
EFFECT OF WORK ENVIRONMENT ON EMPLOYEE SATISFACTION WITH WORK COMMUNICATION AS INTERVENING VARIABLE

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Abstract: *This research shows. (1) It can be seen that the adjusted R square value is 0.586 or 58.6%. This shows that work communication (Z) and work environment (X) can explain job satisfaction (Y) by 58.6%, the remaining 41.4% (100% - 58.6%) is explained by other variables outside the model. this research. (2) The results of the t-test (partial) can be seen that the obtained tcount (7.526) > ttable (2.028), as well as the significance value of 0.00 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that the work environment variable (X) positive and significant effect on work communication (Z). (3) The results of the t-test (partial) can be seen that the value of tcount (3.034) > ttable (2.028), and the significance value of 0.005 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that the work environment (X) has a significant effect on job satisfaction. (Y). (4) The results of the path analysis test show that the direct effect of variable X on variable Y is 0.515. Meanwhile, the indirect effect through the Z variable is $0.782 \times 0.309 = 0.241$. From the calculation results obtained, the indirect effect through the Z variable is greater than the direct effect on the Y variable.*

INTRODUCTION

The company's goals are said to be achievable not only depending on modern equipment, adequate facilities and infrastructure, but more depending on human resources who carry out the work. The achievement of an organization is strongly influenced by the individual performance of its employees. Every company organization must always spur the performance of its employees in the hope of being able to achieve harmony in every part of the company, so that the expected goals are achieved. Humans are the most important resource in achieving organizational success. Human resources will be realized if the enthusiasm in working to carry out organizational goals is carried out with a full sense of responsibility. Human resources affect performance in organizations where the role of quality human resources in the context of employee performance is a very important factor.

There are several factors that cause high and low employee performance, especially

strongly influenced by the communication and work environment provided between employees and superiors. Ricahard, Robert and Gordon (2012:312,337) assert that job satisfaction is related to a person's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. He continued his statement that job satisfaction is related to a person's attitude about job satisfaction work, and there are several practical reasons that make job satisfaction an important concept for leaders. Research shows satisfied workers are more likely to stay with the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and helps reduce the workload and stress levels of members in the organization.

According to (Nitisemito in Nuraini 2013: 97) the work environment is everything that is around employees and can influence in carrying out the tasks assigned to them. Communication is an interpersonal interaction that uses a linguistic symbol system, such as a verbal symbol system (words) and nonverbal symbols. This system can be socialized directly/face to face or through other media (written, oral, and visual) (Karlfrid Knapp) (Suprpto, 2011:6). So communication is a process of delivering information from the sender (sender) to the recipient of the message (receiver) using various effective media so that the message can be clearly and easily understood by the recipient of the message.

The Hierarchical System at Lasmi Kartika General Hospital seems to be well organized, starting from the beginning of service design, reporting work targets, performance appraisals, and service SOPs, all of which have been carried out using a systematic two-way communication model. This will certainly increase job satisfaction for all employees of the Lasmi Kartika General Hospital. However, there are separate problems that arise in terms of job satisfaction for employees who feel an uncomfortable work environment. each work unit as well as between middle and low management employees at the Hospital. This is what makes the environment feel a little less wearing fellow employees and subordinates to superiors.

A comfortable and beautiful hospital work environment makes employees get a form of satisfaction at work, thus providing their own spirit to provide the best service and excellent service to all patients who come. Currently, Lasmi Kartika General Hospital operates independently to provide health services and focuses on developing work units, namely maternal and child clinics and certified general hospitals that are able to provide services to the general public. This is one of the reasons why researchers intend to study more deeply about **EFFECT OF WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION WITH WORK COMMUNICATION AS INTERVENING VARIABLE (Case Study on Employees of Lasmi Kartika General Hospital, Batubara Regency)**

Research Objectives

The objectives of this research are:

- a. To find out how the influence of the work environment on job satisfaction of employees at the Lasmi Kartika General Hospital, Batubara Regency.
- b. To find out how the influence of communication on job satisfaction of employees of the Lasmi Kartika General Hospital, Batubara Regency.
- c. To find out how the influence of the work environment on employee communication at the Lasmi Kartika General Hospital, Batubara Regency

- d. To find out how the influence of the work environment on job satisfaction of employees at the Lasmi Kartika General Hospital, Batubara Regency, with communication as an intervening variable.

