Research.

The Effect of Work Environment on Performance through Job Satisfaction

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Abstract. Human Resources is an important factor in an organization or company. In order for management activities to run well, companies must have employees who are knowledgeable and highly skilled and try to manage the company as optimally as possible so that employee performance can increase. This study aims to find efforts to improve employee performance and find out how much influence the work environment has on employee performance through job satisfaction. This research is a quantitative research, survey approach using questionnaires with path analysis techniques, with 55 respondents from the production employees of PT Namura Tehnik Sejahtera. The results of the study show that the work environment has a direct positive effect on employee performance, job satisfaction has a positive direct effect on performance employees, the work environment has a positive effect on job satisfaction, and the work environment has a positive indirect effect on employee performance through job satisfaction. In this study it was found that the intervening variable (job satisfaction) plays an effective role as a mediator between the work environment and employee performance.

Keywords: *work environment, job satisfaction, performance*

INTRODUCTION

Namura Tehnik Sejahtera is a company based in Cicadas, Gunung Putri, engaged in the manufacture of stamping dies, stampings (presses) and welding. Based on the researchers' preliminary observations, the company has unfavorable working conditions. This is evidenced by the fact that the company's premises are close to the homes of local residents and the area is disturbed by the very loud noise of machine tools. Smell of iron in the surroundings, environmental conditions and workplace not properly arranged, poor air circulation and ventilation, working space and workplace size not very large, lighting equipment, poorly arranged work Equipment, clean and infrequently used work equipment for employees. B. Inadequate Personal Protective Equipment. All of the above conditions can disrupt the work environment and affect employee job satisfaction, often resulting in employees suffering from an unpleasant atmosphere.

The following is the result of employee performance appraisal data at PT. Namura Prosperous Engineering:

Table 1. Employee Performance Appraisal PT. Namura Tehnik Sejahtera

Criteria	2018		2019		2020	
	Employee Total	%	Employee Total	%	Employee Total	%
Very Good	2	3,6	1	1,8	-	-
Good	47	85,5	46	83,6	51	92,7
Fair	6	10,9	8	14,6	4	7,3

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Criteria	2018		2019		2020	
	Employee Total	%	Employee Total	%	Employee Total	%
Poor	-	-	-	-	-	-
Very Poor	-	-	-	-	-	-
Total	55	100	55	100	55	100

Source: PT. Namura Tehnik Sejahtera 2021

Criteria:
Very Good   : 85-100
Good   : 70-85
Fair   : 55-70
Poor   : 40-55
Very Poor   : 25-40

PT Namura Teknik Sejahtera expects all employees have very high performance appraisals. Therefore, it can be said that it is the performance of PT employees. Namura Teknik Sejahtera is not fully realized. This data shows that there is a problem with poor employee performance, so we know that the company does not have enough human resources and this is the measure of employee performance. The lower the level of performance, the lower the employee's job realization.

To enhance the data, the researcher conducted a preliminary survey by distributing ad hoc questionnaires to her 30 employees, who either completed or scored the questionnaires by his PT supervisor. Here are the results of preliminary research by Namura Teknik Sejahtera:

1. 3.3% of employees have problems with the quality of their work. This is indicated by a small number of employees who do not perform their duties accurately and who do not adequately cope with the tasks assigned by the company.
2. 4.4% of employees have liability issues. This is demonstrated by some employees who do not risk their actions.
3. 5.5% of employees have efficiency problems. This is indicated by a few employees not making the most of all available resources and a few not achieving the expected results.
4. 7.8% of employees have effectiveness issues. This is evidenced by the few employees who do not perform work beyond the established norms and the few who do not take responsibility in their workplace.

According to Mangkunegara (2017), employee performance is a result of the quality and quantity of work an employee does in carrying out their duties through their assigned responsibilities. Kasmir (2016) Employee performance is the result of work and actions accomplished in fulfilling assigned tasks and responsibilities within a specified time period. Hamali's (2016) employee performance, on the other hand, is a result of work that is closely related to the organization's strategic goals, customer satisfaction, and contributions. Afandi (2018) states that employee performance is a job that can be accomplished by individuals or groups within an organization through their respective powers and responsibilities, in order to legally achieve organizational goals, not against the law, He said it was not moral or ethical.

