

## The Effect Of Work Environment And Job Satisfaction On Employee Performance At Pt Xpresindo Logistik Utama

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**Abstract:** PT Xpresindo Logistik Utama is a logistics company that provides warehouse, distribution services, and shipping services. Employee Performance has a significant role as a determinant of the results of a company's services. Many things can affect Employee Performance, in particular work environment and job satisfaction. This research aims to analyze the effect of Work Environment and Job Satisfaction on Employee Performance at PT Xpresindo Logistik Utama. This research was conducted at PT Xpresindo Logistik Utama Setu Branch as the population. From this population, the authors use Slovin's formula to determine the sample and got a sample of 100 employees. The research data were obtained through questionnaire instrument with a Likert scale, then processed and analyzed with Path Analysis and used Structural Equation Modeling based on Partial Least Square (SEM-PLS) as its tools. The results of this study indicate that (1) there is a direct positive and significant influence of the Work Environment to the Employee Performance, (2) there is a direct positive and significant influence of the Work Environment to Job Satisfaction, (3) there is a direct positive and significant influence of Job Satisfaction to the Employee Performance, (4) there is an indirect positive and significant influence of the Work Environment to the Employee Performance through Job Satisfaction.

**Keywords:** *Work Environment, Job Satisfaction, Employee Performance, Xpresindo*

### Introduction

Currently, the growth of people and goods is increasing, making transportation an essential tool for moving people and goods. Transport is an activity of transporting or moving cargo (goods and passengers) from one place to another. One form of goods movement activity can be seen in the logistics sector. Logistics can be defined as a process that includes planning, implementing, and supervising a process of moving goods, services, energy, and other resources from one place to another.

PT Xpresindo Logistik Utama is one of Indonesia's largest logistics service providers. Established in 1990 and is currently spread across various regions in Indonesia. Xpresindo has 60 fleets serving domestic logistics for electronic goods, automotive, FMCG, and pharmaceutical sectors with various services, including distribution and consolidation centers, kitting and picking processes, route planning and optimization, and storage facilities. With the many services offered by PT Xpresindo Logistik Utama, it requires proper facilities and qualified human resources to support the company's success.

Human resources are the main force of the organization and must be given special attention so that the company can run stably. Because compared to other factors, the human resource factor is the most difficult factor to manage (Sidjabat et al., 2023). The most important thing in human resource is employee performance (Sidjabat, 2021). Because the success of human resource empowerment is measured through employee performance. This

is confirmed by Gordon, who states that the success of an organization can be achieved and measured using employees' performance (Gordon, 2002).

Employees are very important and valuable company assets that if not managed properly will have a negative impact on the organisation. Therefore, companies must be able to treat their employees well. Companies must be able to evaluate employee performance effectively and efficiently (Husni Hasan et al., 2023). If you want to have employees with good performance, companies should not only demand employees to achieve their performance without paying attention to the work environment and employee welfare. Because one of the variables that affect employee performance is the work environment and job satisfaction. These variables are emphasized by the statements of Robbins, which state that if the work environment is comfortable and job satisfaction is high, performance will increase (Robbins, 2003).

The work environment is one of the factors that determine employee performance. According to Nitisemito, the work environment has several indicators, including the work atmosphere, the availability of facilities for employees, and relationships with coworkers (Nitisemito, 1996a). A good work atmosphere, such as a conducive workspace, is expected to support an employee's performance. Therefore, every company must have a suitable work environment for employee well-being and improve employee performance.

Based on the results of preliminary observations made by authors through questionnaires distributed to 15 employees at PT Xpresindo Logistik Utama, it can be seen that five employees are in the satisfied category with their work environment, and ten employees feel that the work facilities are inadequate, lighting and air circulation are not optimal, and security and cleanliness in the work environment are less maintained. This causes employees to be less optimal at work because the work environment has an important role in achieving employee performance. With a safe and comfortable work environment, employees can work comfortably and diligently to achieve maximum performance. In addition to problems with a work environment that needs to be improved in favorability and comfort, concerns were also found regarding employee job satisfaction.

