

Research Article

Analysis of the Effect of Work Environment Adaptability on Employee Performance through Job Satisfaction

¹Basmi Said

¹STIE PETRA Bitung, North Sulawesi, Indonesia.

Received Date: 18 May 2024

Revised Date: 30 May 2024

Accepted Date: 05 June 2024

Published Date: 18 June 2024

Abstract: This research was conducted with the aim of testing the effect of Work Environment Adaptability on job satisfaction, testing the effect of Work Environment Adaptability on Employee Performance, testing the effect of job satisfaction on employee performance, and testing Work Environment Adaptability on Employee Performance through Employee Job Satisfaction in the City Fish Canning Industry sector Bitung, North Sulawesi. Using the Slovin formula, 118 respondents made up the study sample, while 2751 individuals made up the research population. Structural Equation Modeling (SEM) analysis is the method used for data analysis. The findings of the study demonstrate that job satisfaction is positively and significantly impacted by work environment adaptability. Employee performance is positively and significantly impacted by the adaptability of the work environment. Employee performance is influenced by job happiness. Through job satisfaction, work environment adaptability affects worker efficiency.

Keywords: Work Environment Adaptability, Employee Performance, Job Satisfaction.

I. INTRODUCTION

Indonesia needs to continue to develop because, as an archipelagic country, it has very important water resources. One aspect is through the development of transportation and broader fishing activities. Every step taken will contribute significantly to economic progress. In an effort to meet the food and nutritional needs of the Indonesian population, as well as improve the welfare of fishermen and regional income, as well as optimizing state foreign exchange earnings, the development of the fisheries sector has an important role in increasing fisheries productivity.

Bitung, a fisheries development area in North Sulawesi Province, plays an important role in the fish canning industry in Indonesia. The existing infrastructure in this area facilitates cargo loading and unloading activities to and from Bitung City and the Bitung Marine Fisheries Port (PPS). This infrastructure is key in enabling the Bitung fisheries sector to produce fishery products for local and international markets. The successful growth of the fisheries sector in Bitung City is supported by adequate infrastructure. Most fish raw materials are sent to other islands to be used in industries in Surabaya and Jakarta, creating challenges for this sector due to the minimal supply of fish in the fishing industry in Surabaya and Jakarta, which results in higher fish prices than in Bitung, encouraging fish trade cross island.

The main catch on land in Bitung consists of tuna, skipjack and tuna, which are the results of marine fishery production collected at the Bitung PPS. Meanwhile, other types of fish only contributed around 10,894.46 tons (20.38%) of the total fish production landed at the Bitung PPS in 2020, while tuna, skipjack tuna and tuna contributed 42,567.85 tons (79.62%) of the total fish production landed in Bitung. Six fishing companies that use various fishing gears provide support for the development of the fisheries sector in the Bitung region.

Therefore, apart from building facilities and infrastructure, various steps must be taken to maintain Bitung as a location for the fishing industry. Employees are valuable assets that need to be managed carefully from the recruitment process to dismissal in order to provide optimal contributions to the business in achieving its goals. People management is not something trivial; therefore, it must be managed carefully in order to improve employee performance.

A company's effectiveness in improving employee performance depends on a variety of elements, including how well people are managed, how the workload is controlled, how adaptable the workplace environment is, and how satisfied individuals are in their jobs. Based on this, this research examines how job satisfaction and employee performance in fish canning businesses in Bitung City, North Sulawesi Province, are influenced by workload and workplace adaptation.

Adaptation to the work environment is a different issue that impacts employee performance. The capacity to adapt to changes in the organizational environment is known as work environment adaptation. An organization's ability to adapt requires the development of norms and beliefs that enable the capacity to first receive and then understand a variety of



environmental signals, which translate into cognitive and behavioral changes (Denison, 2010).

For an organization to be successful, it is critical to consider environmental adaptability when defining organizational culture. According to Reeves and Deimler (2011), the ability to adapt to the environment is very important to gain a competitive advantage. The capacity to adjust to changes in the external environment is known as environmental adaptability. “The capacity to adjust to the environment is the capacity to react promptly when changes occur”, claims Gibbons (2003). The level of competition is one of the things that makes a company able to adapt to a profitable environment.

