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THE INFLUENCE OF WORK ENVIRONMENT AND ORGANIZATIONAL COMMUNICATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS A MEDIATION IN SAVINGS AND LOAN COOPERATIVES IN TANAH LOT TABANAN BALI

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Abstract:

A common issue in Indonesian cooperatives is poor coordination and communication among employees. Routine and annual member meetings often do not run effectively, leading to minimal business activity and transaction flows due to low member participation. Effective communication and coordination are essential for any organization, including cooperatives, yet available digital technologies remain underutilized. Management plays a crucial role in organizing and supervising employees to enhance professionalism and discipline. A supportive work environment, clear regulations, and strong workplace relationships are necessary for optimizing employee performance and adaptability. Increased productivity directly correlates with improved performance. This study analyzes the impact of the work environment and organizational communication on employee performance, with job satisfaction as a mediating factor in savings and loan cooperatives in Tanah Lot, Tabanan, Bali. The study population includes 150 employees from five cooperatives: Dwi Guna, Gunung Tegaljaya, Dana Mulya Jaya Lestari, KSP Karidana, and Kerta Yuga. Using proportional random sampling with the Slovin formula, 110 employees were selected. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS). Results show that the work environment and organizational communication positively and significantly affect job satisfaction and employee performance. Job satisfaction also significantly impacts performance and mediates the relationships between both work environment and communication with employee performance. These findings emphasize the importance of fostering a positive work environment and effective communication to enhance job satisfaction and performance in cooperatives.

Keywords: Work Environment, Organizational Communication, Job Satisfaction, Employee Performance

INTRODUCTION

The socio-economic impact of the development of cooperatives in Indonesia is also recorded in the book "Cooperatives and Economic Empowerment" by Sutrisno (2019). Cooperatives have succeeded in creating jobs, increasing community access to resources, and improving the local economy. In addition, cooperatives also play a role in providing financial access for people who previously had difficulty obtaining such access. The contribution of cooperatives to community empowerment cannot be underestimated. According to research by Haryanto (2020) in the journal "Community Empowerment Through Cooperatives," cooperatives have provided training, education, and market access for their members, thereby improving the quality of life and economic competitiveness of the community.



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Cooperatives have a significant socio-economic impact in Indonesia. According to the journal "MSDJ: Management Sustainable Development Journal," Cooperatives are able to play a role in developing the community's economy by improving the welfare of its members, which is realized through services to meet the general needs of the community such as health, social and education services. Cooperatives also help achieve the Sustainable Development Goals because of their ability to promote democracy, increase income, encourage social inclusion, protect the environment, and provide a significant economic impact on the global economy. However, cooperatives in Indonesia also face many challenges, including declining performance and complex regulatory issues. Cooperatives have had a significant socio-economic impact and have made a major contribution to empowering communities. By creating jobs, increasing community access to resources, and improving the local economy, cooperatives directly affect community welfare. In addition, cooperatives also play a role in providing financial access for those who previously had difficulty obtaining it (Sutrisno & Sari, 2019).

Various studies have shown that cooperatives provide training, education, and market access to their members, thereby improving the quality of life and economic competitiveness of the community. This is the result of cooperatives' focus on improving individual and community skills, which ultimately impacts the overall economic growth of the community. According to research by Haryanto (2020), cooperatives have provided training, education, and market access for members, thereby improving the quality of life and economic competitiveness of the community. In addition, cooperatives also provide financial access for people who previously had difficulty obtaining such access. This is evident from the increase in the number of cooperatives in Indonesia from year to year. In 2019, there were around 56,000 cooperatives registered in Indonesia, with a total membership of around 30 million people (Faradila, 2021).

