

The Effect of Transfers and The Physical Work Environment on Employee Performance, With Job Satisfaction as An Intervening Variable, At Pt SmeP Pacific

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This study examines the influence of job transfers and physical work environment on employee performance at PT SMEP PACIFIC, with job satisfaction as a mediating variable. The research focuses on the manufacturing sector, which is currently experiencing a decline in workforce productivity. The uniqueness of this study lies in the integration of job transfer and physical work environment variables within a single structural framework, with job satisfaction serving as a mediator. The selection of research location and timing adds contextual relevance to the organizational dynamics. A quantitative approach was employed, using primary data collected from 115 respondents through questionnaires. The data were analyzed using Structural Equation Modeling (SEM) with the assistance of LISREL 8.80 to examine the relationships among variables simultaneously. The results indicate that job transfers positively affect both job satisfaction and employee performance, directly and indirectly through the mediating role of job satisfaction. In contrast, the physical work environment does not directly influence job satisfaction but contributes to performance improvement indirectly. Some variables show significant roles in shaping performance, while others exhibit inconsistent effects. This study is limited to a specific sector and location, thus its findings may not be generalizable to broader contexts. The results offer practical insights for policymakers and industry practitioners in designing more adaptive job transfer strategies and managing work environments, while also serving as a reference for academics in developing human resource performance theories.

Keywords: Employee Performance, Job Satisfaction, Job Transfer, Physical Work Environment.

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1. Introduction

Globalization and rapid technological advancements require companies to have a workforce that is highly skilled, adaptable, and capable of responding quickly to change [1]. Employees are not only expected to master technical skills but also to possess the ability to learn, integrity, and flexibility in dealing with organizational dynamics. The quality of the workforce is reflected in employee performance, which encompasses work output, quality, accountability, and contributions to the organization. Performance is influenced by various internal and external factors, one of which is job rotation [2]. Job rotation aims to develop competencies, broaden experience, and reduce burnout. However, various studies have shown differing results regarding its impact on performance; some have found positive effects, while others indicate no significant impact. These differences indicate a research gap that requires further analysis [3].

In addition to job rotation, the physical work environment also plays a significant role. A safe and comfortable work environment fosters motivation and productivity; however, some studies indicate that its impact on performance is often indirect. In fact, it has been found that job satisfaction can act as a mediating variable in the relationship between the physical environment and performance [4]. The phenomenon at PT SMEP Pacific reinforces the urgency of this study: observations show that employees who were

transferred from stagnant positions after seven years experienced increased motivation and performance following their transfer, indicating that targeted transfers can enhance satisfaction and productivity [3] [5]. The company also recognizes the importance of a conducive work environment for maintaining employee comfort and performance [6].

The novelty of this study lies in its integrative approach, which positions job satisfaction as a mediator between job rotation and the physical work environment in relation to performance. Unlike previous studies that only examined direct relationships, this study introduces a new perspective on the role of job satisfaction in bridging the influence of organizational variables on employee performance. Theoretically, this study is expected to enrich the field of human resource management, while practically contributing to PT SMEP Pacific in optimizing transfer strategies, creating a supportive work environment, and improving performance through the management of job satisfaction.

2. Literatur Review

Employee Performance

Performance is a critical aspect of human resource management that reflects an individual's level of achievement within an organization. States that performance is the result of an individual's work in accordance with predetermined standards. Overall, performance demonstrates an employee's ability to carry out tasks and responsibilities based on specific metrics. [7] emphasizes that every employee is responsible for their own performance, which not only impacts individual achievements but also fosters effective communication between leaders and subordinates. Thus, individual performance is the result of a collaboration between personal responsibility and organizational support [8].

Job Satisfaction

Job satisfaction is a crucial aspect that, alongside performance, determines employees' productivity levels. States that job satisfaction reflects an individual's effectiveness and emotional reactions to various elements of their work. Generally, job satisfaction reflects employees' perceptions of the level of comfort and satisfaction they experience, including the gap between expectations and reality regarding rewards. Therefore, job satisfaction is influenced not only by economic factors but also by attitudes, personal values, and work experiences [9].