Many factors influence employee performance, including work environment and job satisfaction (Colquitt, et al 2019). Nitisemito in Faida (2019) states that the working environment is what surrounds workers and affects them in performing their assigned tasks, whereas Strisno (2017) states that the working environment is the entire labor facility, the infrastructure around the workers who do their jobs. Items that may affect business performance. Kasmir (2018) Work environment is the atmosphere or conditions surrounding the workplace and can take the form of space, layout, facilities and infrastructure, and working relationships with colleagues. Colquitt (2019) states: We proposed a model of organizational behavior that shows that employee performance

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cannot be improved immediately, but is improved by several intervening factors such as job satisfaction.

According to Hasibuan (2016), job satisfaction is a pleasant emotional attitude and a love of work. This attitude is reflected in our work ethic, discipline and work performance. Job satisfaction can be enjoyed both at work and outside of work. Fattah (2017) argues that job satisfaction is the level of joy, attitudes, and positive emotions that people respond to as a result of work, and Afandi (2018) argues that job satisfaction is related to emotions and behaviors. found positive attitudes among employees, including Toward that of work by valuing it as a measure of respect in achieving one of its key values. Performance is the result of the work an employee can do. A good work environment can certainly provide comfort, lead to employee satisfaction, and have a positive impact on employee performance. may affect patient performance (Sedarmayanti (2017)). It is important for employees to carry out their work activities. Maintaining a good working environment and creating working conditions that give employees a sense of job satisfaction will affect their performance in the workplace. When the employees are highly satisfied it would lead towards more commitment and higher performance (Niazi, 2014).

Job satisfaction is the emotional attitude that you like and love your job. This attitude is reflected in our work ethic, discipline and work performance. Employees who are unsatisfied at work are unsatisfied psychologically and may develop negative attitudes and behaviors that lead to frustration. employee. Job satisfaction determines whether an employee performs well or poorly. Because the company has a good, safe and comfortable working environment, high job satisfaction leads to better employee performance, and employees are expected to achieve the goals expected of the company through good work results and productivity achievement. is expected to be achieved.

Employees are more satisfied when they receive a good working environment from their company, work more productively than unsatisfied employees, and when employees are unsatisfied, they perform poorly.

By creating job satisfaction and a good working environment, employees feel valued by the company and improve employee performance. In other words, employees will be satisfied with their jobs and the company will get high performance from them.

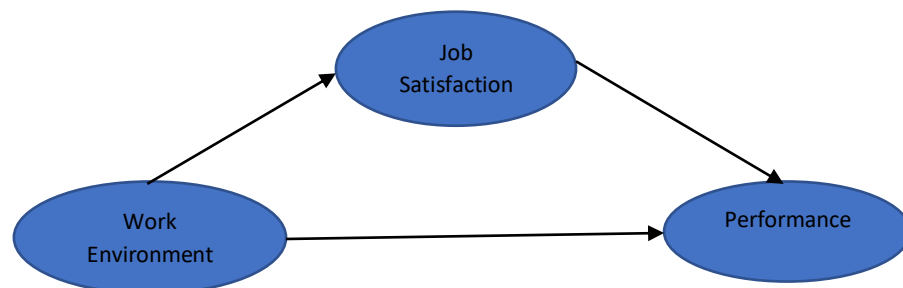Based on the framework above, the framework in this study is as follows:

Figure 1. Research Model

Research Hypothesis:
1. There is a positive direct effect of the Work Environment (X) on Employee Performance (Z)
2. There is a positive direct effect of Job Satisfaction (Y) on Employee Performance (Z)
3. There is a positive direct effect of the Work Environment (X) on Job Satisfaction (Y)
4. There is a positive indirect effect of the Work Environment (X) on Employee Performance (Y) through Job Satisfaction (Y)

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RESEARCH METHODS

This research is a quantitative research, survey approach using questionnaires (Sekaran & Bougie, 2016; Sugiyono, 2018) with path analysis techniques. This study involved 55 respondents from the production department employees of PT Namura Tehnik Sejahtera, address in Cikeas, Bogor Regency. Respondents' ages ranged from 22 to 40 years, male with the majority of high school graduates and a few undergraduate graduates.

