Determinants Of Employee Performance At LP3I College Banda Aceh: The Role Of Work Environment And Job Satisfaction

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Abstract

Employee performance in vocational education institutions determines the quality of academic and administrative services, yet a pre-survey at LP3I College Banda Aceh indicated that it was not evenly optimal. This research analyzes how the work environment and job satisfaction influence employee performance at the institution, individually and jointly. Using a census of 53 employees, data were gathered with a five-point Likert questionnaire and processed with multiple linear regression in SPSS 32. Job satisfaction was found to have a positive and significant effect on performance ($t = 4.345$; $p < 0.001$), whereas the work environment showed no significant partial effect ($t = -1.220$; $p = 0.228$). Jointly, the two variables significantly affect performance ($F = 17.631$; $p < 0.001$) and explain 39.0% of its variance (adjusted $R^2 = 0.390$), with job satisfaction as the dominant predictor. The work environment was positively related to performance when examined alone, but its influence overlapped strongly with job satisfaction. Management is therefore advised to prioritize the factors that shape employee satisfaction, particularly pay and the use of employees' abilities, while maintaining a supportive work environment.

Keywords: work environment, job satisfaction, employee performance, vocational education

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Introduction

Human resources are a decisive element in the success of any organization, including educational institutions. In vocational education, the quality of academic services, administration, student recruitment, and graduate placement depends heavily on the performance of the employees who carry out these functions. Job performance can be understood as the set of actions employees can control that help the organization achieve its objectives [1]. It therefore covers not only the core tasks employees complete but also how they support the social and procedural functioning of the organization.

LP3I College Banda Aceh is a vocational education institution whose main mission is to produce work-ready graduates. Achieving this mission requires employees who work productively, on time, and in accordance with institutional standards. The strategic importance of human resource performance at this institution has also been shown by Mandasari et al. [2], who found that human resource performance at LP3I College Banda Aceh strengthens the effect of the internal control system on good university governance. An initial picture of employee performance was obtained through a pre-survey involving 15 employees, as summarized in Table 1.

Table 1. Pre-Survey Results of Employee Performance

No	Statement	Assessment				Total
		Yes	%	No	%	
1	I am able to complete my work in accordance with the established targets	13	87%	2	13%	15
2	The results of my work are of good quality and meet organizational standards	13	87%	2	13%	15
3	I am able to complete my work on time in accordance with the specified deadlines	13	87%	2	13%	15
4	I comply with the rules and work procedures that apply in the organization	12	80%	3	20%	15
5	I maintain a professional attitude and work well even under work pressure	14	93%	1	7%	15

Source: Pre-survey results, 2026

Table 1 shows that employee performance at LP3I College Banda Aceh is generally good, with an average of 86.8% positive responses. However, 20% of respondents stated that they did not yet fully comply with work rules and procedures, and 13% stated that they had not yet been able to achieve targets, produce work that meets standards, or complete work on time. These conditions indicate that employee performance is not yet evenly optimal and that the factors supporting employees in their daily work deserve attention.

One such factor is the work environment. The work environment includes physical conditions such as lighting, temperature, air quality, and noise, as well as social conditions in the form of relationships among employees [3]. A comfortable work environment allows employees to concentrate and complete their tasks well. Luthfi et al. [4] found that the work environment was the most dominant factor affecting employee performance compared with supervision and work discipline, while Zhenjing et al. [5] showed that a positive work environment improves the performance of academic staff in higher education.

Another factor is job satisfaction, commonly assessed through employees' satisfaction with the work itself, pay, promotion opportunities, supervision, and co-workers [6]. Employees who are satisfied with their jobs tend to show more positive attitudes and higher performance. An experimental study by Dudasova et al. [7] supported a path from task satisfaction to task performance, and He et al. [8] found that job satisfaction acts as a mechanism that transforms

competence and intrinsic motivation into sustained lecturer performance. However, empirical findings are not always consistent. Riyanto et al. [9] and Nurkumalasari and Mustafa [10] did not find a significant direct effect of job satisfaction on employee performance. These differences indicate that the effects of the work environment and job satisfaction on performance still need to be tested in different organizational contexts, including private vocational education institutions.

Accordingly, the purpose of this research is to analyze the individual and joint influence of the work environment and job satisfaction on employee performance at LP3I College Banda Aceh.

