

The Effect of Physical Work Environment and Job Satisfaction on Employee Performance in the CV Production Section. A New Era of Prosperity in the City of Karawang

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ABSTRACT

In ensuring the sustainability of an organization, it is necessary to ensure good employee performance, in ensuring good employee performance is not easy, several supporting factors such as facilities and employee comfort at work. On CV. Prosperous New Engineering (TBS) was found to have not optimal employee performance allegedly from suboptimal work facilities. The purpose of this study is to determine the influence of physical work environment and job satisfaction on the performance of CV production employees. A New Technique of Prosperity. The research method used is the quantitative method, through the collection of questionnaire data, interviews, and documentation. The data processing technique uses multiple linear regression analysis and determination coefficients with descriptive and associative analysis methods. The results of the study showed that the physical work environment and job satisfaction were on the performance of CV production employees. FFB both partially and simultaneously.

INTRODUCTION

The automotive industry worldwide has been reshaped in recent years as a result of rapid technological progress alongside increasing global concern for environmental issues. The presence of electric vehicles (EVs) is one of the main drivers of this change. In Indonesia, electric car sales will experience a very significant surge in 2024. Based on data from Gaikindo, electric vehicle sales reached 43,188 units, an increase of 152% compared to 2023 which was recorded at 17,051 units. This increase in demand for electric vehicles is driving the growth of the automotive supporting industry, including companies engaged in component manufacturing and vehicle assembly processes.

One of the companies contributing to the advancement of the automotive industry is CV. A New Way of Thinking (CV. TBS). Initially, the company focused on supplying goods and services for foreign enterprises. Over time, it expanded its business activities into the manufacturing and construction sectors, and in 2013 established a Trimming and Assembly Process Factory as part of its business development strategy. At present, CV. TBS operates as a general trading company and subcontractor, providing trimming, hot-melt, and logistics services, as well as fabrication for the production of pallets, trolleys, and various industrial equipment to support medium- and large-scale enterprises, including those in the automotive industry.

In conducting its production activities, CV. TBS operates several production divisions, one of which is the Cutting and Trimming Division. This division holds a crucial position within the manufacturing process, as it is tasked with processing materials using specialized machinery based on predefined molds, models, and technical specifications. The accuracy and quality of its outputs play a significant role in ensuring the smooth continuity of production activities as well as maintaining the overall product quality of the company. Therefore, the effectiveness of the production process is highly dependent on the performance of employees working within this division. To ensure uninterrupted production operations and the successful attainment of organizational targets, CV. TBS must maintain optimal employee performance. High-performing employees enable the company to enhance productivity and accomplish its established objectives.

Despite the importance of maintaining high employee performance, achieving this objective remains a considerable challenge. Preliminary observations conducted by the researcher revealed indications of performance-related issues among employees in the production department of CV. TBS. These issues are reflected in the 2024 employee performance evaluation, which shows that overall employee performance has not yet met the standards set by the company. The results of this evaluation are presented in the following table.

Table 1 Data on the results of employee performance assessment of CV Production Section. New Techniques for Prosperous Karawang City, 2024

Value	Grade	Category	Number of Employees
81-100	A	Excellent	3
71-80	B	Good	4
61-70	C	Enough	10
51-60	D	Less	8
<50	E	Very Less	5
Total			30

Source : Owner and Director of CV. New Prosperous Engineering in 2024, Reprocessed, in 2025.

As presented in Table 1, the 2024 performance evaluation of employees in the Production Department of CV. TBS indicates that, out of 30 employees, 10 were categorized as having fair performance, 8 were rated as low performers, and 5 received very poor performance ratings. These findings suggest that the overall performance of employees in the Production Department has not yet reached the level expected by the company. To achieve its organizational objectives effectively, CV. TBS expects all employees in the Production Department to attain at least a good level of performance.

This issue warrants serious attention, particularly in light of the intensifying competition within the automotive industry, driven in part by the rapid expansion of the electric vehicle market in Indonesia. Failure to maintain high standards of quality and productivity may reduce the company's ability to secure production orders amid increasingly competitive market conditions. Over time, such challenges could jeopardize the company's long-term sustainability, potentially leading to workforce reductions. Therefore, improving employee performance has become a strategic priority for CV. TBS in order to strengthen its competitive position and support sustainable business growth.

