

The Effect of Organizational Commitment and Work Environment to Employee Performance through Job Satisfaction PT. Dream Wear

Alexander Panusunan Damanik^{1*}, Suryanto², Akhmad Sodikin³

¹Student Master of Management Krisnadwipayana University, Jalan Raya Jatiwaringin, RT. 03 / RW 04, Jatiwaringin, Pondok Gede, Jaticempaka, Pondokgede, Kota Bks, Jawa Barat 13077, Indonesia

²Professor at Faculty of Economics Krisnadwipayana University, Jalan Raya Jatiwaringin, RT. 03 / RW 04, Jatiwaringin, Pondok Gede, Jaticempaka, Pondokgede, Kota Bks, Jawa Barat 13077, Indonesia

³Lecturer at Faculty of Economics Krisnadwipayana University, Jalan Raya Jatiwaringin, RT. 03 / RW 04, Jatiwaringin, Pondok Gede, Jaticempaka, Pondokgede, Kota Bks, Jawa Barat 13077, Indonesia

*Corresponding author

Alexander Panusunan Damanik

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Abstract: This study aims to analyze the influence of organizational commitment and work environment on employee performance simultaneously and partially and analyze the influence of organizational commitment and work environment on employee performance through job satisfaction. Research conducted on employees of PT. Dream Wear. The sampling technique used saturated sample method involving 52 people. Data analysis using path analysis. The results showed that organizational and environmental commitment variable affect the performance of employees simultaneously and partially. The direct influence of organizational commitment and employee performance environment on employee performance is greater than indirect influence through job satisfaction. Job satisfaction variables do not mediate between organizational commitment and work environment on employee performance.

Keywords: organizational commitment, work environment, job satisfaction, employee performance.

INTRODUCTION

Employees who work in a company have a big role in developing the company. Employees as well as implementing staff as well as employee development strategy thinkers as well as evaluating the strategy that has been applied whether it is good or not. Continuous improvement will result in a favorable condition for enterprise development.

Employees who work earnestly are expected to perform well. Employee performance is the result achieved by every employee in the work that can be measured both quantitatively and qualitatively. Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. Sulistiyani [1] states that a person's performance is a combination of ability, effort, and opportunity that can be assessed from his work. Gibson [2] states there are three factors that affect the performance. The first factor is individual factors, such as ability, skills, family background, work experience, social level and demographics of a person. Second is psychological factors, such as perception, role, personality, motivation and job satisfaction. The third factor is organizational factors, such as organizational structure, job design, organizational commitment and reward system. Gibson's statement explains that the psychological

factors of job satisfaction and organizational factors such as motivation affect the performance.

In a study conducted Rahmawati [3] examines the influence of the environment on performance. The results showed that there is a positive and significant influence between the environments on performance. The better the environment then the performance will also be greater.

The work environment is the internal and external conditions that can affect the morale so that the work can be expected to finish faster and better. According to Sedarmayanti [4], working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The type of work environment is divided into two, namely: (a) The physical work environment is a physical condition that is located around the workplace that can affect employees either directly or indirectly (b) Non-physical work environment is all the

circumstances that occur related to the working relationship, both relationships with superiors and with peer relationships.

Linawati and Suhaji's research [5] states that there are environmental influences on personal performance. Research conducted on personal PT. Herculon Carpet Semarang. Organizations must be able to create an environment well so that their performance will be achieved. In this case the need to develop a good working environment that supports the work of employees and staff.

Job satisfaction also affects employee performance. Job satisfaction is a condition in which employees are satisfied with their needs. If the needs of employees fulfilled it will cause job satisfaction for the employee.

LITERATURE REVIEW

Employee Performance

Understanding performance according to Siswanto [6] states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him.

Rivai [7] said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. The result of the work or activity of an employee in quality and quantity in an organization to achieve the goal in carrying out the task and work given to him.

