

## Effect of Work Environment and Job Pressure to Employee Performance through Job Satisfaction in KPP Pratama Cibitung

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**Abstract:** This study aims to determine the effect of work environment and job pressure on employee performance, the influence of work environment on employee performance, the influence of job pressure on employee performance, the influence of job satisfaction on employee performance, the influence of work environment on employee performance through job satisfaction variable, on employee performance of KPP Pratama Cibitung employees through job satisfaction variable. The research was conducted on the employees of KPP Pratama Cibitung. The sampling technique used saturated sample method involving 86 people. Data analysis using path analysis. The results showed that the work environment and job pressure affect the performance of employees simultaneously. Work environment, job pressure, and job satisfaction affect the performance of employees partially. The direct influence of working environment and job pressure on employee performance through job satisfaction is greater than indirect influence so that it can be said that job satisfaction variable, not as intervening variable.

**Keywords:** Work environment, job pressure, job satisfaction, employee performance.

## INTRODUCTION

Every organization expects employees who work for the organization to perform well. The activities of human resources will be reflected in the form of employee performance. Employee performance is the level of success of employees in carrying out duties and responsibilities given to him and achieve the goals set, indicated by the ability, manner of behaving, and the results of its duties. From some indicators presented by experts, basically have the same view, that to achieve organizational goals required a good level of performance of employees both individually and organizational.

In several studies revealed that employee performance is influenced by factors such as work environment. The work environment is the social, psychological, and physical life within the company that affects workers in performing their duties. Human life can not be separated from the various circumstances surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to

adapt to various circumstances surrounding environment.

Research that has been done by Kristianto *et al.*, [1] states that the work environment affects the performance of employees. The better the working environment is applied to the organization then the performance of employees will also be greater.

Employees as human beings cannot be separated from various circumstances around where they work, namely the work environment. During the course of work, each employee will interact with various conditions in the work environment. The better the working environment is expected to better the employee's performance.

Another factor that affects employee performance is the pressure of work facing personnel. Job pressure is a feeling of an individual who has come under intense external pressure caused by prolonged periods of time, task and situation of boredom and the individual is incapable of overcoming it. Often stress is defined by simply looking at the stimulus or response

experienced by a person. The definition of stress from the stimulus is focused on events in the environment such as natural disasters, hazardous conditions, illness, or quitting work. This definition concerns the assumption that such a situation is very pressing but does not take into account individual differences in evaluating events. While the definition of stress from the response refers to a state of stress, a person's reaction to stress, or being under stress [2].

Job stress or stress can be experienced by anyone. Stress does not recognize the socioeconomic level, age or sex genes. Stress can attack everyone as long as the individual is not able to adjust to the demands he faces. All forms of stress are basically caused by the lack of human understanding of its own limitations. The inability to resist this limitation will lead to frustration, conflict, anxiety, and guilt. Pressure affects employee performance. The pressure of work at a certain level both in either personnel performance improvement but the excessively high pressure will adversely affect personnel performance improvement [3].

Another factor to consider in developing employee performance is the employee's satisfaction. Job satisfaction is a condition of satisfaction or dissatisfaction of employees in doing their work. Satisfaction has an impact on personal performance improvement. Personnel or employees who have high levels of satisfaction will have an impact on improving the performance of this personnel [4].

## LITERATURE REVIEW

### Work Environment

The work environment is the social, psychological, and physical life within the company that affects workers in performing their duties. Human life can not be separated from the various circumstances surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances surrounding environment.

Similarly, when doing work, employees as human beings cannot be separated from various circumstances around where they work, namely the work environment. During the course of work, each employee will interact with various conditions in the work environment. The work environment is something that exists around the workers and that affects itself in carrying out the tasks it imposes [5]. Furthermore, according to Sedarmayanti [6] work environment is the whole tooling tools and materials encountered, the environment surrounding where a person works, methods of work, and arrangement of work both as individuals and as a group.