Identifying the factors that contribute to improved employee performance is essential for organizations seeking to achieve their objectives effectively and efficiently. Prior research has shown that employee performance is influenced by a range of both organizational and individual factors. Rahayu (2021) identifies several of these factors, including the work environment, job satisfaction, organizational culture, leadership, work motivation, work discipline, and communication. Based on this framework, the present study concentrates on the physical work environment and job satisfaction as the main variables assumed to affect employee performance in the Production Department of CV. A New Way of Thinking, Karawang.

The physical work environment refers to the observable and tangible conditions within a workplace, including aspects such as workspace layout, lighting, air circulation, cleanliness, safety, and the availability of work facilities, all of which directly affect employees' comfort in carrying out their job responsibilities. A well-maintained physical work environment is considered crucial because it fosters a safe, comfortable, and supportive atmosphere that can enhance employee motivation, productivity, and overall performance.

Nevertheless, preliminary observations at CV. TBS revealed several shortcomings, including disorganized material placement, the accumulation of items within work areas, inadequate facilities such as damaged or insufficient fans, and limited storage capacity. These conditions may adversely affect employees' comfort and reduce the efficiency with which they perform their work.

In addition to the physical work environment, job satisfaction refers to employees' overall emotional responses toward their work, which reflect the degree to which they feel satisfied, comfortable, and fulfilled in performing their job responsibilities. Maintaining a high level of job satisfaction is essential because it contributes to the effective achievement of organizational objectives. Conversely, dissatisfaction may increase employees' intention to leave the organization and ultimately impede the accomplishment of corporate goals.

Preliminary observations conducted at CV. TBS indicate that the employee turnover rate in 2024 was relatively high. According to Aura (2026), an annual turnover rate ranging from 5% to 10% is generally considered acceptable; however, a rate exceeding 10% requires greater attention, particularly when the number of employees leaving the organization surpasses the number of new hires. Furthermore, interviews with company representatives revealed that customer orders declined by approximately 30% between 2023 and 2024. This reduction has created greater job uncertainty, which may negatively influence employees' level of job satisfaction. If left unaddressed, these conditions may adversely affect employee morale, productivity, and overall job performance.

Although the relationships between the physical work environment, job satisfaction, and employee performance have been extensively examined, prior studies have reported mixed and inconsistent results. For example, Nanda & Wahyuni (2022) found that the work environment did not significantly affect employee performance. In a similar vein, Fernando *et al.* (2026) reported that job satisfaction had no significant impact on employee performance, although they emphasized that maintaining employee satisfaction is still crucial for ensuring the effective and optimal execution of organizational activities. These contradictory findings indicate that the relationship among these variables remains inconclusive, thereby necessitating further investigation across different organizational contexts.

Accordingly, this study seeks to examine the condition of the physical work environment, job satisfaction, and employee performance, as well as to analyze the effect of the physical work environment and job satisfaction on employee performance among employees in the Production Department of CV. TBS, Karawang, both individually and simultaneously.

LITERATURE REVIEW

Physical Work Environment

According to Rosa and Richo (2022), the physical work environment includes all tangible conditions surrounding employees that can influence how they perform their assigned tasks. A well-structured and conducive workplace environment promotes a sense of safety and enables employees to carry out their responsibilities more effectively. Moreover, the physical work environment can

shape employees' emotional well-being. When employees perceive their workplace as comfortable and supportive, they are more likely to feel satisfied with their working conditions, utilize their working time more efficiently, and demonstrate higher levels of performance.

This view is supported by Saefullah & Basrowi (2022), who state that a good work environment is characterized by adequate physical conditions such as lighting, air temperature, and noise levels, the availability of supporting tools and facilities, as well as harmonious interpersonal relationships among employees. In addition, Sedarmayanti (2017) explains that the physical work environment consists of several dimensions, including workplace lighting, temperature, humidity, air circulation, noise, mechanical vibration, odors, color schemes, workplace decoration, music, and occupational safety. In this study, the physical work environment is measured through four main dimensions, namely (1) workplace lighting, (2) comfort, (3) odors, and (4) safety.

