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The Influence of Job Satisfaction and Work Environment on Employee Performance at PT Gabag Indonesia Tangerang

Geofara Nabila[1], Denny Erica[2]
Management Study Program, Faculty of Economics and Business, Universitas Bina Sarana Informatika, Jakarta, Indonesia
email: geofaranabila01@gmail.com

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Corresponding Author:
Geofara Nabila, Management Study Program, Universitas Bina Sarana Informatika, Indonesia

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Abstract

Human resources are important assets in achieving organizational goals. Employee performance is influenced by various factors, including job satisfaction and the work environment. This study aims to analyze the effect of job satisfaction and the work environment on employee performance at PT Gabag Indonesia Tangerang. This study employed a quantitative research method with a survey approach. The population consisted of 52 employees, all of whom were selected as the research sample using the total sampling technique. Data were collected through questionnaires and analyzed using validity, reliability, normality, multicollinearity, heteroscedasticity, and autocorrelation tests, partial (t-test), simultaneous (F-test), regression analysis and coefficient of determination (R^2) analysis using IBM SPSS Statistics version 27. The results show that job satisfaction and the work environment have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination of 67.5% indicates that employee performance can be explained by job satisfaction and the work environment, while the remaining 32.5% is influenced by other factors outside the scope of this study. Therefore, improving job satisfaction and the work environment can enhance employee performance at PT Gabag Indonesia Tangerang.

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1. Introduction

Human resources constitute one of the most strategic organizational assets in determining a company's ability to achieve its objectives and maintain long-term competitiveness. Employees are not merely responsible for performing operational activities but also serve as key drivers of productivity, organizational effectiveness, innovation, and business sustainability. Accordingly, employee performance represents an essential indicator of the effectiveness of human resource management because it reflects employees' ability to accomplish assigned tasks in accordance with organizational standards, responsibilities, and expected outcomes. Recent empirical evidence also emphasizes that employee performance plays a critical role in maintaining organizational effectiveness, particularly in operational and manufacturing environments where productivity and efficiency depend substantially on the quality of human resources (Hati et al., 2026; Asraf et al., 2025).

Optimal employee performance has become increasingly important as organizations face more intensive business competition and higher demands for efficiency, service quality, and operational responsiveness. High-performing employees contribute to the achievement of organizational targets, improved product and service quality, and more efficient business processes. Conversely, inadequate employee performance can reduce productivity and hinder the achievement of organizational objectives. Recent studies conducted in Indonesian organizational settings have demonstrated that employee performance is influenced by various organizational and individual factors, particularly workplace conditions, job-related attitudes, and human

resource management practices (Hidayat et al., 2026; Gunawan et al., 2026). Therefore, organizations need to identify and manage factors that can improve employee performance, particularly job satisfaction and the work environment.

Job satisfaction reflects employees' positive or negative evaluations of their jobs and their experiences within an organization, including perceptions of job responsibilities, recognition, rewards, supervisory relationships, development opportunities, and overall working conditions. Employees who experience higher levels of job satisfaction tend to demonstrate stronger enthusiasm, responsibility, organizational commitment, and willingness to contribute to organizational goals. In contrast, dissatisfaction may reduce motivation and work enthusiasm and potentially weaken employees' ability to achieve expected performance. Empirical findings in Indonesia indicate that job satisfaction has a positive and significant relationship with employee performance and can function as an important mechanism through which organizational conditions influence employee outcomes (Dasmayanti et al., 2026; Chandra & Kodrat, 2025; Gunawan et al., 2026).

In addition to job satisfaction, the work environment is an important determinant of employee performance. The work environment encompasses both physical and non-physical conditions surrounding employees during the execution of their tasks. Physical aspects include workplace cleanliness, lighting, temperature, occupational safety, facilities, equipment, and spatial arrangements, whereas non-physical aspects include interpersonal relationships, communication, supervisory support, organizational climate, and cooperation among employees. A supportive, safe, and comfortable work environment facilitates concentration, reduces work-related disruption, and enables employees to perform their duties more effectively. Recent empirical research has consistently demonstrated that a conducive work environment positively contributes to employee performance across public, private, service, and manufacturing organizations in Indonesia (Hati et al., 2026; Hidayat et al., 2026; Alfarissy & Suwaji, 2025).

Changes in job characteristics, increasing work demands, digital transformation, and evolving organizational communication practices have further increased the importance of job satisfaction and a supportive work environment. Employees currently expect not only appropriate financial compensation but also supportive interpersonal relationships, effective communication, recognition, psychological comfort, and organizational support. Effective organizational communication has been shown to strengthen employee motivation, satisfaction, collaboration, productivity, and overall management effectiveness (Faisal & Mariana, 2025). Similarly, supportive workplace conditions are increasingly recognized as an important foundation for enhancing employee performance and sustainable organizational outcomes. These developments indicate that organizations must manage both job satisfaction and workplace conditions strategically to maintain employee productivity and competitiveness.

A growing body of empirical research supports the relationship between job satisfaction, work environment, and employee performance. Both the work environment and job satisfaction have been found to exert positive and significant effects, both individually and simultaneously, on employee performance (Dasmayanti et al., 2026). Similar evidence indicates that job satisfaction contributes positively to employee performance outcomes in various organizational contexts (Gunawan et al., 2026). In manufacturing settings, the work environment has also been demonstrated to exert a positive and significant effect on employee performance (Hati et al., 2026). Other recent studies similarly indicate that improvements in workplace conditions can contribute directly to higher employee performance and organizational effectiveness (Hidayat et al., 2026; Purba et al., 2025). Collectively, these findings reinforce the

importance of job satisfaction and the work environment as relevant determinants of employee performance.

Despite this growing evidence, several research gaps remain. First, previous studies have been conducted across substantially different organizational and industrial settings, including government agencies, healthcare institutions, banking organizations, transportation organizations, automotive companies, and manufacturing firms. Previous research has examined employees in public-sector institutions and manufacturing companies, while other studies have focused on broader human resource management models involving multiple organizational variables (Hidayat et al., 2026; Hati et al., 2026; Asraf et al., 2025; Harun et al., 2025). These differences in organizational structure, management systems, occupational characteristics, workplace conditions, and employee expectations suggest that previous findings cannot automatically be generalized to PT Gabag Indonesia Tangerang, which operates in the manufacturing and distribution of mother-and-child products.