According to Schultz & Schultz [7] the work environment is defined as a condition related to the characteristics of the place of work to the behavior and attitudes of employees where it is related to the occurrence of psychological changes due to things experienced in their work or in certain circumstances that should continue to be noticed by organizations that include work boredom, monotonous work, and fatigue

Based on the theory and concept of work environment as described above, it can be concluded that the work environment is something that always exists around the area of employees/workers, whether it includes the physical environment or included into the non-physical environment and the network is in a working relationship in an organization that can affect employee morale in completing the job that has been assigned.

According to Ishak and Tanjung [8], the benefits of working environment is to create a passion for work, so that Performance and job performance increases. Meanwhile, the benefits gained by working with high-performance people is that work can be done properly, which means that work is done according to the correct standards and on a specified timescale. Her work performance will be monitored by the individual concerned, and will not result in too much supervision and the fighting spirit will be high.

In the work environment around workers, both physical and non-physical work environment there is certainly a benefit that can be felt by employees and workers. Meanwhile, according to Ishak and Tanjung [8] on the benefits of the work environment means that the benefits of the work environment are to create a passion for work, so that performance and job performance increases.

### Job Pressure

Stress is a general term applied to the stresses of human life and stress understanding is largely focused on stressful living conditions. This pressure arises because the individual does not have the ability to overcome tasks or problems that exist at a certain time.

Stress is a form of physical, psychological, emotional and mental tension. This form of tension affects the daily performance of a person. Even stress can make Performance decline, pain, and mental disorders. Basically, stress is a form of tension, both physical and mental. The source of stress is called the stressor and the tension caused by stress called the strain.

Gibson *et al.*, [9] define stress as an adaptive response, in the midst of individual differences or psychological processes as a consequence of environmental, external situations or events that

impose excessive psychological or physical demands on a person.

According to Robbins [10] stress can also be interpreted as a condition that suppresses a person's psychic state in reaching an opportunity where to reach the opportunity there is a limit or a barrier. And if the sense of stress is associated with this research then the stress itself is a condition that affects the physical or psychological condition of a person because of the pressure from within or from outside of a person who can disrupt the implementation of their work.

From some of the above opinions can be concluded that stress is a feeling of individuals who have experienced external pressure that arises caused by time, task and situation of boredom that prolonged and the individual is not able to overcome it.

According to Robbins [11], there are three categories of factor devices that act as potential sources of stress, ie environmental, organizational, and individual factors.

1. Environmental Factor

Mind, the developments contained in the human brain which are thought. A wide variety of subjects is a major source of stress.

2. Changes in the business cycle create political, economic and technological uncertainty. The chaotic political situation will affect the economic conditions of a country. Unstable economic conditions can cause stress to employees. The latest technological innovations can also make the skills and experience of employees to be left behind in a very short period of time. Such conditions can cause the individual to experience stress.

3. Organizational factors, Organizational factors include task demands, role demands, interpersonal demand, organizational structure and the organization's work environment. These task demanding factors include individual job design (task autonomy, the degree of automation), working conditions, and physical work layout. The more interdependence between one's duties and the tasks of others, the more potential the presence of stress. Conversely, autonomy tends to reduce job stress in places with temperature, noise, or other hazardous or highly undesirable working conditions that can also increase anxiety.

4. Individual Factors, This category includes factors in the personal life of employees such as family issues, economic issues, and innate personality characteristics. Family issues that include marital difficulties, the breakup of a relationship, and disciplinary difficulties in children are examples of relationships that create stress for employees and get carried away at work. People who have personal problems with their financial resources can also be stressed out.