Many researchers have conducted research on the influence of the work environment on employee performance. According to Sutoyo, Fikratunil Khasifah, Zulkifli, and Fernando Reinhard Tjiabrata (2016) and Fernando Reinhard Tjiabrata (2017), the workplace has a quite beneficial impact on employee performance. There is research that states the opposite, such as that conducted by Artha Tri Hastutiningsih and Soegoto (2018), which states that the work environment has a positive but not significant effect on employee performance. Even Aslian (2019) was able to demonstrate that employee performance is unaffected by the workplace.

“Job satisfaction is a favorable or unfavorable emotional state in which people evaluate their work,” claims Yusuf (2015). A person’s feelings towards their work are reflected in job satisfaction. Employees’ positive attitudes about their work and any challenges they face at work are proof of this. According to Robbins (2015), job satisfaction is the overall attitude towards a person’s work as measured by the mismatch between the actual and perceived incentives obtained by employees. Because each worker has unique qualities, the level of job satisfaction varies and can have various effects.

Faisal et al. (2018) conducted an empirical study on workload, ability to adapt to the work environment, job satisfaction, and performance, which showed that workload had a positive and significant effect on employee performance, job satisfaction affected employee performance, and engagement and workload had an indirect effect on employee performance through employee job satisfaction. Devi’s (2009) research further revealed that job satisfaction has a quite beneficial influence on employee performance. Employee job satisfaction is partially or simultaneously influenced by the ability to adapt to the work environment (Faisal, 2018; Devi, 2009).

II. LITERATURE REVIEW

A) *Employee Performance*

Hadari (2015), employee performance is the result of carrying out a job, which includes physical, non-physical and non-mental aspects. Employee performance, as defined by Ilyas (2014), is a manifestation of employee work in quantity and quality and can take the form of individual or group performance. Performance is the result of certain work tasks or certain work activities over a predetermined amount of time (Benardin and Russel, 2013). Employee performance, or job performance, is measured by comparing output to predefined benchmarks (Robbins et al., 2008). It can be said that good employee performance always reflects a strong sense of responsibility in every job given by the organization and can improve morale. Therefore, managers must always pay attention to their staff members to ensure that work is done efficiently and without interruption.

B) *Work Environment Adaptability*

Salmones (2014) asserts that the ability of a business to outperform rivals in terms of producing higher revenue or sales is its competitive advantage. However, regarding the causes of this competitive advantage, no common agreement is known. The industry architecture reveals three primary sources of competitive advantage. (Porter, 2008), the resources that businesses must own and develop (Barney, 2010), and the relational view are all discussed in the strategy literature (Dyer and Singh, 1998).

The resource-based view analyzes a company’s internal structure to determine its advantages and disadvantages. This viewpoint argues that businesses can achieve competitive advantage by creating and possessing better resources and capabilities that are valuable, unusual, challenging to imitate, and difficult to replace. Therefore, the company’s goal should be to discover, develop, and identify these key resources to maximize revenue (Fahy and Smithee, 1999). Finally, the relational perspective defines competitive advantage as a company’s ability to outperform its competitors through collaboration with other businesses and relationships with customers, sharing knowledge, sharing complementary resources and skills, and good corporate management (Dyer and Hatch, 2006).

C) *Job Satisfaction*

Robbins and Coulter (2016) define “Job satisfaction refers to a person’s general attitude towards their work”. Hamali’s translation of Green and Baron’s (2016) definition of job satisfaction describes it as a person’s attitude towards their work. Gibson, as translated by Hamali (2016), emphasizes that job satisfaction is a reflection of an employee’s attitude towards their work. Sutrisno (2016) stated that job satisfaction is a number of factors that influence the physical and psychological

components as well as employees' attitudes towards work in relation to workplace conditions, employee cooperation, awards received at work, and other factors.

According to Wexley and Yukl (2003), how a person feels about their job is what they call "job satisfaction." The general attitude towards work that is based on the assessment of several job components is called job satisfaction. A person's attitude toward their job indicates their positive or negative work experiences as well as what they anticipate from the future.

D) Hypotheses

The hypothesis in this research is as follows:

H₁ : Work Environment Adaptability influences job satisfaction

H₂ : Work Environment Adaptability influences employee performance

H₃ : Job satisfaction influences employee performance

H₄ : Work Environment Adaptability influences employee performance through job satisfaction.