LITERATURE REVIEW

1. Human Resource Management

Human resource management is a series of organizational activities directed at attracting, developing and retaining an effective workforce. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRM) that is able to work effectively and efficiently. It has become the general goal of the HR department to be able to provide maximum job satisfaction to the management of the company which is further able to have an influence on company value both in the short and long term. Human Resources Human resources are important assets and act as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management (HRM).

According to human resource management experts are as follows: According to Handoko (2011: 3), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. According to Dessler (2015: 3), human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and matters relating to justice. According to Simamora in Sutrisno (2015:5), human resource management is the utilization, development, assessment, remuneration and management of individual members of the organization or group of workers. According to Hasibuan (2016: 10) human resource management is "the science and art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society"

2. Communication

The word *communio* is made of the verb *communicate*, which means sharing something with someone, exchanging, talking about something with people, talking about something with people, telling someone something, conversing, exchanging ideas, relating, making friends. Communication is an interpersonal interaction that uses a system. linguistic symbols, such as verbal (words) and nonverbal symbol systems. This system can be socialized directly/face to face or through other media (written, oral, and visual) (Karlfried Knapp) (Suprpto, 2011:6). That human communication is a process that involves individuals in a relationship, group, organization and society who respond and create messages to adapt to each other's environment.

3. Work environment

According to (Nitisemito in Nuraini 2013:97) the work environment is everything that is around employees and can influence in carrying out the tasks assigned. for example with the presence of air conditioner (AC), adequate lighting and so on. The environment itself undergoes changes so that an organization or company that can survive is an organization that can adapt to environmental changes. On the other hand, the organization will experience a period of destruction if the organization does not pay attention to developments and changes in the surrounding environment. Performance in an

organization or company is carried out by all human resources in the organization, both elements of leadership and workers. There are so many factors that can affect human resources in carrying out their performance so that predetermined goals can change. According to (Sedarmayanti in Wulan, 2011:21) states that broadly speaking, the type of work environment is divided into two factors, namely physical work environment factors and non-physical work environment factors.

4. Job Satisfaction

Ricahard, Robert and Gordon (2012:312,337) assert that job satisfaction is related to a person's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. He goes on to state that job satisfaction is related to one's attitude toward work, and there are several practical reasons that make job satisfaction an important concept for leaders. Research shows satisfied workers are more likely to stay with the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job and role descriptions, and helps reduce the workload and stress levels of members in the organization. Dissatisfied workers tend to be defiant in their relationship to leadership and engage in a variety of counterproductive behaviors.

RESEARCH METHODS

1. Scope of Research

This research was conducted in the Lasmi Kartika General Hospital, Batubara Regency. This research was conducted in January 2020.

2. Data Analysis

Techniques Data analysis is a desire to group, make a sequence, manipulate and abbreviate data so that it is easy to read and understand. In other words, data analysis activities are raw data that has been collected and needs to be categorized or divided into several categories or groups, abbreviated in such a way. so that the data can answer the problem in accordance with the research objectives and can test the hypothesis (Silaen and Widiyono, 2013).

DISCUSSION

1. Descriptive Analysis of Research Variables

Based on Appendix 2, it is known the number and percentage of respondents' answers regarding the work environment (X) as presented in Table 1 below:

Table 1 Description of Respondents' Answer Scores Regarding the Work Environment (X)

Statement	Answer				
	SS	S	KS	TS	STS
1. The light in my room is very bright so I can work	17 People (44,7%)	15 People (39,5%)	6 People (15,8%)	-	-

well.					
2. The air temperature in my room is so cold	12 People (31,6%)	21 People (55,3%)	5 People (13,2%)	-	-
3. I don't hear any noise in the hospital.	16 People (42,1%)	18 People (47,4%)	4 People (10,5%)	-	-
4. I feel safe while on duty and in the hospital environment	10 People (26,3%)	16 People (42,1%)	4 People (10,5%)	8 People (21,1%)	-

Source: Data processed from attachment 2 (2020)

Table 1 shows that the average respondent's answers are on the agree and strongly agree scale with the average answer value of 4.12. This shows that from the 4 work environment measurement indicators (X) it can be concluded that the average work environment (X) is in the high category.

