

THE IMPACT OF WORK ENVIRONMENT AND INCENTIVES ON EMPLOYEE'S JOB PERFORMANCE THROUGH MEDIATING ROLE OF JOB SATISFACTION DURING THE COVID-19 PANDEMIC

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ABSTRACT

In service companies, employees play an important role in helping the company to achieve its business goals, thus, it is important for companies to recruit competent employees. Then, to retain the high-performance employee, companies have to create a supportive and comfortable work environment, as well as providing incentives as bonuses to increase employee job satisfaction. This study is to analyze the impact of work environment and incentives on employee's job performance during Covid-19 pandemic through job satisfaction as a mediating role. This study uses quantitative descriptive method by distributing questionnaires to 190 employees in an express shipping services company. PLS-based Structure Equation Modeling (SEM) technique with 95% confidence level has been used for analysis and generating results. Incentives found to have a positive and significant effect on employee's job performance. Work environment and incentives are found to have a positive and significant effect on job satisfaction. Job satisfaction is found to have a positive but not significant effect on mediating the relation between work environment and incentives on employee's job performance. Therefore, working environment and incentive appear to be effective ways to improve job satisfaction, and incentives can improve employee's job performance.

Keywords: *Employee, performance, incentives, organizational, satisfaction*

1. INTRODUCTION

The world we're living now is always developing and the science offers countless opportunities for learning also there is always something new to discover. The ongoing discovery of new things by researchers allows technology to progress and advance. There are many things that were formerly impossible for us to accomplish but are now simple to perform, such as the advancement of digital and marketing technology. People used to solely sell their goods through actual establishments like supermarkets or shopping malls, but today they may sell their goods with just a website and some product images. Online shopping is the process by which a customer makes a purchase or obtains the good or service they require via the internet (Jusoh and Ling, in Barnard and Menoe, 2020).

Online shopping makes it simpler for customers to purchase their chosen goods and services without having to physically visit the store; instead, they can just click the item they want, add it to their shopping cart, check out, and have the products delivered right to their homes. The trend of online shopping however helps us in this pandemic time where government limited people's mobility and direct interactions between people.

Due to the fact that customers' online purchases must be delivered to their homes, express shipping services are in greater demand as a result of online shopping. Express delivery services have become increasingly popular during the Covid 19 pandemic, and according to a poll by Markplus, Inc., up to 85% of Indonesians use courier services (Tabloid KONTAN, 2022). Tata Sugiarta, the company secretary for PT. Pos Indonesia, said that the Covid 19

pandemic caused the logistic sector to increase by up to 30% nationally (Tabloid KONTAN, 2022).

The workload of the employees of the express delivery service has increased as a result of the growth in demand. Employees are the foundations on which service businesses are built. Due to the enormous volume of requests during the pandemic, the company must hire top performing employees in order to survive and compete with an increasing number of competitors. What has to be done next after gaining a high performing employee is paying attention to employee satisfaction in order to retain them and prevent competitors from hiring them. In order to attract more clients and keep them happy, service businesses must first acknowledge and appreciate their employee (Sridevi, 2016).

There are things that can be done to retain the high performing employees. One of them is to pay attention on their work environment. According to Okolocha and Anugwu (2022), the workplace environment is crucial for ensuring employee productivity since the environment in which employees operate has an impact on the excellence of their performance. An ideal workplace environment improves employee job satisfaction and performance (Omari and Okasheh, 2017). Workplaces are described in terms of how much an employer appreciates its employees and what those employees anticipate from their jobs (Murlis and Armstrong, in Okolocha and Anugwu, 2022). If a company cares about its employees, job satisfaction rises, which may enhance productivity.

Other factor that is affecting employee's satisfaction and performance is incentives. Employees with excellent performance and competence would be happy to receive a reward other than a salary. According to Liu and Liu (2021), employees' performances will rise and improve if they are given greater rewards and earnings. To share benefits for employees as a result of higher productivity or cost savings, incentives are described as types of payment linked to performance and gain sharing (Burhanuddin, in Widhianingrum, 2018). Giving unintentionally offered rewards (incentives) to employees is one strategy to maximize employee performance since it encourages them to work more, which boosts productivity and performance (Widhianingrum, 2018). According to the theory above, an incentive is a financial gift that employees should get in addition to their compensation from the company's management in appreciation of their contributions to the business. Therefore, if the company provides the compensation, the greater the job performance would be.