According to Faturrohman and Abdurahman (2025), the physical work environment refers to the tangible conditions within a workplace, including lighting, temperature, ventilation, cleanliness, workspace layout, work facilities, and noise levels, all of which directly affect employees' comfort and productivity. Empirical findings from Kurniawan et al. (2023) further indicate that the work environment has a significant effect on employee performance. Based on these theoretical and empirical foundations, the following hypothesis is formulated:

H1: A favorable physical work environment positively influences employee performance in the Production Department of CV. Teknik Baru Sejahtera, Karawang.

Job Satisfaction

Job satisfaction reflects employees' attitudes toward their work, encompassing both favorable and unfavorable perceptions of their working conditions. Aji (2021) defines job satisfaction as a positive attitude that emerges from employees' ability to adapt to their work environment and workplace conditions. Similarly, Hidayat and Wahyuni (2024) describe job satisfaction as an emotional reaction to various aspects of one's job, indicating the extent to which employees experience satisfaction or dissatisfaction with their work. Based on these perspectives, job satisfaction can be defined as employees' positive emotional appraisal of their work and the workplace environment in which they carry out their responsibilities.

Job satisfaction is evaluated using four dimensions: (1) employee turnover, (2) absenteeism, (3) job level, and (4) organizational size. Employee turnover reflects the likelihood of employees leaving the organization, whereas absenteeism represents employees' level of attendance and work discipline. The job level dimension refers to employees' positions or hierarchical status within the organization, while organizational size is associated with the effectiveness of coordination, communication, and employee participation within the company (Lesmana, 2024). In this study, the four dimensions are used to evaluate the level of job satisfaction among employees in the Production Department of CV. TBS, Karawang.

The findings of Syamsudhuha and Abdurahman (2024), together with those reported by Hari Ibu (2025), indicate that job satisfaction positively influences employee performance. These empirical findings provide a theoretical basis for proposing the following hypothesis:

H2: Job satisfaction positively influences employee performance in the Production Department of CV. Teknik Baru Sejahtera, Karawang.

Employee Performance

Employee performance refers to the degree to which employees are able to complete their assigned tasks and responsibilities in accordance with organizational standards and expectations. Hidayat and Wahyuni (2024) define employee performance as measurable work outcomes evaluated in terms of both quality and quantity within a specific period. In a similar vein, Riyanto and Ariyanti (2025) describe employee performance as the results achieved by individuals in carrying out their duties and responsibilities in line with established organizational standards. Based on these definitions, employee performance can be understood as the extent of work output, both in quality and quantity, produced by employees in fulfilling their responsibilities to support the achievement of organizational goals.

According to Hariyati and Sunardi (2024), employee performance is evaluated using five dimensions: (1) work quality, (2) work quantity, (3) timeliness, (4) responsibility, and (5) teamwork. Work quality reflects the accuracy of employees' outputs and their compliance with organizational standards, whereas work quantity represents employees' ability to complete the required volume of work in accordance with predetermined targets. Timeliness refers to employees' capability to accomplish assigned tasks within established deadlines, while responsibility demonstrates their commitment and accountability in carrying out assigned duties. Teamwork, on the other hand, reflects employees' ability to collaborate effectively with colleagues in achieving organizational objectives. In the present study, these five dimensions are employed to assess employee performance in the Production Department of CV. TBS, Karawang.

According to Aulalia and Abdurahman (2024), employee performance is a critical determinant of organizational success. Higher levels of employee performance make a greater contribution to organizational growth and development, emphasizing the importance of improving employees' quality of work life as a strategy for enhancing performance. Based on these theoretical considerations, the following hypothesis is formulated:

H3: Both the physical work environment and job satisfaction exert a positive influence on employee performance in the Production Department of CV. Teknik Baru Sejahtera, Karawang.