Meanwhile, according to Mathis [8] which became an indicator in measuring the performance or achievement of employees are as follows:

- The quantity of work, ie the volume of work produced under normal conditions.
- Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.
- Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
- Cooperation, namely the ability to handle relationships with others in the work.

Organizational Commitment

According to Robbins and Judge [9] organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership within the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin [10] organizational commitment is an attitude

that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki [11] that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member.

Robbins and Judge [9] state that there are three separate dimensions of organizational commitment:

- Affective commitment is an emotional feeling for the organization and belief in its values.
- Sustained commitment is the economic value felt to persist in an organization when compared to leaving the organization.
- Normative commitment is a duty to persist in the organization for moral and ethical reasons.

Work Environment

According to Nitisemito [12], the work environment is the internal and external conditions that can affect the morale so that the work can be expected to finish faster and better.

According to Sedarmayanti [4], working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the working environment can be seen as a result in the long-term furthermore poor work environments may demand more labor and time and do not support the efficient design of work systems.

The type of work environment is divided into two, namely: (a) The physical work environment is a physical condition that is located around the workplace that can affect the personal either directly or indirectly (b) Non physical work environment is all the circumstances that occur related to work relations, both relationships with superiors or with peer relationships, or with subordinates.

The working environment indicator used in this study according to Sedarmayanti [4] as follows:

Working atmosphere

Everyone always wants a pleasant working atmosphere, a comfortable working atmosphere that includes a clear light/illumination, no noise, and quiet, security in the work.

Relationships with colleagues

One of the factors that can affect the person stay in one organization is the existence of a harmonious relationship among colleagues.

Availability of work facilities

It is intended that the equipment used to support the smooth running of the work is complete and up to date. There is a complete work facility, although not sophisticated and modern is one of supporting the smooth process at work.

Job Satisfaction

Job satisfaction according to Martoyo [13], is basically one of the psychological aspects that reflects one's feelings towards his work, he will feel satisfied with the suitability of his ability, skill, and expectations with the work he faces. Satisfaction is actually a subjective condition that is the result of a conclusion based on a comparison of what the employee receives from his job than expected, desired, and thought of as appropriate or entitled to it. While every employee subjectively determines how the job is satisfactory.

According to Tiffin [14] in Asad [15] job satisfaction is closely related to attitudes of employees to their own work, work situation, cooperation between leaders and employees. Meanwhile, according to Blum [16] in Asad [15] suggests that job satisfaction is a general attitude that is the result of some special attitudes toward work factors, adjustments and individual social relationships outside the workplace.

From these limitations on job satisfaction, it can be concluded simply that job satisfaction is a person's feelings toward his work. This means that the conception of job satisfaction sees it as the result of human interaction with the work environment.

Based on this the experts classify the factors that affect job satisfaction associated with several aspects, namely:

- Salary, ie the amount of payment received by a person as a result of the implementation of work, whether in accordance with the needs and felt fair.
- The work itself, ie the content of work done by a person, does have a satisfactory element.
- Co-workers, ie friends to whom someone is always interaction in the implementation of the work. A person can feel his or her performance is very pleasant or unpleasant.
- Bosses, ie someone who always gives instructions or instructions for the implementation of work. The ways in which a boss can be unpleasant to someone or fun, and this can affect job satisfaction.
- Promotion, ie the possibility of a person can develop through promotion. A person may feel a great possibility of being promoted or not, the

process of office less open or open. This can also affect the level of job satisfaction.

- Work environment, namely the physical and psychological environment.

RESEARCH METHODS

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 [17]. The sample is the pull of a portion of the population to represent the entire population [18].

The sample used in this research is company employees. The total number of employees is 52 people. The number of employees is entirely involved in this study. So the sampling is using saturated sample method.

DATA COLLECTION TECHNIQUE

To obtain a concrete and objective data must be held in research on the problems studied, while the steps that researchers travel in data collection is the primary data is data obtained directly from the object of research. In this case, the primary data obtained from field research that is data collection method can do premises direct research on the object of research in question.