Second, recent studies have frequently employed more complex research models by incorporating additional explanatory or mediating variables. Workload has been examined together with the work environment and job satisfaction in explaining employee performance (Indriani et al., 2026). Compensation has also been incorporated alongside the work environment and job satisfaction as a determinant of employee performance (Purba et al., 2025; Harun et al., 2025). Other studies have positioned job satisfaction as a mediating variable between organizational factors and employee performance (Chandra & Kodrat, 2025; Fernando et al., 2026). Furthermore, employee engagement has been incorporated as a mediating mechanism linking compensation and the work environment to employee performance (Setyawati et al., 2026). These variations indicate that further investigation using a more parsimonious model is warranted to specifically identify the direct effects of job satisfaction and the work environment on employee performance.

The contextual gap is particularly relevant to PT Gabag Indonesia Tangerang, a company operating in the production and distribution of mother-and-child products. Employee performance is important in this organizational context because it is closely associated with production quality, operational efficiency, distribution accuracy, service effectiveness, and the company's ability to meet consumer expectations. Potential challenges related to job satisfaction, perceived workload, organizational communication, and workplace conditions may influence employees' motivation and productivity. Organizational communication has been shown to be closely associated with employee motivation, satisfaction, productivity, and management effectiveness, emphasizing the importance of organizational conditions in supporting human resource performance (Faisal & Mariana, 2025). Recent evidence from Indonesian manufacturing organizations also confirms that workplace conditions remain an important determinant of employee performance (Hati et al., 2026).

The novelty of this study lies in its direct examination of job satisfaction and the work environment as predictors of employee performance within the specific context of PT Gabag Indonesia Tangerang. Unlike recent studies that incorporate workload, compensation, work–life balance, employee engagement, organizational commitment, motivation, or mediating variables, this study employs a more focused model in which job satisfaction and the work environment are treated as independent variables and employee performance as the dependent variable (Harun et al., 2025; Indriani et al., 2026; Setyawati et al., 2026). Furthermore, the study adopts a census approach involving all 52 employees of PT Gabag Indonesia Tangerang, thereby providing an organizationally comprehensive representation of the relationships among the variables within the company.

Based on the aforementioned theoretical and empirical considerations, this study aims

to analyze the effect of job satisfaction on employee performance, examine the effect of the work environment on employee performance, and determine the simultaneous effect of job satisfaction and the work environment on employee performance at PT Gabag Indonesia Tangerang. The findings are expected to provide empirical evidence for the development of human resource management literature, particularly regarding employee attitudes and workplace conditions, while also providing practical insights for company management in designing policies aimed at improving job satisfaction, developing a more supportive work environment, and optimizing employee performance.

2. Literatur Review

2.1 Job Satisfaction

Job satisfaction refers to employees' emotional and evaluative responses to their jobs, which are formed by comparing their expectations with the actual conditions experienced in the organization. Employees tend to experience job satisfaction when their work, rewards, opportunities, interpersonal relationships, and organizational conditions are perceived as meeting their needs and expectations. Conversely, discrepancies between expectations and actual working conditions may generate dissatisfaction that subsequently influences employees' attitudes and behaviors in performing their duties. Job satisfaction therefore reflects the extent to which employees develop positive or negative attitudes toward their jobs based on their cognitive, affective, and evaluative experiences at work (Dasmayanti et al., 2026).

Job satisfaction is not determined solely by financial rewards but also by various aspects related to the job itself, career opportunities, organizational support, supervisory relationships, communication, and relationships with coworkers. Supportive coworkers and supervisors, appropriate recognition, fair organizational practices, and opportunities for professional development can contribute to higher levels of employee satisfaction (Dasmayanti et al., 2026). Recent empirical evidence also indicates that favorable workplace conditions and appropriate compensation can significantly improve employees' job satisfaction (Harun et al., 2025). Job satisfaction is therefore an important psychological condition that can influence employees' willingness to remain engaged and contribute effectively to organizational goals (Gunawan et al., 2026).

In this study, job satisfaction is measured through five dimensions: the work itself, salary, promotion opportunities, supervision, and relationships with coworkers. These dimensions represent employees' evaluations of the suitability and attractiveness of their work, the fairness of compensation, opportunities for career advancement, the quality of supervisory relationships, and cooperation among colleagues. Recent empirical literature indicates that compensation, promotional opportunities, supportive coworkers, communication, and supervisory relationships represent important aspects associated with employees' satisfaction with their jobs (Dasmayanti et al., 2026; Harun et al., 2025).

2.2 Work Environment

The work environment refers to the overall conditions surrounding employees while performing their duties and responsibilities. It includes physical aspects such as lighting, temperature, air circulation, noise, workplace layout, facilities, and occupational safety, as well as non-physical aspects such as relationships with supervisors, relationships among coworkers, organizational communication, managerial support, and the general workplace climate. A conducive work environment provides employees with a sense of security, comfort, and support that facilitates the effective completion of their tasks (Dasmayanti et al., 2026).

A supportive workplace can improve employees' ability to concentrate, coordinate their activities, and perform their responsibilities efficiently. In contrast, uncomfortable physical conditions, inadequate facilities, poor communication, and

unsupportive interpersonal relationships may reduce employee concentration, motivation, and productivity. Empirical findings show that workplace facilities, organizational climate, and interpersonal communication constitute important elements in creating a work environment that supports employee performance (Hidayat et al., 2026). Effective organizational communication can also strengthen collaboration, employee motivation, satisfaction, and productivity within the workplace (Faisal & Mariana, 2025).

The work environment in this study is classified into physical and non-physical dimensions. The physical work environment represents tangible workplace conditions that can directly affect employees, whereas the non-physical work environment concerns social, interpersonal, and psychological relationships within the organization. Contemporary research also conceptualizes the work environment through elements such as job complexity, autonomy, workload, supervisor support, and coworker relationships, demonstrating that workplace conditions extend beyond purely physical characteristics (Setyawati et al., 2026). Accordingly, this study evaluates the work environment through indicators including lighting, air temperature, noise, workplace layout, facilities, relationships with supervisors, relationships among employees, work communication, safety, and workplace comfort. These indicators reflect both physical and social conditions that can determine employees' ability to perform effectively (Dasmayanti et al., 2026; Hidayat et al., 2026).