There is a problem that often occurs in cooperatives in Indonesia, which is the lack of coordination and communication between fellow employee members. For example, member meetings, both routine meetings and annual meetings, do not run as they should. Business activities and transaction flows are minimal because many members do not participate actively. In fact, smooth communication and coordination are one of the keys to the life of every form of organization, including cooperatives. The availability of various digital technologies to support this process is also not optimized. For example, internet technology that allows long-distance video communication is a more practical alternative to overcome the busyness of members. However, the obstacles to cooperative management like this are not widely considered and are allowed to drag on and slowly but surely 'sink' the Cooperative. In addition, there are also problems with the inadequate working environment for cooperative members so that employee members cannot work properly.

His research was conducted at the Savings and Loan Cooperatives located in Tanah Lot Bali, which consist of Dwi Guna Cooperative, Gunung Tegal Jaya Cooperative, Danu Mulya Jaya Lestari Cooperative, KSP Karidana and Kerta Yuga Consumer Cooperative. The uniqueness of these 5 cooperatives is that these cooperatives can provide low credit interest rates of up to 1.5% to customers who have often taken out loans at the Cooperative. However, there is a problem where the five cooperatives did not achieve the credit realization target that had been determined. From the results of the pre-survey conducted by interviewing several HRD of Savings and Loan Cooperatives located in Tanah Lot Bali, there were problems in employee performance which caused a decrease in target achievement in each Savings and Loan Cooperative located in Tanah Lot Bali in Table 1.1 below.

Table 1. Achievement of 2023 Credit Targets at Savings and Loan Cooperatives in Tanah Lot Bali

No	Name Of Cooperatives	Loan Target	Loan Realization
1	Koperasi Dwi Guna	Rp. 5.800.000.000	Rp. 3.543.567.897
2	Koperasi Gunung Tegal Jaya	Rp. 4.500.000.000	Rp. 4.567.234.500
3	Koperasi Dana Mulya Jaya Lestari	Rp. 5.500.000.000	Rp. 4.124.456.430
4	KSP Karidana	Rp. 4.000.000.000	Rp. 5.567.889.200
5	Koperasi Konsumen Kerta Yuga	Rp. 3.500.000.000	Rp.4.156.789.400

Sumber : Interview Result HRD, 2024

Based on the results of interviews with HRD, it was found that employee performance had declined, as seen from the target in 2023 from 5 Savings and Loan Cooperatives in Tanah Lot Bali; none were achieved, and overall credit realization did not exceed the credit realization target. This was because many employees did not come to work. After all, the work environment was not supportive and also the non-conductive work environment made employees dissatisfied with their work. This caused many employees to often not come to work, and also, the lack of harmonious communication between employees made employees increasingly lazy to work and achieve their targets. Because employees feel they do not understand what information has been explained, but employees are too lazy to ask again. This is what causes the credit target that has been given not to be achieved and has an impact on the decline in employee performance at the Cooperative.

Researchers also conducted interviews with several employees at the Savings and Loan Cooperative in Tanah Lot Bali, which can be. Based on the results of interviews with employees, factors of the work environment, organizational communication and job satisfaction that support employee performance decreased because the work environment is not conducive to work. Hence, employees are not comfortable doing their jobs, lack of good communication between employees and employees such as frequent errors in receiving information between employees in the operational and marketing fields in the field, and employees with superiors such as employees still feel afraid or awkward to express opinions about work that is difficult to solve which causes them to not be on time in completing tasks, as for the supporting job satisfaction factors such as salaries that do not match the workload which causes employees to be undisciplined such as high absenteeism and no initiative just waiting for superiors' directions to do a job. Employees still feel the uncertainty of their roles and responsibilities such as job descriptions in marketing are assigned to operations.

Performance issues are always a classic problem in every Company; many companies try to find and research performance to advance their Company. According to Robbins (2017), performance is the result or output of a process. "Because performance is a result or output of a process, many leaders highlight the performance of their subordinates to ensure that the Company they hold will advance. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016: 182). According to Dewi et al. (2021), performance is the result of a worker's work, a management process in an organization as a whole, and the results of this work must be able to be shown concretely or measurably.