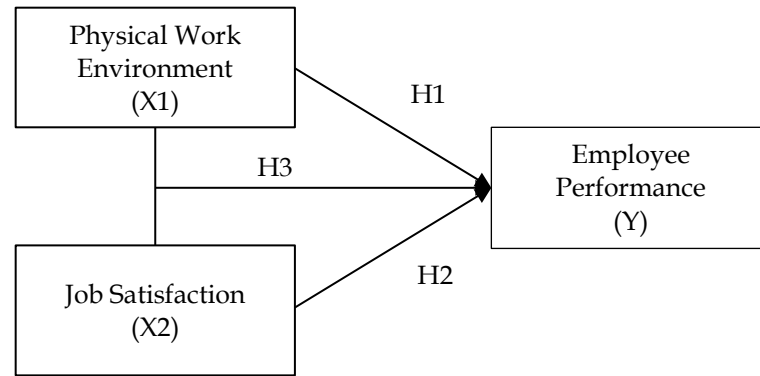


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative research approach to investigate the effect of the physical work environment and job satisfaction on employee performance in the Production Department of CV. TBS. The study population consists of all production employees who have worked for the company for at least one year, totaling 30 employees, along with one production supervisor responsible for evaluating employee performance. Considering the relatively limited population size, a census method was applied, whereby the entire population was included as respondents, totaling 31 individuals.

Data were collected through both literature and field studies. The field study involved interviews, documentation, and questionnaire administration. The research instrument employed a Semantic Differential scale with response scores ranging from 1 to 5. Data analysis comprised both descriptive and associative quantitative techniques. Before conducting hypothesis testing, the research instruments were assessed through validity and reliability testing. The obtained data were subsequently analyzed using descriptive statistics to provide an overview of the research variables. This was followed by classical assumption testing, which included normality, multicollinearity, and heteroscedasticity tests, as prerequisites for applying multiple linear regression analysis. Ultimately, hypothesis testing was performed using multiple linear regression with IBM SPSS Statistics Version 27.

RESEARCH RESULT AND DISCUSSION

Validity and Reliability Test

Data collection for the physical work environment, job satisfaction, and employee performance variables was conducted by distributing questionnaires to 30 employees in the Production Department and one production supervisor at CV. TBS. The data obtained were subsequently processed and analyzed using IBM SPSS Statistics Version 27 to evaluate the validity and reliability of the research instruments.

Table 2. Validity Test

Variable	Calculation	rtabel	Description
Physical Work Environment			
X1.1	0,563	0,361	Valid
X1.2	0,628		Valid
X1.3	0,500		Valid
X1.4	0,756		Valid
X1.5	0,669		Valid
X1.6	0,829		Valid
X1.7	0,700		Valid
X1.8	0,506		Valid
X1.9	0,634		Valid
X1.10	0,636		Valid
Job Satisfaction			
X2.1	0,588	0,361	Valid
X2.2	0,647		Valid
X2.3	0,735		Valid
X2.4	0,767		Valid
X2.5	0,568		Valid
X2.6	0,551		Valid
X2.7	0,710		Valid
X2.8	0,570		Valid
X2.9	0,642		Valid
Employee Performance			
Y1.1	0,682	0,361	Valid
Y1.2	0,659		Valid
Y1.3	0,668		Valid
Y1.4	0,533		Valid
Y1.5	0,492		Valid
Y1.6	0,546		Valid
Y1.7	0,474		Valid
Y1.8	0,668		Valid
Y1.9	0,725		Valid
Y1.10	0,683		Valid
Y1.11	0,552		Valid
Y1.12	0,493		Valid
Y1.13	0,596		Valid

Table 3. Reliability Test

Variable	Cronhbach's Alpha	N Of Items	Description
Physical Work Environment (X1)	0,841	10	Reliabel
Job Satisfaction (X2)	0,821	9	Reliabel
Employee Performance (Y)	0,850	13	Reliabel

As shown in the table above, the validity test results demonstrate that all questionnaire items satisfy the validity requirements, as the computed r-values are higher than the critical r-table value of 0.361. These findings indicate that the research instrument is appropriate for accurately measuring the variables examined in this study.

Furthermore, the reliability analysis, as indicated by the Cronbach's Alpha coefficient in the *Reliability Statistics* table, yielded a value above the accepted threshold of 0.60. This finding demonstrates that the questionnaire possesses satisfactory internal consistency and is therefore reliable for use in collecting research data.

Respondents' Responses to the Physical Work Environment in the Production Department in CV. A New Era of Prosperity in the City of Karawang

The results of the questionnaire analysis concerning the physical work environment are presented below.