According to Astri, job satisfaction is one factor that reflects good employee performance (Astri, 2012). Job satisfaction as perceived by employees is the result of achieving goals, evaluations, and targets that meet the expectations of the organization or company (Ozali et al., 2023). Job satisfaction can determine the level of high or low employee performance. A level of job satisfaction is expected to improve employee performance to achieve the company's goals of obtaining good work results to increase productivity. Employees who do not find job satisfaction in their work environment can affect their psychology and in turn have a negative impact on the performance produced by these employees. On the other hand, if employees feel satisfied at work, then the employee can work optimally (Husni Hasan et al., 2023).

From the results of the questionnaires distributed as a form of initial research observation, in the job satisfaction department, six employees are in the satisfied category, and nine employees are in the dissatisfied category. This indicates that some of the employees who participated in this questionnaire were dissatisfied with their jobs. This needs attention from the leadership of the organization because the presence of a sense of satisfaction in employees towards their work will increase the enthusiasm of employees in completing their duties and responsibilities.

Based on the results of questionnaire observations that were conducted on 15 employees at PT Xpresindo Logistik Utama, the authors are very interested in examining the effect of Work Environment and Job Satisfaction on Employee Performance at PT Xpresindo Logistik Utama.

**Literature Review****Work Environment**

Alex S. Nitisemito defines the work environment as part of all things that exist in workers, and these things can directly or indirectly affect them in carrying out their duties and functions. In addition, he also explained that the work environment is everything that surrounds employees and can influence them in carrying out the tasks assigned to them, for example, with proper lighting, cleanliness around the workplace, and so on (Nitisemito, 1996b).

**Job Satisfaction**

Sutrisno defines job satisfaction as an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and physical and psychological factors (Sutrisno, 2016). The more satisfied the needs of employees in an organization, the more optimal the level of performance and productivity of its employees so that the achievement of organizational goals is increasingly achieved.

**Employee Performance**

Robbins and Judge explain that employee performance is the employee's ability to complete the work handled and the positive attitude shown by employees in the workplace. The ability to complete work means that employees can complete work well (by predetermined standards) and behave positively, as demonstrated by their attitude to obey company regulations and others (Judge, 2012).

**Hypothesis****Work Environment – Employee Performance**

The workplace environment has a direct impact on workers who are carrying out their duties. A good work environment will ensure that employees work comfortably and safely, which is expected to increase work productivity (Sabrina et al., 2021). In contrast, an inadequate work environment can reduce employee productivity. Creating a comfortable and safe working atmosphere for employees can improve their performance, while a working environment that does not provide comfort can reduce employee performance.

A healthy work environment will provide safe and comfortable conditions, strengthen employees to work better, and improve employee performance. The influence of the work environment on employee performance is supported by previous studies, which state that the work environment positively affects employee performance. (Irwan et al., 2022; Nasution & DR, 2017; Nurlaela & Trianasari, 2021).

The concept described above accordance with the finding of research conducted by Marsel Mario Minggu. The results of his research show that work environment variables have a significant impact on employee performance variables. In other words, when work environment conditions tend to be comfortable and safe, employee performance tends to increase, whereas if the work environment does not offer comfort and safety, employee performance tends to decrease. (Minggu et al., 2019). Based on the explanation above, the following hypothesis can be formulated.

H1: Work Environment directly has a positive and significant effect on Employee Performance.

**Work Environment – Job Satisfaction**

The work environment has a significant influence on the physical and psychological conditions of employees (Sahira, 2018). Therefore, management must create a work environment that can support the optimal productivity of employees. The concept of ergonomics, a discipline that focuses on aspects such as comfort, efficiency, and safety in workplace design to meet employees' physical and psychological needs, becomes very

relevant in this context (Sahira, 2018). While employees may bring their willpower and effort, other factors can affect their performance, including the work environment. The work environment is essential in creating and enhancing employee job satisfaction. In this context, employee satisfaction becomes a factor that drives loyalty to the organization, enabling employees to perform their duties and responsibilities well (Nasution & DR, 2017). Job satisfaction results from working conditions in the organization, reflecting employees' feelings related to the comfort and work atmosphere where they work. Based on the explanation above, the following hypothesis can be formulated.

H2: Work Environment directly has a positive and significant influence on Job Satisfaction.

#### **Job Satisfaction – Employee Performance**

Job satisfaction is a crucial aspect of improving and optimizing employee performance. It is known that those who are satisfied with their jobs tend to achieve maximum performance levels or higher productivity compared to individuals who feel less satisfied or unhappy (Nurlaela & Trianasari, 2021).