Literature Review

2.1 Employee Performance

Ramos-Villagrasa et al. [1] view job performance as behavior rather than as the factors that cause it, that is, as what employees actually do on the job to advance organizational objectives. They separate task performance, the core activities through which a product or service is delivered and which normally appear in a job description, from contextual performance, the cooperative and supportive conduct that maintains a healthy social and psychological climate at work. In this study, employee performance is measured through items on achieving targets, work quality, and timeliness, which reflect task performance, as well as cooperation, compliance with procedures, initiative, responsibility, and professionalism, which reflect contextual performance.

2.2 Work Environment

The work environment consists of physical and social aspects of the workplace. Dumitriu et al. [3] explain that physical conditions, including lighting, room temperature, air quality, and noise, influence how productive and mentally healthy employees are. Social conditions matter as well: when co-workers relate well to one another and the atmosphere is supportive, employees feel more involved, more attached to their workplace, and more cohesive as a team. A positive work environment has been shown to improve employee performance, both directly and through psychological mechanisms such as commitment [5]. In a qualitative study of civil servants at the Regional Secretariat of Tebing Tinggi City, Damanik et al. [11] found that a supportive work environment, marked by leadership attention, collaboration, and adequate facilities, strengthens employees' motivation, which in turn connects the work environment with performance. In this study, the work environment is measured through lighting, temperature, air quality, noise, and relationships among employees.

2.3 Job Satisfaction

Job satisfaction describes employees' feelings and evaluations of various aspects of their work. One of the most widely used instruments, the Job Descriptive Index, measures five facets of job satisfaction: the work itself, pay, promotion opportunities, supervision, and co-workers [6]. This study adopts these five facets. Satisfied employees tend to have positive attitudes toward their jobs and organizations, which in turn encourages better performance [7], [12], [8]. Idris et al. [13] found that job satisfaction plays an important role in linking the work environment with employee performance at state polytechnics in Indonesia. Job satisfaction has also been shown to act as an intermediary variable in public organizations in North Sumatra, where it mediated the effect of organizational culture on the organizational commitment of 135 civil servants [14].

2.4 Research Hypotheses

Based on the literature review above, the hypotheses of this study are formulated as follows:

H1: The work environment has a positive and significant effect on employee performance at LP3I College Banda Aceh.

H2: Job satisfaction has a positive and significant effect on employee performance at LP3I College Banda Aceh.

H3: The work environment and job satisfaction simultaneously have a significant effect on employee performance at LP3I College Banda Aceh.

Research Methodology

This research applies a quantitative approach, which tests theories by examining relationships among variables measured with research instruments [15]. The research was conducted at LP3I College Banda Aceh in October 2026. The population consisted of all 53 employees of LP3I College Banda Aceh, including leaders, lecturers, and administrative staff. Since the population was relatively small, all members were used as the sample through saturated sampling, giving a total of 53 respondents.

Primary data were collected using a questionnaire with a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of 6 items for the work environment (X1), 10 items for job satisfaction (X2), and 8 items for employee performance (Y). The data were analyzed using IBM SPSS Statistics version 32 through validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, the t-test, the F-test, and the coefficient of determination [16].

Results

4.1Validity Tes

The validity test was carried out by comparing the calculated r value (Corrected Item–Total Correlation) with the r-table value. With n = 53 (df = 51) and a significance level of 5%, the r-table value is 0.271. An item is declared valid if the calculated r value is greater than 0.271.

Table 2. Validity Test Results

Variable	Item	r-count (Corrected Item–Total Correlation)	r-table	Result
Work Environment (X1)	LK.1.1	0.311	0.271	Valid
	LK.2.1	0.483	0.271	Valid
	LK.3.1	0.464	0.271	Valid
	LK.4.1	0.363	0.271	Valid
	LK.5.1	0.566	0.271	Valid
	LK.5.2	0.525	0.271	Valid
Job Satisfaction (X2)	KK.1.1	0.502	0.271	Valid
	KK.1.2	0.522	0.271	Valid
	KK.2.1	0.522	0.271	Valid
	KK.2.2	0.609	0.271	Valid
	KK.3.1	0.692	0.271	Valid
	KK.3.2	0.594	0.271	Valid
	KK.4.1	0.631	0.271	Valid

Variable	Item	r-count (Corrected Item–Total Correlation)	r-table	Result
	KK.4.2	0.739	0.271	Valid
	KK.5.1	0.862	0.271	Valid
	KK.5.2	0.714	0.271	Valid
Employee Performance (Y)	Y.1.1	0.810	0.271	Valid
	Y.1.2	0.810	0.271	Valid
	Y.1.3	0.754	0.271	Valid
	Y.2.1	0.726	0.271	Valid
	Y.2.2	0.663	0.271	Valid
	Y.2.3	0.658	0.271	Valid
	Y.3.1	0.517	0.271	Valid
	Y.3.2	0.771	0.271	Valid

Source: SPSS Data Processing Results, 2026

Table 2 shows that every item has a calculated r value above 0.271, ranging from 0.311 (LK.1.1) to 0.862 (KK.5.1), so all 24 items are declared valid. Item LK.1.1 on lighting has the weakest correlation with its construct, although it still meets the criterion.