RESULTS AND DISCUSSION

Research Result
Data analysis
This study was using statistical software SmartPLS 3 application to process SEM data.
SEM is a method of multivariate statistical analysis (Sarstedt et al., 2017; Ghozali & Latan, 2015). Processing SEM data is different from processing regression data or path analysis. The measurement model is used to produce an assessment of the validity and discriminant validity, while the structural model is a model that describes the hypothesized relationships.
According to Hair et al. (2017) the application of the PLS-SEM technique is carried out through 7 steps of analysis, which are as follows:
Step 1: Formulate the Structural Model that will be used in this study, namely determining (describing) the positions of the Bound (endogenous) Variables, Independent Variables and Intervening Variables (Mediation Variables).
Step 2: Formulate the Influence Model (Measurement Model) between these variables (draw arrows between variables).
Step 3: Collecting and Determining Research Data Types (Data Collection and Examination), namely tabulating data and converting/examining it into data in CSV (Comma Delimited) format
Step 4: Perform data analysis based on the PLS-SEM Algorithm formula, namely using an algorithmic procedure to determine the required statistical elements/menus
Step 5: Displaying the results of algorithm calculations (Reflective Measurement) based on the required statistics menu, including: Composite Reliability, Convergent Validity (Average Variant Constructed – AVE), etc. (Select the required menu)
Step 6: Displaying the calculation results of the supporting menu (Formative Measurement), including Collinearity and Booth Strepping (testing the significance level – t-test)
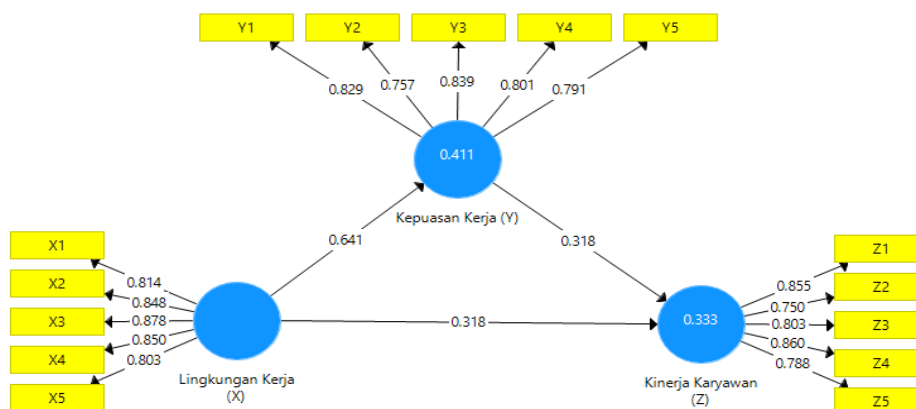Step 7: Analyze the Direct Effect (f-effect), the Coefficient of Determination and the Indirect Effect.

Outer Model Testing
Testing the outer model defines how each indicator relates to its latent variables. The tests carried out on the outer model include:

Convergent Validity Test
The convergent validity value is the factor loading value on the latent variable with its indicators. Used to test the validity of each indicator in a variable. The condition for the expected value exceeding the number > 0.7 is said to be valid or the limit > 0.5 is often used as the minimum limit for the loading factor value, which means it meets the requirements.

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CONCLUSION

From the figure above, it can be seen that all indicators of all variables have an outer loading value greater than 0.7. Means the outer loading value has a high level of validity, so it meets convergent validity.

Table 2. Outer Loading

Item Pertanyaan	Job Satisfaction (X)	Performance (Y)	Work Environment (Z)
X1			0,814
X2			0,848
X3			0,878
X4			0,850
X5			0,803
Y1	0,829		
Y2	0,757		
Y3	0,839		
Y4	0,801		
Y5	0,791		
Z1		0,855	
Z2		0,750	
Z3		0,803	
Z4		0,860	
Z5		0,788	

source: processed data 2022

Table above shows that the 3 variables used in this study, namely work environment, job satisfaction and employee performance in each question representing each variable has a loading factor value of > 0.7, it can be stated that the questions representing each variable are eligible to research.

Discriminant Validity Test

To measure discriminant validity, cross loading values can be used. An indicator is said to meet discriminant validity if the crossloading value of the indicator on the variable is the largest compared to the other variables. The results of the discriminant validity of the research model by looking at its crossloading value. The expected cross loading value criterion is > 0.7.