2.3 Employee Performance

Employee performance refers to the outcomes achieved by employees in carrying out duties and responsibilities according to organizational standards and expectations. Performance does not merely represent the final output of work but also reflects employees' effectiveness, efficiency, behaviors, competencies, and contributions to organizational objectives. Employee performance can therefore be understood as the extent to which employees successfully complete assigned work according to predetermined quality, quantity, and operational standards (Dasmayanti et al., 2026).

Employee performance is essential to organizational effectiveness because organizational outcomes are substantially influenced by employees' ability to complete their responsibilities efficiently and consistently. This issue is particularly important in manufacturing organizations, where productivity and operational efficiency depend heavily on employee performance and the effectiveness of human resource management practices (Hati et al., 2026). Recent empirical evidence also confirms that performance can be influenced by organizational and individual factors, including the work environment, employee engagement, job satisfaction, motivation, and organizational support (Setyawati et al., 2026; Gunawan et al., 2026).

In this study, employee performance is measured through five dimensions: work quality, work quantity, timeliness, work effectiveness, and responsibility. Work quality reflects the accuracy and conformity of employees' outputs with organizational standards, while work quantity represents the amount of work completed during a particular period. Timeliness refers to employees' ability to complete tasks according to established deadlines, while effectiveness reflects the optimal utilization of organizational resources. Responsibility indicates employees' willingness to perform and account for their assigned duties. Similar contemporary measurements of employee performance emphasize task completion, work standards, efficiency, result orientation, and employees' ability to fulfill organizational responsibilities (Dasmayanti et al., 2026; Setyawati et al., 2026).

2.4 The Effect of Job Satisfaction on Employee Performance

Job satisfaction is closely associated with employees' attitudes and willingness to contribute effectively to organizational

objectives. Employees who are satisfied with their work, compensation, promotion opportunities, supervision, and interpersonal relationships are more likely to demonstrate positive attitudes toward their jobs. Higher satisfaction can encourage employees to perform their duties more seriously, maintain organizational commitment, and provide greater effort in achieving expected performance standards (Dasmayanti et al., 2026).

Recent empirical studies provide evidence that job satisfaction has a positive and significant effect on employee performance. Higher levels of job satisfaction are associated with improvements in employees' performance because satisfied employees tend to demonstrate stronger commitment and willingness to achieve organizational objectives (Gunawan et al., 2026). Similar findings show that job satisfaction positively and significantly affects employee performance even when examined together with work-life balance, the work environment, and compensation (Harun et al., 2025). Job satisfaction has also been shown to function as an important intervening mechanism between workplace conditions and employee performance (Indriani et al., 2026).

More specifically, recent evidence indicates that improvements in job satisfaction are followed by improvements in employee performance, with a statistically significant positive relationship between the two variables (Dasmayanti et al., 2026). Based on these theoretical arguments and empirical findings, this study proposes that job satisfaction has a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang. H1: Job satisfaction has a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang.

2.5 The Effect of Work Environment on Employee Performance

A comfortable, safe, and supportive work environment can enable employees to perform their duties more effectively. Adequate lighting, appropriate temperature, controlled noise levels, sufficient workplace facilities, proper workplace arrangements, and occupational safety can minimize physical obstacles during work activities. In addition, positive relationships with supervisors and coworkers and effective organizational communication can create psychological conditions that support concentration, coordination, and cooperation among employees (Dasmayanti et al., 2026; Faisal & Mariana, 2025).

Recent studies consistently demonstrate that the work environment has a positive and significant effect on employee performance. Evidence from the manufacturing sector shows that supportive workplace conditions significantly contribute to employee performance and organizational effectiveness (Hati et al., 2026). A positive effect of the work environment on employee performance has also been demonstrated in public-sector organizations, where improvements in facilities and the organizational climate contribute to better employee performance (Hidayat et al., 2026).

The positive relationship between the work environment and employee performance has also been identified in organizational models involving other human resource variables. A conducive work environment can directly improve employee performance while simultaneously supporting stronger employee engagement (Setyawati et al., 2026). Similarly, the work environment has been found to have both direct effects on employee performance and indirect effects through job satisfaction (Harun et al., 2025). These findings suggest that physical, social, and psychological working conditions are important factors in supporting employees' ability to achieve organizational performance standards.

Based on these theoretical arguments and empirical findings, this study proposes that the work environment has a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang. H2: The work environment has a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang.

2.6 The Effect of Job Satisfaction and Work Environment on Employee Performance

Job satisfaction and the work environment represent two complementary factors that can contribute to employee performance. Job satisfaction reflects employees' emotional evaluations of their jobs, whereas the work environment represents the physical, social, and organizational conditions experienced during the performance of work activities. Employees who are satisfied with their jobs and simultaneously operate in supportive workplace conditions are more likely to demonstrate greater motivation, concentration, commitment, and willingness to achieve organizational goals (Dasmayanti et al., 2026).

The relationship between these variables is also supported by recent empirical evidence. Work environment and job satisfaction have been found to exert positive and significant effects on employee performance both individually and simultaneously, suggesting that improvements in workplace conditions accompanied by stronger employee satisfaction can contribute to better organizational performance (Dasmayanti et al., 2026). Other research also demonstrates that the work environment and job satisfaction remain important predictors of employee performance even when they are analyzed together with additional variables such as work-life balance and compensation (Harun et al., 2025).

Recent research further demonstrates that workplace conditions can affect employee performance through several organizational mechanisms. Work environment has been associated with employee performance through job satisfaction, indicating that favorable working conditions may simultaneously strengthen satisfaction and subsequent work outcomes (Indriani et al., 2026). The work environment has also been shown to influence employee performance when employee engagement is incorporated as a mediating mechanism (Setyawati et al., 2026). These findings reinforce the argument that job satisfaction and the work environment constitute important organizational factors that should be managed simultaneously to improve employee performance.

Based on the theoretical framework and previous empirical findings, this study proposes that job satisfaction and the work environment simultaneously have a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang. H3: Job satisfaction and the work environment simultaneously have a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang.

3. Method

3.1 Research Design

This study employed a quantitative approach with a survey design to examine the effects of job satisfaction and the work environment on employee performance at PT Gabag Indonesia Tangerang. A quantitative approach was considered appropriate because the research variables were measured numerically and analyzed using statistical procedures to objectively examine the proposed relationships and hypotheses. Quantitative survey designs combined with questionnaires and statistical analysis are widely applied in contemporary human resource management research to examine relationships among organizational variables and employee outcomes (Fathulrachman et al., 2025; Prameswari & Alam, 2026).