This concept is supported by previous research, which states that individuals who feel self-satisfaction in carrying out their duties and responsibilities tend to continue to improve their performance (Sinambela, 2012). Therefore, a high level of job satisfaction can substantially improve performance. This finding is also reinforced by empirical research conducted by Wijaya, which confirms that job satisfaction positively and significantly impacts employee performance (Wijaya, 2018). Therefore, job satisfaction plays an essential role in influencing employee performance. Then the following hypothesis can be formulated.

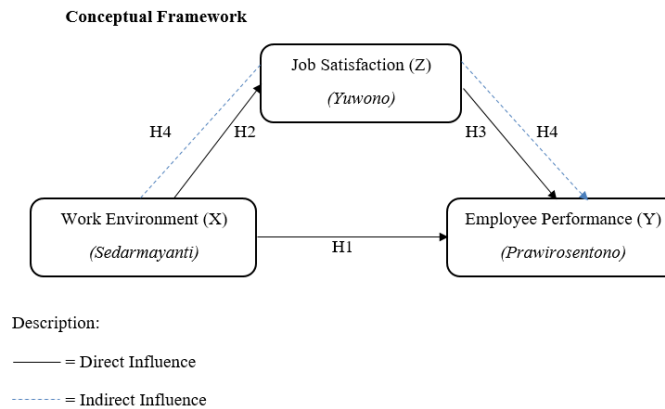
H3: Job Satisfaction directly has a positive and significant influence on Employee Performance.

#### **Work Environment – Work Performance mediate by Job Satisfaction**

According to Alex Nitisemito in Rokanah (2021) Elements such as job satisfaction and environmental conditions are the surrounding factors of workers or employees that can influence the performance of their duties. For individuals, a conducive work environment tends to create feelings of satisfaction, and employees feel good when working in that environment. As a result, these positive feelings encourage a person to work with greater vigor and enthusiasm, which can result in excellent performance (Minggu et al., 2019). In addition, Wibowo also suggests that job satisfaction and work environment have the potential to have a substantial impact on employee performance (Wibowo, 2016).

This theoretical review is consistent with the findings of research conducted by (Ghofar & Azzuhri, 2013) and colleagues, which shows that there is a positive and significant indirect effect between Work Environment and Employee Performance through Job Satisfaction as an intervening variable. The intervening variable is an intermediate variable that is located between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or the occurrence of the dependent variable. Indirect effect, is a sequence of paths through one or more intermediate variables. Then the following hypothesis can be formulated.

H4: Work Environment indirectly has a positive and significant effect on Employee Performance mediate by Job Satisfaction.



## Research Method

This study uses quantitative research that will prove the relationship between the independent variable, which is work environment, the intervening variable, which is job satisfaction, and the related variable, which is employee performance. While this research method is a survey method, the method by which researchers obtain data from a particular place by conducting interviews and questionnaires.

This research was conducted at PT Xpresindo Logistik Utama, Setu branch located at Jalan Raya Setu Km.4.5, Lubang Buaya, Setu, Bekasi, West Java. The population in this study were all employees who worked at PT Xpresindo Logistik Utama, Setu branch with a total of 133 employees. This sampling technique uses the Slovin method, according to (Sugiyono, 2017) the Slovin sampling technique is a formula used to find the sample size which is considered capable of representing the entire population. The sample in this study amounted to 100 employees

Data were collected through a questionnaire using a Likert scale model which includes 5 scales, namely 1. Strongly Disagree, 2. Disagree, 3. Undecided, 4. Agree, 5. Strongly Agree. The data that has been obtained is then processed and measured using Path Analysis and Structural Equation Modeling Partial Least Square (SEM-PLS) as the tool.