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Table 3. Cross Loading

Item	Job Satisfaction (Y)	Performance (Z)	Work Environment (X)
X1	0,501	0,108	**0,814**
X2	0,512	0,119	**0,848**
X3	0,547	0,098	**0,878**
X4	0,587	0,142	**0,850**
X5	0,536	0,388	**0,803**
Y1	**0,829**	0,442	0,556
Y2	**0,757**	0,437	0,430
Y3	**0,839**	0,575	0,576
Y4	**0,801**	0,255	0,442
Y5	**0,791**	0,316	0,539
Z1	0,510	**0,855**	0,513
Z2	0,386	**0,750**	0,416
Z3	0,328	**0,803**	0,243
Z4	0,476	**0,860**	0,512
Z5	0,362	**0,788**	0,342

source: processed data 2022

The table above shows that the value of each question item, both work environment, job satisfaction and employee performance, produces a crossloading value of > 0.7 or the crossloading indicator value for the variable is the largest compared to the other variables, so it can be said that the discriminant validity requirements are fulfilled.

Average Variance Extracted (AVE) Test

To evaluate discriminant validity, it can be seen by the average variance extracted (AVE) method for each construct or latent variable. In testing using (AVE) it shows that the AVE value produced by each variable used is greater than 0.5, so it can be said that it meets the requirements.

Table 4 *Average Variance Estracted* (AVE) Analysis

Variabel	Average Variance Estracted (AVE)	Akar Kuadrat AVE
Work Environment (X)	0,704	0,839
Job Satisfaction (Y)	0,646	0,804
Performance (Z)	0,660	0,812

source: processed data 2022

The table above shows that the AVE value of the Work Environment variable is > 0.5 or 0.704, then the AVE value of the Job Satisfaction variable is > 0.5 or 0.646 and finally the AVE value of the Employee Performance variable is > 0.5 or 0.660. This shows that each variable has good validity. Then the table shows that the work environment variable has the AVE square root value of 0.839 > 0.704, then the job satisfaction variable has the AVE square root value of 0.804 > 0.646 and finally the employee performance variable with an AVE square root value of 0.812 > 0.660, then it can be concluded that all the variables studied have a square root value of AVE greater than the correlation with other constructs, then the discriminant validity requirement in this model is fulfilled.

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Composite Reliability Test

Table 5 *Composite Reliability* Analysis

variable	Composite Reliability
Work Environment (X)	0,922
Job Satisfaction (Y)	0,901
Performance (Z)	0,906

source: processed data 2022

The table above shows the composite reliability value generated for each work environment variable, job satisfaction and employee performance > 0.7 where the composite reliability value of the work environment variable > 0.7 is equal to 0.992 then the variable job satisfaction > 0.7 is equal to 0.901 and the finally employee performance variable > 0.7 which is equal to 0.906 indicates that all these variables are reliable.

Reliability test

Reliability test with composite reliability can be strengthened by using the conbach alpha value of the variable assessment criteria if the Cronbach alpha value for each variable is > 0.7 then it is said to be reliable.

Table 6 Cronbach's Alpha

Variable	Cronbach's Alpha
Work Environment (X)	0,895
Job Satisfaction (Y)	0,864
Performance (Z)	0,873

source: processed data 2022

Based on the table above, the results of Cronbach alpha work environment variable > 0.7 which is equal to 0.895 then the variable job satisfaction > 0.7 which is equal to 0.864 and finally the employee performance variable > 0.7 which is equal to 0.873. These results can indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.
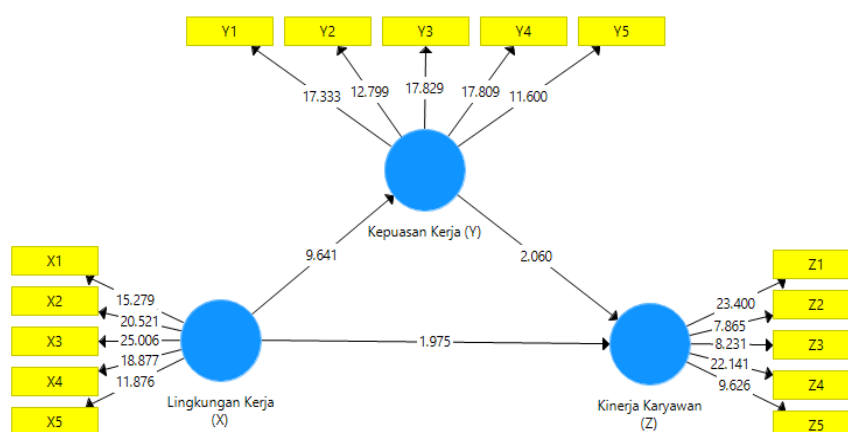
Structural Model (Inner Model) Analysis