The survey method was used to collect information regarding employees' perceptions, attitudes, and evaluations of the variables examined in this study. Questionnaires are appropriate instruments for systematically collecting standardized responses from participants, particularly when psychological, behavioral, and organizational constructs are measured through rating scales (Philip, 2024; Taufique et al., 2026). The study was conducted at PT Gabag Indonesia, located at Rukan Crown, Jalan Green Lake City Boulevard No. 5 Block I, Petir, Cipondoh District, Tangerang City, Banten, Indonesia. Data collection was conducted from April 1 to June 30, 2026.

3.2 Population and Sample

The population of this study consisted of all operational employees of PT Gabag Indonesia Tangerang, totaling 52 employees. All members of the population were directly involved in the company's operational activities and were therefore considered relevant to the objectives of the study.

A saturated sampling or total sampling technique was employed, whereby all members of the population were included as research respondents. Saturated sampling is particularly applicable when the population is relatively limited and the researcher intends to obtain information from every accessible member of the target population. Recent organizational studies in Indonesia have similarly employed saturated sampling by involving the entire population as research respondents (Fathulrachman et al., 2025; Rulianti & Nurpribadi, 2025). Accordingly, the final sample consisted of 52 operational employees of PT Gabag Indonesia Tangerang.

3.3 Variables and Operational Definitions

This study consisted of two independent variables and one dependent variable. Job satisfaction was designated as the first independent variable (X1), the work environment as the second independent variable (X2), and employee performance as the dependent variable (Y). Each construct was operationalized into dimensions and indicators that served as the basis for developing the research questionnaire.

Job satisfaction was measured through five dimensions consisting of the work itself, salary, promotion opportunities, supervision, and relationships with coworkers. These dimensions represent employees' evaluations of the suitability and meaningfulness of their work, perceived fairness of compensation, career advancement opportunities, supervisory relationships, and interpersonal relationships with colleagues. Contemporary research on employee job satisfaction has continued to operationalize the construct through the dimensions of work itself, wages or salary, promotion, supervision, and coworkers (Baihaqi & Fitrianingrum, 2025). The five dimensions were operationalized into 20 questionnaire statements in this study.

The work environment was measured through physical and non-physical dimensions. The physical dimension included lighting, air temperature, noise, workplace layout, facilities, safety, and workplace comfort, whereas the non-physical dimension included relationships with supervisors, relationships among employees, and work-related communication. Recent evidence distinguishes the work environment into physical characteristics, including workplace facilities, lighting, and temperature, and non-physical characteristics, including communication, interpersonal relationships, and organizational climate (Fikri et al., 2025). These dimensions were operationalized into 10 indicators in this study.

Employee performance was measured through five dimensions consisting of work quality, work quantity, timeliness, work effectiveness, and responsibility. Contemporary employee performance measurement continues to emphasize the quality and quantity of work, timeliness, effectiveness, cooperation, and responsibility as important indicators for evaluating employee contributions to organizational objectives (Nugroho et al., 2026; Prameswari & Alam, 2026). These dimensions were operationalized into 15 questionnaire statements in this study.

3.4 Data Collection Techniques

The study utilized primary data supported by observational and literature-based information. Primary data were obtained directly from respondents through questionnaire distribution, whereas supplementary information was obtained through observation and literature review. The appropriate selection and development of research questionnaires are important for obtaining standardized measurements and reducing potential measurement errors in empirical studies (Philip, 2024).

The questionnaire consisted of closed-ended statements and was distributed

electronically using Google Forms. Online questionnaires provide an efficient mechanism for collecting standardized responses, particularly in quantitative survey research involving employees' perceptions and attitudes. The use of structured questionnaires and rating scales requires careful attention to their validity, reliability, response format, and measurement characteristics (Philip, 2024; Taufique et al., 2026).

All questionnaire items were measured using a five-point Likert scale consisting of strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Likert-type scales are widely applied in social and organizational research to measure latent constructs such as attitudes, perceptions, evaluations, and behavioral intentions because they allow respondents to indicate the degree of their agreement with a series of statements (Taufique et al., 2026). Five-point Likert scales have also been extensively applied in contemporary Indonesian employee performance studies using quantitative survey designs (Prameswari & Alam, 2026).

3.5 Data Analysis Techniques

The collected data were checked for completeness, coded, tabulated, and analyzed using the Statistical Package for the Social Sciences (SPSS). The statistical analysis consisted of instrument testing, classical assumption testing, multiple linear regression analysis, hypothesis testing, and coefficient of determination analysis. The combination of validity testing, reliability testing, classical assumption testing, multiple linear regression, and hypothesis testing is widely applied in recent Indonesian quantitative studies examining employee performance and other organizational outcomes (Rulianti & Nurpribadi, 2025; Prameswari & Alam, 2026).

The validity test was conducted to determine whether each questionnaire item adequately represented the construct being measured. Item validity was assessed by comparing the calculated item-total correlation coefficient (r-count) with the corresponding critical value (r-table), where an item was considered valid when the calculated correlation coefficient exceeded the critical correlation value at the specified significance level. Item-level correlation analysis represents one approach commonly applied to evaluate questionnaire items before subsequent statistical analyses (Nazay et al., 2025). Questionnaire validity assessment is essential because the quality of subsequent empirical analysis depends on whether the measurement instrument adequately captures the intended constructs (Yusoff et al., 2024).

Reliability testing was conducted to evaluate the internal consistency of the questionnaire items using Cronbach's alpha. In this study, an instrument was considered reliable when the Cronbach's alpha coefficient exceeded 0.60, consistent with the decision rule applied in recent Indonesian quantitative organizational research (Nazay et al., 2025). Cronbach's alpha remains widely used for evaluating the internal consistency of multi-item measurement instruments, although its interpretation should also consider the measurement characteristics of Likert-type data and the underlying structure of the construct (Park, 2024).

Classical assumption tests were subsequently performed before estimating the multiple linear regression model. These tests included normality, heteroscedasticity, multicollinearity, and autocorrelation tests. Recent Indonesian empirical studies employing multiple linear regression similarly conduct classical assumption diagnostics to evaluate whether the regression model adequately satisfies the statistical conditions required for subsequent interpretation (Hunaida & Sasanti, 2025; Winata et al., 2025).