2. Job Satisfaction (Y)

Based on Appendix 2, it is known the number and percentage of respondents' answers regarding job satisfaction (Y) as presented in Table 2 below:

Table 2 Description of Respondents' Answer Scores Regarding Job Satisfaction (Y)

Statement	Answer				
	SS	S	KS	TS	STS
1. I am satisfied with my work because the work given is in accordance with my expertise.	18 People (47,4%)	16 People (42,1%)	4 People (10,5%)	-	-
2. I feel satisfaction in doing my job because of the good work environment.	14 People (36,8%)	17 People (44,7%)	7 People (18,4%)	-	-
3. There is a certain satisfaction when working with current co-workers.	11 People (28,9)	22 People (57,9%)	5 People (13,2%)	-	-
4. The current working conditions make me have to be able to work better because the company will assess the results of our work	9 People (23,7%)	23 People (60,7%)	6 People (15,8%)	-	-

Source: Data processed from attachment 2 (2020)

Table 3 shows that the average respondent's answers are on the agree and strongly agree scale with the average answer value of 4.19. This shows that from the 4 job satisfaction measurement indicators (Y) it can be concluded that the average job

satisfaction score (Y) is in the high category.

3. Work Communication (Z)

It is known the number and percentage of respondents' answers regarding work communication (Z) as presented in Table 3 below:

Table 3 Description of Respondents' Answer Score Regarding Work Communication (Z)

Statement	Answer				
	SS	S	KS	TS	STS
1. I quickly understand what the patient and supervisor are saying.	11 People (28,9)	21 People (55,3%)	6 People (15,8%)	-	-
2. I enjoy communicating with coworkers about work	12 People (31,6)	22 People (57,9%)	4 People (10,5%)	-	-
3. I immediately take action on something that concerns the hospital's interests.	8 People (21,1%)	16 People (42,1%)	14 People (36,8%)	-	-
4. I always have a good relationship with my co-workers.	9 People (23,7%)	23 People (60,7%)	5 People (13,1%)	-	-

Source: Data processed from attachment 2 (2020)

Table 3 shows that the average respondent's answers are on the agree and strongly agree scale with the average answer value of 4.04. It shows from 4 indicators of measurement of work communication variables (Z) can be concluded that the average score of work communication (Z) is in the high category.

4. Classical Assumption Test Equation 1

The tests of classical assumptions with the SPSS 25.00 program carried out in this study include:

a. Normality Test

Normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Testing the normality of the data can be done using two methods, graphs and statistics. Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with a diagonal line, if the distribution of residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table 6 One Sample Kolmogorov Smirnov Test One-Sample Kolmogorov-Smirnov Test

N			38
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.10638605
Most Extreme Differences	Absolute		.141
	Positive		.141
	Negative		-.094
Test Statistic			.141
Asymp. Sig. (2-tailed)			.053 ^c
Monte Carlo Sig. (2-tailed)	Sig.		.579 ^d
	99% Confidence Interval	Lower Bound	.373
		Upper Bound	.785
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Based on 38 sampled tables with starting seed 2000000.			

Source: Data processed from attachment 4 (2020)

From the output in table 6, it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.579. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is the Glejser test, in the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, then there is an indication of heteroscedasticity. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016). The results of data processing using SPSS 25.00 show the results in the following table:

Table 7 Hasil Uji Glejser

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.500	.725		.690	.495
	Lingkungan_Kerja_X	.027	.043	.101	.611	.545

a. Dependent Variable: Abs_RES

Based on the above test, the significance value of the work environment is greater than 0.05 (5%) which is 0.545, so there is no indication of heteroscedasticity.

c. Simple Linear Regression

Test Simple linear regression test explains the magnitude of the role of the work

environment (X) on work communication (Z). Data analysis in this study used simple linear regression analysis using SPSS 25.0 for windows. The analysis of each variable is described in the following description:

Table 8 Simple Linear Regression Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.648	1.433		3.942	.000		
	Lingkungan_Kerja_X	.645	.086	.782	7.526	.000	1.000	1.000
a. Dependent Variable: Komunikasi_Kerja_Z								

Based on these results, the simple linear regression equation has the formulation $Z = a + b_1X +$, so that the equation is obtained: $Z = 5.648 + 0.645 X +$ The description of the simple linear regression equation above is as follows:

- The constant value (a) of 5.648 indicates the amount of work communication (Z) if the work environment (X) is equal to zero.
- The regression coefficient value of the work environment (X) (b₁) of 0.645 indicates the magnitude of the role of the work environment (X) on work communication (Z). This means that if the work environment factor (X) increases by 1 unit value, it is predicted that work communication (Z) will increase by 0.645 units.
- Coefficient of Determination (R²)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R²) is getting bigger (closer to 1), it can be said that the influence of the X variable is large on work communication (Z). The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 9 below:

Tabel 9 Koefisien Determinasi

Model Summary ^b					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.782 ^a	.611	.601	1.122	1.816
a. Predictors: (Constant), Lingkungan_Kerja_X					
b. Dependent Variable: Komunikasi_Kerja_Z					

Source: Data processed from attachment 4 (2020)

Based on table 9, it can be seen that the adjusted R square value is 0.601 or 60.1%. This shows that the work environment (X) can explain work communication (Z) by 60.1%, the remaining 39.9% (100% - 60.1%) is explained by other variables outside this research model. Such as the work environment, incentives and employee job satisfaction.

5. Classical Assumption Test Equation 2

The tests on classical assumptions with the SPSS 25.00 program carried out in this study include:

a. Normality Test

Normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016). Testing the normality of the data can be done using two methods, graphs and statistics. The normality test of the graph method uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test. Normality test using the graphical method can be seen in the following figure:

Data that is normally distributed will form a straight diagonal line and plotting residual data will be compared with a diagonal line, if the distribution of residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016). The test results using SPSS 25.00 are as follows:

Table 10 One Sample Kolmogorov Smirnov Test One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			38
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.14384168
Most Extreme Differences	Absolute		.085
	Positive		.069
	Negative		-.085
Test Statistic			.085
Asymp. Sig. (2-tailed)			.200 ^{c,d}
Monte Carlo Sig. (2-tailed)	Sig.		.974 ^e
	99% Confidence Interval	Lower Bound	.907
		Upper Bound	1.000
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Based on 38 sampled tables with starting seed 299883525.			

Source: Data processed from attachment 4 (2020)

From the output in table 10, it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.974. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is

seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 25.00 program for windows can be seen in Table 11 below:

Tabel 11 Hasil Uji Multikolinieritas

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.366	1.797		2.429	.020		
	Lingkungan_Kerja_X	.437	.144	.515	3.034	.005	.389	2.573
	Komunikasi_Kerja_Z	.318	.175	.309	1.820	.077	.389	2.573

a. Dependent Variable: Kepuasan_Kerja_Y

Source: Data processed from attachment 4 (2020)

Based on table 11, it can be seen that the tolerance value of the work environment (X) is 0.389, work communication (Z) is 0.389, all of which are greater than 0.10 while the VIF value of the work environment (X) is 2.573, work communication (Z) of 2,573 where all of them are smaller than 10. Based on the results of the above calculations, it can be seen that the tolerance value of all independent variables is greater than 0.10 and the VIF value of all independent variables is also smaller than 5 so that there is no correlation symptom in the independent variables. So it can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is the Glejser test, in the Glejser test, if the independent variable is statistically significant in influencing the dependent variable, then there is an indication of heteroscedasticity. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016). The results of data processing using SPSS 17.00 show the results in the following table:

Tabel 12 Hasil Uji Glejser

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.088	1.051		1.986	.055
	Lingkungan_Kerja_X	-.088	.084	-.274	-1.043	.304
	Komunikasi_Kerja_Z	.017	.102	.043	.162	.872

Based on the above test, the significance value of the work environment is greater than 0.05 (5%) which is 0.304, and the test of the significance value of work communication

is greater than 0.05 (5%) which is 0.872, so there is no indication of heteroscedasticity.

