

THE INFLUENCE OF COMMUNICATION AND NON-PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

This study aims to examine the Influence of Communication and Non-Physical Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT Minebea AccessSolutions Indonesia Plant 2 (Case Study in the Assembly Department). This type of research is quantitative research. The number of samples is 121 employees working at PT Minebea AccessSolutions Indonesia Plant 2. The data used in this study are primary and secondary data, namely by distributing questionnaires and via google form to employees of PT Minebea AccessSolutions Indonesia Plant 2. This study uses the Lisrel 8.8 data processing application. The results of this study are (1) Communication does not affect Job Satisfaction, (2) Non-Physical Work Environment affects Job Satisfaction, (3) Communication and Non-Physical Work Environment simultaneously affect Job Satisfaction, (4) Communication affects Employee Performance, (5) Non-Physical Work Environment does not affect Employee Performance, (6) Job Satisfaction does not affect Employee Performance, and (7) Communication, Non-Physical Work Environment, and Job Satisfaction simultaneously affect Employee Performance.

Keywords: **Communication, Non-Physical Work Environment, Job Satisfaction, Employee Performance**

INTRODUCTION

In the era of globalization and rapid change, management is increasingly becoming an important factor in the success of an organization. One of the most important resources that an organization or business must have is human resources, often referred to as employees. Human resources are one of the important factors in an organization or business, so that management activities can run smoothly, the organization or business must have professional and reliable human resources in their fields and have high skills and knowledge to carry out management work in their fields as optimally as possible and can improve employee performance.

In the process of achieving organizational goals, human resources are required to

be able to increase their work productivity. Human resources are also the key that determines the development of the company. In essence, human resources in the form of humans who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Human resources or can be called employees can also be said to be a very important company asset so that the company must pay attention, maintain and manage them as well as possible so that these assets can provide great value and benefits to the company.

In managing human resources (HR), effective human resource management (HRM) is needed. Human resource management includes a series of activities and practices designed to manage the workforce in an organization. The goal is to ensure that the organization has quality, motivated, and productive human resources. So that the company is able to create an internal balance in the company. This internal balance includes the company's goals, company targets, and activities within the company.

Employee performance is one of the important factors that influence the success of a company. Employees who perform well can make a significant contribution to achieving organizational goals, high productivity, and customer satisfaction. Therefore, it is important to understand the factors that influence employee performance and how organizations can encourage and optimize this performance. Employee performance needs to be monitored at every movement so that it can be seen how much progress the employee has achieved. To achieve good employee performance by continuing to improve employees, the company must create working conditions that can encourage and develop employee skills and abilities, including creating a good work environment.

One of the factors that influences employee performance is job satisfaction. Job satisfaction is something that is personal, of course, for each individual has a different level of satisfaction. Someone who is satisfied with their work can be reflected in a positive attitude or feeling of pleasure towards work tasks. Job satisfaction also cannot be separated from communication which is often the employee's work expectations. Creating employee job satisfaction in an organization is very important because it will directly or indirectly affect employee productivity in an organization or company. Employees who have a good level of job satisfaction will work diligently and innovatively or behave positively towards their work, and conversely for employees with a low level of job satisfaction, employee work performance is low and will even

behave negatively towards their work such as feeling lazy, not disciplined in working, and others, of course this will affect the goals of the organization. For this reason, organizations or companies need to pay attention to the problem of job satisfaction so that the survival of the company can be maintained. Internal and external satisfaction are things that need to be considered by the company so that the level of employee satisfaction in the company or organization will be known.

It can be concluded from the explanation above, that job satisfaction that tends to be good will make employee performance better in a company. Based on this description, the researcher wants to examine the correlation between job satisfaction and employee performance at PT Minebea AccessSolutions Indonesia Plant 2. This study is also expected to be a material for the Company's evaluation to improve the Company's business performance and efficiency now and in the future. Therefore, the author will conduct a pre-survey that aims to find out how much employee job satisfaction is. This pre-survey used a questionnaire that was directly addressed to employees of PT Minebea AccessSolutions Indonesia Plant 2 with a sample size of 30 people.

Based on the researcher's observation, it was stated that the overall satisfaction condition of PT Minebea AccessSolutions Indonesia Plant 2 employees was not as expected, this can be seen from the large number of employees who tended to say no. Based on these data, it can be seen that employees at PT Minebea AccessSolutions Indonesia Plant 2 feel that their superiors at PT Minebea AccessSolutions Indonesia Plant 2 The working atmosphere in the workplace is still considered less than good by employees and the treatment of superiors is still less than good in providing guidance and direction.