An employee that is satisfied with their job, however, usually performs better. The way they are treated will have an effect on how they perceive them (Subramanian, 2018). Because job satisfaction and performance are intimately correlated, employers may tell when an employee is satisfied by evaluating at how they perform on the job (Donley, 2021).

From the statements above, it can be stated that in order to achieve a positive result for employee's performance and retention, company should pay attention to their work environment and considering provides incentives as a reward for their job performance.

Related Work

Work Environment

Work environment is anything that surrounds an employee and has an impact on their ability to perform their job (Omari and Okasheh, 2017). Donley (2021) stated that the work

environment is a setting designed as a location where people congregate to collaborate and produce outcomes. According to Spector in Vohra, et al. (2022), the majority of corporations disregard the work environment of their employees, which lowers productivity. He stated that a positive working environment involves security in one's job, close relationships with co-workers, appreciation for a job well done, a desire to do well, and participation in the decision-making process. Employees will have a strong sense of loyalty and will stay in their organization once they feel valued by it. Suwondo and Sutanto (in Hermawan & Rahadi, 2021) divided the work environment into two classifications as follows:

a. Physical Work Environment

The definition of the physical work environment is something that has a physical form and has the potential to significantly impact an employee's health. For instance, workplace amenities, the climate, and so forth.

b. Non-Physical Work Environment

An environment associated to working relationships is referred to as the non-physical work environment. For instance, the way employees interact with their bosses and one another at work.

Numerous studies have shown that various aspects of the work environment contribute to workers' or employees' satisfaction. These aspects of the workplace that attract employees, such as the ventilation rates, availability of natural light, lighting, and acoustic environment, can improve their satisfaction with their workspace and work performance (Okolocha and Anugwu, 2022). A poor work environment will decrease job satisfaction and increase employee absenteeism, somatic complaints, burnout, and depression, according to McCowan et al. (in Rossberg et al., 2004). It has also been demonstrated that a bad work environment has a detrimental influence on productivity and is one of the factors in high employee turnover, which affects satisfaction and outcomes. Making work a pleasant experience for the employee is one way to boost job satisfaction, whereas a lack of job happiness results in low productivity, subpar job performance, and a rise in employee turnover (Goball et al., 2018).

Based on the description above, it can be stated that work environment is one of the factors that affecting job satisfaction and performance, thus we stated some hypothesis:

H₁: Work environment has a positive and significant effect on job performance.

H₄: Work environment has a positive and significant effect on job satisfaction.

H₆: Work environment has a positive and significant effect on job performance through the mediating role of job satisfaction.

Incentives

In their study, Liu and Liu (2021) defined incentives as "concrete incentives" or "any kind of pay that companies give to employees in the form of cash." Employees receive incentives from the employer on a one-time basis in addition to their base compensation (Mathis & Jacson, in Andy & Sutrisna, 2018). Employees must be motivated to exert extra effort on top of their regular job efforts in order to perform at a high level, even if they have the necessary skills and knowledge to do so (Appelbaum et. al., 2000; Malik, 2018 in Lee et. al., 2020). In fact, Vroom (in Lee et. al., 2020) had demonstrated much earlier the influence of extrinsic and intrinsic rewards as incentives to extract desired attitudes and actions from workers as part of the ability-motivation paradigm (Blumberg and Pringle, 1982 in Lee et. al., 2020). According to Hasibuan (2019), incentives indicators lead to: performance, length of employment, seniority, needs, fairness and justice, and job assessment. The organization uses incentives as a tool to reward employees for their excellent work and to keep them on staff by raising their level of job

satisfaction, which ultimately leads to the best job performance and the achievement of company's goals. A satisfied employee will perform better on the work and for the business. By giving incentives as a reward for the employee's output for the company shows how company appreciate their job, which will increase their satisfaction and how they perceive the company. This will increase their loyalty to the company and on the other hand will improve their job performance. Based on the description above, it can be stated that other factors besides work environment that could affect job satisfaction and performance is incentive. Thus, we stated some hypothesis:

H₂: Incentives has a positive and significant effect on job performance.

H₅: Incentives has a positive and significant effect on job satisfaction.