According to Sinambela (2018), performance is a result of employee work that can be achieved by a person or group of people in an organization, according to their respective authorities, so that organizational goals can be achieved. Wijaya & Susanty (2017) state that employee performance can be influenced by an individual's ability to do work, the level of effort devoted to their work and support from the organization. Performance is a function of motivation and ability to complete tasks or jobs. A person should have a certain degree of willingness and level of ability. A person's



willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it.

One of the factors that influences employee performance is job satisfaction. According to Fattah (2017), job satisfaction is a description of an employee's feelings of pleasure or displeasure towards the work they do; job satisfaction is an employee's emotional response to a work situation that is determined by achieving results and meeting or exceeding expectations. The success of a company is also greatly influenced by how the Company achieves employee job satisfaction. Anindya et al. (2017) stated, "Job satisfaction is an emotional condition when employees view work as pleasant or not with a positive attitude towards the work they do, indicating a high level of employee job satisfaction." This statement is also supported by previous research related to the effect of job satisfaction on employee performance conducted by Siregar & Handoko et al. (2021), Sugiono & Tobing (2021), Banna & Prahiawan (2024), Audiva et al. (2022), Y. Hung et al (2024) and Jopanda (2021) which states that job satisfaction has a positive and significant effect on employee performance.

In addition, other factors that can influence employee performance are work environment factors, and the work environment also affects employee job satisfaction; this is evidenced by the results of research conducted by Aolisso & Lao (2018), Hirschi & Spurk (2021), Buorlakis (2023) and Yuliantari & Prasasti (2020). The work environment is one of the important factors in creating employee performance. Because the work environment has a direct influence on employees in completing work which will ultimately improve organizational performance, this statement is also supported by previous research related to the influence of the work environment on employee performance conducted by Yuliantari & Prasasti (2020), Andriyani et al. (2020), Waisman-Nitzan et al. (2020), Bourlakis et al. (2023), Sunarsi et al. (2020), Sihalohe & Siregaar (2019), Yantika et al (2018) which states that the work environment has a positive and significant effect on employee performance.

Organizational communication factors can also affect employee performance and job satisfaction; this is evidenced by research conducted by Banna & Prahiawan (2024), Tiyas & Parmin (2021) and Rokib & Santoso (2020). All activities carried out by humans or individuals begin with communication. Communication is one of the important things in human life because everyone communicates in socializing. Humans always interact through communication with their environment and perfect interactions between humans to achieve their respective goals. This statement is also supported by previous research related to the influence of organizational communication on employee performance conducted by Aswina & Yusuf (2020), Maria et al. (2021), Fortunisa (2021), Riyanti et al. (2021) and Rokib & Santoso (2020), Hirshi & Spurk (2021), Choon He et al. (2019) which states that organizational communication has a positive and significant effect on employee performance.

Social Exchange Theory. According to Staley and Magner (2002), Blau's (1964) social exchange theory states that the basic characteristics of social exchange relationships, namely the obligations and basis for measuring the contribution of each party, are not clearly regulated.

Equity Theory. Equity theory is a theory better known as the balance theory or justice theory developed by Adam (1963), which states that individuals perceive the form of injustice they receive by comparing the input relationship given to the organization with the input results received, where this comparison is made with other people outside and inside the organization.

Employee Performance. According to Maamari and Saheb (2018:634), employee performance can be defined as activities that are officially recognized as part of the job and that contribute to the goals of the organization. There are two dimensions of performance: the action dimension, known

as the behavioral aspect, and the outcome dimension, known as the performance aspect. The behavioral aspect of performance is considered consistent with the work situation and job specifications, which then turns into a means to achieve the goals and objectives of the organization, namely, the outcome dimension or performance aspect. Based on the definition of performance above, employee performance is the result of work in terms of quality and quantity of an employee by carrying out his duties in accordance with the responsibilities given.