The normality test was conducted to determine whether the regression residuals followed an approximately normal distribution. Residual normality was evaluated using the Kolmogorov–Smirnov test at a significance level of 0.05, where a significance value equal to or greater than 0.05 indicated that the normality assumption was satisfied. Normality was additionally evaluated using a histogram and normal probability plot, with an

approximately normal distribution indicated when the residual points followed the direction of the diagonal reference line. The Kolmogorov–Smirnov test and graphical residual assessment remain commonly employed as complementary normality diagnostics in multiple regression analysis (Nazay et al., 2025).

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across observations. Heteroscedasticity was evaluated using both a scatterplot and the Glejser test. The regression model was considered free from heteroscedasticity when the residual points were randomly distributed above and below zero without forming a systematic pattern and when the significance values obtained from the Glejser test exceeded 0.05. Recent regression-based research has employed the Glejser test with a significance threshold above 0.05 to indicate the absence of heteroscedasticity (Winata et al., 2025).

The multicollinearity test was conducted to identify whether excessive correlations existed among the independent variables. Multicollinearity was assessed using the tolerance value and Variance Inflation Factor (VIF). The regression model was considered free from problematic multicollinearity when the tolerance value exceeded 0.10 and the VIF value was below 10. These criteria continue to be applied in contemporary Indonesian multiple regression studies to assess the independence of explanatory variables (Hunaida & Sasanti, 2025; Nazay et al., 2025).

Autocorrelation testing was conducted as an additional diagnostic to determine whether residuals were systematically correlated across observations. The Durbin–Watson statistic was employed, with the absence of autocorrelation indicated when the Durbin–Watson value satisfied the criterion of $dU < DW < 4 - dU$. This decision rule has been applied in recent Indonesian regression studies to assess residual independence (Winata et al., 2025). A run test was additionally used to evaluate the randomness of the residual sequence.

3.6 Multiple Linear Regression and Hypothesis Testing

Multiple linear regression analysis was employed to estimate the effects of job satisfaction and the work environment on employee performance. Multiple regression is appropriate when a dependent variable is analyzed as a function of two or more independent variables and has been extensively applied in contemporary employee performance research using questionnaire data and SPSS (Fathulrachman et al., 2025; Prameswari & Alam, 2026).

The regression model used in this study was formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where:

Y = Employee performance

a = Constan

b_1 = Regression coefficient of job satisfaction

b_2 =Regression coefficient of the work environmen

X_1 = Job satisfaction

X_2 = Work environment

e = Error term

The partial t-test was used to determine whether each independent variable individually exerted a statistically significant effect on employee performance. A partial hypothesis was accepted when the calculated t-value exceeded the critical t-value or when the significance probability was below 0.05. Conversely, the hypothesis was not supported when the calculated t-value did not exceed the critical t-value or when the significance probability exceeded 0.05. Partial t-tests at a significance level of 0.05 are commonly applied to determine the individual contribution of explanatory variables within multiple regression models (Nugroho et al., 2026; Nazay et al., 2025).

The simultaneous F-test was used to determine whether job satisfaction and the work environment jointly affected employee performance. The simultaneous hypothesis was accepted when the calculated F-value exceeded the critical F-value or when the significance probability was below 0.05. The F-test is commonly employed to evaluate

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whether the independent variables collectively explain statistically significant variation in the dependent variable within multiple regression models (Nugroho et al., 2026; Prameswari & Alam, 2026).

Finally, the coefficient of determination (R^2) was used to determine the proportion of variation in employee performance explained by job satisfaction and the work environment. The coefficient ranges from 0 to 1, with higher values indicating greater explanatory power of the independent variables in accounting for variation in the dependent variable. The coefficient of determination is commonly reported alongside multiple regression results to quantify the explanatory contribution of the predictors included in the research model (Nazay et al., 2025; Fathulrachman et al., 2025).

4. Result and Discussion

This study involved all 52 operational employees of PT Gabag Indonesia Tangerang as respondents. The data were collected through questionnaires and analyzed using IBM SPSS Statistics version 27. The presentation of the research results includes respondent characteristics, descriptive analysis of respondents' responses, instrument quality testing, classical assumption testing, multiple linear regression analysis, partial hypothesis testing, simultaneous hypothesis testing, and the coefficient of determination.

4.1 Respondent Characteristics

Respondent characteristics were classified according to gender, age, length of employment, and educational background, as presented in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	17	32.7
	Female	35	67.3
Age	18–28 years	38	73.1
	29–39 years	12	23.1
	40–50 years	2	3.8
	51–61 years	0	0.0
Length of employment	< 1 year	14	26.9
	1–3 years	26	50.0
	4–6 years	7	13.5
	> 6 years	5	9.6
Educational background	Senior High School/ Vocational High School	26	50.0
	Diploma (D3)	1	1.9
	Bachelor's Degree (S1)	25	48.1
	Master's Degree (S2)	0	0.0

Source: Primary data processed, 2026.

Table 1 shows that the respondents were predominantly female, accounting for 35 employees or 67.3% of the total respondents. Most respondents were aged 18–28 years, representing 38 employees or 73.1%. In terms of length of employment, 26 respondents or 50.0% had worked for the company for 1–3 years. Educational attainment was relatively balanced between Senior High School/Vocational High School graduates, comprising 26 respondents or 50.0%, and bachelor's degree holders, comprising 25 respondents or 48.1%. These characteristics indicate that most respondents were within the productive age group and had sufficient work experience to evaluate their jobs and workplace conditions.

4.2 Descriptive Analysis of Respondents' Responses

The descriptive analysis was conducted to identify the dominant responses to the indicators of job satisfaction, work environment, and employee performance. The statements receiving the highest frequency of positive responses for each variable are summarized in Table 2.

Table 2. Summary of Dominant Respondent Responses

Variable	Statement with Dominant Response	Dominant Response	Frequency	Percentage (%)
Job satisfaction	Employees have good cooperative relationships with fellow employees	Strongly agree	32	61.5
Work environment	Noise levels in the workplace can be minimized	Agree	25	48.1

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Work environment	Relationships between employees and supervisors are well-established and harmonious	Agree	25	48.1
Employee performance	Employees produce neat and well-organized work results	Agree	31	59.6

Source: Primary data processed, 2026.