Job satisfaction is greatly influenced by many factors, both internal and external to employees. One of them is the non-physical work environment. In working, the non-physical work environment makes a major contribution to employee comfort.

In this case, communication is closely related to organizational management in creating consistent work patterns and a comfortable work environment. If communication between superiors and subordinates is not optimal, employees will find it difficult to understand what their superiors want and employee performance will not be monitored. Therefore, each person always tries to be closer to each other, communication is very important for the happiness of human life. This communication

is an effort to meet the need to interact with others. Fulfillment of these needs is done in order to develop oneself into a social being and requires many things, one of which is interaction with others. With communication, every human resource issues opinions, suggestions to new ideas, then it will be discussed in two directions with other members. This will indirectly hone the success skills of each individual's millennials. Based on the observation results, employee performance at PT Minebea AccessSolutions Indonesia Plant 2 is still less than optimal, the indication can be seen from the failure to achieve production targets in the assembly section

From the researcher's observation, it was stated that every month the targets given by the company were never achieved on average, this proves that employee performance is still very low, this can be caused by many things including a less conducive work environment, poor communication and the lack of employee satisfaction with the company so that in carrying out their work it decreases. In addition, the decline in assembly section performance which is marked by inaccurate targets, this is due to several obstacles such as broken machines (trouble machines), late delivery of parts from the PO (Purchase Order) section, or it could be because the employees themselves are less disciplined (often chatting with other coworkers while working) so that they are less focused on production targets, besides that it can also result in damaged products (NG / Not Good).

A company is required to maximize performance in working with others for various purposes such as business, professional, social and various other needs. They work together to determine the goals to be achieved, prepare work plans, manage and run their organization's business operations. To realize all of this, communication and a work environment are needed. This creates a conducive work climate in the company and of course the company's performance will be better.

THEORETIC

Human resource management is a science or method of managing relationships and the role of resources owned by individuals to the maximum so that they can achieve business, organizational and societal goals. Human resource management is based on the concept that every employee is a human being, not a machine or a company resource. According to Edwin B. Flippo in Robbins, S. P. (2019) Human Resource

Management is planning, organizing, directing and terminating employment, compensation development, integration, maintenance and termination of employment with human resources to achieve individual, organizational and societal goals. According to Sofyandi (2009) in Miftahul Jannah (2021) Human resource management is defined as a strategy in implementing management functions, namely planning, organizing, leading and controlling, in every activity or operational function of human resources starting from the recruitment process, selection, training and development, placement including promotion, demotion and transfer, performance appraisal, compensation, industrial relations, to termination of employment, which is aimed at increasing the productive contribution of the organization's human resources to achieving organizational goals more effectively and efficiently.

Performance is the result of work or can be called the value of work carried out by an employee when employed by the company in accordance with the responsibilities that have been previously given to the employee concerned. According to Darmadi (2016) in Hidayat (2021) Employee performance is the result of work that can be achieved by an individual or group of people in an organization, according to their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. According to Aditama & Widowati (2017) performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period. Performance can also be interpreted as an achievement achieved in carrying out services to the community in a period.

According to Malthis and Jackson (2006) in Nurtjahjono (2014) defines employee performance as the results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Sutrisno (2010) in Sausan et al., (2021) stated that Job Satisfaction is an important issue that must be considered in relation to employee productivity and performance and dissatisfaction is often associated with high levels of job demands and complaints.

According to Handoko (2012) in Machmudah, (2019) Job Satisfaction is a pleasant or unpleasant emotional state with which employees view their work, factors that can influence job satisfaction include assessments, feelings or general attitudes of employees towards work including salary, social relationships in the workplace, work

environment and the work itself.. According to Robbin (2003) in Ratag Pingkan Elisabeth Vonny (2016) Job Satisfaction is a general attitude towards one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive

According to Mangkunegara (2017:145) in (Wulandari et al., 2020) that Communication is the process of transferring information, ideas, understanding from one person to another with the hope that the other person can interpret it according to the intended purpose. According to Handoko (2012:272) in (Nisa et al., 2019) Communication is "The process of transferring understanding in the form of ideas or information from one person to another". In the transfer of understanding, it is not just words that are used in a conversation, but also facial expressions, intonation, vocal breaks and so on are needed.