H₇: Incentives has a positive and significant effect on job performance through the mediating role of job satisfaction.

Job Satisfaction

Job satisfaction, according to Vroom (in Rodrigo, et al., 2022), is the affective orientations that each person has toward their job and that accurately reflect how each employee feels about their current position. Hoppok & Spielgler (in Raziq and Maulabakhsh, 2015) define job satisfaction as a collection of psychological variables and social contexts that lead employees to acknowledge that they are satisfied or happy with their work. Employees can live happily if they enjoy their work as much as their personal lives [18], and happy employees perform better at work. In order to boost employee satisfaction, a company must pay attention to the environment in which its employees spend their days at work. According to Sharma & Chandra (in Indrasari, 2017), job satisfaction is described in five theories, namely:

1. Need Fulfilment Theory

This notion states that an employee's level of satisfaction increases with the degree to which their needs are met.

2. Equity Theory

According to this belief, if there is fairness, employees will feel satisfied.

3. Discrepancy Theory

According to this theory, employee perceptions of their actual work versus their expectations for it serve as a gauge of job satisfaction.

4. Motives, Two-Factors Theory

Job satisfaction is measured by two factors: maintenance factor and motivator factor. The factors related to the need of employee's satisfactory needs and the psychology factors of the employee.

5. Social Reference-Group Theory

The employee will be happy in his position if it meets his or her needs and expectations within the organization.

The perception of appreciation by the employer is one of the factors that affects employee satisfaction, according to Wagner (in Jehanzeb and Bashir, 2013). From the description above, we stated:

H₄: Job satisfaction has a positive and significant effect on job performance.

Job Performance

Job performance is sometimes referred to as an embodiment of the work done by company employees, which will be utilized as the foundation for employee evaluation or organization in practice (Supriyanto and Maharani, in Triwahyuni and Ekowati, 2017). The aforementioned

definition leads to the conclusion that an employee's work performance is the outcome of their efforts, which are evaluated based on their effectiveness and efficiency at work. In order to manage each employee's performance and achieve the best degree of performance, the organization must regularly analyze job performance (Siddiqui, 2014). According to Robbins (in Angriani and Eliyana, 2020), elements including aptitude, drive, and opportunity affect an employee's performance. Indicators that can be used in monitoring employee's job performance according to Chester I (in Angriani and Eliyana, 2020) are: effectiveness and efficiency; authority and responsibility; discipline; and initiative. According to research by Diamantidis and Chatzoglou (2019), the job environment, management support, adaptability, and intrinsic motivation are factors that affect job performance. Businesses that pay attention and concentrate on talent management will be able to maximize the potential of their workforce and deliver high-quality work output. It is very important for the organizations to raise awareness of their employee's work environment in where they work every day and considering bonuses in the form of incentives to motivate them and improve their loyalty.

Our Contribution

Previous studies have shown that ineffective personnel management contributes to low productivity and subpar job performance. To keep employees and reduce the risk of turnover, a company must focus on employee satisfaction in addition to work performance. Therefore, in order to compete in the business market, a company must pay attention to and make efforts to increase the performance and contentment of its employees. According to employee feedback surveys, the workplace atmosphere had a significant impact on the employees' performance and happiness with their jobs. This paper presents factors that affecting employee's job performance in order to help the company on achieving their business goals.

The objectives on this study are:

1. To know the impact of work environment on job performance.
2. To know the impact of incentives on job performance.
3. To know the impact of job satisfaction on job performance.
4. To know the impact of work environment on job satisfaction.
5. To know the impact of incentives on job satisfaction.
6. To know the impact of work environment on job performance through the mediating role of job satisfaction.
7. To know the impact of incentives on job performance through the mediating role of job satisfaction.

The researchers will identify the gap at the end of this paper and make recommendations for what should be done next after completing the investigation and discovering the results. This study will address all of the aforementioned objectives and is limited to logistic companies (express delivery-service) in West Jakarta.