III. METHOD

This study uses a quantitative approach. The data collection technique is by distributing questionnaires via Google Forms. Employee performance measures how well someone completes the tasks and work that has been given to employees according to appropriate standards for a particular job. The indicators used to measure employee performance, according to Robbins (2016), are: 1) quantity of work, 2) quality of work, 3) punctuality, 4) effectiveness, 5) independence. The adaptability of the work environment is the ability of employees to adapt to an uncertain work environment as a consequence of behavior that arises to overcome changes and conditions that occur in the company. Indicators for measuring work environment adaptation according to Azis Alimul Hidayat (2007): a) physiological adaptation, b) psychological adaptation, c) developmental adaptation, d) sociocultural adaptation, and e) spiritual adaptation. Employees who work in an organization where their needs are met with care report feelings of satisfaction with their jobs. Indicators measure job satisfaction, namely: a) with salary, b) with work, c) with superiors, d) with coworkers. The population in the study is numbered 2,751; the sampling technique used the Slovin formula, resulting in a total sample of 118 people. The analysis technique uses Structural Equation Modeling (SEM) analysis.

IV. RESULTS AND DISCUSSION

A) Results

a. Description of Respondents

The respondents in this research were 118 employees in the fish canning industry. To see Sex (Gender), Age, level of education and Years of Work are presented in the following table.

Table 1. Respondent Description

Information	Frequency	Percent
Gender		
Man	36	30.5
Woman	82	69.5
Age		
21-35	38	32.2
36-45	47	39.8
46-55	29	24.6
55-65	4	3.4
Last education		
elementary school	4	3.4
JUNIOR HIGH SCHOOL	22	18.6
SENIOR HIGH SCHOOL	72	61.0
S1	20	16.9
Years of service		
15 years	48	40.7
5.1 - 10 years	19	16.1
10.1 - 15 years	33	28.0
15.1 - 20 years	16	13.6
> 20 years	2	1.7

b. Structural Equation Model

The model satisfies the necessary requirements, as demonstrated by the CFA test results. Following the development of the hypotheses and models developed, the CFA model was converted into a structural model. The results of the full structural model are shown in Figure 1.

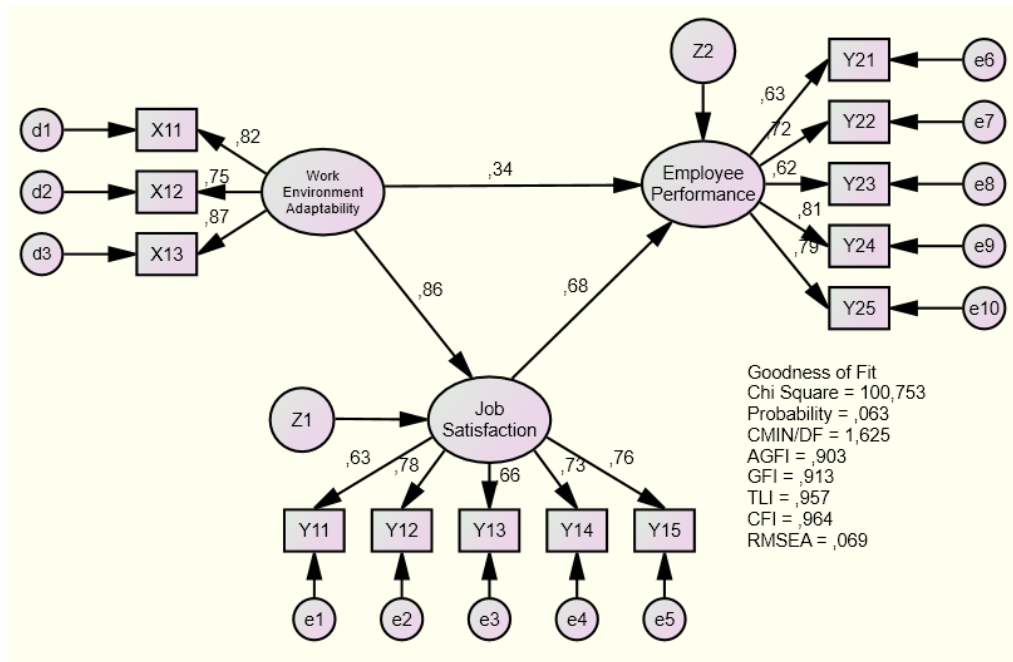


Figure 1: Structural Model

c. Fit Test and Empirical Model Test (Goodness of Fit Index)