Job Satisfaction. According to Suciningtyas (2020), job satisfaction is a positive feeling about work resulting from an evaluation of its characteristics. According to Siagian (2018), job satisfaction is a person's response to what they expect when working with what they get after they do the job. This is related to the work situation, cooperation between employees, rewards and other factors. Based on several definitions above, job satisfaction is an attitude of an employee that describes the attitude of fulfilling some of their desires and needs through work activities or work.

Work Environment. The work environment is everything that is around the worker and has an impact on the implementation of the tasks given (Ferawati, 2017:1). The better a person's work environment, the better their work performance will be. The work environment is good if the employees can carry out work activities optimally, safely, healthily and comfortably. A bad work environment can also have a bad impact on the Company because it makes employees unable to work efficiently.

Organizational Communication. Robbins & Coulter (2018) define communication as a transfer and understanding of meaning, so communication is said to be successful if the meaning of the information has been conveyed and understood by the recipient exactly as imagined by the sender. According to Romli (2018:2) orga, organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. From the definition above, it can be concluded that organizational communication is patterns, networks, and communication systems in an organization that are designed with the aim that members of the organization work effectively to achieve organizational goals.

METHODS

This research is included in the type of associative research because the research explains the influence of the work environment and organizational communication on employee performance and also examines job satisfaction as a mediating variable between the work environment and organizational communication on employee performance. This research was conducted at the Savings and Loan Cooperatives located in Tanah Lot Tabanan Bali, namely the Dwi Guna Cooperative, Gunung Tegaljaya Cooperative, Dana Mulya Jaya Lestari Cooperative, KSP Karidana and Kerta Yuga Consumer Cooperative. The objects of this research are the work environment, organizational communication, job satisfaction and employee performance. In the results of the observation, a problem was found regarding the work environment, organizational communication and employee job satisfaction, which were less than optimal, causing a decline in employee performance. In this study, the total number of employees at the Savings and Loan Cooperatives located in Tanah Lot Tabanan Bali, namely the Dwi Guna Cooperative, Gunung Tegaljaya Cooperative, Dana Mulya Jaya Lestari Cooperative, KSP Karidana and Kerta Yuga Consumer Cooperative was 150 employees. The determination of the sample used in this study was proportional random sampling using the Slovin formula with a total of 110 employees. So, the respondents in this study were a population of 110 employees. In analyzing the influence between exogenous and endogenous variables in this study, Partial Least Square (PLS) was used because this

method does not require many assumptions, including the assumption of normality and is popularly used in complex studies that are not supported by adequate theory.

RESULT AND DISCUSSION

Table 2. Direct Effect and Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job satisfaction [Y2] -> Employee performance [X1]	0,148	0,149	0,053	2,774	0,006
Organizational communication [X2] -> Job satisfaction [Y2]	0,328	0,335	0,086	3,818	0,000
Organizational communication [X2] -> Employee performance [X1]	0,258	0,265	0,060	4,332	0,000
Work Environment [X1] -> Job satisfaction [Y2]	0,358	0,355	0,075	4,797	0,000
Work environment [X1] -> Employee performance [X1]	0,627	0,620	0,063	9,931	0,000
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational communication [X2] -> Job satisfaction [Y2] -> Employee performance [X1]	0,049	0,050	0,023	2,120	0,034
Work Environment [X1] -> Job satisfaction [Y2] -> Employee performance [X1]	0,053	0,053	0,022	2,365	0,018

Table 2 shows that:

- The work environment has a positive effect of 0.358 on job satisfaction, and the relationship is significant at $0.000 < 0.05$, and the t-statistic value is greater than 1.96, which is 4.797.
- The work environment has a positive effect of 0.627 on employee performance, and the relationship is significant at $0.000 < 0.05$, and the t-statistic value is greater than 1.96, which is 9.931.
- Job satisfaction has a positive effect of 0.148 on employee performance, and the relationship is significant at $0.006 < 0.05$, and the t-statistic value is greater than 1.96, which is 2.774.
- Organizational communication has a positive effect of 0.328 on job satisfaction, and the relationship is significant at $0.000 < 0.05$, and the t-statistic value is greater than 1.96, which is 3.818.
- Organizational communication has a positive effect of 0.258 on employee performance, and the relationship is significant at $0.000 < 0.05$, and the t-statistic value is greater than 1.96, which is 4.332.
- The work environment through job satisfaction has a positive effect of 0.053, and the relationship is significant $0.000 < 0.05$ on employee performance. This means that job satisfaction acts as a mediating variable between the influence of the work environment on employee performance.
- Organizational communication through job satisfaction has a positive effect of 0.049, and the relationship is significant at $0.000 < 0.05$ on employee performance. This means that job



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satisfaction acts as a mediating variable between the influence of work motivation on employee performance.

The Influence of Work Environment on Job Satisfaction. Based on the results of the test analysis regarding the influence of the work environment on job satisfaction, it shows that the work environment has a positive effect on job satisfaction and the relationship is significant. In accordance with the assessment of the description of the variables in the work environment, it is included in the fairly good category, which means that employees assess the work environment in the fairly good category, which will have an impact on job satisfaction. This means that the better the employee's environmental atmosphere, the more employee job satisfaction will increase and this increase is significant.

The work environment, in general, means a place where employees carry out their work activities. In the workplace, everyone cannot be separated from their environment. Optimizing a person's performance can also be influenced by the work environment. The work environment is everything that is around the worker and has an impact on the implementation of the tasks given (Ferawati, 2017: 1). If at work, the employee's work environment does not support it, it will not support the work that the employee will do. For example, in a work environment that has no air and is also hot, employees will feel uncomfortable working, and this causes a decrease in job satisfaction.

Several studies that are in line with this study found a positive relationship between the work environment and job satisfaction, namely studies conducted by Handoko et al. (2021), Aoliso & Lao (2018), Lestari et al. (2020), Saputra (2022) and Yuliantini & Santoso (2020). This is different from the studies conducted by Jasmine and Edalmen (2020) and Pareraway et al. (2018), which stated that the work environment did not have a significant effect on job satisfaction.

The Influence of Work Environment on Employee Performance. Based on the results of the test analysis regarding the influence of the work environment on employee performance, it shows that the work environment has a positive effect on employee performance and the relationship is significant. In accordance with the assessment of the description of the variables in the work environment, it is included in the fairly good category, which means that employees assess the work environment in the fairly good category, which will have an impact on employee performance. This means that the better the atmosphere of the employee's work environment, the more employee performance will increase and this increase will occur significantly.

According to Ferawati (2017: 1), The work environment must be formed in such a way as to create a working relationship that binds workers to the environment. The work environment is good if its employees can carry out work activities optimally, safely, healthily and comfortably. A bad work environment can also have a bad impact on the Company because it makes employees unable to work efficiently.

The impact of an uncomfortable work environment will cause a decrease in employee performance; this is because if the work environment cannot support employee work, how will employees be able to provide maximum work results to improve employee performance? Therefore, the work environment has a big influence on improving employee performance.

Several studies that are in line with this research found a positive relationship between the work environment and employee performance conducted by Yuliantari & Prasasti (2020), Andriyani et al. (2020), Sunarsi et al. (2020), Sihaloho & Siregaar (2019), Yantika et al. (2018) which stated that job satisfaction has a positive and significant effect on employee performance. This is different from the research conducted by Sedayu & Rushadiyati (2020), Effendy & Fitria (2019) and Warongan et al. (2022), which stated that the work environment does not have a significant effect on employee performance.