Job Rotation

Job rotation is a key factor contributing to improved employee performance. Job rotation involves changes in job title, position, location, or type of work whether horizontal or vertical including promotions and demotions. Emphasizes that transfers are not merely physical relocations but also involve changes in responsibilities, job status, and other aspects related to job functions. In line with this [10], notes that job rotation supports career mobility within an organization, thereby facilitating the distribution of the workforce. In managerial practice, job rotation can be used as a strategy to broaden work experience, reduce boredom, and boost employee morale.

Physical Work Environment

The work environment is a critical factor influencing employee performance, as physical conditions and workplace atmosphere can enhance comfort, motivation, and productivity or conversely, cause stress and diminish performance. Based on previous theories and findings, performance is influenced not only by individual factors but also by work systems that foster engagement, satisfaction, and motivation.

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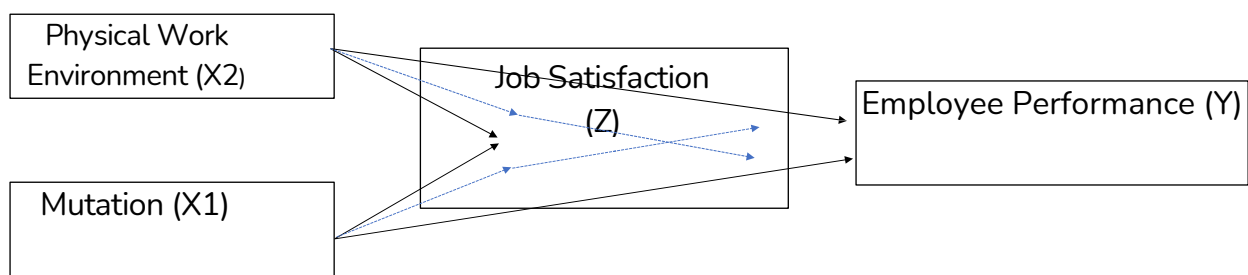
Therefore, the research framework is constructed by considering the relationship between job rotation, the work environment, job satisfaction, and employee performance [11].

Previous studies have shown that job rotation, work environment, discipline, compensation, promotion, and recognition influence employee performance, either directly or through job satisfaction as a mediating variable. Many findings confirm that job satisfaction serves as a key link in the relationships among these variables. Based on these conclusions, this study expands the analysis by focusing on the effects of job rotation and the physical work environment on performance at PT SMEP PACIFIC and examines the role of job satisfaction as an intervening variable.

3. Method

This study employs a quantitative approach based on the positivist paradigm to examine the relationship between job rotation and the physical work environment on employee performance, with job satisfaction serving as a mediating variable. The study was conducted on 115 respondents at PT SMEP PACIFIC, utilizing data collection methods including a Likert-scale questionnaire, observation, and a literature review. The analysis using SEM-LISREL included CFA, validity and reliability tests, Goodness of Fit evaluation, as well as testing of direct and indirect effects between variables, resulting in empirical findings that can serve as recommendations for human resource management.

Framework



4. Results And Discussion

Analysis Results

The results indicate that job rotation has a positive and significant effect on employee satisfaction and performance, showing that appropriate job placement can improve experience and productivity. Job satisfaction also plays an important role in strengthening employee performance. Meanwhile, the physical work environment does not directly affect satisfaction but still contributes indirectly to performance, indicating that environmental factors support performance improvement even if they are not the main driver of satisfaction.