4.2 Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Result
Work Environment (X1)	0.715	6	Reliable
Job Satisfaction (X2)	0.894	10	Reliable
Employee Performance (Y)	0.911	8	Reliable

Source: SPSS Data Processing Results, 2026

As presented in Table 3, all three variables produce Cronbach's Alpha coefficients above 0.60, namely 0.715 for the work environment, 0.894 for job satisfaction, and 0.911 for employee performance. Thus, the questionnaire items are reliable and consistent in measuring each variable [16].

4.3 Classical Assumption Tests

a. Normality Test

The normality test was carried out using the One-Sample Kolmogorov–Smirnov test on the unstandardized residuals, supported by the histogram and the normal P-P plot. The residuals are normally distributed if the Asymp. Sig. (2-tailed) value is greater than 0.05.

Table 4. Kolmogorov–Smirnov Normality Test Results

One-Sample Kolmogorov–Smirnov Test	Unstandardized Residual
N	53
Test Statistic	0.110
Asymp. Sig. (2-tailed)	0.122

Source: SPSS Data Processing Results, 2026

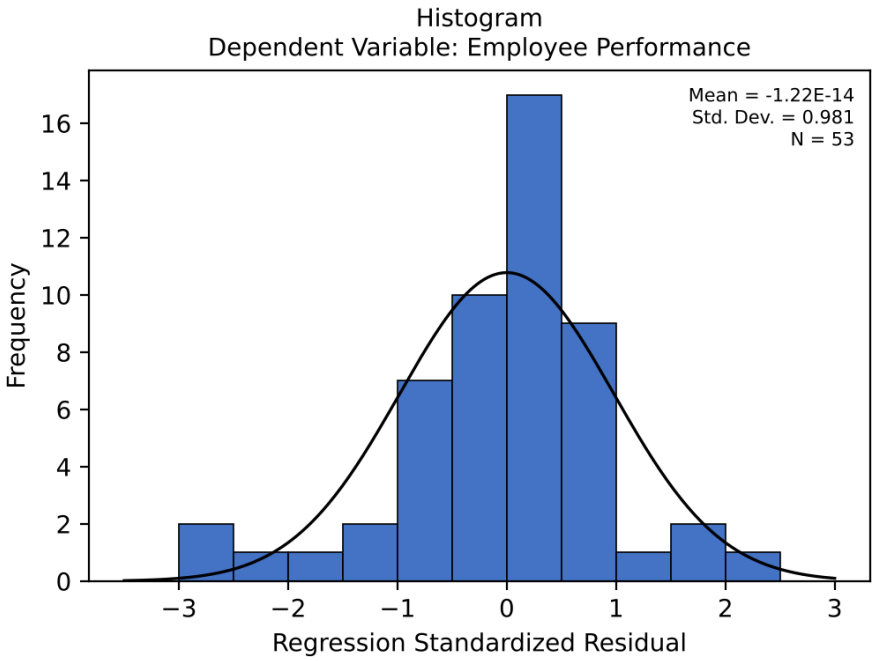


Figure 1. Histogram

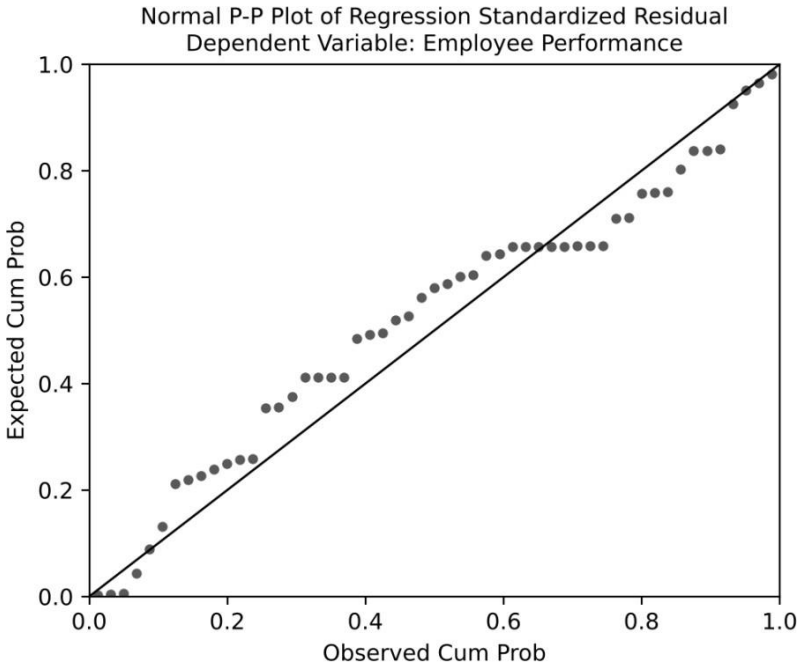


Figure 2. Normal P-P Plot

The Asymp. Sig. (2-tailed) value of 0.122 is greater than 0.05. The histogram approximates a bell-shaped curve and the points on the P-P plot lie close to the diagonal line, so the residuals are considered normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Work Environment (X1)	0.332	3.014	No multicollinearity
Job Satisfaction (X2)	0.332	3.014	No multicollinearity

Source: SPSS Data Processing Results, 2026

Table 5 shows that both independent variables have a tolerance value of 0.332 (greater than 0.10) and a VIF value of 3.014 (less than 10), so there is no serious multicollinearity in the regression model. Nevertheless, the two variables are strongly correlated (r = 0.817), which needs to be considered when interpreting their partial effects.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results (Glejser Test)

Variable	Sig.	Conclusion
Work Environment (X1)	0.031	Heteroscedasticity symptoms
Job Satisfaction (X2)	0.009	Heteroscedasticity symptoms

Source: SPSS Data Processing Results, 2026

The Glejser test produces significance values below 0.05 for both the work environment (0.031) and job satisfaction (0.009), indicating symptoms of heteroscedasticity. To ensure that the hypothesis tests are not distorted, the model was re-estimated using heteroscedasticity-consistent (HC3) standard errors. The conclusions remained the same: job satisfaction stayed significant (t = 3.178; p = 0.001), while the work environment remained not significant (t = −0.948; p = 0.343).