Figure 3. Inner Model

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The inner model shows the power of estimation between latent or construct variables. In this research, the inner model consists of the results of the path coefficient test, the goodness of fit test and the hypothesis test. In assessing the structural model with PLS, the method is as follows:

R-Square

To measure the criteria for good model quality and measure how much the endogenous variables are influenced by other variables. R-square of 0.67 category is strong, 0.33 is moderate and 0.19 is weak.

Table 7. R Square

Model	R Square	R Square Adjusted
Job Satisfaction (Y)	0,411	0,400
Performance (Z)	0,333	0,307

processed data 2022

The R-Square table above is used to see the effect of work environment variables on employee performance through job satisfaction and the magnitude of the influence of work environment and job satisfaction on employee performance. Based on the table data above, it is known that the influence of the work environment on employee performance through job satisfaction or through intervening variables is 0.411 or 41.1% and the remaining 0.589 or 58.9% is influenced by other variables not included in this research model. Then the magnitude of the effect of the work environment and job satisfaction on employee performance or together is 0.333 or 33.3% and the remaining 0.667 or 66.7% is influenced by other variables not included in this research model.

Q-Square

The Q-Square value can be used to measure how well the observed values are generated by the model and also the parameter estimates. Where the higher the Q-Square, the model can be said to be better or more fit with the data. The criterion values obtained are 0.02 (low), 0.15 (medium) and 0.35 (large). The results of calculating the Q-Square value are as follows:

$$Q \text{ square} = 1 - [(1-R_1^2) \times (1-R_2^2)]$$
$$= 1 - [(1-0,333) \times (1-0,411)]$$
$$= 1 - (0,667 \times 0,589)$$
$$= 1 - 0,393$$
$$= 0,607$$

The results of calculation above indicate that the Q square value is 0.607, meaning that the level of model diversity shown by the work environment variable and job satisfaction in explaining the employee performance variable is 0.607 or 60.7% and the remaining 0.393 or 39.3% is still influenced by other factors. Thus, from these results, the research model can be stated to have a fairly good goodness of fit.

F-Square

This test illustrates the magnitude of the influence of exogenous latent variables on endogenous variables in the structural order. The criterion for the F-Square value is 0.02 as a low effect size, 0.15 as a medium effect size and 0.35 as a large effect size and <0.02 there is no size effect.

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Table 8 F Square

variable	Job Satisfaction (Y)	Performance (Z)
Job Satisfaction (Y)		0,089
Performance (Z)		
Work Environment (X)	0,697	0,090

source: processed data 2022

Based on the results of the table above, it can be seen that the greatest F Square value is indicated by the influence of the work environment on job satisfaction of 0.697, which means that F Square > 0.35 has a large effect size. Then secondly, the effect of the work environment on employee performance is 0.090, which means that F Square 0.02-0.15 has a low effect size. And finally, the effect of job satisfaction on employee performance is 0.089, which means that F Square 0.02-0.15 has a low effect size.

Hypothesis Test Analysis
Based on the data analyzed, the results can be used to answer the research hypothesis. To see the results of hypothesis testing in this study can be done by looking at the results of the $t_{statistics}$ and P values.

This hypothesis accepted if the statistical value > t_{table} (1.96) and P Values <0.05. This study also has a direct and indirect influence on each variable because it includes independent variables, dependent variables and intervening variables.