According to Hamali (2018:224) in (Dinda et al., 2021) states that communication is a process of conveying ideas and information in the form of orders and work instructions from a leader to employees or subordinates to carry out their duties as well as possible. According to Darmawan & Wibawa (2019:5121) in (Mustikasari & Syahputra, 2023) a non-physical work environment is all conditions that occur and are related to work relationships, whether with superiors, co-workers or subordinates. An organization needs to create and maintain a good work environment in order to create a work atmosphere that makes employees enthusiastic to work harder and better.

According to Nitisemito (2000:139) in (Kristanti, 2017) a non-physical work environment is a description of conditions that support cooperation between leaders and subordinates, or with co-workers who have equal positions in the workplace. According to Maslichia in (Suhartini, 2021) a Non-Physical Work Environment is a condition that includes several things that surround an employee and can have an impact on how well they complete the tasks given.

METHOD

This study uses quantitative research as its method. According to Sugiyono (2016) in Hidayat (2021) Quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis

is quantitative/statistical, with the aim of testing the established hypothesis. The purpose of quantitative in this study is to determine the influence between the variables studied based on statistical testing.

The type of research uses the Quantitative Descriptive method, meaning research that compares the results of the collected data and proves it using numbers in several populations with samples that are considered representative. Using the survey approach method is research whose purpose is to systematically and accurately define a condition or scope of a certain population with factual properties. The implementation of the research is by observing and directly monitoring the object using an instrument in the form of a questionnaire

To facilitate understanding of the entire series of this research, a research framework was prepared. This study consists of two independent variables, one dependent variable and one intervening variable. Where the first independent variable is Communication (X1), the second independent variable is Non-Physical Environment (X2) which influences the intervening variable Job Satisfaction (Z) and has implications for the dependent variable Employee Performance (Y).

Population according to Djarwanto and Pangestu Subagyo in Suparyanto (2015) is the total number of objects (one or unit or individual) whose characteristics are to be estimated. Meanwhile, according to Handayani (2019) population is the totality of each element to be studied that has the same characteristics, it can be an individual from a group, an event, or something to be studied. In this study, the population taken was all employees of PT Minebea AccessSolutions Indonesia Plant 2 in the Assembly section, totaling 174 people. According to Siyoto & Sodik (2015) in Handayani (2019) a sample is part of the number and characteristics possessed by the population, or a small part of the population members taken according to certain procedures so that they can represent the population. Meanwhile, according to Sugiyono (2018) in D. A. Wijaya & Priono (2022) a sample is part of the number and characteristics possessed by the population

RESULT

Based on the test results, the six suitability measures obtained have a good fit measurement model suitability index, namely RMSEA, NNFI, NFI, RFI, IFI, and CFI. While two conformities get Marginal Fit measurements, namely GFI and AGFI.

Based on the test results, it is known that the indicators in the formation of exogenous latent variables, Communication, Non-Physical Work Environment, and Job Satisfaction as well as the endogenous latent variable Employee Performance have good validity, this is indicated by the indicator having a Standardized Loading Factor (SLF) ≥ 0.5 or a t-count value ≥ 1.98 (at $\alpha = 0.05$) (Hair, et.al., 2010). Likewise, both exogenous and endogenous latent variables have good model reliability, this is indicated by all variables having a construct reliability value greater than 0.70 ($CR > 0.70$) and a variance extract value greater than 0.50 ($VE > 0.50$).

Based on the test results, it can be seen that there is a relationship between the independent variables and the dependent variables. The results of the significance test of the relationship between latent variables, or the path between two latent variables. Table 4.29 shows the coefficient values produced along with the tvalue values. If the structural path has a tvalue ≥ 1.98 , then the coefficient of the path is declared significant, and if the tvalue < 1.98 , then it is concluded that the coefficient of the path is not significant. Then the significance can be said to be significant simultaneously if fcount > 2.68 and not significant if fcount < 2.68 . The value of 2.68 was obtained from the ftable using 4 research variables and 121 respondents. Based on table 4.29, Communication to Job Satisfaction is not significant. While the Non-Physical Work Environment to Job Satisfaction is significant. While Communication and Non-Physical Work Environment to Job Satisfaction get significant values. Communication to Employee Performance is significant. Non-Physical Work Environment to Employee Performance is not significant. Meanwhile, Job Satisfaction towards Employee Performance is not significant, while Communication, Non-Physical Work Environment, Job Satisfaction towards Employee Performance get significant results

