

The Effect of Work Environment and Work Pressure on Job Satisfaction and the Impact on Employees Performance of West Jakarta DJP Regional Office



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ABSTRACT: This study aims to determine the effect of work environment and work pressure on employee performance, the effect of the work environment on employee performance, the effect of job pressure on employee performance, the effect of job satisfaction on employee performance, the influence of the work environment on employee performance through job satisfaction variables, the effect of job pressure on employee performance through job satisfaction variables. The study was conducted on employees of the West Jakarta DJP Regional Office. The sampling technique used the saturated sample method involving 86 people. Data analysis using path analysis.

The results of the study indicate that the work environment and work pressure variables affect employee performance. The calculated F value is 32.598 and the significance is 0.05. This value is smaller than 0.05. The r-squared value of 44.0% means that the work environment and work pressure variables affect employee performance by 44.0% while the rest is influenced by other variables that are not included in the equation model. Work environment variables affect employee performance partially. The t value is 7,310. The significance value is 0.00. This significance value is smaller than 0.05. The value of r squared is 38.9%. This means that the effect of work environment variables on employee performance is 38.9% and the rest is influenced by other variables that are not included in the equation model. The work pressure variable partially affects employee performance. The t value is 2.055. The significance value is 0.043. This significance value is smaller than 0.05. The value of r squared is 0.048. This means that the influence of the work pressure variable on employee performance is 4.8% and the rest is influenced by other variables that are not included in the equation model. Job satisfaction variable affects employee performance partially. The t value is 5,610. The significance value is 0.00. This significance value is smaller than 0.05. The value of r squared is 0.273. This means that the influence of the satisfaction variable on employee performance is 27.3% and the rest is influenced by other variables that are not included in the equation model. The effect of the work environment on employee satisfaction is 0.624. The effect of the work environment on employee satisfaction through job satisfaction is $0.385 \times 0.522 = 0.201$. In this case, the direct effect is greater than the indirect effect, so it can be said that the job satisfaction variable is not an intervening variable. The direct effect of work pressure on employee satisfaction is 0.219. While the effect of work pressure on employee performance through job satisfaction is $0.164 \times 0.522 = 0.086$. In this case, the direct effect is greater than the indirect effect, so it can be said that the job satisfaction variable is not an intervening variable.

KEYWORDS: work environment, job pressure, job satisfaction, employee performance

INTRODUCTION

In the development of globalization, many companies are required to maximize employee performance. This means that the company must be able to analyze the factors that can affect employee performance. In overcoming this, human resources (HR) are the most important development that must be considered because good and professional human resources will be very helpful in maximizing performance in a company. With good human resources, the resulting performance will affect the progress of the company and vice versa if the performance of a company is not good it will hamper the progress of the company. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2001).

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Every organization expects employees who work in the organization to have good performance. Human resource activities will be reflected in the form of employee performance. Employee performance is the level of success of employees in carrying out the duties and responsibilities assigned to them and achieving the goals set, indicated by their abilities, ways of behaving, and the results of their duties. From several indicators put forward by experts, basically have the same view, that to achieve organizational goals, it is necessary to have a good level of performance from employees, both individually and organizationally.

Several studies have revealed that employee performance is influenced by factors including the work environment. The work environment is the social, psychological, and physical life in the company that affects workers in carrying out their duties. Human life is inseparable from the various circumstances of the surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances in the surrounding environment. Previous research has stated that the work environment affects employee performance. The better the work environment applied by the organization, the greater the employee's performance (Kristianto, et al, 2017).

Another factor that affects employee performance is the work environment. This is indicated by the uncomfortable working space. A safe and comfortable work environment will improve employee work performance, so that they will also be able to work better, so the results desired by the company will be achieved properly.

Employees as human beings cannot be separated from the various circumstances around where they work, namely the work environment. During their work, each employee will interact with various conditions in the work environment. The better the work environment, the better the employee's performance is expected.

Another factor that affects employee performance is the work pressure faced by personnel. Work pressure is a feeling of an individual who has experienced external pressure that has arisen caused by time, tasks and prolonged boredom situations and the individual is unable to cope with it. Often stress is defined by only looking at the stimulus or response experienced by a person. The definition of stress from a stimulus focuses on events in the environment such as natural disasters, hazardous conditions, illness, or quitting work. This definition involves the assumption that such situations are very stressful but do not take into account individual differences in evaluating events. While the definition of stress from response refers to a state of stress, a person's reaction to stress, or being under stress (Lazarus & Folkman, 1984).