6. Multiple Linear Regression

Test Multiple linear regression testing explains the role of work environment (X) and work communication (Z) on job satisfaction (Y). Data analysis in this study used multiple linear regression analysis using SPSS 25.0 for windows. The analysis of each variable is described in the following description:

Tabel 12 Hasil Regresi Linier Berganda

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.366	1.797		2.429	.020		
	Lingkungan_Kerja_X	.437	.144	.515	3.034	.005	.389	2.573
	Komunikasi_Kerja_Z	.318	.175	.309	1.820	.077	.389	2.573

a. Dependent Variable: Kepuasan Kerja Y

a. Dependent Variable: Kepuasan_Kerja_Y

Source: Data processed from attachment 4 (2020)

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1X + b_2Z +$, so that the equation is obtained: $Y = 4.366 + 0.437X + 0.318Z$ + The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 4.366 indicates the magnitude of job satisfaction (Y) if the work environment (X) and work communication (Z) are equal to zero.
- The value of the work environment regression coefficient (X) (b1) of 0.437 indicates the magnitude of the role of the work environment (X) on job satisfaction (Y) with the assumption that the work communication variable (Z) is constant. This means that if the work environment factor (X) increases by 1 unit value, it is predicted that job satisfaction (Y) will increase by 0.437 unit value with the assumption that work communication (Z) is constant.
- The value of the work communication regression coefficient (Z) (b2) of 0.318 indicates the magnitude of the role of work communication (Z) on job satisfaction (Y) with the assumption that the work environment variable (X) is constant. This means that if the work communication factor (Z) increases by 1 unit value, it is predicted that job satisfaction (Y) will increase by 0.318 unit value with the assumption that the work environment (X) is constant.

7. Coefficient of Determination (R²)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R²) is getting bigger (closer to 1), it can be said that the influence of the variable X is large on work communication (Z). The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 4.15 below:

Tabel 13 Koefisien Determinasi

Model Summary^b					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.780 ^a	.609	.586	1.176	1.572
a. Predictors: (Constant), Komunikasi_Kerja_Z, Lingkungan_Kerja_X					
b. Dependent Variable: Kepuasan_Kerja_Y					

Source: Data processed from attachment 4 (2020)

Based on table 13, it can be seen that the adjusted R square value is 0.586 or 58.6%. This shows that work communication (Z) and work environment (X) can explain job satisfaction (Y) by 58.6%, the remaining 41.4% (100% - 58.6%) is explained by other variables outside the model. this research. Such as the work environment, incentives and employee job satisfaction.

Uji Hipotesis

1. Uji t (Parsial)

The t statistic test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable.

In this study, partial hypothesis testing was carried out on each independent variable as shown in Table 14 below:

Tabel 14 Uji Parsial (t) Persamaan 1

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.648	1.433		3.942	.000		
	Lingkungan_Kerja_X	.645	.086	.782	7.526	.000	1.000	1.000
a. Dependent Variable: Komunikasi_Kerja_Z								

Hypothesis Testing the effect of work environment variables (X) on work communication variables (Z). The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount > - ttable or Sig value. > 0.05

b) Reject H0 If tcount ttable or -tcount - ttable or Sig. < 0.05 From table 4.16, the tcount value is 7.526. With = 5%, ttable (5%; nk = 36) the ttable value is 2.028.

From the description it can be seen that tcount (7.526) > ttable (2.028), as well as the significance value of 0.00 < 0.05, it can be concluded that the first hypothesis is accepted, meaning that the work environment variable (X) has a positive and significant effect on work communication (Z). This research is in accordance with previous research, namely the influence of communication, group collaboration, and creativity on job satisfaction at the Aryaduta Hotel Manado Amanda Carolina Lakoy 2015. This study aims to determine the effect of communication, group collaboration, and creativity on job satisfaction at Hotel Aryaduta Manado

Tabel 15 Uji Parsial (t) Persamaan 2

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.366	1.797		2.429	.020		
	Lingkungan_Kerja_X	.437	.144	.515	3.034	.005	.389	2.573
	Komunikasi_Kerja_Z	.318	.175	.309	1.820	.077	.389	2.573
a. Dependent Variable: Kepuasan_Kerja_Y								

a. Hypothesis Testing the influence of the work environment (X) on job satisfaction (Y)
The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

- a) Accept H₀ If tcount < ttable or -tcount > - ttable or Sig value. > 0.05
- b) Reject H₀ If tcount ttable or -tcount - ttable or Sig. < 0.05 From table 15, the tcount value is 3.034. With = 5%, ttable (5%; nk = 36) the ttable value is 2.028.