Table 4. Total average respondents' responses to statements regarding physical work environment

Sub Variabel	Average Total	Criteria
Description At Work	3,96	Bright
Convenience	4	Convenient
Construction	4,05	Fragrance
Construction		
Security	4,13	Secure
Total	16,14	
Average	4,03	
Criteria	Worthy	

As presented in Table 4, the physical work environment variable recorded an overall mean score of 4.03, which is categorized as good. This result suggests that the physical working conditions in the Production Department of CV. Teknik Baru Sejahtera are generally adequate in providing comfort and effectively supporting employees in performing their work activities. A favorable physical work environment is expected to foster a conducive workplace atmosphere, enabling employees to perform their duties more efficiently and effectively.

Among the dimensions of the physical work environment, the safety dimension recorded the highest mean score of 4.13, indicating that the company's safety measures and supervisory system have successfully provided employees with a secure working environment. This finding is consistent with the preliminary observations, which revealed that the company has implemented an adequate security system to ensure employees' safety while performing their work activities.

Conversely, the workplace lighting dimension received the lowest mean score of 3.96, although it remained within the good category. This result suggests that the lighting conditions in several production areas require further improvement. Preliminary observations indicated that the company primarily depends on natural daylight entering through ventilation openings, with limited

supplementary artificial lighting. Such conditions may reduce employees' visual comfort and concentration, potentially affecting their work performance.

Overall, a favorable physical work environment contributes to a workplace that is safe, comfortable, and conducive to effective job performance. Such conditions are expected to enhance employees' concentration, motivation, and overall work performance in the Production Department of CV. TBS, Karawang.

Respondents' Responses to Job Satisfaction in the Production Section at CV. a New Era of Prosperity in the City of Karawang

The results of the questionnaire analysis for the job satisfaction variable are presented as follows.

Table 5. Total average respondents' responses to statements regarding job satisfaction

Sub Variabel	Average Total	Criteria
Employee Turnover	4,18	Low
Attendance Rate	4,15	Low
Employment Rate	4,14	Conform
Company Organization Size	4,1	Smooth
Total	16,58	
Average	4,14	
Criteria	Satisfied	

As presented in Table 5, the job satisfaction variable achieved an overall mean score of 4.14, placing it within the satisfied category. This finding indicates that employees in the Production Department of CV. Teknik Baru Sejahtera are generally satisfied with various aspects of their work, including working conditions, job responsibilities, and the overall work environment. The high level of job satisfaction indicates that the company has been successful in creating a supportive work environment that allows employees to carry out their responsibilities effectively.

Among the job satisfaction dimensions, the job level dimension achieved the highest mean score, suggesting that employees perceive their assigned tasks and responsibilities to be well matched with their skills and competencies. This alignment is likely to strengthen employees' sense of satisfaction with their work. In contrast, the organizational size dimension received the lowest mean score, although it remained within the satisfied category. This finding suggests that certain aspects, particularly those related to organizational coordination, internal communication, and employee participation, still require improvement. Preliminary observations further revealed that some employees felt they were insufficiently involved in the communication and decision-making processes associated with their work.

Overall, the high level of job satisfaction indicates that employees in the Production Department of CV. Teknik Baru Sejahtera hold positive perceptions of both their jobs and the organization. Such a condition is expected to enhance employees' motivation, organizational commitment, and enthusiasm in fulfilling their duties and responsibilities.

Respondents' Responses to Employee Performance in the Production Section of CV. A New Era of Prosperity in the City of Karawang

The results of the questionnaire analysis for the employee performance variable are presented below.

Table 6. Total average respondents' responses to statements regarding employee performance

Sub Variabel	Average Total	Criteria
Quality Of Work	4,1	Height
Working Quantity	4,05	Good
Punctuality	4,08	Precise
Responsibilities	4,04	Height
Cooperation	4,08	Able
Total	20,36	
Average	4,07	
Criteria	Good	

As shown in Table 6, the employee performance variable achieved an overall mean score of 4.07, placing it within the **good** category. This finding indicates that employees in the Production Department of CV. Teknik Baru Sejahtera generally perform their assigned duties and responsibilities in accordance with the company's expectations. Their performance is reflected in their ability to produce outputs that comply with established quality standards, complete assigned tasks in accordance with set targets, and work collaboratively with colleagues to support the efficiency of the production process.