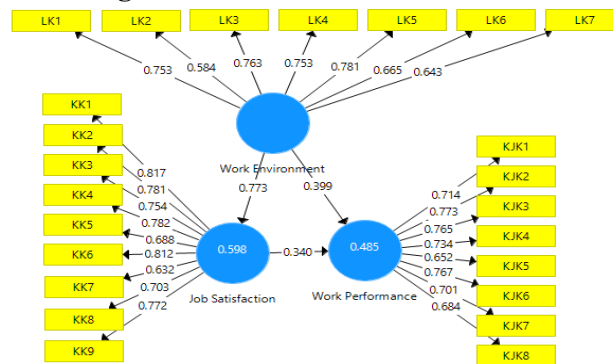
**Table 1. Measurement of Variable**

| No | Variable         | Item | Measurement Item                                                                  |
|----|------------------|------|-----------------------------------------------------------------------------------|
| 1  | Work Environment | LK 1 | The equipment in the workplace is quite complete and well-maintained              |
| 2  |                  | LK 2 | The availability of work equipment makes it easier for employees to do their jobs |
| 3  |                  | LK 3 | The lighting in the workspace is evenly distributed                               |
| 4  |                  | LK 4 | The lighting in the workspace is working well                                     |
| 5  |                  | LK 5 | The work environment is relatively clean and well-maintained                      |
| 6  |                  | LK 6 | Safety around the workplace is guaranteed                                         |
| 7  |                  | LK 7 | Security guards in the work environment make employees feel calm and comfortable  |
| 8  | Job Satisfaction | KK 1 | The amount of basic salary is following the work performed                        |
| 9  |                  | KK 2 | I am satisfied with the salary I receive                                          |
| 10 |                  | KK 3 | The amount and type of allowance received is appropriate                          |
| 11 |                  | KK 4 | The company is fair in providing promotion opportunities                          |
| 12 |                  | KK 5 | The company provides opportunities for career development                         |
| 13 |                  | KK 6 | I am satisfied with the opportunities for promotion and advancement at work       |

|    |                      |      |                                                                      |
|----|----------------------|------|----------------------------------------------------------------------|
| 14 |                      | KK 7 | I can cooperate with coworkers in finishing the job                  |
| 15 |                      | KK 8 | The tasks given are suitable for my abilities                        |
| 16 |                      | KK 9 | The work I receive is in accordance with my wishes                   |
| 17 |                      | Y.1  | I can complete the work well and thoroughly                          |
| 18 |                      | Y.2  | I can complete tasks in accordance with responsibilities             |
| 19 |                      | Y.3  | I can minimize the errors in accomplishing work.                     |
| 20 | Employee Performance | Y.4  | I am able to achieve the work targets set by the company             |
| 21 |                      | Y.5  | I always immediately carry out the work given                        |
| 22 |                      | Y.6  | I always complete my work in a timely manner                         |
| 23 |                      | Y.7  | I try to work in accordance with standard operating procedures (SOP) |
| 24 |                      | Y.8  | I always carry out work in compliance with the assigned tasks        |

## Results and Discussion

Figure 1. PLS Model, Outer Model



## Validity and Reliability Test

### Convergent Validity Test

The value of the convergent validity test in this study will be known based on the AVE value and the loading factor value, with the following results.

Table 2. Convergent Validity Test Results AVE Value

| Variable             | AVE   | Rule of Thumb | Result   |
|----------------------|-------|---------------|----------|
| Work Environment     | 0.503 | >0.50         | Accepted |
| Job Satisfaction     | 0.564 |               | Accepted |
| Employee Performance | 0.525 |               | Accepted |

Source: Data Processing Results SmartPLS 3.0

Table 3. Convergent Validity Test Results Outer Loading Value

| Variable         | Code | Outer Loading | Rule of Thumb                        | Result   |
|------------------|------|---------------|--------------------------------------|----------|
| Work Environment | LK1  | 0.753         | >0.40 with the condition that it has | Accepted |
|                  | LK2  | 0.584         |                                      | Accepted |
|                  | LK3  | 0.763         |                                      | Accepted |
|                  | LK4  | 0.753         |                                      | Accepted |
|                  | LK5  | 0.781         |                                      | Accepted |
|                  | LK6  | 0.665         |                                      | Accepted |
|                  | LK7  | 0.643         |                                      | Accepted |
| Job Satisfaction | KK1  | 0.817         | >0.40 with the condition that it has | Accepted |
|                  | KK2  | 0.781         |                                      | Accepted |
|                  | KK3  | 0.754         |                                      | Accepted |