4.4 Multiple Linear Regression Analysis and Partial Hypothesis Test (t-Test)

Table 7. Multiple Linear Regression and t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.049	5.686		1.415	0.163
Work Environment (X1)	−0.430	0.352	−0.229	−1.220	0.228
Job Satisfaction (X2)	0.873	0.201	0.817	4.345	0.000
a. Dependent Variable: Employee Performance (Y)					

Source: SPSS Output ver. 32 (2026)

Based on Table 7, the following regression equation can be formulated:

$$Y = 8.049 - 0.430X_1 + 0.873X_2$$

The constant of 8.049 represents the predicted employee performance score when both independent variables are zero. The coefficient of job satisfaction of 0.873 indicates that each one-point increase in the job satisfaction score is associated with a 0.873-point increase in the performance score, holding the work environment constant. The coefficient of the work environment of −0.430 is not statistically significant, so it cannot be interpreted as a reliable effect.

The t-test determines whether each predictor individually influences employee performance. With df = 50 (n − k − 1 = 53 − 2 − 1) and a significance level of 5%, the t-table value is 2.009.

1. For the work environment, the calculated t-value is −1.220, whose absolute value is lower than the t-table value of 2.009, with a significance value of 0.228 > 0.05. H1 is therefore rejected, meaning that the work environment has no significant partial effect on employee performance.
2. For job satisfaction, the calculated t-value is 4.345 > t-table value of 2.009 with a significance value of 0.000 < 0.05. H2 is therefore accepted, meaning that job satisfaction has a positive and significant partial effect on employee performance.

4.5 Simultaneous Hypothesis Test (F-Test)

Table 8. F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	319.354	2	159.677	17.631	0.000
Residual	452.834	50	9.057		
Total	772.189	52			

Source: SPSS Output ver. 32 (2026)

With df1 = 2 and df2 = 50 at a significance level of 5%, the F-table value is 3.18. The calculated F value of 17.631 is greater than 3.18 and the significance value of 0.000 is smaller than 0.05, so H3 is accepted. This means that the work environment and job satisfaction simultaneously have a significant effect on employee performance.