Table 1. Analisis Outer Model
 Validity and Reliability Test

Knowledge	APD 1	0,73	0,47	7,96	0,94	0,63	Valid and Reliable Valid and Reliable
	APD 2	0,7	0,51	7,46			
Availability	APD 3	0,71	0,5	7,65	0,94	0,63	Valid and Reliable Valid and Reliable
	APD 4	0,84	0,29	9,78			
Training	APD 5	0,83	0,31	9,6	0,94	0,63	Valid and Reliable Valid and Reliable
	APD 6	0,78	0,39	8,74			
Supervision	APD 7	0,88	0,22	10,57	0,94	0,63	Valid and Reliable Valid and Reliable
	APD 8	0,79	0,37	8,96			
Policy	APD 9	0,79	0,38	8,84	0,94	0,63	Valid and Reliable Valid and Reliable
	APD 10	0,84	0,29	9,81			

It was concluded that all indicators of each subconstruct had an SLF exceeding 0.50 ($SLF > 0.50$) and a t-value > 1.98 , indicating strong validity for the Personal Protective Equipment indicators. The indicators measuring each aspect of the Personal Protective Equipment construct showed values of ($CR > 0.70$) and ($VE > 0.50$), indicating that the questionnaire accurately measures Personal Protective Equipment. The Personal Protective Equipment variable also has good reliability.

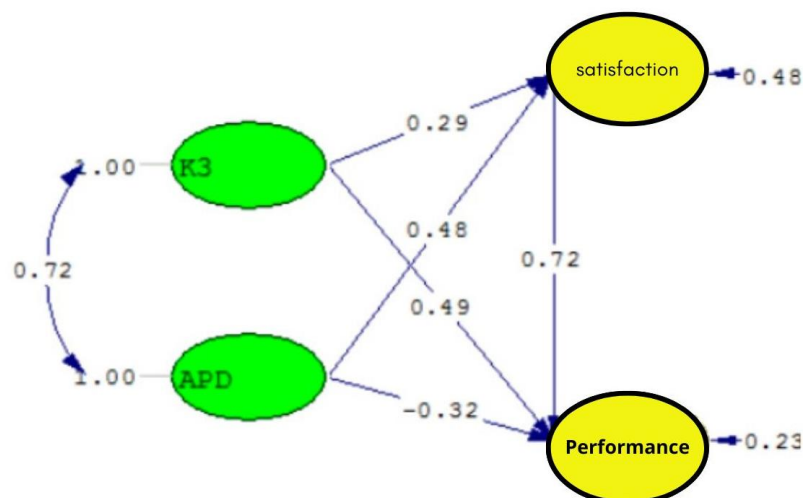


Figure 1. Structural Model Analysis

Table 1 presents the coefficient values and t-values indicating the significance of the relationships between latent variables or the paths connecting two latent variables. A t-value ≥ 1.96 for a structural path indicates that the path coefficient is considered significant. Furthermore, regarding significance using the four research variables and 91 respondents, a calculated F-value greater than 2.45 is considered statistically significant, while a table F-value less than 2.45 is considered not significant.