Paper Structure

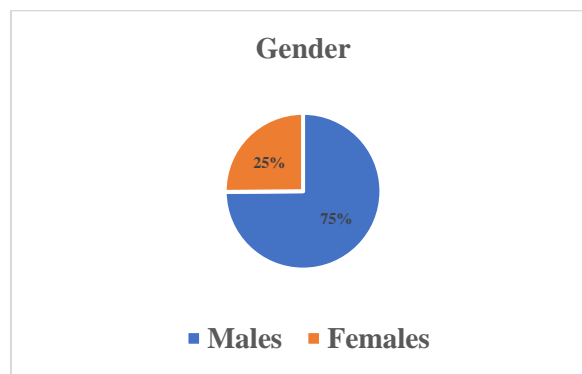
The remainder of the paper is organized as follows. Section 2 describes the methodology and material for this research. Section 3 describe this study's result and discussion. Finally, we describe future work in Section 4 and so does the conclusion.

2. MATERIAL & METHODOLOGY

Data

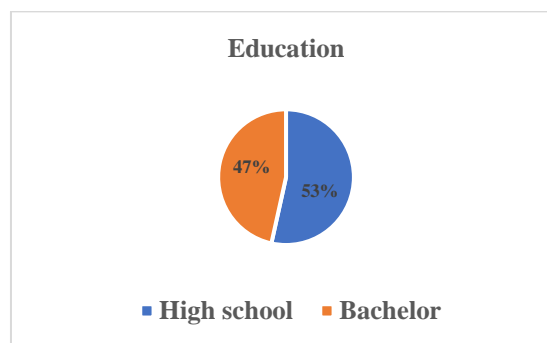
187 employees from express delivery service companies, particularly those providing express delivery-services in West Jakarta, Indonesia, make up the total number of samples.

Chart 1. Gender



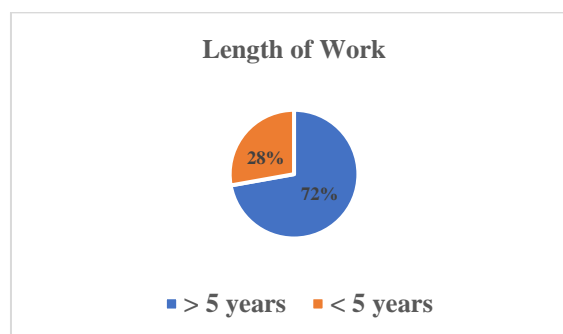
Males make up most of the source population — 140 employees, or 74.87% — while females make up the remaining 47 employees, or 25.13% with ages ranging from 22 to 42.

Chart 2. Education



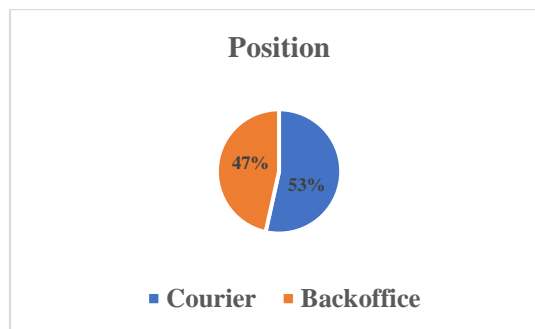
The majority of them (100 employees, or 53.48%) have graduated from high school, and the remainder (87 employees, or 46.52%), have earned bachelor's degrees.

Chart 3. Length of Work



The majority of the workforce (72.19%, or 135 individuals) have been with the company for more than five years, with the remainder having been there for less time.

Chart 4. Position



Most of them (100 employees, 53.48%) worked as couriers or messengers, and the remaining workers were employed in back offices.

Method

By delivering questionnaires to 187 employees of express shipping service providers, this study used a quantitative descriptive methodology. A 95%-confidence-level PLS-based Structure Equation Modelling (SEM) technique has been utilized for analysis and producing findings.

Research Framework

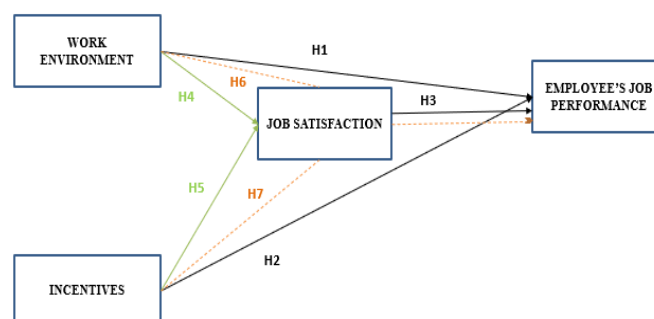


Figure 1 Research Framework

3. RESULT AND DISCUSSION

Result

Average Variance Extracted (AVE)

The work environment, incentives, job performance, and job satisfaction variables all have AVE values that are more than 0.5 according to the data shown in Table 1 below. As a result, each variable can be said to have strong discriminant validity (Ghozali and Latan, 2015).