The Influence of Organizational Communication on Job Satisfaction. Based on the results of the test analysis regarding the influence of organizational communication on job satisfaction, it shows that organizational communication has a positive effect on job satisfaction and the relationship is significant. In accordance with the assessment of the variable description in organizational communication, it is included in the bad category, which means that employees assess organizational communication in the bad category, which will have an impact on job satisfaction. This means that the better the communication between employees, the more job satisfaction will increase, and this increase will be significant.

Robbins & Coulter (2018) define communication as a transfer and understanding of meaning, so communication is said to be successful if the meaning of the information has been conveyed and understood by the recipient exactly as imagined by the sender. Organizational communication is very important to do in a company or organization. Because organizational communication aims to provide information to employees in order to produce maximum work results, if communication between employees is not good, which causes miscommunication, it will have an impact on decreasing employee job satisfaction.

Several studies that are in line with this research found a positive relationship between organizational communication and job satisfaction, namely research conducted by Putra & Andayani (2019), Safari et al. (2019), Sugiono & Tobing (2021), Banna & Prahiawan (2024) and Tiyas & Parmin (2021). This is different from research conducted by Syasindy & Prasetyo (2021), Rokib & Santoso (2020) and Susilo & Remiasa (2019), which stated that organizational communication did not have a significant effect on job satisfaction.

The Influence of Organizational Communication on Employee Performance. Based on the results of the test analysis regarding the influence of organizational communication on employee performance, it shows that organizational communication has a positive effect on employee performance and the relationship is significant. In accordance with the assessment of the variable description in organizational communication, it is included in the bad category, which means that employees assess organizational communication in the bad category, which will have an impact on employee performance. This means that the better the communication between employees, the more employee performance will increase, and this increase will be significant.

Wahyuni (2020) stated that in relation to organizational communication, communication is the exchange of verbal and non-verbal messages between the sender and the recipient to change behavior. Changes in behavior mean, in a broad sense, changes that occur within the individual, perhaps in cognitive, affective or psychomotor aspects.

Good employee performance can be achieved with maximum work results. To get maximum work results, the exchange of information with employees must also be effective; therefore, if communication between employees cannot be done properly, employees cannot work well. This can have an impact on decreasing employee performance.

Several studies that are in line with this research found a positive relationship between organizational communication and employee performance, namely research conducted by Aswina & Yusuf (2020), Maria et al. (2021), Fortunisa (2021), Riyanti et al. (2021) and Rokib & Santoso (2020) which stated that organizational communication has a positive and significant effect on employee performance. This is different from research conducted by Tiyas & Parmin (2021), Audiva et al. (2022) and Luberti & Azizah (2020), which stated that organizational communication does not have a significant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance. Based on the results of the test analysis regarding the effect of job satisfaction on employee performance, it shows that job

satisfaction has a positive effect on employee performance and the relationship is significant. In accordance with the assessment of the variable description, job satisfaction falls into the satisfied category, which means that employees assess job satisfaction with the satisfied category, which will have an impact on employee performance. This means that the more job satisfaction increases, the more employee performance will increase and this increase is not significant.

Job satisfaction is an important thing that individuals have at work. Between one individual and another, they have different behaviors, so each individual also has different levels of satisfaction (Hammar, 2023). Job satisfaction is an employee's view of their work, whether it is pleasant or unpleasant (Handoko et al., 2021).

Job satisfaction can be interpreted as an employee's view of the work given by the Company; if the work cannot make employees feel comfortable, employee job satisfaction will decrease. For example, if employees are not given work according to their respective fields. This will have an impact on decreasing employee performance. Conversely, if the Company can provide work according to their field, employees will be satisfied with their work and have an impact on increasing the employee's performance to the maximum. Several studies that are in line with this study found a positive relationship between job satisfaction and employee performance, namely research conducted by Siregar & Handoko et al. (2021), Sugiono & Tobing (2021), Banna & Prahiawan (2024), Audiva et al. (2022) and Jopanda (2021) which stated that job satisfaction has a positive and significant effect on employee performance.