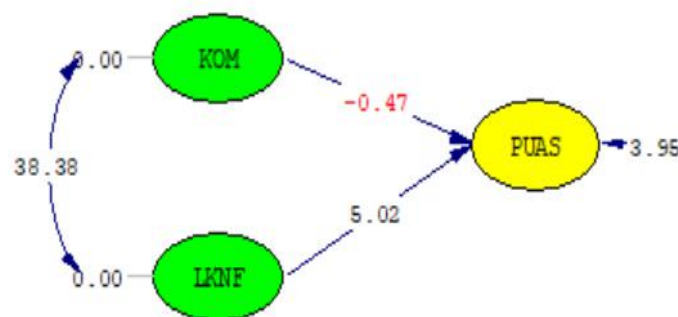


Figure 1. Structure 1

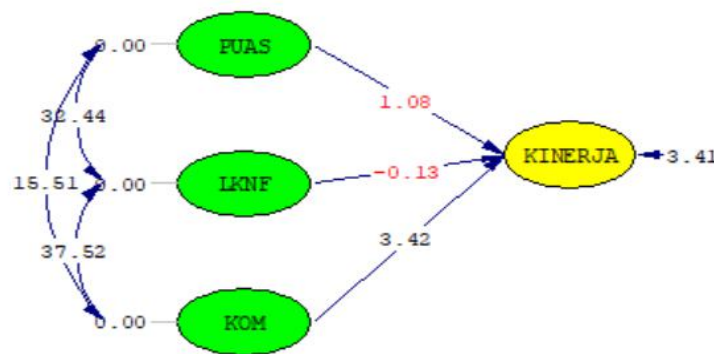


Figure 2. Structure 2

Structural Equations

$$\text{KINERJA} = 0.17 \cdot \text{PUAS} - 0.037 \cdot \text{LKNE} + 0.77 \cdot \text{KOM}, \text{ Errorvar.} = 0.24, R^2 = 0.76$$

(0.16)	(0.29)	(0.23)	(0.071)
1.08	-0.13	3.42	3.41

Figure 3. Simultantly Result

The results of the analysis above explain that:

1. The Influence of Communication on Job Satisfaction

The first hypothesis (Ha) states that Communication does not affect Job Satisfaction. Based on Figure 4.15, it is known that the calculated t value is smaller than the t table value, which is $-0.47 < 1.98$, so it can be said to be insignificant. Thus, Communication is proven to have no positive and significant effect on Job Satisfaction or in other words, Hypothesis 1 (Ha) is rejected.

2. The Influence of Non-Physical Work Environment on Job Satisfaction

The second hypothesis (Ha) states that Non-Physical Work Environment affects Job Satisfaction. Based on Figure 4.15, it is known that the calculated t value is greater than the t table, which is $5.02 > 1.98$, so it can be said to be significant. Thus, Non-Physical Work Environment is proven to have a positive and significant effect on Job Satisfaction or in other words, Hypothesis 2 (Ha) is accepted.

3. The Influence of Communication and Non-Physical Work Environment on Job Satisfaction

The third hypothesis (Ha) states that Communication and Non-Physical Work Environment have an influence on Job Satisfaction. Based on Figure 4.16, it is known that the f-count value is greater than the f-table, which is $3.95 > 2.68$, so it

can be said to be significant. Thus, Communication and Non-Physical Work Environment simultaneously have a positive and significant influence on Job Satisfaction or in other words, Hypothesis 3 (Ha) is accepted.

4. The Influence of Communication on Employee Performance

The fourth hypothesis (Ha) states that Communication has an influence on Employee Performance. Based on Figure 4.18, it is known that the t-count value is greater than the t-table value, which is $3.42 > 1.98$, so it can be said to be significant. Thus, Communication has a positive and significant influence on Employee Performance or in other words, Hypothesis 4 (Ha) is accepted.

5. The Influence of Non-Physical Work Environment on Employee Performance

The fifth hypothesis (Ha) states that Non-Physical Work Environment does not have an influence on Employee Performance. Based on Figure 4.18, it is known that the calculated t value is smaller than the t table value, which is $-1.03 < 1.98$, so it can be said to be insignificant. Thus, the Non-Physical Work Environment is proven to have no positive and significant effect on Employee Performance or in other words, Hypothesis 5 (Ha) is rejected.