Among the dimensions of employee performance, work quality recorded the highest mean score of 4.10, indicating that employees demonstrate a high level of accuracy in performing their duties and consistently produce work that complies with the company's quality standards. This finding suggests that the quality of employees' work makes a meaningful contribution to achieving optimal production outcomes.

In contrast, the responsibility dimension obtained the lowest mean score of 4.04, although it remained within the good category. This result implies that certain aspects of employee responsibility still require improvement, particularly in terms of consistently completing assigned tasks in accordance with company regulations and demonstrating greater accountability for the work performed.

Overall, the findings suggest that employees in the Production Department of CV. Teknik Baru Sejahtera demonstrate a generally strong level of performance, enabling them to fulfill their responsibilities in an effective and efficient manner in line with organizational objectives. Nevertheless, continuous efforts are required to strengthen employees' sense of responsibility through effective supervision, regular coaching, and sustained motivation. Such initiatives are expected to enhance work discipline, reinforce employees' commitment to their responsibilities, and enable them to maintain and further improve their performance.

Classical Assumption Test

Multiple linear regression analysis was employed in this study to examine the effect of the physical work environment and job satisfaction on employee performance in the Production Department of CV. Teknik Baru Sejahtera, Karawang. This analytical method aims to estimate a valid regression model that satisfies the *Best Linear Unbiased Estimator (BLUE)* criteria. To ensure that the regression estimates are unbiased, consistent, and efficient, the model must fulfill the classical assumptions of the *Ordinary Least Squares (OLS)* method. Accordingly, several diagnostic tests were carried out prior to regression analysis, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model satisfied the required assumptions. The results of the multicollinearity test for the physical work environment and job satisfaction variables indicate a tolerance value of 0.946 (> 0.100) and a VIF value of 1.057 (< 10), suggesting that the data are free from multicollinearity, meaning that no significant correlation exists among the independent variables in the regression model.

Based on the results of the heteroscedasticity test, the significance values for the physical work environment and job satisfaction variables were 0.657 and 0.755, respectively, both of which are greater than the 0.05 significance level. These results indicate that heteroscedasticity is not present, implying that the variance of the residuals is constant across observations and that the regression model satisfies the assumption of homoscedasticity.

Tabel 7. Multiple Linear Regression Test

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.663	8.353			.367
	Total_X1	.535	.166	.441	.917	.003
	Total_X2	.634	.180	.481	3.233	.002

The results of the multiple regression equation are as follows:

$$Y = 7.663 + 0.535 X1 + 0.634 X2$$

- The regression constant of 7.663 indicates that, assuming the physical work environment and job satisfaction remain at a value of zero, the estimated employee performance score equals 7.663.
- The coefficient for the physical work environment variable is positive at 0.535, meaning that, when other variables are held constant, each one-unit rise in the physical work environment score results in a 0.535 increase in employee performance.
- The job satisfaction coefficient is positive at 0.634, indicating that, *ceteris paribus*, a one-unit increase in job satisfaction contributes to a 0.634 increase in employee performance.

Table 8. Coefficient of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724a	.525	.490	5.35303

Based on the Model Summary output produced by IBM SPSS Statistics Version 27, the coefficient of determination (R^2) is 0.525. This finding shows that the physical work environment and job satisfaction together account for 52.5% of the variation in employee performance, indicating a relatively strong level of explanatory ability. The remaining 47.5% is influenced by other variables that are not included in this study.

Partial Test (t-Test)

Table 9. Partial Test Results

Variabel	Stuttgart	Table	Say.	Prob.	Ket.
X1	3,233	2,052	0,000	0,05	Influential
X2	3,526	2,052	0,000	0,05	Influential

- The t-test results show that the calculated t-value of 3.233 is higher than the critical t-table value of 2.052, resulting in the acceptance of H_a and rejection of H_o . This indicates that the physical work environment has a positive and statistically significant effect on employee performance. It implies that better workplace conditions such as organized work areas, sufficient lighting, cleanliness, and adequate supporting facilities are associated with higher employee performance levels. This result is in line with Oktariani, *et al* (2023), who found that a supportive physical work environment enhances employee performance by facilitating more effective task execution.
- The t-test results also reveal that the calculated t-value of 3.526 exceeds the critical t-table value of 2.052, leading to the acceptance of H_a and rejection of H_o . This demonstrates that job satisfaction has a positive and statistically significant influence on employee performance. The finding suggests that employees with higher job satisfaction tend to show lower turnover intentions, better attendance, greater comfort in their roles, and stronger organizational involvement, all of which contribute to improved performance. These results are consistent with Pasaribu, *et al* (2025) who also reported a significant positive relationship between job satisfaction and employee performance.