|                         |      |       |                                                         |          |
|-------------------------|------|-------|---------------------------------------------------------|----------|
| Employee<br>Performance | KK4  | 0.782 | an AVE value<br>above 0.50 (Joe F<br>Hair et al., 2019) | Accepted |
|                         | KK5  | 0.688 |                                                         | Accepted |
|                         | KK6  | 0.812 |                                                         | Accepted |
|                         | KK7  | 0.632 |                                                         | Accepted |
|                         | KK8  | 0.703 |                                                         | Accepted |
|                         | KK9  | 0.772 |                                                         | Accepted |
|                         | KJK1 | 0.714 |                                                         | Accepted |
|                         | KJK2 | 0.773 |                                                         | Accepted |
|                         | KJK3 | 0.765 |                                                         | Accepted |
|                         | KJK4 | 0.734 |                                                         | Accepted |
|                         | KJK5 | 0.652 |                                                         | Accepted |
|                         | KJK6 | 0.767 |                                                         | Accepted |
|                         | KJK7 | 0.701 |                                                         | Accepted |
|                         | KJK8 | 0.684 |                                                         | Accepted |

Source: Data Processing Results SmartPLS 3.0

Based on the tables above, all values can be accepted. In validity testing, an indicator generally must have a factor value above 0.7 and an AVE value above 0.5 to be categorized as meeting convergent validity. It can be seen in Table 3 that seven indicators have a value below 0.7, namely LK2 (0.584), LK6 (0.665), and LK7 (0.643), KK5 (0.688), KK7 (0.632), KJK5 (0.652), and KJK8 (0.684). The authors maintains these seven indicators because previous research states that an item/indicator with a factor loading above 0.40 can still be held if it has an AVE value of 0.50 or more (Joe F Hair et al., 2019). For other factor loading values, all indicators have met the criteria, and each variable's Average Variable Extracted (AVE) value also has a value above 0.5, so all of them can be said to be valid.

### Discriminant Validity Test

The discriminant validity test in the pre-test can be seen in the Fornell-Larcker value, Crossloading, or the HTMT value. However, in this data processing, the authors will use the HTMT value because this value is the recommended value compared to the other two less sensitive values. (Hair et al., 2019).

**Table 4. Discriminant Validity Test Results HTMT Value**

|                      | Work Environment | Job Satisfaction | Employee<br>Performance |
|----------------------|------------------|------------------|-------------------------|
| Work Environment     |                  | 0.884            | 0.756                   |
| Job Satisfaction     |                  |                  |                         |
| Employee Performance |                  | 0.710            |                         |

Source: Data Processing Results SmartPLS 3.0

Based on Table 4 above, it can be seen that the HTMT value has a value of less than 0.90. This means that this study also has discriminant validity.

### Reliability Test

The reliability test in this study will be known based on Cronbach's Alpha and Composite Reliability values with the following results.

**Table 5. Reliability Test Results**

| Variable         | Cronbach's Alpha | Composite Reliability | Result   |
|------------------|------------------|-----------------------|----------|
| Work Environment | 0.833            | 0.875                 | Reliable |

|                      |       |       |          |
|----------------------|-------|-------|----------|
| Job Satisfaction     | 0.902 | 0.921 | Reliable |
| Employee Performance | 0.871 | 0.898 | Reliable |

Source: Data Processing Results SmartPLS 3.0

Furthermore, the construct or item will be called reliable if it has a Cronbach's alpha and Composite Reliability value above 0.7 (Garson, 2016). Based on Table 5 above, all variables have a Cronbach's Alpha and Composite Reliability value above 0.7, so all indicators can be categorized as having complete reliability because they have met the minimum value.

### Model Structural Test

The structural model is a method that measures the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), effect size ( $f^2$ ), and route analysis to identify the quality of the research model in its ability to predict independent variables (Joe F Hair et al., 2019). Furthermore, the calculation of the Goodness of Fit (GoF) value in structural model analysis is needed to determine the adequacy of the research model (Garson, 2016).