- Physical environmental stressors are often called "blue-collar stressor" (blue-collar stress or field worker stressors). Where workers get into trouble in fieldwork, including situations, conditions, and facilities in the work environment, including lighting, noise, polluted air, and temperature, and according to Cohen if the stinging heat of the sun will easily cause stress and fatigue. In addition to lighting, air circulation and temperature are also important factors for comfort in working.
- Individual Stressor, including:
  - Role Conflict, Where a person receives unsuitable messages regarding the appropriate role behavior or the individual is faced with opposing options.
  - Excess work consists of quantitative and qualitative. Too much work but not enough time to complete it is a quantitative overload. A qualitative burden, if the individual feels they do not have the skills needed to complete a job that is too difficult.
  - Responsibility, Is a burden that must be borne on a number of tasks given, either goods or people.

### Stressor Group

Includes relationships with superiors and co-workers including trust, support, togetherness, cohesiveness, interest in responding and trying to cope with the problems faced by co-workers. In the face of problems in the workplace, there can also be interpersonal and group disputes, this is due to the competition, satisfaction, low work and no communication that occurs well between superiors and co-workers. Disputes can also occur if two parties have the same goals and compete to achieve that goal. One form of dispute in the workplace, namely: competition, communication barriers, and individual traits.

### Organizational Stressor

It includes an organizational structure that suggests that the organizational structure determines the level of rules and arrangements, and where decisions are made [10]. According to what has been described above, the work stress is influenced by four factors namely the physical environment, individual, group and organizational. As for these factors can stand alone or interconnected with each other, this becomes a problem that can occur in the workplace is one of the problems that can disrupt the concentration and performance of the individual work.

### Job Satisfaction

Handoko [12] argues that job satisfaction is a pleasant or unpleasant emotional state with employees looking at their work. The time/duration of the settlement is a reflection of one's feelings toward his work. This can be seen from the positive attitude of employees to the job and everything in the environment.

The level of job satisfaction is one of the factors that affect the performance of his work because that ultimately affect the effectiveness of the organization. And also employee job satisfaction is not enough only given incentives but employees also need Performance Satisfaction, recognition from superiors on the results of his work, the work situation is not monotonous and the opportunity to initiate and be creative. Resources consist of human resources, facilities, and infrastructure, as well as financing, will determine the success of the organization to carry out its duties or operate well in achieving the goals. An important aspect that supports a success is none other than the availability of adequate resources. In line with that Notoatmojo [13] argued that: the development of a nation requires a principal asset called resources both natural resources and human resources.

Both sources are very important in determining the success of a nation-building organization. From the resources available within the organization, human resources play a central and crucial role. Without reliable human resources, the processing, use, and utilization of other resources would be ineffective, efficient and productive. In such circumstances, it is not surprising that well-formulated goals and organizational programs will only remain difficult to manifest properly and correctly. Thoha [14] mentions that the model developed Weisbord namely: goals, structures, rewards, mechanisms of work, relationships and work environment will affect the effectiveness of the organization if not done organizational coaching efforts.

### **Employee Performance**

Rivai [15] said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve the purpose in carrying out the task and work given to him.

Performance is the level of success in performing the task, as well as the ability to achieve the goals set. Performance is said to be good and successful if the desired goal can be achieved well [16]. Employee performance is the achievement (result) of employee or employee's work during the certain period compared with the various predetermined possibility (standard, target, or criterion) and agreed [17].

Irawan *et al.*, [18] is the result of work that is concrete, measurable, and can be observed. Furthermore, it is said that the actual performance is the ideal destination. Mangkunegara [19] pointed out that performance comes from the word job performance (work performance or achievement

actually achieved by someone). Performance is defined as the result of work in quality and quantity achieved by employees in performing their duties in accordance with the responsibilities given to him.

Performance is the work achieved by a person or group of persons within an organization, in accordance with their respective powers and responsibilities, in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals or ethics [20].

Timpe [21] states that performance is influenced by internal and external factors. Individual performance will be good if from internal factors: have high ability and hard work, and from external factors: the existence of easy work, good fortune, help from colleagues, and good leadership. Otherwise, individual performance is bad. A similar statement was made by Griffin [22], that work performance is determined by three things, namely ability, desire, and environment. For that individual to have a good performance, it must know how to do it properly, have a high desire, and a supportive working environment.