Data Quality Test

To produce a valid and reliable instrument first tested with validity test and instrument reliability. According to Sugiyono [19] "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 [20]. By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

RESEARCH RESULTS AND DISCUSSION

Analysis of variable results organizational commitment

Organizational commitment variables include 7 questions compiled from numbers 1 to 7. The question is then submitted to 52 employees of PT. Dream Wear. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Based on the above table note that the value of the correlation between items with a total greater than the value of 0.2732. The value is taken from table-r with the level $df = 52 - 2 = 50$. This means that all of the question items submitted is valid so that they can be used for further analysis.

Table-1: Results of the validity of the organization's commitment questions

Item-Total Statistics				
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1	23,0192	17,549	,401	,804
X2	22,0385	14,665	,720	,625
X3	22,0385	14,665	,720	,625
X4	22,5192	16,921	,517	,681
X5	22,6346	18,158	,454	,729
X6	23,0962	16,167	,337	,720
X7	22,0385	14,665	,720	,625

Another test that needs to be done to see the quality of the data generated is to perform reliability testing. This test is done by comparing the value of

Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

Table-2: Results of the reliability of organizational commitment questions

Reliability Statistics	
Cronbach's Alpha	N of Items
,724	7

Based on the above data it is known that the Cronbach alpha value of 0.724, the value is greater than 0.6 so it can be said that the question of organizational commitment variable is reliable.

Analysis of Results of Working Environment Variables

Work environment variables include 9 questions compiled from numbers 8 to 16. The question is then submitted to 52 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-3: Results of question validity on work environment variables

Item-Total Statistics				
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X8	24,2885	54,562	,168	,888
X9	24,8462	45,584	,668	,844
X10	25,0577	56,604	,060	,894
X11	24,6731	43,871	,827	,829
X12	24,6346	44,001	,821	,829
X13	24,6731	43,832	,792	,831
X14	24,7308	46,201	,659	,845
X15	24,7308	44,710	,759	,835
X16	24,6731	46,342	,657	,845

Based on the above table note that the value of correlation between items with a total greater than the value of 0.2732. The value is taken from table r with level $df = 52 - 2 = 50$. This means that all of the question items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of the data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

Table-4: Results of Cronbach alpha calculation of environmental variables

Reliability Statistics	
Cronbach's Alpha	N of Items
,866	9

Based on the above data it is known that the Cronbach Alpha value is 0.866. The value is greater than 0, 6 so it can be said that the question of the environment variable is reliable.

Analysis of Job Satisfaction Variable Results

Job satisfaction variables include 6 questions compiled from numbers 17 to 23. The question is then submitted to 52 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-5: Results of question validity on job satisfaction variable

Item-Total Statistics				
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X17	19,0962	22,442	,442	,682
X18	19,3077	19,354	,436	,599
X19	19,0577	19,310	,474	,586
X20	19,0577	17,467	,455	,527
X21	19,2885	15,150	,659	,442
X22	19,2885	18,366	,496	,580
Y23	19,4423	16,683	,445	,524

Based on the above table note that the value of the correlation between items with a total greater than the value of 0.2732. The value is taken from table-r with the level $df = 52-2 = 50$. This means that all of the question items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of the data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

Table-6: Results of calculation of Cronbach alpha job satisfaction variable

Reliability Statistics	
Cronbach's Alpha	N of Items
,608	7

Based on the above data it is known that the Cronbach alpha value is 0.608. The value is greater than 0.6 so it can be said that the question of organizational commitment variable is reliable.