Table 9. Hypothesis Test Result

Model	T Statistic	P Values	Direct	Indirect	Total	Conclusion
Job Satisfaction (Y) → Performance (Z)	2,060	0,040	0.318		0,318	Accepted
Work Environment (X) → Job Satisfaction (Y)	9,641	0,000	0,641		0.641	Accepted
Work Environment (X) → Performance (Z)	1,975	0,049	0,318		0.318	Accepted
Work Environment (X) → Job Satisfaction (Y) → Performance (Z)	2,401	0,017		0,522	0,522	Accepted

source: processed data 2022

It can be seen that the greatest influence is shown in the influence of work environment variables on job satisfaction with a value of 9.641. The second biggest influence is the effect of work environment variables on performance through job satisfaction with a value of 2.401. Then the lowest is the influence of work environment variables on employee performance with a value of 1.975. Based on the results of the description, it can be concluded that the overall model in this variable has a positive value, this is known because the greater the value of the path coefficients, the stronger the influence of the independent variables and the dependent variable.

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To determine whether or not the level of significance can be seen in the table above, by looking at the P Values where the analysis results obtained are:

Direct Effect of Work Environment on Employee Performance
Based on the results of the table above, it can be seen that the influence of work environment variables on employee performance has a coefficient with parameters of 0.318 and a $t_{statistics}$ value of 1.975 > t_{table} 1.96 with a significant level of p values of 0.049 <0.05. These results indicate that the direct effect of the work environment on employee performance is positive, so the first hypothesis (H1) is accepted.

Direct Effect of Job Satisfaction on Employee Performance

Based on the results of the table above, it can be seen that the effect of the variable job satisfaction on employee performance has a coefficient with a parameter of 0.318 and a statistics value of 2.060 > t_{table} 1.96 with a significant level of p values of 0.040 <0.05. These results indicate that the direct effect of job satisfaction on employee performance is positive, so the second hypothesis (H2) is accepted.

Direct Effect of Work Environment on Job Satisfaction
Based on the results of the table above, it can be seen that the effect of work environment variables on job satisfaction has a coefficient with parameters of 0.641 and a $t_{statistics}$ value of 9.641 > t_{table} 1.96 with a significant level of p values of 0.000 <0.05. These results indicate that the direct effect of the work environment on job satisfaction is positive, so the third hypothesis (H3) is accepted.

Direct Effect of Work Environment on Employee Performance through Job Satisfaction
Based on the results of the table above, it can be seen that the influence of work environment variables on employee performance through job satisfaction has a coefficient with parameters of 0.522 and a $t_{statistics}$ value of 2.401 > t_{table} of 1.96 with a significant level of p values of 0.017 <0.05. These results indicate that the direct effect of the work environment on employee performance through job satisfaction is positive, so the fourth hypothesis (H4) is accepted.

Table 10. Total Effect

Variabel	Job Satisfaction	Performance	Work Environment
Job Satisfaction		0,318	
Performance			
Work Environment	0,641	0,522	

source: data processed 2022

Table above shows that the work environment variable has a direct effect on employee performance of 0.318 while the effect of the work environment on employee performance through job satisfaction is 0.522. That is, the intervening variable has a role in the influence of work environment variables on employee performance through job satisfaction.

Discussion

After analyzing the influence of the work environment on employee performance through job satisfaction at PT. Namura Prosperous Engineering. In this study, the unit of analysis is the employees of PT. Namura Teknik Sejahtera with a total of 55 respondents. Through data collection methods with primary data and secondary data. The data analysis used is descriptive analysis, quantitative analysis, the outer model and the inner model, where the descriptive analysis describes or describes the data that has been

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collected from the questionnaire, the quantitative analysis uses the SmartPLS 3.0 application to test the hypotheses that have been determined, then the outer model consists from data analysis using the convergent validity test to measure the validity of the indicators as a measure of the variables studied, then there is the discriminant validity test, which is to test how far the latent construct is with other constructs, then there is the average variance extracted (AVE) test to determine whether the discriminant validity requirements have been met, then there is the composite reliability test which is to measure the actual reliability value of a variable and finally using the Cronbach alpha test which is to measure the lowest value of the reliability of a variable. Then use the multicollinearity test, which is to test whether there is a correlation between the independent variables in the regression model. Furthermore, the inner model consists of the R Square test to find out how much the independent variable contributes to the dependent variable, then there is the Q Square to measure how well the observed values are generated by the model and also its parameter estimates and finally the F Square test is to find out the goodness of the model and perform hypothesis testing, namely to determine the effect between the variables studied. The following is an explanation of the results that can be obtained from the research that has been done.