**Table 6. Model Structural Test Results**

| Variabel                      | AVE   | $R^2$ | $Q^2$ |
|-------------------------------|-------|-------|-------|
| Work Environment              | 0.503 |       |       |
| Job Satisfaction              | 0.564 | 0.598 | 0.328 |
| Employee Performance          | 0.525 | 0.485 | 0.243 |
| Average                       | 0.530 | 0.541 | 0.571 |
| $AVE \times R^2$              | 0.286 |       |       |
| $Gof \sqrt{(AVE \times R^2)}$ | 0.535 |       |       |

Source: Data Processing Results SmartPLS 3.0

The table above shows the GoF value of 0.535, which refers to the criteria for the GoF value, which is classified as large. The GoF value, which is in the large category, means that this research model is feasible and appropriate to describe the assumed hypothesis. In addition to the GoF value, Table 6 also shows the  $R^2$  value, which measures the influence of the independent variable on the dependent variable in this study. It can be seen that the job satisfaction variable has an  $R^2$  value of 0.598, which means that the job satisfaction variable in this study is influenced by the work environment variable by 59.8%, with the rest being influenced by other variables not mentioned. Also, the Employee Performance variable has an  $R^2$  value of 0.485, which means that 48.5% of this variable is affected by job satisfaction and work environment variables, with the rest being influenced by other variables not mentioned in this study. Both of these  $R^2$  values are classified into moderate  $R^2$  values. Table 6 also shows the predictive relevance ( $Q^2$ ), which has a value above 0, which means that the model in this study has the strength of assumptions that can be accepted. (Joe F Hair et al., 2019).

**Table 7. Effect Size Analysis Results**

|                      | Work Environment | Job Satisfaction | Employee Performance |
|----------------------|------------------|------------------|----------------------|
| Work Environment     |                  | 1.485            | 0.124                |
| Job Satisfaction     |                  |                  | 0.90                 |
| Employee Performance |                  |                  |                      |

Source: Data Processing Results SmartPLS 3.0

Furthermore, Table 7 shows the effect size or F square value between variables. This value can be used to measure the contribution of the independent variable construct to the R square on the dependent variable construct. The size of the F square effect of each variable can be determined by small (0.02), medium (0.15), and large (0.35) values (Hair et al., 2017). It can be seen in the table that the independent variables contribute moderately to the job satisfaction variable to Employee Performance and the work environment variable to Employee Performance. While the relationship between variables work environment and job satisfaction has a substantial contribution.

## Hypothesis Test / Path Analysis

Path analysis aims to test the significance of the relationship between variables and hypotheses developed for this study. In this path analysis, the significance of the relationship between variables is determined if the t-value is more significant than 1.96, and the hypothesis is accepted if the p-value is less than 0.05.(Garson, 2016).

**Table 8. Hypothesis Test Results**

| Hypothesis      | Path/Relationships                                                   | $\beta$ | T-VALUE | P-VALUE | Result   |
|-----------------|----------------------------------------------------------------------|---------|---------|---------|----------|
| Direct Effect   |                                                                      |         |         |         |          |
| H1              | Work Environment → Employee Performance                              | 0,399   | 3.228   | 0,001   | Accepted |
| H2              | Work Environment → Job Satisfaction                                  | 0,773   | 14.969  | 0,000   | Accepted |
| H3              | Job Satisfaction → Employee Performance                              | 0,340   | 2.734   | 0,006   | Accepted |
| Indirect Effect |                                                                      |         |         |         |          |
| H4              | Work Environment → Employee Performance mediated by Job Satisfaction | 0,263   | 2,704   | 0,007   | Accepted |

Source: Data Processing Results SmartPLS 3.0

Table 8 above shows that based on path analysis, all hypotheses are accepted.

### Hypothesis 1: The Effect of Work Environment on Employee Performance

Based on table 8 above, it can be seen that the effect of Work Environment on Employee Performance has a path coefficient of 0.399, a t-value of  $3.228 > 1.96$ , and a p-value of  $0.001 < 0.05$ , which means that this variable has a significant effect, therefore Hypothesis 1 is proven that in this study the Work Environment directly has a positive and significant effect on the Employee Performance variable.

### Hypothesis 2: The Effect of Work Environment on Job Satisfaction

It can also be seen that the effect of Work Environment on Job Satisfaction has a path coefficient of 0.773, a t-value of  $14.969 > 1.96$ , and a p-value of  $0.000 < 0.05$ , which means that this variable has a significant effect, hence Hypothesis 2 is proven that in this study the Work Environment directly has a positive and significant effect on the Job Satisfaction variable.

### Hypothesis 3: The Effect of Job Satisfaction on Employee Performance

Based on the table above, it can also be seen that the effect of Job Satisfaction on Employee Performance has a path coefficient of 0.340, a t-value of  $2.734 > 1.96$ , and a p-value of  $0.001 < 0.05$ , which means that this variable has a significant effect, so hypothesis 3 is proven that

in this study Job Satisfaction directly has a positive and significant effect on the Employee Performance variable.