Analysis of Employee Performance Variables Results

Employee performance variables include 13 questions compiled from numbers 24 to 36. The question is then submitted to 52 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-7: Results of question validity on employee performance variables

Item-Total Statistics				
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y24	41,9038	30,442	,426	,587
Y25	41,9808	25,784	,453	,543
Y26	41,4231	29,621	,489	,576
Y27	41,8654	29,138	,496	,553
Y28	42,6346	30,903	,420	,598
Y29	42,2500	26,387	,304	,528
Y30	42,1154	27,163	,456	,540
Y31	41,6923	26,649	,552	,495
Y32	41,6923	26,649	,552	,495
Y33	42,4423	29,036	,407	,575
Y34	41,6923	28,296	,344	,530
Y35	41,7500	29,015	,460	,543
Y36	42,0962	27,030	,487	,533

Based on the above table note that the value of correlation between items with a total greater than the value of 0.2732. The value is taken from table r with the level $df = 52 - 2 = 50$. This means that all of the question items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of the data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

Table-8: Results of Cronbach alpha calculation of employee performance variables

Reliability Statistics	
Cronbach's Alpha	N of Items
,667	13

Based on the above data it is known that the Cronbach alpha value is 0.667. The value is greater than 0.6 so it can be said that the question of the variable of employee performance is reliable.

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

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

$$Y = 0,521X_1 + 0,415X_2$$

DISCUSSION

Effect of organizational and environmental commitment to employee performance

Table-9: Results of the first equation analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,100	4,262		4,716	,000
	COMMITMENT	,643	,134	,521	4,816	,000
	ENVIRONMENT	,306	,080	,415	3,835	,000
a. Dependent Variable: PERFORMANCE						

Table-10: Value F Calculate simultaneous equations

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	694,167	2	347,084	18,233	,000 ^b
	Residual	932,756	49	19,036		
	Total	1626,923	51			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), ENVIRONMENT, COMMITMENT						

The value of F arithmetic can be obtained from the following table 10.

Based on the above table note that the value of F arithmetic of 18.238 and significance of 0.05. This value is less than 0.05. This means that organizational

and environmental commitment variables affect employee performance simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table-11: 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	,653 ^a	,427	,403	4,36301	1,163
a. Dependent Variable: PERFORMANCE					
b. Predictors: (Constant), ENVIRONMENT, COMMITMENT					

Based on the above table it is known that r square value of 42.7% means that organizational and environmental commitment variables affect employee

performance of 42.7% while the rest is influenced by other variables not included in the equation model.

Analysis of the influence of organizational commitment to employee performance partially

The result of the analysis of the influence of organizational commitment to performance partially can be seen in the following table.

Table-12: Results of the analysis of the second regression equation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29,136	4,009		7,267	,000
	COMMITMENT	,622	,151	,505	4,132	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,505X1$$

Based on the table above analysis results note that the coefficient of organizational commitment of

0,505. The value of t is 4.132. Value significance of 0.00. This value of significance is smaller than 0.05. This means that organizational commitment variable has an effect on partial employee performance. The magnitude of the influence of organizational commitment to employee performance can be seen in the following table.

Table-13: The value of r squared the second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,505 ^a	,255	,240	4,92495

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r square value of 25.5%. This means that the influence of organizational commitment variable on employee performance is 25,5% and the rest is influenced by another variable not included in equation model.

Analysis of environmental impact on employee performance partially

The results of the analysis of environmental effects on performance partially can be seen in the following table.

Table-14: Results of the analysis of the third regression equation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37,400	2,756		13,569	,000
	ENVIRONMENT	,290	,096	,394	3,032	,004

a. Dependent Variable: PERFORMANCE

Based on the table above analysis results note that the environmental coefficient of 0.394. The value of t is 3.032. Value significance of 0.004. This value of significance is smaller than 0.05. This means that the

environmental variables affect the performance of employees partially. The amount of environmental influence on employee performance can be seen in the following table.

Table-15: The value of r squared the second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,394 ^a	,155	,138	5,24256

a. Predictors: (Constant), ENVIRONMENT

Based on the above table it can be seen r square value of 0.155. This means that the effect of environmental variables on employee performance is 15.5% and the rest is influenced by other variables that are not included in the equation model.

Analysis of the effect of job satisfaction on employee performance partially

The result of job performance satisfaction analysis to partial performance can be seen in the following table.