From the description above can be said that the so-called employee performance is the level of success of employees in carrying out duties and responsibilities given to him and achieve the goals set, indicated by the ability, manner of behaving, and the results of his duties. From some indicators presented by experts, basically have the same view, that to achieve organizational goals required a good level of performance of employees both individually and organizational.

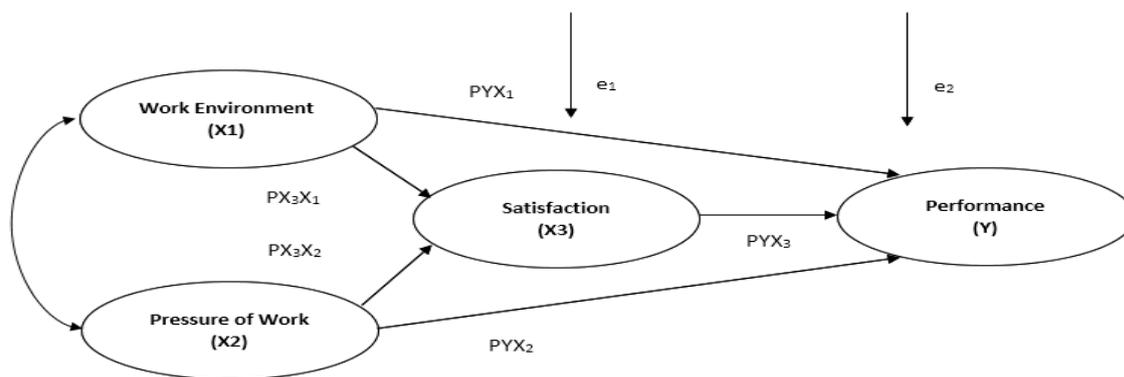
Measuring employee performance according to Dharma [23] which is quoted from saying almost all ways of measuring performance consider things as follows:

- Quantity, ie the amount to be completed or achieved.
- Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
- Timeliness, ie whether or not the planned time.

## **RESEARCH METHODS**

### **Research Design**

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:



**Fig-1: Overall Path Analysis**

**Population and Sample Research**

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions [24]. The sample is the pull of a portion of the population to represent the entire population [25].

The sample used in this research is company employees. The total number of employees is 86 people. The number of employees is entirely involved in this study. So the sampling is using saturated sample method.

**Data Quality Test**

Questionnaire to be used in research, to produce valid and reliable instrument first tested with

validity test and instrument reliability. According to Sugiyono [26] "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms [27]. By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

**RESEARCH RESULTS AND DISCUSSION**

**Validity Test Results**

The Workplace variables include 6 questions composed from numbers 1 through 6. The question is then submitted to 86 employees. Before analyzing further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

**Table-1: Validity Test Results Instrument Variable Work Environment**

Variable	Statement	R arithmetic	R table	Description
Work Environment (X1)	Question 1	,838	0.198	Valid
	Question 2	,622	0.198	Valid
	Question 3	,622	0.198	Valid
	Question 4	,696	0.198	Valid
	Question 5	,732	0.198	Valid
	Question 6	,622	0.198	Valid

Source: Primary Data, processed in 2017

Job pressure variables include 5 questions. The question was then submitted to 86 employees. Before further analyzed the results of the questionnaire

is seen the validity. Validity test results can be seen in the following table.

**Table-2: Validity Test Results Instrument Variable Pressure Work**

Variable	Statement	R arithmetic	R table	Description
Job Pressure (X2)	Question 1	,695	0.198	Valid
	Question 2	,572	0.198	Valid
	Question 3	,705	0.198	Valid
	Question 4	,596	0.198	Valid
	Question 5	,616	0.198	Valid

Source: Primary Data, processed in 2017

Job Satisfaction variables include 6 questions. The question was then submitted to 86 employees. Before further analyzing the results of the

questionnaire is seen the validity. Validity test results can be seen in the following table.