The model suitability assessment was carried out by considering the Goodness of Fit Index criteria. The suitability of the model is presented in the table below:

Table 2: Goodness of Fit Index

Goodness of Fit Index	Cut off value	Estimate	Information
Absolute Fit Measures			
χ^2 -Chi-square	102.166	100,753	Fit
CMIN/DF	≤ 2.00	1,625	Fit
Probability	≥ 0.05	0.063	Fit
RMSEA	≤ 0.08	0.069	Fit
GFI	≥ 0.90	0.913	Fit
AGFI	≥ 0.90	0.903	Fit
TLI	≥ 0.95	0.957	Fit
CFI	≥ 0.90	0.964	Fit

Source: Primary data processed, 2024.

d. Hypothesis Testing

To test the research hypothesis proposed in this study regarding the influence of work environment adaptability on employee performance through job satisfaction. This can be seen in Table 3.

Table 3: Regression Weights Full Model Hypothesis Testing

Hypothesis	Direct Influence			Indirect Effects	Description
	Estimate	CR	P		
Adaptability→Job satisfaction	0.86	7,907	0,000	-	H1 is accepted
Adaptability→Employee performance	0.34	2,204	0.027	-	H2 is accepted
Job satisfaction→Employee performance	0.68	4,007	0,000	-	H3 is accepted

Hypothesis	Direct Influence			Indirect Effects	Description
	Estimate	CR	P		
Adaptability→Job satisfaction→Employee performance	0.34	-	-	0.86 x 0.68 = 0.58	H4 is accepted

Source: Primary data processed, 2024.

The results of hypothesis testing are shown in Table 3; by testing the model hypothesis, the empirical model is tested. If the Critical Ratio (CR) is greater than 1.96 and the p-value is smaller than 0.05, reject H0; otherwise, accept H0. Based on the test results, it can be said that all hypotheses are accepted.

B. Discussion

a. The Effect of Work Environment Adaptability on Job Satisfaction

Work environment adaptability has a significant influence on employee job satisfaction. A work environment that can be adapted to individual needs, such as temperature control, lighting, noise and workspace layout will increase employee physical comfort. This can reduce stress and fatigue, thereby increasing productivity and job satisfaction. Apart from that, an adaptive work environment also provides flexibility for employees in managing their own way of working, such as choosing a workplace that suits their preferences and needs. This flexibility provides a sense of autonomy and control that can increase job satisfaction. The business environment is constantly changing, and changes can be caused by shifts in customer demands, technology, regulations, and competitive strategies (Calantone, 1994). Unpredictable company development is the result of changes in the competitive environment (Dollinger, 1992). Managers face more ambiguous choices and fewer environmental evaluation criteria the more environmental changes occur (Verkatraman, 1989).

The adaptability of the work environment can also support collaboration and interaction between employees by providing adequate meeting rooms, discussion areas or relaxing areas. Good social interactions at work can increase feelings of engagement and job satisfaction. A work environment that can be adapted to suit company values and culture can also help build a strong company identity and branding, thereby increasing employees' sense of belonging and pride in their workplace. When the work environment is tailored to employees' needs and preferences, they tend to feel more comfortable, motivated, and productive. Higher productivity can provide a greater sense of accomplishment and job satisfaction (Said et al., 2022). Thus, work environment adaptability contributes significantly to creating optimal working conditions for employees, which ultimately increases their job satisfaction. These results experimentally support the conclusions of Gunawan's (2014) research entitled The Influence of the Work Environment on Employee Job Satisfaction.

b. The Effect of Work Environment Adaptability on Employee Performance

Adaptability of the work environment has a significant influence on employee performance. A work environment that can be adapted to employee needs will create optimal working conditions and support productivity. A workspace that is comfortable, ergonomic and has minimal distractions such as noise or extreme temperatures will help employees concentrate and work more efficiently. In addition, flexibility in arranging the layout and choosing work areas according to preferences can increase employee motivation and a sense of ownership of their work. This encourages them to provide the best performance.