Work pressure or stress can be experienced by anyone. Stress knows no socioeconomic level, age or gender. Stress can attack everyone as long as the individual is not able to adjust to the demands he faces. All kinds of stress are basically caused by the lack of human understanding of their own limitations. The inability to fight these limitations will lead to frustration, conflict, anxiety and guilt.

Another factor that needs to be considered in developing employee performance is employee satisfaction. Job satisfaction is a condition of being satisfied or dissatisfied with employees in doing their jobs. Satisfaction has an impact on improving personnel performance. Personnel or employees who have a high level of satisfaction will have an impact on improving the performance of these personnel (Pushpakumari, 2014).

LITERATURE REVIEW

1. Work Environment

The work environment is the social, psychological, and physical life in the company that affects workers in carrying out their duties. Human life is inseparable from the various circumstances of the surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances in the surrounding environment.

Likewise, when doing work, employees as humans cannot be separated from the various circumstances around where they work, namely the work environment. During their work, each employee will interact with various conditions in the work environment.

The work environment is something that is around the workers and that affects them in carrying out the tasks assigned (Nitisemito, 2000). Furthermore, according to Sedarmayati (2013) the work environment is the total tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups.

According to Schultz & Schultz (2006) the work environment is defined as a condition related to the characteristics of the workplace on the behavior and attitudes of employees where it is related to the occurrence of psychological changes due to things experienced in their work or in certain circumstances that must continue to be considered by the organization which includes work boredom, monotonous work and fatigue

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Based on the theory and concept of the work environment as described above, it can be concluded that the work environment is something that is always around the employee/worker area, whether it includes the physical environment, or is included in the non-physical environment and network in the workplace. In a working relationship in an organization that can affect the morale of employees / workers in completing the work that has been assigned. From some of the opinions above, it can be concluded that the work environment is everything that is around employees at work, either in the form of physical or non-physical, directly or indirectly, which can affect themselves and their work while working.

2. Work Pressure

Stress is a general term applied to the feeling of pressure in human life and the notion of stress mostly focuses on living conditions that feel depressed. This pressure arises because individuals do not have the ability to cope with tasks or problems that exist at a certain time.

Stress is a form of physical, psychological, emotional and mental tension. This form of tension affects a person's daily performance. Even stress can make decreased productivity, pain, and mental disorders. Basically, stress is a form of tension, both physical and mental. The source of stress is called a stressor and the tension caused by stress is called a strain. Gibson et al (2006) define stress as an adaptive response, amid individual differences or psychological processes as a consequence of the external environment, situation or event that imposes excessive psychological or physical demands on a person.

Stress according to Selye (1976), is the body's response that is not specific to any demands or burdens on it. Based on this understanding, it can be said that stress if a person experiences a heavy burden or task but the person cannot cope with the assigned task, then the body will respond incapably to the task, so that person can experience stress. These responses or actions include physiological and psychological responses.

3. Job Satisfaction

Job satisfaction is the level of pleasure that a person feels for his role or work in the organization. The degree to which individuals are satisfied that they are being rewarded commensurately with various aspects of the work situation of the organization where they work. So job satisfaction concerns the psychology of individuals within the organization, which is caused by the circumstances that he feels from his environment.

Handoko (2008) suggests that job satisfaction is an emotional state that is pleasant or unpleasant with employees viewing their work. Time / duration of completion is a reflection of one's feelings towards his work. This can be seen from the positive attitude of employees towards work and everything in their environment.

The level of job satisfaction is one of the factors that affect work performance because it ultimately affects the effectiveness of the organization. And also employee job satisfaction is not enough to just be given incentives, but employees also need motivation, recognition from superiors for their work, work situations that are not monotonous and there are opportunities to take initiative and be creative.

Thoha (2013) states that the model developed by Weisbord is: goals, structure, rewards, work procedures, relationships and leadership will affect organizational effectiveness if no organizational development efforts are made.