**Table-3: Validity Test Results Instrument Variable Job Satisfaction**

Variable	Statement	R arithmetic	R table	Description
<b>Job Satisfaction (X3)</b>	Question 1	,838	0.198	Valid
	Question 2	,622	0.198	Valid
	Question 3	,622	0.198	Valid
	Question 4	,696	0.198	Valid
	Question 5	,732	0.198	Valid
	Question 6	,622	0.198	Valid

Source: Primary Data, processed in 2017

Employee performance variables include 9 questions. The question was then submitted to 86 employees. Before further analyzing the results of the

questionnaire is seen the validity. Validity test results can be seen in the following table.

**Table-4: Instrument Validity Test Results Variables Employee performance**

Variable	Statement	R arithmetic	R table	Description
<b>Employee performance (Y)</b>	Question 1	,714	0.198	Valid
	Question 2	,666	0.198	Valid
	Question 3	,646	0.198	Valid
	Question 4	,605	0.198	Valid
	Question 5	,645	0.198	Valid
	Question 6	,602	0.198	Valid
	Question 7	,574	0.198	Valid
	Question 8	,664	0.198	Valid
	Question 9	,620	0.198	Valid

Source: Primary Data, processed in 2017

Based on Table-1, 2, 3 and 4 it can be seen that all of the variable questionnaires used (work environment, job pressure, job satisfaction and employee performance variables) results are valid.

**Test Reliability**

Test reliability to know the extent to which the measurement results are reliable and consistent. Table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

**Table-5: Reliability Test Results Instrument Variable Research**

Variable	Cronbach Alpha ( $\alpha$ )	Description
Work environment (x1)	,733	Reliable
Job pressure (x2)	,673	Reliable
Job satisfaction (x3)	,667	Reliable
Employee performance (y)	,661	Reliable

Source: Primary Data, processed in 2017

Based on Table-5, Cronbach alpha reliability test results can be seen that all existing statements form a reliable measure of the work environment, job pressure, job satisfaction and employee performance variables form a reliable measure of each dimension.

**Hypothesis Testing**

**Influence Of Work Environment And Pressure Of Work On Employee Performance**

Linear analysis model can be seen based on the calculation by using SPSS program as follows.

**Table-6: Influence Of Work Environment And Pressure Of Work On Employee Performance**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	8,117	2,100		3,865	,000
	Work environment	,492	,078	,534	6,320	,000
	Pressure	,252	,076	,279	3,300	,001

a. Dependent Variable: Work environment, Pressure  
a. Dependent Variable: Performance

Based on the above table, the simultaneous structural equations can be described as follows:

$Y = 0.534X_1 + 0.279X_2$ . The value of F arithmetic can be obtained from the following table.

**Table-7: Value F Calculate simultaneous equations**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	579,813	2	289,906	29,222	,000 <sup>b</sup>
	Residual	843,278	85	9,921		
	Total	1423,091	87			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Work environment, Pressure						

Based on the above table it is known that the value of F arithmetic of 29.222 and significance of 0.05. This value is less than 0.05. This means that the working environment variables and job pressures affect

the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

**Table-8: The r-value of the squared first regression model**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,638 <sup>a</sup>	,407	,393	3,14975	1,599
a. Predictors: (Constant), Work environment, Pressure					
b. Dependent Variable: Performance					

Based on the above table it is known that the r square value of 40.7% means the working environment and job pressure affect the performance of 40.7% while the rest is influenced by other variables that are not included into the equation model.

**Analysis Of The Effect Of Work Environment On Partial Employee Performance**

The result of the influence of work environment on partial performance can be seen in the following table.

**Table-9: Results of Second Regression Equation Analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,886	1,861		6,386	,000
	Work environment	,531	,081	,576	6,530	,000
a. Dependent Variable: Performance						

The structural equation of the above data can be seen as follows  $Y = 0.576X_1$

Based on the table above analysis results note that the working environment coefficient of 0.576. The t value is 6,530. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the working environment variables affect the

performance partially. The amount of influence Work environment on performance can be seen in the following table.