Table 2 indicates that relationships among coworkers received the strongest positive evaluation within the job satisfaction variable. This finding suggests that interpersonal cooperation represents an important component of employees' positive evaluation of their work. Supportive relationships with coworkers and supervisors can contribute to job satisfaction and strengthen employees' willingness to contribute to organizational objectives (Dasmayanti et al., 2026; Harun et al., 2025).

Regarding the work environment, respondents positively evaluated both workplace noise control and harmonious relationships with supervisors. These findings indicate that physical workplace conditions and non-physical interpersonal conditions are both relevant to employees' experiences at PT Gabag Indonesia Tangerang. Workplace facilities, interpersonal communication, and organizational climate represent important elements of a supportive working environment (Hidayat et al., 2026).

For employee performance, neatness and organization of work results received the highest frequency of agreement. This finding indicates that employees place considerable emphasis on the quality of their work output. Work quality constitutes an important dimension of employee performance because it reflects employees' ability to complete their duties according to established organizational standards (Nugroho et al., 2026).

4.3 Instrument Quality Test

Instrument quality was evaluated through validity and reliability tests. An item was considered valid when its calculated item correlation coefficient exceeded the critical correlation value, whereas the reliability of the instrument was assessed using Cronbach's alpha. Item-level validity and Cronbach's alpha reliability testing are commonly applied in quantitative organizational research before further statistical analyses are conducted (Nazay et al., 2025).

The validity and reliability tests ensured that the questionnaire provided an adequate measurement basis for subsequent statistical analysis. Valid items indicate that the statements appropriately represent the intended research constructs, while reliable instruments demonstrate consistent measurement across questionnaire items. Therefore, only items that satisfied the established measurement criteria were considered appropriate for further analysis.

Table 3. Summary of Validity and Reliability Test Results

Variable	Number of Items	Range of r-count	r-table	Cronbach's Alpha	Interpretation
Job Satisfaction (X1)	20	0.107–0.829	0.2732	0.753	19 valid items; 1 item requires verification
Work Environment (X2)	10	0.680–0.866	0.2732	0.777	Valid and reliable
Employee Performance (Y)	15	0.804–0.884	0.2732	0.775	Valid and reliable

Source: Primary data processed, 2026.

Table 3 shows that all items measuring the work environment and employee performance had r-count values greater than the r-table value of 0.2732. For the job satisfaction variable, 19 items met the validity criterion, whereas the sixth item had an r-count value of 0.107, which was lower than the r-table value of 0.2732. Therefore, this particular item should be re-examined before being retained in subsequent construct scoring or inferential analysis.

Despite the validity issue identified in one job satisfaction item, all three variables produced Cronbach's alpha values greater than 0.60, namely 0.753 for job satisfaction, 0.777 for the work environment, and 0.775 for employee performance. These results indicate

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acceptable internal consistency under the reliability criterion adopted in this study. Cronbach's alpha is widely used to assess the internal consistency of multi-item measurement instruments, although reliability should be interpreted together with the validity and structure of the measured construct (Park, 2024; Nazay et al., 2025).

4.4 Classical Assumption Tests

Classical assumption tests were performed to evaluate the suitability of the regression model before hypothesis testing. The tests included normality, heteroscedasticity, multicollinearity, and autocorrelation.

Table 4. Summary of Classical Assumption Test Results

Test	Indicator	Result	Criterion	Interpretation
Normality	Kolmogorov–Smirnov Sig.	0.200	> 0.05	Residuals are normally distributed
Heteroscedasticity	Glejser Sig. X1	0.462	> 0.05	No heteroscedasticity
	Glejser Sig. X2	0.199	> 0.05	No heteroscedasticity
Multicollinearity	Tolerance X1	0.363	> 0.10	No multicollinearity
	Tolerance X2	0.363	> 0.10	No multicollinearity
	VIF X1	2.757	< 10	No multicollinearity
	VIF X2	2.757	< 10	No multicollinearity
Autocorrelation	Durbin–Watson	1.561	dL = 1.4741; dU = 1.6334	Inconclusive region

Source: Primary data processed, 2026.

The Kolmogorov–Smirnov significance value of 0.200 was greater than 0.05, indicating that the regression residuals were normally distributed. The Glejser test produced significance values of 0.462 for job satisfaction and 0.199 for the work environment, both exceeding 0.05. Thus, there was no indication of heteroscedasticity in the regression model. The use of significance values above 0.05 in the Glejser test as an indication of the absence of heteroscedasticity is consistent with contemporary regression-based empirical studies (Winata et al., 2025).

The tolerance values for both independent variables were 0.363, while their VIF values were 2.757. Because the tolerance values exceeded 0.10 and the VIF values were below 10, the model showed no problematic multicollinearity. These criteria are commonly applied in multiple regression analysis to evaluate excessive correlations among independent variables (Hunaida & Sasanti, 2025; Nazay et al., 2025).

The Durbin–Watson statistic was 1.561, which was greater than the lower bound (dL = 1.4741) but lower than the upper bound (dU = 1.6334). Therefore, the statistic fell within the inconclusive region of the Durbin–Watson decision rule. Consequently, the Durbin–Watson test alone does not provide sufficient evidence to conclude either the presence or absence of positive autocorrelation. The decision rule $dU < DW < 4 - dU$ is commonly used to establish the absence of autocorrelation; because the present value did not satisfy this condition, an additional residual independence test, such as the run test, would provide stronger confirmation (Winata et al., 2025).

4.5 Multiple Linear Regression Analysis and Partial Hypothesis Testing

Multiple linear regression analysis was conducted to determine the direction and magnitude of the effects of job satisfaction and the work environment on employee performance. The regression results and partial hypothesis tests are presented in Table 5.

Table 5. Multiple Linear Regression and Partial Test Results

Variable	B	Std. Error	Beta	t	Sig.	Decision
Constant	7.821	5.436	–	1.439	0.157	–
Job Satisfaction (X1)	0.250	0.114	0.296	2.190	0.033	H1 supported
Work Environment (X2)	0.827	0.198	0.565	4.181	< 0.001	H2 supported

Source: Primary data processed, 2026.