The adaptability of the work environment also supports collaboration and interaction between employees by providing adequate meeting rooms or discussion areas. Good collaboration can facilitate the exchange of ideas, effective problem-solving, and improve the quality of work results. A work environment that reflects company values and culture can build employees' sense of belonging and pride in the organization. This will encourage them to contribute more to the company's progress through better performance. Overall, the adaptability of the work environment provides comfort, motivation and support for employees to work optimally. With working conditions that meet their needs, employees will be more productive, efficient, motivated, and engaged in their work, which ultimately improves overall performance. Theoretically, corporations can control various factors that influence employee performance because they are dynamic and can significantly influence the overall and long-term success of the organization (Alefari, Almani and Saloni, 2020). The work atmosphere is one thing that the company can control. The results of this research are in line with other research, which shows that the workplace significantly and beneficially influences employee performance (Khasifah and Nugraheni, 2015). The work environment also influences an employee's performance, apart from the relationship between work discipline and employee performance (Supriyanto, Ekowati and Vironika, 2020). The workplace has a good and significant influence on employee performance (Pratama, 2020).

c. The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant influence on employee performance. High job satisfaction will make employees feel happy, motivated and emotionally involved with their work. Satisfied employees tend to have greater enthusiasm and energy in carrying out their tasks. They will be more committed and dedicated to their work and the organization where

they work. This encourages them to put in their best efforts and achieve optimal performance. Apart from that, job satisfaction can also reduce stress, tension and conflict in the workplace. Employees are more likely to be at ease and able to focus better on their tasks when they are happy with their work. Their output is more productive and of higher quality as a result.

Job satisfaction can also encourage employees to be more creative and innovative in doing their work. Employees are more likely to share ideas and explore fresh approaches to challenges when they are happy with their jobs and their connections with their coworkers. High job satisfaction can create a positive work environment, motivate employees, increase productivity, reduce turnover, and encourage creativity and innovation. All of these things contribute to improving individual employee performance and overall organizational performance. The results of this research are in line with research by Javed, Balouch, and Hassan (2014), which found a relationship between job satisfaction and employee performance. Regarding the effect of job satisfaction on employee performance, the findings of this study are consistent with those of numerous previous studies. The results of research conducted by Stephen et al. (2007), Lolita et al. (2009), Singh (2013), Yang et al. (2014), and Said (2024) obtained results regarding the importance of job satisfaction and have proven that job satisfaction has an effect on employee performance.

d. The Effect of Work Environment Adaptability on Employee Performance through Job Satisfaction

Adaptability of the work environment can influence employee performance through job satisfaction as mediation. A work environment that can be adapted to suit employee needs and preferences will create working conditions that are comfortable, ergonomic and support productivity. This can increase employee job satisfaction because they feel more appreciated motivated, and have control over their work environment. High job satisfaction due to the adaptability of the work environment will then encourage employees to show better performance. Satisfied employees tend to be more enthusiastic and dedicated in carrying out their tasks. Employees will exert their best efforts to achieve the targets and objectives set. Apart from that, job satisfaction can also reduce stress, tension and conflict in the workplace. Satisfied employees tend to be more relaxed and can concentrate better on their work, thereby improving employee performance. Adaptability of the work environment can also support collaboration and interaction between employees by providing adequate meeting rooms or discussion areas. This can increase employee job satisfaction because they feel facilitated in collaborating and sharing ideas. Good collaboration can improve performance through knowledge exchange, effective problem solving, and improving the quality of work results. Thus, work environment adaptability contributes to increased job satisfaction, which in turn encourages employees to provide better performance in their jobs. The synergy between work environment adaptability and job satisfaction creates optimal conditions for employees to be highly productive and achieve maximum performance.

The high job satisfaction can also have an impact on the adaptability of the work environment, so that employees can quickly and easily adapt to their work environment. Job satisfaction, which is able to provide increased employee performance with the work environment adaptability variable is a result that has a very important contribution to this research. Based on the analysis, the adaptability of the work environment directly influences employee performance. Mediated through job satisfaction, the adaptability of the work environment also influences employee performance. The results of this research are able to support the concept of employee performance put forward by many experts, including Robbins (2016), Rivai (2015), and Hariandja (2002).

V. CONCLUSION

Work Environment Adaptability has a positive and significant effect on Job Satisfaction. This means that when the work environment can adapt well (for example, in terms of changes in technology, work processes, or job demands), this will increase employee job satisfaction.

Work Environment Adaptability has a positive and significant effect on Employee Performance. This shows that an adaptive work environment has a positive impact on employee performance. Employees can be more productive and provide better work results.

Job satisfaction influences employee performance. Employees who are satisfied with their work tend to perform better than employees who are dissatisfied.