The Role of Job Satisfaction in Mediating the Influence of Work Environment on Employee Performance. Based on the results of the test analysis regarding the influence of the work environment through job satisfaction on employee performance, it is known that the prediction results obtained an estimate of the interaction effect with a significance value of <0.05 of 0.000 and the relationship is significant. With the role of job satisfaction, the work environment has a significant influence on employee performance. This means that a person's satisfaction in working and also accompanied by a comfortable work environment can affect how the employee's performance results. This means that job satisfaction explains how the overall work environment can affect employee performance.

Job satisfaction can mediate the work environment on employee performance, as seen from how the work environment impacts employee job satisfaction. If the work environment is adequate and can support employees in working, then employee satisfaction will increase; increasing employee satisfaction in working will have a positive impact on employee performance in order to achieve the Company's goals (Handoko et al., 2021). Job satisfaction plays an important role as a mediator in the relationship between the work environment and employee performance (Daryanto et al., 2023). Job satisfaction is defined as an attitude or feeling towards aspects of work experienced by employees (Muslim & Ilmi, 2023). Research shows that employees with high job satisfaction tend to have better performance (Sari et al., 2024; Setyaningrum & Ekhsan, 2021). Herzberg's Two Factor Theory explains that both motivational and hygiene factors influence job satisfaction and have an impact on performance (Shodiq, 2021). Therefore, a supportive work environment and maintained job satisfaction are needed to maximize employee potential. Suprpto's research (2022) through the Two Factor Theory emphasizes that job satisfaction can improve performance if the Company pays attention to motivational and hygiene factors that can create a conducive work environment.

Several studies that are in line with this study found a mediating role of satisfaction in the influence of the work environment on employee performance, including research conducted by Handoko et al. (2021), Jopanda (2021), Ritonga & Bahri (2022), Cartagena (2022) which states that satisfaction can mediate the work environment on employee performance.

The Role of Job Satisfaction in Mediating the Influence of Organizational Communication on Employee Performance. Based on the results of the test analysis regarding the influence of organizational communication through job satisfaction on employee performance, it is known that the prediction results obtained an estimate on the interaction effect with a significance value of <0.05 of 0.000, so it can be said that the job satisfaction construct is able to mediate the relationship between organizational communication and employee performance. With the role of job satisfaction, organizational communication has a significant influence on employee performance. This means that a person's satisfaction in working and also balanced with good communication between fellow employees can affect how employee performance results. This means that job satisfaction explains overall organizational communication variables that can affect employee performance.

Job satisfaction can mediate organizational communication on employee performance if communication between employees at work, such as the exchange of information between employees, will get a positive view from employees about their work. Moreover, increasing employee satisfaction at work will also have an impact on increasing employee performance to produce good work results (Riyanti et al., 2021). The sense of satisfaction in employees' work is a determining factor in seeing employee performance results; if the communication relationship between employees in the Company is not good, it will have an impact on employee satisfaction at work. Therefore, communication between employees must be maintained properly in order to increase employee satisfaction in working which will have an impact on improving employee performance.

Several studies that are in line with this study found the mediating role of job satisfaction in the influence of organizational communication on employee performance, namely research conducted by Sugiono & Tobing (2021), Banna & Prahiawan (2024), Tiyas & Parmin (2021), Rokib & Santoso (2020) which stated that job satisfaction is able to mediate the influence of organizational communication on employee performance.

Theoretical Implications. This study has investigated the mediation relationship of job satisfaction between the influence of the work environment and organizational communication on employee performance in the conditions prevailing in the Savings and Loan Cooperative located in the Tanah Lot Tabanan Bali area. This study was conducted to address the gap between research paradigms and attempted to determine the mediation effect of job satisfaction on the work environment and organizational communication on employee performance, in accordance with the Equity Theory, which is used to explain the relationship between employee job satisfaction and employee performance by emphasizing the importance of balance between what employees expect (input) and what they get as a result (output). The mediation effect of satisfaction greatly influences the relationship between the work environment and organizational communication on employee performance. However, in this study, the mediation effect of job satisfaction can affect the relationship between the work environment and organizational communication on employee performance. The contribution of this study to existing theories is to state that the relationship between organizational communication on employee performance, the relationship between the work environment on employee performance, the relationship between job satisfaction on employee performance and the relationship between organizational communication on job satisfaction does indeed occur.