Based on Table 5, the multiple linear regression equation is expressed as follows:

$$Y = 7.821 + 0.250X_1 + 0.827X_2$$

The regression coefficient for job satisfaction was 0.250, indicating that a one-

unit increase in job satisfaction was associated with a 0.250-unit increase in employee performance when the work environment was held constant. The regression coefficient for the work environment was 0.827, indicating that a one-unit increase in the work environment score was associated with a 0.827-unit increase in employee performance when job satisfaction was held constant. Positive regression coefficients indicate that improvements in both independent variables are associated with improvements in employee performance.

The partial test showed that job satisfaction had a t-value of 2.190, which was greater than the critical t-value of 1.67655, with a significance value of 0.033. Therefore, job satisfaction had a positive and statistically significant effect on employee performance at the 5% significance level. The use of the t-test and a significance threshold of 0.05 to assess the partial effects of independent variables is consistent with recent multiple regression studies in organizational research (Nugroho et al., 2026; Prameswari & Alam, 2026).

This finding indicates that improvements in employees' satisfaction with their work can contribute to higher employee performance. Employees who perceive their jobs, compensation, promotion opportunities, supervision, and coworker relationships positively are more likely to demonstrate stronger involvement and effort in completing their responsibilities. The result is consistent with recent empirical evidence showing that job satisfaction positively contributes to employee performance in Indonesian organizational settings (Dasmayanti et al., 2026; Gunawan et al., 2026). Similar findings also indicate that job satisfaction remains an important determinant of employee performance when analyzed together with workplace and compensation-related factors (Harun et al., 2025).

The work environment produced a t-value of 4.181, exceeding the critical t-value of 1.67655, with a significance value below 0.001. Therefore, the work environment had a positive and statistically significant effect on employee performance. This finding indicates that better physical and non-physical working conditions are associated with higher levels of employee performance at PT Gabag Indonesia Tangerang.

The result supports empirical findings showing that a conducive work environment can improve employee performance by providing employees with physical comfort, organizational support, interpersonal cooperation, and favorable working conditions (Hati et al., 2026; Hidayat et al., 2026). The work environment has also been shown to contribute to performance either directly or through organizational mechanisms such as job satisfaction and employee engagement (Harun et al., 2025; Setyawati et al., 2026).

The standardized coefficient for the work environment was 0.565, whereas the standardized coefficient for job satisfaction was 0.296. Within this regression model, the work environment therefore showed a stronger standardized association with employee performance than job satisfaction. This comparison should be interpreted as a relative effect within the present sample and model rather than as evidence that the work environment is universally more important than job satisfaction.

4.6 Simultaneous Test and Coefficient of Determination

The simultaneous F-test was conducted to determine whether job satisfaction and the work environment jointly affected employee performance. The coefficient of determination was used to evaluate the proportion of variation in employee performance explained by the two independent variables.

Table 6. Simultaneous Test and Coefficient of Determination

R	R Square	Adjusted R Square	Standard Error of the Estimate	F	df1	df2	Sig.
0.821	0.675	0.662	5.849	50.846	2	49	< 0.001

Source: Primary data processed, 2026.

Table 6 shows an F-value of 50.846, which was greater than the critical F-value of 3.19, with a significance value below 0.001. These results indicate that job satisfaction and the work environment jointly had a statistically significant effect on employee performance. Therefore, the third hypothesis was supported. The simultaneous F-test is commonly used in multiple regression analysis to determine whether the independent variables collectively explain significant variation in the dependent variable (Fathulrachman et al., 2025; Prameswari & Alam, 2026).

This finding demonstrates that employee performance at PT Gabag Indonesia Tangerang cannot be explained solely by individual satisfaction or workplace conditions in isolation. Employees who experience favorable job conditions while simultaneously working in a supportive physical and social environment are more likely to achieve better performance. Recent empirical evidence similarly shows that job satisfaction and the work environment can jointly contribute significantly to employee performance (Dasmayanti et al., 2026). The result is also consistent with studies indicating that combinations of workplace conditions, employee satisfaction, compensation, motivation, and other organizational factors collectively contribute to variations in employee performance (Harun et al., 2025).

The R Square value of 0.675 indicates that job satisfaction and the work environment jointly explained 67.5% of the variation in employee performance. The remaining 32.5% was attributable to other factors not included in the research model. Such factors may include motivation, compensation, leadership, work discipline, employee engagement, career development, workload, and other organizational or individual characteristics that have been identified in previous employee performance studies (Gunawan et al., 2026; Setyawati et al., 2026).

The Adjusted R Square value of 0.662 indicates that after accounting for the number of predictors included in the model, job satisfaction and the work environment explained approximately 66.2% of the variation in employee performance. Reporting both R Square and Adjusted R Square provides a more comprehensive assessment of the explanatory ability of a multiple regression model because the adjusted value accounts for the number of predictors included in the estimation (Fathulrachman et al., 2025; Nazay et al., 2025).

Overall, the findings confirm that both job satisfaction and the work environment constitute significant determinants of employee performance at PT Gabag Indonesia Tangerang. Although both variables contribute positively to employee performance, the standardized regression results indicate that the work environment has the stronger association within the present model. Therefore, improvements in workplace conditions, interpersonal relationships, communication, comfort, and organizational support, accompanied by efforts to maintain employee job satisfaction, are empirically associated with better employee performance in the company.

4.7 Conclusion

4.7.1 The Effect of Job Satisfaction on Employee Performance

The results demonstrate that job satisfaction has a positive and significant effect on employee performance at PT Gabag Indonesia Tangerang. This finding is supported by a regression coefficient of 0.250, a t-value of 2.190, and a significance value of 0.033. These results indicate that higher employee satisfaction with the job itself, compensation, promotion opportunities, supervision, and relationships with coworkers is associated with better employee performance.

Job satisfaction represents an important psychological condition that influences employees' attitudes and behavior toward their work. Employees who perceive their jobs positively, receive appropriate recognition, obtain support from supervisors, and maintain harmonious relationships with coworkers tend to demonstrate stronger commitment, motivation, and willingness to perform their responsibilities effectively. Recent empirical

studies have confirmed that job satisfaction contributes positively to employee performance in different Indonesian organizational contexts (Dasmayanti et al., 2026; Gunawan et al., 2026).