Table 1 Average Variance Extracted (AVE)

Variable	AVE
Work Environment	0.647
Incentives	0.666
Job Performance	0.709
Job Satisfaction	0.642

Composite Reliability

Ghozali and Latan (2015) considers composite reliability of 0.7 and higher to be satisfactory. Researchers utilize composite reliability to evaluate the consistency of indications for each variable. Based on the findings below, we conclude that this study satisfies the criteria for composite reliability because each variable's composite reliability is > 0.7 .

Table 2 Composite Reliability

Variable	Composite Reliability
Work Environment	0.972
Incentives	0.960
Job Performance	0.964
Job Satisfaction	0.962

Cronbach's Alpha

A variable can be deemed dependable if its Cronbach Alpha value is greater than 0.7 (Ghozali and Latan, 2015). This could improve how reliable each variable is. As seen below, the variables in this study meet the Cronbach's Alpha Value. The variables are highly reliable as a result.

Table 3 Cronbach's Alpha

Variable	Cronbach's Alpha
Work Environment	0.970
Incentives	0.954
Job Performance	0.959
Job Satisfaction	0.957

Path Coefficient

The influence of incentives on job satisfaction has the highest path coefficient value, which is 0.445, according to the research findings, as shown in Table 4 below. The effect of job satisfaction on job performance, which is 0.103, has the least impact.

Table 4 Path Coefficient

Variable	Original Sample
Work Environment -> Job Performance	0.190
Work Environment -> Job Satisfaction	0.383
Incentives -> Job Performance	0.420
Incentives -> Job Satisfaction	0.445
Job Satisfaction -> Job Performance	0.103

Specific Indirect Effects

If a study indicator has a statistical value greater than the value of t-table (1.96) and a p-value of 0.05, it is said to be significant and meet the criteria for convergent validity (Ghozali and Latan, 2015). However, because the p-values are greater than 0.05 and the t-Statistics is below 1.96, this study does not meet the significancy standards.

Table 5 Specific Indirect Effects

Variable	Original Sample	t-Statistics	p-Value
Work Environment -> Job Satisfaction -> Job Performance	0.040	0.757	0.449
Incentives -> Job Satisfaction -> Job Performance	0.046	0.759	0.448

Hypothesis Testing

The data will be used to address the above-mentioned study hypothesis based on the calculations that have been made. If the p-values are greater than 0.05, the hypothesis can be accepted (Ghozali and Latan, 2015). The findings of hypothesis testing are as follows:

Table 6 Hypothesis Testing Results

Hypothesis	Correlation	t-Statistics	p-Value
H1	Work Environment -> Job Performance	1.844	0.066
H2	Incentives -> Job Performance	3.776	0.000
H3	Job Satisfaction -> Job Performance	0.809	0.419
H4	Work Environment -> Job Satisfaction	4.274	0.000
H5	Incentives -> Job Satisfaction	3.965	0.000
H6	Work Environment -> Job Satisfaction -> Job Performance	0.757	0.449
H7	Incentives -> Job Satisfaction -> Job Performance	0.759	0.448

Tables 4, Table 5, and Table 6 above show the following results:

1. The effect of work environment on job performance has an Original Sample 0.190 and p-value > 0.05 . Therefore, it can be stated that the work environment has a positive but not significant effect on job performance. Thus, hypothesis 1 is not accepted.
2. The effect of incentives on job performance has an Original Sample 0.420 and p-value < 0.05 . Therefore, it can be stated that incentives have a positive and significant effect on job performance. Thus, hypothesis 2 is accepted.
3. The effect of job satisfaction on job performance has an Original Sample 0.103 and p-value > 0.05 . Therefore, it can be stated that the job satisfaction has a positive but not significant effect on job performance. Thus, hypothesis 3 is not accepted.
4. The effect of work environment on job satisfaction has an Original Sample 0.383 and p-value < 0.05 . Therefore, it can be stated that the work environment has a positive and significant effect on job satisfaction. Thus, hypothesis 4 is accepted.
5. The effect of incentives on job satisfaction has an Original Sample 0.445 and p-value < 0.05 . Therefore, it can be stated that incentive has a positive and significant effect on job satisfaction. Thus, hypothesis 5 is accepted.
6. The effect of work environment on job performance through the mediating role of job satisfaction has p-value > 0.05 . Therefore, it can be stated job satisfaction does not act as a mediator between work environment and job performance. Thus, hypothesis 6 is not accepted.
7. The effect of incentives on job performance through the mediating role of job satisfaction has p-value > 0.05 . Therefore, it can be stated job satisfaction does not act as a mediator between incentives and job performance. Thus, hypothesis 7 is not accepted.