**Table-10: The r-value of Square of the Second Equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,576 <sup>a</sup>	,331	,324	3,32599
a. Predictors: (Constant), Work environment				

Based on the above table it can be seen r squared value of 0.331. This means the influence of work environment variable to employee performance of 39.3% and the rest is influenced by other variables that are not included into the equation model.

**Analysis Of The Influence Of Pressure Of Work On Performance By Partial**

The result of analysis of the effect of work pressure on performance partially can be seen in the following table.

**Table-11: Results of the Third Regression Equation Analysis**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,841	1,723		10,354	,000
	Pressure	,324	,091	,359	3,569	,001

a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows  $Y = 0.359X_2$

Based on the table above analysis results note that the coefficient of employment pressure of 0.359. The value of t is 3.569. Value significance of 0.00. This value of significance is smaller than 0.05. This

means that the variable of job pressure has an effect on job satisfaction partially. The magnitude of influence of work pressure on performance can be seen in the following table.

**Table-12: The r-value of Square of the Second Equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,359 <sup>a</sup>	,129	,119	3,79645

a. Predictors: (Constant), Pressure

Based on the above table it can be seen r square value of 0.129. This means that the influence of job pressure variables on performance is 12.9% and the rest is influenced by other variables not included in the equation model.

**Influence Analysis of Partial Performance Satisfaction**

The results of the analysis of the effect of satisfaction on performance partially can be seen in the following table.

**Table-13: Results of Fourth Regression Equation Analysis**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,107	1,834		7,692	,000
	Satisfaction	,339	,063	,504	5,409	,000

a. Dependent Variable: Performance

The structural equation of the above data can be seen as follows  $Y = 0,504X_3$

Based on the table above analysis results note that the satisfaction of 0,504. The value of t is 5.409. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the satisfaction

variable affects the performance partially. The magnitude of the effect of satisfaction on performance can be seen in the following table.

**Table-14: The value of r Square Fourth Equation**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,504 <sup>a</sup>	,254	,245	3,51385

a. Predictors: (Constant), Satisfaction

Based on the above table it can be seen r square value of 0.254. This means that the influence of the satisfaction variable on performance is 25.4% and

the rest is influenced by other variables that are not included in the equation model.

**Analysis Of The Effect Of Work Environment On Performance Through Satisfaction Variables**

**Table-15: Effect of Work Environment on Satisfaction**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,955	3,133		5,412	,000
	Work environment	,522	,137	,380	3,813	,000

a. Dependent Variable: Satisfaction

Based on Table-14 above it can be seen that the effect of work environment on satisfaction is 0.576. The influence of work environment on performance through Satisfaction is  $0.380 \times 0.504 = 0.1915$ . In this case, the direct influence is greater than the indirect

effect so it can be said that the variable Satisfaction is not an intervening variable.