The findings of this study are consistent with previous research showing that job satisfaction has a positive and significant influence on employee performance. Higher levels of job satisfaction can encourage employees to exert greater effort, maintain commitment to organizational objectives, and improve the quality of their work outcomes (Harun et al., 2025; Indriani et al., 2026). Similar findings also demonstrate that job satisfaction remains an important mechanism in explaining employee performance even when other organizational variables, such as compensation, workload, and the work environment, are incorporated into the research model (Fernando et al., 2026; Purba et al., 2025).

At PT Gabag Indonesia Tangerang, the descriptive findings indicate that cooperative relationships among employees received the strongest positive evaluation within the job satisfaction variable. Positive interpersonal relationships can create a more comfortable working atmosphere, facilitate coordination, and encourage employees to support one another in completing their tasks. Effective interpersonal relationships and organizational communication can strengthen cooperation, satisfaction, and productivity within the workplace (Faisal & Mariana, 2025; Hidayat et al., 2026).

4.7.2 The Effect of Work Environment on Employee Performance

The work environment has a positive and significant effect on employee performance, as indicated by a regression coefficient of 0.827, a t-value of 4.181, and a significance value below 0.001. The standardized beta coefficient for the work environment was 0.565, which was higher than the standardized beta coefficient for job satisfaction of 0.296. Therefore, within the present regression model, the work environment shows a stronger standardized association with employee performance than job satisfaction.

A supportive work environment consists of both physical and non-physical conditions. Physical conditions include lighting, temperature, noise levels, workplace layout, and work facilities, while non-physical conditions involve relationships with supervisors, relationships among employees, communication, safety, and workplace comfort. Favorable workplace conditions can help employees maintain concentration, reduce work-related disruptions, improve coordination, and perform their responsibilities more efficiently (Hati et al., 2026; Hidayat et al., 2026).

The descriptive findings show that employees provided positive responses regarding the company's ability to minimize workplace noise and maintain harmonious relationships between employees and supervisors. These results indicate that both physical and social aspects of the work environment contribute to employees' ability to complete their tasks effectively. Supportive workplace conditions can create greater comfort and facilitate the efficient utilization of time and organizational resources, thereby improving employee performance (Fathulrachman et al., 2025; Rulianti & Nurpribadi, 2025).

The results are consistent with recent empirical studies demonstrating that the work environment has a positive and significant effect on employee performance. Evidence from the manufacturing sector indicates that conducive workplace conditions can strengthen employees' motivation and performance (Hati et al., 2026). Similar findings show that physical facilities, interpersonal relationships, and effective communication within the workplace can contribute significantly to employee performance (Hidayat et al., 2026). The work environment has also been shown to affect employee performance both directly and indirectly through job satisfaction and employee engagement (Harun et al., 2025;

Setyawati et al., 2026).

4.7.3 The Effect of Job Satisfaction and Work Environment on Employee Performance

The simultaneous test results show that job satisfaction and the work environment jointly have a significant effect on employee performance. This result is indicated by an F-value of 50.846, which exceeds the critical F-value of 3.19, and a significance value below 0.001. These findings suggest that improvements in employee performance are associated not only with positive evaluations of the job but also with supportive physical and social workplace conditions.

The coefficient of determination of 0.675 indicates that job satisfaction and the work environment explain 67.5% of the variation in employee performance. This relatively substantial explanatory contribution indicates that both variables play important roles in the employee performance model used in this study. Job satisfaction can strengthen employees' motivation and commitment, while a supportive work environment provides physical and psychological conditions that enable employees to perform their tasks effectively and efficiently. Recent evidence similarly demonstrates that job satisfaction and the work environment jointly contribute significantly to employee performance (Dasmayanti et al., 2026; Harun et al., 2025).

The findings are also consistent with studies showing that favorable workplace conditions can improve employee performance through stronger job satisfaction and engagement. Employees who are satisfied with their jobs and simultaneously experience supportive working conditions are more likely to demonstrate stronger involvement, concentration, and willingness to achieve organizational targets (Indriani et al., 2026; Setyawati et al., 2026). The combined contribution of workplace conditions and employee attitudes therefore represents an important consideration in human resource management practices.

Although the model explains 67.5% of the variation in employee performance, the remaining 32.5% is associated with other factors not included in the present study. These factors may include workload, compensation, leadership, motivation, career development, work discipline, organizational support, and employee engagement. Previous studies have demonstrated that these variables can also contribute to employee performance in various organizational contexts (Gunawan et al., 2026; Indriani et al., 2026; Setyawati et al., 2026).

The findings imply that the management of PT Gabag Indonesia Tangerang should maintain harmonious working relationships while improving aspects of the work environment that still receive neutral or less favorable responses, particularly workplace layout and the adequacy of work facilities. Management should also strengthen career development opportunities, transparency in promotion systems, appropriate compensation practices, and supervisory support because these aspects may contribute to stronger employee satisfaction and subsequent performance. An integrated approach to job satisfaction and workplace improvement can therefore support more consistent and sustainable employee performance (Harun et al., 2025; Purba et al., 2025).

5. Conclusion

This study concludes that job satisfaction and the work environment have positive and significant effects on employee performance at PT Gabag Indonesia Tangerang. Partially, job satisfaction produced a t-value of 2.190, which exceeded the critical t-value of 1.67655, with a significance value below 0.05. The work environment also had a significant effect, with a t-value of 4.181, exceeding the critical t-value of 1.67655, and a significance value below 0.05. Simultaneously, job satisfaction and the work environment produced an F-value of 50.846, which exceeded the critical F-value of 3.19, with a significance value below 0.05. These findings indicate that higher job satisfaction and more conducive workplace conditions are associated with better employee performance.

The practical implications of the study

suggest that management should strengthen employee job satisfaction by providing fair recognition and compensation, greater career development opportunities, supervisory support, and harmonious workplace relationships. Particular attention should also be directed toward workplace comfort, safety, facilities, layout, and organizational communication because the work environment showed a stronger standardized association with employee performance within the present model. This study is limited to a single company with 52 respondents and examines only job satisfaction and the work environment as explanatory variables. Furthermore, the use of a cross-sectional questionnaire captures employee perceptions at one particular period and therefore cannot fully describe changes in employee attitudes and performance over time. Future research should involve broader organizational settings and larger samples, apply longitudinal approaches where feasible, and incorporate additional variables such as motivation, compensation, work discipline, organizational culture, leadership, workload, career development, and employee engagement to obtain a more comprehensive understanding of employee performance.

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