Table-16: Results of the analysis of the fourth regression equation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33,792	3,380		9,997	,000
	SATISFACTION	,520	,147	,447	3,531	,001

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0.447X_3$$

Based on the table above analysis results note that the coefficient of job satisfaction of 0.447. The

value of t is 3.531. Value significance of 0.00. This value of significance is smaller than 0.05. It means that job satisfaction variable influence to partial employee performance. The magnitude of the effect of satisfaction on employee performance can be seen in the following table.

Table-17: The r-value of squared the fourth equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,447 ^a	,200	,184	5,10343

a. Predictors: (Constant), SATISFACTION

Based on the above table it can be seen r square value of 0.200. This means that the effect of the satisfaction variable on employee performance is 20.0% and the rest is influenced by other variables that are not included in the equation model.

Analysis of the influence of organizational commitment to employee performance through job satisfaction variables

The coefficient of the influence of organizational commitment to employee performance through job satisfaction can be seen in the following table.

Table-18: Influence of organizational commitment to employee performance through job satisfaction

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,625	3,608		2,944	,005
	COMMITMENT	,450	,136	,425	3,318	,002

a. Dependent Variable: SATISFACTION

Based on the above table it can be seen that the influence of organizational commitment to employee performance is 0,505. The influence of organizational commitment on employee performance through job satisfaction is $0,425 \times 0,447 = 0,1899$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as an intervening variable.

Analysis of the influence of work environment on employee performance through job satisfaction variable

The value of work environment coefficient on employee performance through job satisfaction can be seen in the following table.

Table-19: The value of the coefficient of environmental influence on employee

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,020	2,550		7,851	,000
	ENVIRONMENT	,086	,089	,137	,977	,333

a. Dependent Variable: SATISFACTION

Based on the above table it can be seen that the direct effect of the work environment on employee performance is 0.394. While the influence of work environment on employee performance through job satisfaction is $0,137 \times 0,447 = 0,061$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as an intervening variable.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

- Organizational and environmental commitment variables affect the performance of employees simultaneously. F value arithmetic equal to 18.238 and significance equal to 0,05. This value is less than 0.05. r- square value of 42.7% means that organizational and environmental commitment variables affect employee satisfaction of 42.7% while the rest is influenced by other variables that are not included in the equation model.
- Organizational commitment variable affects the performance of employees partially. The value of t is 4.132. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 25.5%. This means that the influence of organizational commitment variable on employee performance is 25,5% and the rest is influenced by another variable not included in equation model.
- Environmental variables affect the performance of employees partially. The value of t is 3.032. Value significance of 0.004. This value of significance is smaller than 0.05. The value of r squared is 0.155. This means that the effect of environmental variables on employee performance is 15.5% and the rest is influenced by other variables not included in the equation model.
- Job satisfaction variables affect the performance of employees partially. The value of t is 3.531. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.200. This means that the effect of the satisfaction variable on employee performance is 20.0% and the rest is influenced by other variables that are not included in the equation model.
- The direct influence of organizational commitment to employee performance is 0,505. The influence of organizational commitment on employee performance through job satisfaction is $0,425 \times 0,447 = 0,1899$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as an intervening variable.
- The direct effect of the environment on employee performance is 0.394. While the influence of work environment on employee performance through job satisfaction is $0,137 \times 0,447 = 0,061$. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as an intervening variable.

RECOMMENDATIONS

- Organizations need to pay attention to organizational commitment. The organizational commitment that includes normative commitment, affective commitment, and ongoing commitment must be considered. This commitment can be enhanced by the realization that the employees who work for the company are a very valuable asset and the employer company is an organization that employees must strive for in order to thrive and provide great benefits to employees.
- To improve the performance of the organization also need 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. The environment is very important to improve employee performance.
- Employee satisfaction also needs to be improved by meeting the needs of employees in working and fulfilling the needs of their families. The important thing is the fulfillment of salary or income, the fulfillment of good employee relations within the organization, and employee career development in the future.

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