From this description it can be seen that tcount (3.034) > ttable (2.028), and the significance value is 0.005 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that the work environment (X) has a significant effect on job satisfaction (Y). This research in accordance with previous research, namely the influence of communication, group collaboration, and creativity on job satisfaction at the Aryaduta Manado Hotel Amanda Carolina Lakoy 2015. This study aims to determine the effect of communication, group collaboration, and creativity on job satisfaction at Hotel Aryaduta Manado

b. Hypothesis Testing the effect of work communication (Z) on job satisfaction (Y) The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

- a) Accept H₀ If tcount < ttable or -tcount > - ttable or Sig value. > 0.05
- b) Reject H₀ If tcount ttable or -tcount - ttable or Sig. < 0.05 From table 4.17, the tcount value is 1,820. With = 5%, ttable (5%; nk = 36) the ttable value is 2,028.

From this description it can be seen that tcount (1,820) < ttable (2,028), and the significance value is 0,077 > 0.05, it can be concluded that the third hypothesis is rejected, meaning that work communication (Z) has no significant effect on job satisfaction (Y). This study is not in accordance with previous research, namely the influence of communication, group collaboration, and creativity on job satisfaction at the Aryaduta Hotel Manado Amanda Carolina Lakoy 2015. This study aims to determine the effect of communication, group collaboration, and creativity on job satisfaction at Hotel Aryaduta Manado

2. Path Analysis

In order to prove that whether a variable is capable of being a variable that mediates the relationship between the independent variable and the dependent variable, the direct and indirect effects of the independent variable on the dependent variable will be calculated. If the indirect effect of the independent variable on the dependent variable through the intervening variable is greater than the direct influence of the independent variable on the dependent variable, then that variable can be a variable that mediates

between the independent variables and the dependent variable (Ghozali, 2016). To perform direct and indirect calculations, it is carried out from the following standardized coefficients of regression equations I and II:

Tabel 16 Nilai *Standardized Coefficients* Persamaan I

Coefficients^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	5.648	1.433	
Lingkungan_Kerja_X	.645	.086	.782
a. Dependent Variable: Komunikasi_Kerja_Z			

Tabel 17 Nilai *Standardized Coefficients* Persamaan II

Coefficients^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	4.366	1.797	
Lingkungan_Kerja_X	.437	.144	.515
Komunikasi_Kerja_Z	.318	.175	.309
a. Dependent Variable: Kepuasan_Kerja_Y			

Path analysis shows the direct effect of variable X on variable Y of 0.515. Meanwhile, the indirect effect through the Z variable is $0.782 \times 0.309 = 0.241$. From the calculation results obtained, the indirect effect through the Z variable is greater than the direct effect on the Y variable. These results can be seen in table 18 below:

Tabel 18 Hubungan Langsung dan Tidak Langsung

No	Variabel	Direct	Indirect	Total	Kriteria	Kesimpulan
1	Lingkungan Kerja (X)	0,515	0,782	-	Signifikan	Sebagai Variabel Independen
2	Komunikasi Kerja (Z)	0,309	-	0,241	Signifikan	Sebagai Variabel Intervening

In the path analysis test, it can be seen that the direct effect of the work environment (X) on job satisfaction (Y) is greater than the indirect effect through the work environment variable (X), on job satisfaction (Y) through work communication (Z). This means that the work environment is an independent variable on the relationship between organizational culture and job satisfaction. And work communication is an intervening variable on the relationship of the influence of the work environment on job satisfaction.

CONCLUSION

Based on the results of research that has been carried out on the Effect of the Work Environment on Employee Job Satisfaction with Communication as an Intervening Variable (a case study on employees of the Lasmi Kartika General Hospital, Batu Bara Regency) the following conclusions can be obtained:

- 1) The work environment has a positive and significant effect on work communication at the RSU. Lasmi Kartika, Batu Bara Regency. The work environment is important to support the influence of communication in order to increase group cooperation.
- 2) The work environment has a significant effect on job satisfaction at RSU. Lasmi Kartika. The work environment is very important to support employee job satisfaction in completing their work. When the environment is comfortable, employees will feel their own satisfaction at work. 3. Work communication has no significant effect on job satisfaction. The results of this study indicate that work communication does not affect job satisfaction.
- 3) The direct effect of the work environment through the work environment is greater than the indirect effect on job satisfaction.

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[HALAMAN INI SENGAJA DI KOSONGKAN]