Direct Effect of Work Environment on Employee Performance

By paying attention to the working environment conditions in the company, the company can provide a comfortable work environment. The work environment is said to be good or appropriate if employees can carry out activities optimally, healthy, safe and comfortable. Unfavorable work environments can demand more labor and time and do not support an efficient work system design. A work environment that satisfies employees will be able to increase employee performance, and conversely an uncomfortable work environment will reduce employee performance.

The results of this study indicate that the effect of the work environment on employee performance produces a statistical t value of 1.975 which indicates a positive direct effect. With the conclusion that the work environment at PT. Namura Teknik Sejahtera has a positive effect on improving the performance of its employees.

Direct Effect of Job Satisfaction on Employee Performance

Employees who do not get job satisfaction will never achieve psychological satisfaction and in the end a negative attitude or behavior will arise and this in turn can lead to frustration. employees who do not get job satisfaction. Job satisfaction can determine high or low levels of employee performance. The existence of a level of job satisfaction is expected to improve employee performance.

The results of this study indicate that the effect of job satisfaction on employee performance produces a statistical t value of 2.060 which indicates a positive direct effect. With the conclusion that job satisfaction at PT. Namura Teknik Sejahtera has a positive effect on improving the performance of its employees.

The Direct Effect of the Work Environment on Job Satisfaction

The work environment is a very important component part when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide satisfaction in doing work, it will have an influence on employee job satisfaction at work.

The results of this study indicate that the effect of the work environment on job satisfaction produces a statistical t value of 9.641 which indicates a positive direct effect. With the conclusion that the work environment at PT. Namura Teknik Sejahtera has a positive effect on increasing employee job satisfaction.

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Indirect Effect of Work Environment on Employee Performance through Job Satisfaction PT. Namura Teknik Sejahtera.

The work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work. If the work environment is good and comfortable, the employee will feel satisfaction at work, on the contrary if the work environment in the company is not good, the employee will feel dissatisfied at work, with a level of job satisfaction for an employee it is hoped that it can improve employee performance, so that employees can achieve goals. expected by the company in obtaining good work results in producing good productivity. Employees who feel high satisfaction because they are given a good work environment by the company, then employees are more productive to work than employees who are not satisfied, if employees are not satisfied employee performance is also low.

The results of this study indicate that the effect of the work environment on employee performance through job satisfaction produces a statistical t value of 2.401 which indicates a positive direct effect. With the conclusion that the work environment on employee performance through job satisfaction at PT. Namura Teknik Sejahtera has a positive effect.

The results of this study are strengthened by previous research conducted by Sakti (2021) research shows that the research variables, namely the work environment and job satisfaction have a partial effect on employee performance. Then further research by Kristin (2020) research shows that the research variables, namely the work environment and job satisfaction have a positive and significant influence on employee performance. Then further research by Nurlaela & Trianasari (2021) research results show that the work environment and job satisfaction have a positive influence on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion
1. There is a positive and significant influence of the work environment on employee performance at PT. Namura Teknik Sejahtera
2. There is a positive and significant influence of job satisfaction on employee performance at PT. Namura Teknik Sejahtera.
3. There is a positive and significant influence of the work environment on job satisfaction at PT. Namura Teknik Sejahtera.
4. There is a positive and significant influence of the work environment on employee performance through job satisfaction at PT. Namura Teknik Sejahtera. These results indicate that the work environment has a positive and significant indirect effect on employee performance through job satisfaction at PT. Namura Teknik Sejahtera, and proves that the intervening variable in this study, namely job satisfaction, plays a role.

Recommendation

1. This company is engaged in manufacturing which produces dies makers, stamping parts and welding. The advice that can be given is that companies can provide a safe work environment by making workplace buildings in accordance with safety standards, providing sufficient facilities and equipment for work safety equipment in accordance with security standards so that employees feel safe protected by the company.
2. Companies must improve the harmony of their employees by doing teamwork, holding regular employee discussions with superiors, then the company can also hold family gatherings for its employees in order to strengthen good relations between fellow employees.
3. Companies must organize job training as well as briefings and seminars for their employees, so that employees can do the work by fulfilling the amount of work

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produced each day according to the target, then employees can arrange work time according to a predetermined production plan, then employees can complete the large amount of production or work assignments quickly, so that employees are more effective and efficient in using time.

4. This research can be used as a reference for further research with a wider scope and more relevant variables.

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