#### **Hypothesis 4: The Effect of Work Environment on Employee Performance mediate by Job Satisfaction**

Based on table 8 above, it can be seen that the indirect effect of Work Environment on Employee Performance with Job Satisfaction as the intervening variable has a path coefficient of 0.263, a t-value of  $2.704 > 1.96$ , and a p-value of  $0.007 < 0.05$ , which means that this variable has a significant effect, hence Hypothesis 4 is proven that in this study the Work Environment indirectly has a positive and significant effect on the Employee Performance variable with Job Satisfaction as the intervening variable. This can be said to be partial mediation because in the direct relationship the Work Environment variable on Performance is significant as well as in the indirect relationship.

#### **Conclusion**

Based on the data analysis above, the authors can conclude that:

1. Work Environment directly has a positive and significant influence on Employee Performance of PT Xpresindo Logistik Utama Setu Branch.
2. Work Environment directly has a positive and significant influence on Job Satisfaction of Employees of PT Xpresindo Logistics Utama Setu Branch
3. Job Satisfaction directly has a positive and significant influence on Employee Performance of PT Xpresindo Logistics Utama Setu Branch.
4. Work Environment indirectly has a positive and significant effect on Employee Performance mediate by Job Satisfaction at PT Xpresindo Logistik Utama, Setu Branch.

This means that Work Environment and Job Satisfaction positively and significantly influence employee performance. In other words, when job satisfaction levels and work environment conditions are good, employee performance can experience a significant increase. This is in accordance with previous research conducted by Lince Marcellina Hutabarat and her colleagues. (Hutabarat et al., 2019).

#### **Implications**

Based on the results of the research that has been conducted, the author can make several suggestions that may be useful for PT Xpresindo Logistik Utama.

1. It can be seen in Table 2 that Work Environment has the most significant influence on Employee Job Satisfaction. This means that the Work Environment at PT Xpresindo Logistik Utama is quite successful in supporting employees to do their jobs so that employees feel satisfied and comfortable with the work environment and the facilities provided by PT Xpresindo Logistik Utama. This needs to be maintained by PT Xpresindo Logistik Utama because it is proven that Job Satisfaction also affects Employee Performance.
2. From Table 2, it can also be seen that Job Satisfaction has the least influence on Employee Performance. This means that employees feel unsatisfied with something, and it can be seen that employees are unsatisfied with the career development opportunities provided by the company. The company can organize training for employees to learn more about their work and develop their soft skills. The training is not only an opportunity for employees to develop themselves, but it can also positively affect the company because the human resources in the company become stronger.
3. Meanwhile, the Work Environment has a relatively good influence on Employee Performance, but this influence can be considered relatively small. Several things can be improved for the better; when viewed from Table 2, the smallest value is in LK2, which means that the availability of work equipment still does not help employees in making it

easier for them to work. This can be improved by providing or increasing the availability of work equipment. The lack of security also affects employee performance; PT Xpresindo Logistik Utama can increase security in the office so that employee performance can also be even better.

The Company can consider some of the things the authors suggest to improve Employee Performance and Employee Job Satisfaction. With the support of a good Work Environment, a comfortable work atmosphere can be created, making employees satisfied with the workplace so that they can produce good performance following the standards set by the Company.

### Research Limitations

1. Scope: To limit the problems discussed in this study, the authors determines this research to focus on examining the effect of variable X, which consists of variable X1, namely Work Environment, variable X2, namely Job Satisfaction, and variable Y, namely Employee Performance on the unit of analysis at PT Xpresindo Logistik Utama Setu branch from various branches spread throughout Indonesia.
2. Time limit: This research is limited to data collected during the last three-month period, from August 2023 to October 2023.
3. Indicators used: Due to the large number of indicators that can be used in each variable, authors only use three to four indicators for each variable. Work Environment uses indicators (work support equipment, lighting in office areas, security around the office, and cleanliness in the office), Job Satisfaction uses indicators (employee salary, employee promotion, relationships with colleagues and superiors at work, and employee satisfaction with their work), and Employee Performance uses indicators (employee work quality, employee productivity, and employee knowledge of their work).

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