Based on the data above, this study's results showed that:

1. Hypothesis 2, 4, and 5 are accepted.
2. Hypothesis 1, 3, 6, 7 are not accepted.

Discussion

Based on the description above, this study found that only hypothesis 2, 4, and 5 that are accepted. This study's results showed that incentives have a positive and significant impact on job performance and job satisfaction. This study also found that work environment has a positive and significant impact on job satisfaction. This means, the higher the incentives, the happier employees will be which will increase their performance in addition. This also means that the better the work environment, employee will be more satisfied. These results are also consistent with Liu and Liu's (2021) research, which found that employees perform better on the job when incentives are larger. Because incentives were discovered to be an alternative to wages as a means of rewarding an employee's performance. These results support the conclusions of a study by Raziq and Maulabakhsh (2015), who found that a positive work environment significantly raises and maximizes worker's satisfaction.

This research also found that hypothesis 1, 3, 6, and 7 are not accepted. Work environment has a positive but not significant impact on job performance. It means that work environment does influence the job performance positively but not that significant. It is because in this pandemic time, people are happier when they can pay for their necessities with the money they earn. In this hard time, work environment is also matter but not that important anymore. More over most of the employee in this study is an operational employee (courier, driver, and quality control checker) which only paid by minimum wage, so incentives play more roles to increase their satisfaction and performance. The outcome shown that only incentives that have an impact

on job performance, and job satisfaction cannot operate as the mediator as it could in other prior studies done in normal times. As long as they could still work, they would try hard to obtain the incentives as their additional money, so that job satisfaction cannot act as mediator between the independent variables and job performance.

4. CLOSING

Conclusion

This research found that:

1. Work environment has a positive but not significant effect on job performance.
2. Incentives have a positive and significant effect on job performance.
3. Job satisfaction has a positive but not significant effect on job performance.
4. Work environment has a positive and significant effect on job satisfaction.
5. Incentives has a positive and significant effect on job satisfaction.
6. Job satisfaction does not mediate the relationship between work environment and job performance.
7. Job satisfaction does not mediate the relationship between incentives and job performance.

This study discovered that because of persistent inflation and a high demand for jobs during the Covid 19 pandemic, incentives have an impact on job satisfaction and performance. As a result, employees are only concerned with ways to increase their income and meet their needs during this hard time. The more satisfied employees are, the better the performance and the more likely the business is to succeed. Thus, it is very important for the company to pay attention on the factors that are affecting employee's satisfaction and performance.

Implications of this Study

This study examined several factors affecting job performance and job satisfaction, namely work environment and incentives. The results of this study can be used by companies to find out what are the factors which can reduce employee retention and increase employee job satisfaction which will result in good work performance. Other study found the fact that there are companies that only requires its employees to work as well as possible without the existence of appropriate treatment and attention to the work of its employees. As an employer, company must know and do have concern in employee's satisfaction, because if they feel appreciated by the company, they will become more loyal and give their best to the company.

Future Research

However, there is a gap in this study since there are still a lot of unaccepted hypotheses—in fact, there are more unaccepted hypothesis than the accepted ones. This study is also examining the impact of two factors affecting the job performance and only examining in West Jakarta. Thus, this study makes recommendations for future research to examine the effects of these variables on businesses with a larger back-office workforce to emphasize the impact of these variables on employee job performance. Future research also can add some additional talent management-related variables such as: work rules and work stress to analyze the variables that may influence the job performance. Future research also can do the research in several places and city because the results may be different due to cultural differences, minimum wage workers, and other things.

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