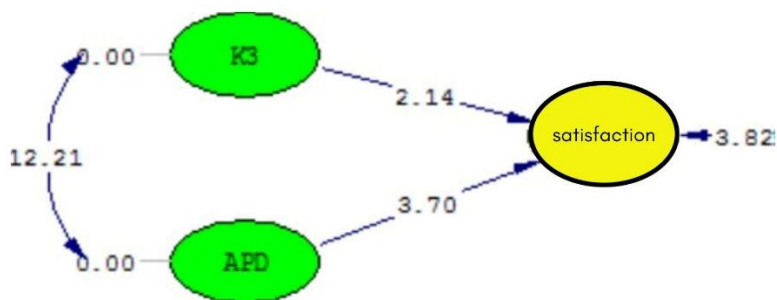


Figure 2. Hypothesis

1. Occupational Safety and Health Has a Positive and Significant Effect on Job Satisfaction.
After examining how the Occupational Safety and Health variable impacts the job satisfaction of PT Mega Handalan Jaya employees, the calculated t-value is greater than the critical t-value specifically, 2.14 is greater than 1.96 indicating statistical significance. Therefore, it can be concluded that “Occupational Safety & Health has a proven, positive, and significant partial effect on Job Satisfaction, thus accepting Hypothesis 1 (Ha).” These findings align with previous research, which showed that Occupational Safety & Health measures enhance employee satisfaction at PT Mega Handalan Jaya [12].
2. Personal Protective Equipment Has a Positive and Significant Effect on Job Satisfaction
The results of the statistical test indicate that PPE has a positive and significant effect on job satisfaction, as evidenced by a calculated t-value of 3.70, which is greater than the critical t-value of 1.96. Thus, the hypothesis is accepted, and it can be concluded that the use of PPE significantly increases employee satisfaction at PT. Mega Handalan Jaya.
3. Occupational Safety and Health Has a Positive and Significant Impact on Employee Performance
The analysis results indicate that Occupational Safety and Health has a positive and significant effect on the performance of employees at PT. Mega Handalan Jaya, as evidenced by a calculated t-value of 2.47, which exceeds the critical t-value of 1.96; therefore, Hypothesis 3 is accepted.
4. Job Satisfaction Has a Positive and Significant Effect on Employee Performance
Job satisfaction has a positive and significant effect on employee performance, as indicated by the calculated t-value of 4.87, which is greater than the critical t-value of 1.96, indicating statistical significance. Therefore, it was found that job satisfaction has a substantial and positive influence on employee performance, supporting Hypothesis 4 (Ha). The research results indicate that “Job satisfaction has a high and significant influence on employee performance at PT. Mega Handalan Jaya. These findings align with previous research showing that job satisfaction has a significant partial influence on employee performance at PT. Mega Handalan Jaya [13].
5. Personal Protective Equipment Has No Positive or Significant Effect on Employee Performance.
The results of the study indicate that the use of PPE has no positive or significant effect on the performance of employees at PT. Mega Handalan Jaya, as evidenced by a calculated t-value of 0.75, which is smaller than the critical t-value of 1.96; therefore, the hypothesis is rejected. This finding is consistent with previous research, although employees who use PPE correctly still demonstrate good performance [14].
6. Occupational Safety & Health Has a Positive and Significant Effect on Employee Performance through Job Satisfaction as a Mediating Variable.

The results of the statistical analysis indicate that the job satisfaction variable has a positive and significant effect on employee performance, as evidenced by a calculated t-value of 5.94, which is greater than the critical t-value of 2.47; therefore, Hypothesis 6 is accepted. This finding confirms that job satisfaction makes a strong contribution to improving employee performance at PT. Mega Handalan Jaya and is consistent with the results of previous studies [11]

7. Personal Protective Equipment Has a Positive and Significant Effect on Employee Performance through Job Satisfaction as a Mediating Variable

The results of the data analysis indicate that personal protective equipment (PPE) contributes positively and significantly to employee performance through increased job satisfaction as a mediating variable at PT. Mega Handalan Jaya. This is indicated by the fact that the calculated F-value is greater than the critical F-value, specifically 8.6 is greater than 2.47, indicating that personal protective equipment has a positive and significant effect on employee performance through increased job satisfaction [15].

5. Conclusion

The results of the study indicate that job rotation has a positive and significant effect on employee satisfaction and performance at PT SMEP PACIFIC, as appropriate job placement enhances experience and productivity. The physical work environment does not have a direct impact on satisfaction, but it still contributes indirectly to improved performance. The strength of this study lies in the use of SEM, which allows for simultaneous analysis of variables, although the model is still limited to four variables without considering other factors such as leadership style or motivation. These findings underscore the importance of competency-based job rotation and attention to the work environment in improving performance, while also providing theoretical and practical contributions to the development of a more effective human resource management system. This study has several limitations, as it only examines four variables and does not include other factors such as leadership style or motivation that may influence employee performance. In addition, the focus on a single organization and the use of a cross-sectional design limit the generalizability and depth of the findings. Therefore, future research is recommended to expand the model by including additional variables, use longitudinal or mixed-method approaches, and conduct studies across different sectors to obtain more comprehensive and generalizable results.

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