Simultaneous Test (f-Test)

Table 10. Simultaneous Test Results

Variabel	Fcount	Ftable	Say.	Prob.	Description
Physical Work Environment					
Job Satisfaction	14,905	3,35	0,000	0,05	Significant
Employee Performance					

Based Based on the results of the *F*-test, the calculated *F*-value of 14.905 exceeds the critical *F*-table value of 3.35, while the significance value of 0.000 is lower than 0.05. These results indicate that H_o is rejected and H_a is accepted. Therefore, it can be concluded that both the physical work environment and job satisfaction have a significant simultaneous effect on employee performance. This result indicates that improvements in workplace facilities provided by the company, together with higher levels of employee job satisfaction, can jointly contribute to enhancing employee performance.

CONCLUSIONS

Based on the findings from the research and discussion on the influence of the physical work environment and job satisfaction on employee performance in the Production Department of CV. Teknik Baru Sejahtera, Karawang, several conclusions can be drawn. The physical work environment is considered to be in the adequate category, with the safety aspect identified as the highest-rated dimension, while workplace lighting represents the lowest-rated aspect. Job satisfaction falls within the satisfied category, with employee turnover scoring the highest dimension and organizational size obtaining the lowest score. Furthermore, employee performance is categorized as good, with timeliness and cooperation as the strongest dimensions, whereas work quality emerges as the lowest-scoring indicator.

The test results show that both the physical work environment and job satisfaction exert a positive influence on employee performance, either individually or simultaneously, with a relatively strong level of impact. These findings indicate that a safe and adequate workplace, combined with high employee job satisfaction, plays an important role in improving employee performance. Therefore, the company is advised to maintain the aspects that are already satisfactory while further improving the weaker areas, particularly workplace lighting, organizational structure, and work quality, in order to support continuous enhancement of employee performance.

RECOMMENDATIONS

Based on the results of data processing, analysis, discussion, and the conclusions drawn, the researcher provides several recommendations intended to serve as input and consideration for CV. Teknik Baru Sejahtera, Karawang in formulating policies related to the physical work environment, job satisfaction, and employee performance. The company is advised to maintain the safety aspect of the physical work environment by consistently implementing occupational safety standards. In addition, improvements should be made to workplace lighting, which remains the lowest-rated aspect, through the provision and optimization of lighting facilities to ensure that work activities can be carried out more effectively and comfortably.

Furthermore, the company is encouraged to maintain the current level of employee job satisfaction, which is categorized as satisfied, particularly in relation to employee turnover, which represents the highest-scoring dimension. At the same time, improvements are needed in the organizational structure aspect, which recorded the lowest score, by strengthening communication,

coordination, and employee involvement in various company activities and decision-making processes.

In an effort to enhance employee performance, the company is advised to maintain the high-scoring dimensions of punctuality and cooperation by continuously fostering a disciplined and collaborative work culture. Meanwhile, the work quality dimension, which represents the lowest-scoring sub-variable, should be improved through training programs, skill development initiatives, regular performance evaluations, and constructive feedback to ensure more optimal employee outputs.

For future researchers, it is recommended that this study be extended by including additional relevant variables such as work motivation, work discipline, workload, leadership, work stress, and organizational culture in order to obtain a more comprehensive understanding of the factors influencing employee performance. It is also suggested that the scope of the study be expanded by increasing the number of respondents and research objects in order to produce more comprehensive findings that can be generalized across different organizational contexts.

ADVANCED RESEARCH

This study is limited to production employees within a single company; therefore, the results cannot be generalized to a wider population. Future research is suggested to broaden the scope of the study by involving additional organizational contexts and incorporating other relevant variables such as work motivation, leadership, and organizational culture to gain a more comprehensive understanding of the factors that influence employee performance.

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