6. The Effect of Job Satisfaction on Employee Performance

The sixth hypothesis (Ha) states that Job Satisfaction does not affect Employee Performance. Based on Figure 4.18, it is known that the calculated t value is smaller than the t table, which is $1.08 < 1.98$, so it can be said to be insignificant. Thus, Job Satisfaction is proven to have no positive and significant effect on Employee Performance or in other words, Hypothesis 6 (Ha) is rejected.

7. The Effect of Communication, Non-Physical Work Environment and Job Satisfaction on Employee Performance

The seventh hypothesis (Ha) states that Communication, Non-Physical Work Environment and Job Satisfaction affect Employee Performance. Based on Figure 4.19, it is known that the f-count value is greater than the f-table, which is $3.41 > 2.68$, so it can be said to be significant. Thus, Communication, Non-Physical Work Environment and Job Satisfaction are proven to have a positive and significant effect on Employee Performance or in other words, Hypothesis 7 (Ha) is accepted.

Based on the hybrid model and the results of the hypothesis testing above, the magnitude of the direct and indirect influence of the variables Communication and Non-

Physical Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable is as follows:

Table 1. The Magnitude of Direct and Indirect Influence on Employee Performance

Influence	Direct (L) toward performance	Indirect (TL) toward satisfaction	Result
Communication on Employee Performance	$(0,72)^2 = 0,5184$	$0,25 \times 0,14 = 0,035$	$TL < L$ (Not Mediating)
Non-Physical Work Environment on Employee Performance	$(0,04)^2 = 0,0016$	$1,10 \times 0,14 = 0,154$	$L > TL$ (Mediating)

Source: Results of data processing, 2024

Direct and indirect effect:

1. Direct and indirect influence of communication on employee performance
 - a. The direct effect of Communication on Employee Performance is $(0.72)^2 = 0.5184$
 - b. The indirect effect of Communication on Employee Performance through Job Satisfaction is $0.25 \times 0.14 = 0.035$
 - c. The percentage results above indicate that Communication cannot improve Employee Performance either directly or indirectly through Job Satisfaction. Thus, the Job Satisfaction variable is not a mediating variable.
2. Direct and indirect effects of Non-physical work environment on Employee Performance
 - a. The direct effect of Non-physical work environment on Employee Performance is $(0.04)^2 = 0.0016$
 - b. The indirect effect of Non-physical work environment on Employee Performance through Job Satisfaction is $1.10 \times 0.14 = 0.154$
 - c. The percentage results above indicate that Non-physical work environment can improve Employee Performance both directly and indirectly through Job Satisfaction. Thus, the Job Satisfaction variable is a mediating variable..

CONCLUSION

The research results concluded that:

1. Communication is proven to have no positive and significant effect on employee Job Satisfaction at PT Minebea AccessSolutions Indonesia Plant 2. This can prove that Communication cannot affect employee Job Satisfaction.
2. Non-Physical Work Environment can partially have a positive and significant effect on employee Job Satisfaction at PT Minebea AccessSolutions Indonesia Plant 2. This can prove that Non-Physical Work Environment can affect employee job satisfaction in the company.
3. Communication and Non-Physical Work Environment can simultaneously have a positive and significant effect on employee Job Satisfaction at PT Minebea AccessSolutions Indonesia Plant 2. This shows that high Communication and Non-Physical Work Environment obtained by employees can simultaneously have a positive and significant effect on employee Job Satisfaction.
4. Communication can partially have a positive and significant effect on Employee Performance at PT Minebea AccessSolutions Indonesia Plant 2. This shows that Communication affects Employee Performance in the company.
5. Non-Physical Work Environment is partially proven to have no positive and significant effect on Employee Performance at PT Minebea AccessSolutions Indonesia Plant 2. This shows that Non-Physical Work Environment cannot affect Employee Performance.
6. Job Satisfaction partially cannot have a positive and significant effect on Employee Performance at PT Minebea AccessSolutions Indonesia Plant 2. This shows that the level of Job Satisfaction experienced by an employee cannot improve Employee Performance to the company.
7. Communication, Non-Physical Work Environment, and Job Satisfaction simultaneously can have a positive and significant effect on Employee Performance at PT Minebea AccessSolutions Indonesia Plant 2. This can be interpreted that an employee's performance can be influenced by these three variables together.

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