significant effect on job satisfaction which can be seen from the path coefficient value is 0.471 (positive) and has a statistical t value of 3.519 and a P-Value of 0.000. The statistical t value is greater than the table t (3.519>1.658) and the P

value is 0.000 or less than the 5% alpha standard (0.000<0.05), so H0 is rejected. A positive sign of 0.471 indicates that the better the physical work environment, the better the employee's job satisfaction, so that improving the quality of the physical work environment will have an impact on increasing employee job satisfaction.

The results of this research are in line with the results of research conducted by Edduar Hendri (2012) entitled the influence of the physical work environment and non-physical work environment on employee job satisfaction at PT. Asuransi Wahana Tata Palembang branch states that there is a significant influence between the physical work environment on employee job satisfaction.

3. The effect of organizational climate on performance

From the analysis of hypothesis testing, it is known that the organizational climate has a positive and significant effect on performance which can be seen from the value of the path coefficient of 0.594 (positive) and has a statistical t value of 3.422 and a P-Value of 0.000. The statistical t value is greater than the table t (3.422>1.658) and the P value is 0.000 or less than the 5% alpha standard (0.000<0.05), so H0 is rejected. A positive sign of 0.594 indicates that the better the organizational climate, the better the performance of employees, so that improving the quality of the organizational climate will have an impact on improving employee performance.

The research is in line with the results of research conducted by Intan Mayangsari (2018) entitled The Effect of Organizational Climate on Employee Performance with Job Satisfaction Mediator Variables in PT Poso Energy Bogor Employees states that there is a significant and positive influence between organizational climate on employee performance.

4. The effect of organizational climate on job satisfaction

From the analysis of hypothesis testing, it is known that organizational climate has a positive and significant effect on job satisfaction which can be seen from the value of the path coefficient of 0.479 (positive) and has a statistical t value of 3.611 and a P-Value of 0.000. The statistical t value is greater than the table t (3.611>1.658) and the P value is 0.000 or less than the 5% alpha standard (0.000<0.05), so H0 is rejected. A positive sign of 0.479 indicates that the better the organizational climate, the better employee satisfaction, so that improving the quality of the organizational climate will have an impact on increasing employee job satisfaction.

The results of the study are in line with the results of research conducted by Audra Bianca (2012) entitled The Effect of Organizational Climate and Career Development on Employee Job Satisfaction at PT KI states that there is a significant influence between organizational climate on employee job satisfaction.

5. The effect of job satisfaction on performance

From the analysis of hypothesis testing, it is known that job satisfaction has no significant effect on performance which can be seen from the value of the path coefficient of 0.071 (positive) and has a statistical t value of 0.722 and a P-Value of 0.235. The statistical t value is smaller than the table t (0.722<1.658) and the P value is 0.235 or greater than the 5% alpha standard (0.235>0.05), so H0 is accepted.

The same results were obtained from research conducted by Azhari et al., (2021) entitled The Effect of Job Satisfaction on Employee Performance at the Berau Regency Manpower and Transmigration Office states that job satisfaction does not have a significant effect on employee performance.

6. The influence of the physical work environment on performance through job satisfaction

From the analysis of hypothesis testing, it is known that there is no significant influence of the physical work environment on performance through job satisfaction which can be seen from the statistical t value of 0.709 and the P-Value of 0.477. The statistical t value is smaller than the table t (0.709<1.658) and the P value is 0.477 or greater than the 5% alpha standard (0.477>0.05), so H0 is accepted.

This is not in line with the results of the research conducted Wahyuniardi et al., (2018) entitled The Influence of Organizational Budaha and Work Environment on Job Satisfaction and Employee Performance PT PLN (PERSERO) West Java distribution states that the work environment has a positive influence on employee performance.

7. The influence of organizational climate on performance through job satisfaction

From the analysis of hypothesis testing, it is known that there is no significant influence of organizational climate on performance through job satisfaction which can be seen from the statistical t value of 0.710 and the P-Value of 0.477. The statistical t value is smaller than the table t (0.710<1.658) and the P value is 0.477 or greater than the 5% alpha standard (0.477>0.05), so H0 is accepted.

This is in line with the results of research conducted by Muhammad Tafsir, et al (2022) which states that organizational climate has a positive and significant effect on performance through job satisfaction.

CONCLUSION

Based on the results of research and discussions that have been carried out, this study can be concluded as follows: 1) There is a positive and significant influence of the physical work environment on performance. A positive sign indicates that the better the physical work environment, the better the performance of employees, so that improving the quality of the physical work environment will have an impact on improving employee performance. 2) There is a positive and significant influence of the physical work environment on job satisfaction. This means that the physical work environment can spark passion and passion from within employees to carry out their daily work. 3) There is a positive and significant influence of the organizational climate on employee performance. These results indicate that the better the organizational climate, the better the performance. 4) There is a positive and significant influence of organizational climate on job satisfaction. Thus, the condition of the relationship between the leader and subordinates is good, there is no conflict between employees and employees towards the leader, and the leader's attention to employees will certainly have a high enthusiasm to complete their work. These results indicate that the better the organization's support, the better the performance.5) There is no significant effect of job satisfaction on employee performance. This shows that employee morale, employee satisfaction does not also affect the performance of these employees. 6) There is no indirect influence of the physical work environment on performance through job satisfaction. This shows that the physical work environment does not have a significant impact on employee performance if mediated by job satisfaction which means that employees do not need job satisfaction as an intervention to achieve good performance. 7) There is no indirect influence of organizational climate on performance through job satisfaction. This shows that the organizational climate does not have a significant impact on employee performance if mediated by job satisfaction which means that employees do not need job satisfaction intervening to achieve good performance.