4.6 Coefficient of Determination (R^2)

Table 9. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.643	0.414	0.390	3.009

Source: SPSS Output ver. 32 (2026)

An adjusted R Square of 0.390 indicates that the work environment and job satisfaction jointly explain 39.0% of the differences in employee performance, while the remaining 61.0% is explained by other variables outside the research model, such as compensation, workload, or leadership.

Discussion

5.1 The Effect of Work Environment on Employee Performance at LP3I College Banda Aceh

H1 is rejected because the absolute calculated t-value (1.220) is lower than the t-table value (2.009) and its p-value (0.228) is above 0.05. This result needs to be read carefully. When examined on its own, the work environment is positively and significantly related to employee performance (r = 0.438; simple regression B = 0.822; t = 3.483; p = 0.001). Its partial effect disappears only after job satisfaction is included in the model, because the two variables are strongly correlated (r = 0.817). In other words, the part of the work environment that matters for performance is largely shared with job satisfaction. This pattern is consistent with Idris et al. [13], who found that job satisfaction links the work environment with employee performance, and with Damanik et al. [11], who observed that the work environment shapes performance mainly through employees' psychological responses, in their case motivation, and it differs from studies that reported a significant direct effect, such as Luthfi et al. [4], Zhenjing et al. [5], and Yanto [17]. Another plausible explanation is that employees already rated their work environment highly, with item means between 4.34 and 4.79, leaving little variation to explain differences in performance.

5.2 The Effect of Job Satisfaction on Employee Performance at LP3I College Banda Aceh

H2 is accepted because the calculated t-value (4.345) is higher than 2.009 and its p-value (0.000) is below 0.05. With a standardized coefficient of 0.817, job satisfaction is the dominant predictor in the model. The positive coefficient means that employees who are more satisfied with their work, pay, promotion opportunities, supervision, and co-workers tend to perform better. This finding is in line with Dudasova et al. [7], He et al. [8], Idris et al. [13], and Gazi et

al. [12], who found that job satisfaction encourages higher performance, and it differs from Riyanto et al. [9] and Nurkumalasari and Mustafa [10], who did not find a significant direct effect. The lowest-rated satisfaction items concern the opportunity to use one's abilities (KK.1.2), the match between salary and workload (KK.2.1), and benefits and incentives (KK.2.2), each with a mean of 4.51, which indicates where satisfaction can still be improved.

5.3 The Simultaneous Effect of Work Environment and Job Satisfaction on Employee Performance at LP3I College Banda Aceh

H3 is accepted since the calculated F value (17.631) exceeds the F-table value of 3.18 and its p-value (0.000) is below 0.05. Both predictors therefore jointly influence employee performance and account for 39.0% of its variance. This finding is consistent with Idris et al. [13], who found that both the work environment and job satisfaction contribute to employee performance at state polytechnics. Putra et al. [18] likewise found that the work environment improves performance and that job satisfaction strengthens performance, although in their study the work environment did not significantly affect job satisfaction. These results provide an empirical basis for addressing the uneven performance identified in the pre-survey at LP3I College Banda Aceh.

Conclusion

This study examined the effect of the work environment and job satisfaction on the performance of 53 employees at LP3I College Banda Aceh. Three conclusions can be drawn. First, the work environment has no significant partial effect on employee performance, so H1 is rejected; although it is positively related to performance when examined alone, its contribution overlaps strongly with job satisfaction. Second, job satisfaction has a positive and significant effect on employee performance and is the dominant predictor in the model, so H2 is accepted. Third, the work environment and job satisfaction jointly have a significant effect on employee performance and explain 39.0% of its variance, so H3 is accepted.

These findings imply that efforts to improve employee performance at LP3I College Banda Aceh should focus primarily on job satisfaction, particularly the opportunity to use one's abilities, the match between salary and workload, and benefits and incentives, which received the lowest ratings (mean 4.51 each). Management can review the incentive scheme so that it reflects workload and achievement, and assign tasks that make better use of each employee's competencies. The work environment still needs to be maintained, especially the harmony of relationships among employees (mean 4.34), because it is closely related to job satisfaction. In addition, clarifying work quality standards and providing job-related training can address the lowest-rated performance item, namely the quality of work results (mean 4.40).

This study is limited to a single institution with 53 respondents, and the Glejser test indicated symptoms of heteroscedasticity, although the conclusions remained unchanged when robust (HC3) standard errors were applied. Future research is advised to involve several vocational education institutions, to examine job satisfaction as a mediating variable between the work environment and performance, and to add other variables such as compensation, workload, or leadership.

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