**Analysis Of The Influence Of Pressure Of Work On Performance Through Satisfaction Variables**

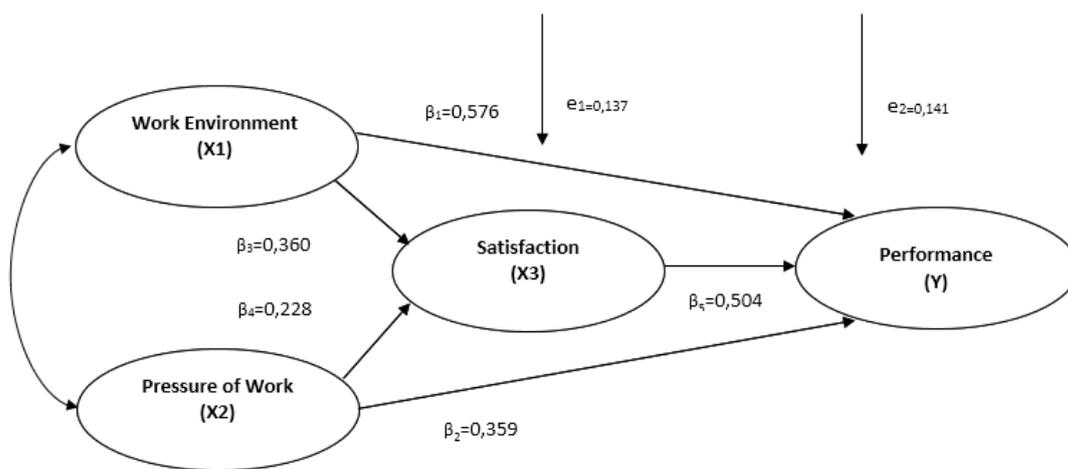
Coefficient value Work environment to work pressure can be seen in table 15 below

**Table-16: The Coefficient of Effect of Pressure on Work Performance**

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,032	2,675		8,611	,000
	Pressure	,307	,141	,228	2,173	,033

a. Dependent Variable: Satisfaction

To see the direct and indirect effects of the compiled equations can be seen in the picture below.



**Fig-2: Model of Line Analysis of Effect of Work Environment and Pressure of Work on Performance Through Job Satisfaction**

Based on figure-2, it can be seen that the direct effect of employment pressure on employee satisfaction is 0.359. While the influence of job pressure on performance through satisfaction is  $0,228 \times 0,504 = 0,1149$ . In this case, the direct effect is greater than the indirect effect so it can be said that the variable of satisfaction is not as intervening variable.

job satisfaction of 39.3% and the rest influenced by other variables that are not included in the model equation.

**CONCLUSIONS AND RECOMMENDATIONS CONCLUSION**

Variables Work environment and job pressures affect employee performance simultaneously. F value counted 29.222 and significance of 0.05. This value is less than 0.05. The r squared value of 40.7% means that the working environment and job pressure affect the employee performance of 40.7% while the rest is influenced by other variables that are not included in the equation model.

Job pressure variable has an effect on job satisfaction partially. The value of t is 3.569. Value significance of 0.00. This value of significance is smaller than 0.05. the value of r squared is 0.129. This means the effect of job pressure variable on job satisfaction of 12.9% and the rest influenced by other variables that are not included in the equation model.

Variable Work environment influence to Partial job satisfaction. The t value is 6,530. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.331. This means the influence of work environment variable to

The Performance Satisfaction variable affects the performance partially. The value of t is 5.409. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.254. This means the influence of variable Satisfaction on a performance of 25.4% and the rest is influenced by other variables that are not included in the equation model.

The effect of work environment on performance is 0.576. The influence of work environment on performance through Performance

Satisfaction is  $0,380 \times 0,504 = 0,1915$ . In this case, the direct influence is greater than the indirect effect so it can be said that the variable Satisfaction is not an intervening variable.

The direct effect of job pressure on performance is 0.359. While the influence of job pressure on performance through Satisfaction is  $0,228 \times 0,504 = 0,1149$ . In this case, the direct influence is greater than the indirect effect so it can be said that the variable Satisfaction is not an intervening variable.

## RECOMMENDATIONS

To improve the performance of the organization needs to consider the maintenance of the work environment. The work environment needs to be improved by maintaining an already good environment and adding existing facilities. This is done based on the calculation of organizational capability. Such environments are essential to improve employee performance.

Improved performance can also be done with regard to work pressure. Excessive work pressure can have an impact on employee stress but too low work pressure also affects the lack of employee morale. The work pressure may come from overly targeted, inoperative communication and lack of employee leadership attention. Therefore leaders need to pay attention to these things.

Satisfaction Employee performance also needs to be considered. Satisfaction High performance of employees can be derived from the fulfillment of employee needs and good career prospects in the future. Therefore it is necessary to socialize about a good career and organizational plans in developing employees.

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