REFERENCES

Adenike, A. (2011). Organizational Climate as A Predictor Of Employee Job Satisfaction: Evidence From Covenant University. *Business Intelligence Journal*, *4*(1), 151–166. Google Scholar

Arianty, N., & Masyhura, M. (2019). Strategi Pemasaran Susu Kedelai Dalam Upaya Meningkatkan Pendapatan Keluarga. *Prosiding Seminar Nasional Kewirausahaan*, *1*(1). Google Scholar

Azhari, Z., Resmawan, E., & Ikhsan, M. (2021). Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan pada Dinas Tenaga Kerja dan Transmigrasi Berau. *Forum Ekonomi*, *23*(2), 187–198. Google Scholar

Bianca, A., & Susihono, W. (2012). Pengaruh Iklim Organisasi dan Pengembangan Karir terhadap Kepuasan Kerja Karyawan. *Jurnal Akademik Spektrum Industri Yogyakarta*, *10*(2), 170–183. https://doi.org/10.12928/si.v10i2.1632 Google Scholar

Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, *25*(3), 144–150. https://doi.org/10.1016/j.iedeen.2019.05.001 Google Scholar

El-Zeiny, R. M. A. (2012). The Interior Design of Workplace and its Impact on Employees' Performance: A Case Study of the Private Sector Corporations in Egypt. *Procedia - Social and Behavioral Sciences*, *35*, 746–756. https://doi.org/10.1016/j.sbspro.2012.02.145 Google Scholar

Ghozali, I. (2016). *Aplikasi Analisis Multivariete dengan Program IBM SPSS 23: Vol. VIII* (Edisi 8). Badan Penerbit Universitas Diponegoro. Google Scholar

Ghozali, I., & Latan, H. (2015). Konsep, teknik, aplikasi menggunakan Smart PLS 3.0 untuk penelitian empiris. *BP Undip. Semarang*, *290*. Google Scholar

Hasibuan, M. S. (2016). *Manajemen Sumber Daya Manusia* (Edisi Revisi). Bumi Aksara. Google Scholar

Hendri, E. (2012). Pengaruh Lingkungan Kerja Fissik dan Non Fisik terhadap kepuasan Kerja Karyawan pada PT Asuransi Tata Cabang Palembang. *Jurnal Media Wahana Ekonomika*, *9*(3), 1–16. Google Scholar

Kader, M., Bigert, C., Andersson, T., Selander, J., Bodin, T., Skröder, H., Härmä, M., Albin, M., & Gustavsson, P. (2022). Shift and night work during pregnancy and preterm birth—a cohort study of Swedish health care employees. *International Journal of Epidemiology*, *50*(6), 1864–1874. https://doi.org/10.1093/ije/dyab135 Google Scholar

Kalnadi, D. (2013). Pengukuran Penerimaan dan Penggunaan Teknologi Pada UMKM Dengan Menggunakan Metode UTAUT. *Jurusan Adm. Bisnis, Fakultas ISIP, Universitas Lampung*. Google Scholar

Khtatbeh, M. M., Mahomed, A. S. B., Rahman, S. bin A., & Mohamed, R. (2020). The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates. *Heliyon*, *6*(10), e04973. https://doi.org/10.1016/j.heliyon.2020.e04973 Google Scholar

Mayangsari, I. (2018). *Pengaruh Iklim Organisasi terhadap Kinerja Karyawan dengan Variabel Mediator Kepuasan Kerja (studi pada Karyawan PT Poso Energy Bogor)* [Skripsi]. Universitas Brawijaya. Google Scholar

Norianggono, Y. C. P., Hamid, D., & Ruhana, I. (2014). Pengaruh Lingkungan Kerja Fisik dan Non Fisik terhadap Kinerja Karyawan (Studi pada Karyawan PT. Telkomsel Area III Jawa-Bali Nusra di Surabaya). *Jurnal Administrasi Bisnis (JAB)*, *8*(2), 1–10. Google Scholar

Rusu, G., Avasilcăi, S., & Huţu, C.-A. (2016). Organizational Context Factors Influencing Employee Performance Appraisal: A Research Framework. *Procedia - Social and Behavioral Sciences*, *221*, 57–65. https://doi.org/10.1016/j.sbspro.2016.05.090 Google Scholar

Saman, A. (2020). Effect of Compensation on Employee Satisfaction and Employee Performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, *4*(01). https://doi.org/10.29040/ijebar.v4i01.947 Google Scholar

Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., & Gudergan, S. P. (2016). Estimation issues with PLS and CBSEM: Where the bias lies! *Journal of Business Research*, *69*(10), 3998–4010. https://doi.org/10.1016/j.jbusres.2016.06.007 Google Scholar

Seema, S., Rohilla, K., Kalyani, V., & Babbar, P. (2021). Prevalence and contributing factors for adolescent obesity in present era: Cross-sectional Study. *Journal of Family Medicine and Primary Care*, *10*(5), 1890. https://doi.org/10.4103/jfmpc.jfmpc_1524_20 Google Scholar

Tafsir, M., Kamase, J., Sukmawati, S., & Arfah, A. (2022). Pengaruh Kepemimpinan transformasional, Iklim Organisasi, Perilaku Inovatif dan Employee Engagement Terhadap

Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Intervening Variable Di Lingkup Pemerintah Daerah Kabupaten Bantaeng. *Jurnal Sosio Sains*, *8*(1), 55–71. Google Scholar

Wahyuniardi, R., Nurjaman, S., & Ramadhan, M. R. (2018). Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Kepuasan Kerja dan Kinerja Karyawan. *Jurnal Optimasi Sistem Industri*, *17*(2), 143–151. https://doi.org/10.25077/josi.v17.n2.p143-151.2018 Google Scholar