Practical Implications. In improving employee performance at the Savings and Loan Cooperative employees in the Tanah Lot Tabanan Bali area, a comfortable work environment and employee capacity are needed so that in carrying out their work employees can work better with facilities that support work and the office environment. In addition, the company company must

also pay attention to ensure the relationship between employees is running well, especially in terms of communication in conveying information so that there are no miscommunication errors that cause the work not to be completed. By looking at several indicators that have low values in the work environment variable, namely in the employee's office space when working, it is hoped that the Company can provide a comfortable environment so that employees can work better, the appropriate air temperature to maintain employee health so as not to interfere with employees in working which can cause a decrease in employee performance and the condition of the workroom with adequate tools to make it easier for employees to work. In addition, the communication variable on the indicator that has a low value is the level of trust between fellow employees so that it can be maximized when employees get a joint task to get maximum results, the ability of employees to work honestly when communicating so that there are no mistakes in completing work and the availability of leaders to always listen to suggestions from their subordinates so that their subordinates feel appreciated and can provide good ideas in order to achieve company goals. Because with a comfortable environment and good and clear communication, employees can feel satisfied in working which will have an impact on improving employee performance.

The results of this study cannot be generalized to the industry, meaning that this study is only able to explain the Savings and Loan Cooperatives located in the Tanah Lot Tabanan Bali area because the unique characteristics found in the industry other than the Savings and Loan Cooperatives located in Tanah Lot Regency can change the factors that influence employee performance. This study also only consists of two independent variables, namely, the work environment and organizational communication. The number of respondents is only 110 people, which is certainly still lacking to describe the real situation. In addition, the limitations of this study are by using a questionnaire that sometimes the answers given by the sample do not show the real situation.

CONCLUSION

Based on the results of the discussion, the following conclusions can be drawn:

- 1) The work environment has a positive and significant effect on job satisfaction at the Savings and Loan Cooperative in the Tanah Lot Tabanan Bali area. This means that if the employee's work environment provides a sense of comfort for working, job satisfaction will increase, and this is real.
- 2) The work environment has a positive and significant effect on employee performance at the Savings and Loan Cooperative in the Tanah Lot Tabanan Bali area. This means that if the work environment is good, employee performance will increase, and this is real.
- 3) Organizational communication has a positive and significant effect on job satisfaction at the Savings and Loan Cooperative in the Tanah Lot Tabanan Bali area. This means that if the communication between employees is running well and the information is clear, job satisfaction will increase, and this is real.
- 4) Organizational communication has a positive and significant effect on employee performance at the Savings and Loan Cooperative in the Tanah Lot Tabanan Bali area. This means that if the communication between employees is running well and the information is clear, employee performance will increase, and this is real.
- 5) Job satisfaction has a positive and significant effect on employee performance at the Savings and Loan Cooperative in the Tanah Lot Tabanan Bali area. This means that if employee job satisfaction increases, employee performance will also increase, and this is real.



- 6) Job satisfaction acts as a mediating variable between the influence of the work environment on employee performance. This means that job satisfaction is able to mediate the work environment on employee performance. If employees have high job satisfaction, then a comfortable work environment can improve employee performance.
- 7) Job satisfaction acts as a mediating variable between the influence of organizational communication on employee performance. This means that job satisfaction is able to mediate organizational communication on employee performance. This means that if employees have high job satisfaction and also the communication that occurs between employees is running well, it will improve employee performance.

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