Work Environment Adaptability Influences Employee Performance through Job Satisfaction. This indicates that Work Environment Adaptability not only influences Employee Performance directly, but also indirectly through Job Satisfaction as an intermediary variable (mediator).

VI. REFERENCES

- [1] Adi, Faizal .2018. The Influence Of Good Corporate Governance And Corporate Social Responsibility Towards
- [2] Bernardin, H. John dan Russel. 2013. Human Resource Management (Manajemen Sumber Daya Manusia). Ahli Bahasa Achmad S. Ruky. Jakarta: PT Gramedia Pustaka.
- [3] Calantone, R.J., Cavusgil, S.T. and Zhao, Y. (2002), "Learning orientation, firm innovation capability, and firm performance", *Industrial Marketing Management*, Vol. 31 No. 6, pp. 515-524.
- [4] Denison, D.R., 2010. Corporate culture and organizational effectiveness, John Wiley & Son
- [5] Devi, Eva Kris Diana. 2009. Analisis Pengaruh Kepuasan Kerja dan Motivasi terhadap Kinerja dengan Komitmen Organisasional sebagai Variabel Intervening (Studi pada Karyawan Outsourcing PT. Semeru Karya Buana Semarang). Semarang. Tesis. Program Pascasarjana UNDIP.
- [6] Dyer, J.H. and Singh, H. (1998), "The relational view: cooperative strategy and sources of interorganizational competitive advantage", *Academy of Management Review*, 23(4), 660-679.
- [7] Gibson, James., L., Jhon M., Ivancevich., dan H., Donnelly., Jr. 2008: Organisasi dan Manajemen, Perilaku, Struktur, dan proses. terjemahan oleh Joerban Wahid, Erlangga, Jakarta.
- [8] Hadari, Nawawi, 2015, Manajemen Sumber Daya Manusia, Universitas Gadjah Mada,. Yogyakarta
- [9] Hamali, A. Y. 2018. Pemahaman Sumber Daya Manusia. Yogyakarta: PT Buku. Handoko, T. Hani. 2014. Manajemen Personalia dan Sumber Daya Manusia. BPFE, Yogyakarta.
- [10] Hidayah, Nurul. 2016. Pengaruh Kompensasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja sebagai Variabel Intervening Pada Karyawan Universitas Negeri Yogyakarta. Skripsi. Universitas Negeri Yogyakarta.
- [11] Ilyas S, Yulianti SR.2014. Ilmu Penyakit Mata. Edisi 5. Fakultas Kedokteran. Universitas Indonesia
- [12] Porter.M.2008.Competitive Advantage: Creating and Sustaining Superior Performance.New York: Free Press
- [13] Reeves, M. and Deimler, M. 2011. Adaptability: the new competitive advantage, *Harvard Business Review*, Vol. 89 No. 4, pp. 1-9.
- [14] Robbin & Judge. 2015. Perilaku Organisasi. Edisi 16. Jakarta. Salemba Empat. Robbins, Stephen P. Dan Coulter, Mary. 2016. Manajemen, Edisi Kesepuluh. Jakarta: Erlangga.
- [15] Said, B. (2024). The Role of Job Satisfaction in Mediating the Workload on Employee Performance in the Canned Fish Industry Sector in Bitung City, North Sulawesi. *Journal of Economics, Finance and Management Studies*. 7(04): 1799-1807.
- [16] Said, B., Kustiani, L., & Sumtaky, M. (2022). Analysis of Workload, Work Environment Adaptability, and Employee Performance in the Fish Safety Industry Sector. *East African Scholars Journal of Economics, Business and Management*. 5(10): 317-327.
- [17] Sutrisno, Edi. 2016. Manajemen Sumber Daya Manusia. Jakarta: Kencana. Sujarweni, Wiratna. 2016. Penelitian Akuntansi dengan SPSS. Yogyakarta: Pustaka Baru Press.
- [18] Yusuf, Burhanuddin. 2015. Manajemen Sumber Daya Manusia di Lembaga Keuangan Syariah. Jakarta: Rajawali Pers.
- [19] Zulpan; Muhammad Adam; Faisal, 2020. Factors Affecting work motivation mediated by work stress: Studi in BPKD Nagan Raya, *International Journal of Business Management and Economic Review*, 3, 105-113, 2581-4664.