4. Employee Performance

Rivai (2005) says that performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. The results of the work or activities of an employee in quality and quantity in an organization to achieve goals in carrying out the tasks and work assigned to him.

Furthermore, according to Spencer and Spencer (2003), personal characteristics which include temperament, concepts and knowledge predict skill behavior actions, which in turn will predict job performance. Furthermore, if we look at the direction in the picture that for organizations that do not select, develop and create motivational competencies for their employees, do not expect improvements in productivity, profitability and quality of a product and service.

RESEARCH METHODS

Object of research

The research was conducted at the West Jakarta DGT Regional Office, Jl. Tomang Raya No.16-18, RT.5/RW.1, Jatipulo, Palmerah, West Jakarta City 11430.

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Research design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of a path analysis diagram as follows:

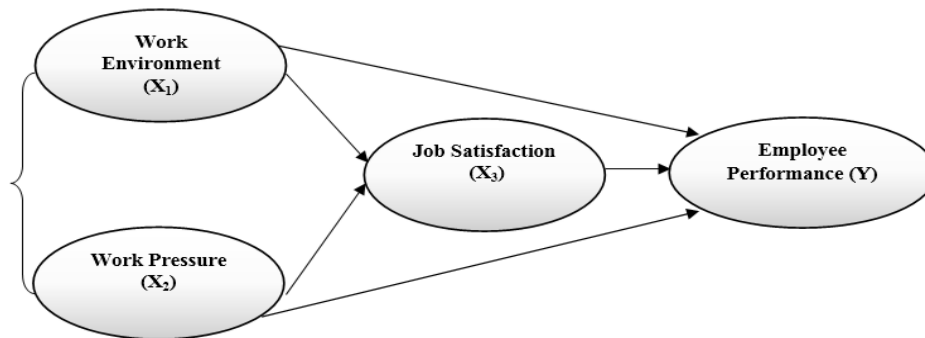


Figure 1. Research Design

Population and Research Sample

Population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2010). The sample is a part of the population to represent the entire population (Surakhmad, 2000).

The sample used by the author in this study were company employees. The total number of employees is 86 people. The total number of employees involved in this study. So that the sampling used the saturated sample method.

RESEARCH RESULT

1. The Influence of Work Environment and Work Pressure on Employee Performance

The linear analysis model can be seen based on calculations using the SPSS program as follows.

Table 1. Results of the First Equation Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,770	2,692		5,487	,000
Work_Environment	,699	,092	,626	7,623	,000
Work_Pressure	,162	,059	,226	2,753	,007

a. Dependent Variable: Employee_Performance

Based on the table above, the simultaneous structural equations are:

$$Y = 0.626X_1 + 0.226X_2$$

The calculated F value can be obtained from the following table

Table 2. F Value Calculate Simultaneous Equation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	876,703	2	438,352	32,598	,000 ^b
	Residual	1116,134	83	13,447		
	Total	1992,837	85			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Work_Environment, Work_Pressure

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Based on the table above, it is known that the calculated f value is 32.598 and the significance is 0.05. This value is less than 0.05. This means that the work environment and work pressure variables affect employee performance. The magnitude of the influence of the independent variable on the dependent variable can be seen from the value of r squared as follows.

Table 3. Value of r Squared First Regression Model

Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	,663 ^a	,440	,426		3,66707	1,515

a. Predictors: (Constant), Work_Environment, Work_Pressure

b. Dependent Variable: Employee_Performance

Based on the table above, it is known that the r-squared value of 44.0% means that the work environment and work pressure variables affect employee performance by 44.0% while the rest is influenced by other variables that are not included in the equation model.

2. Analysis of the Effect of the Work Environment on Employee Performance

The results of the analysis of the influence of the work environment on employee performance partially can be seen in the following table.

Table 4. Results of the Second Regression Equation Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,361	2,194		8,824	,000
	Work_Environment	,696	,095	,624	7,310	,000

a. Dependent Variable: Employee_Performance

The structural equation of the data above is: $Y=0.624X_1$

Based on the table of analysis results above, it is known that the coefficient of the work environment is 0.624. The t value is 7,310. The significance value is 0.00. This significance value is smaller than 0.05. This means that the work environment variable has a partial effect on employee performance. The magnitude of the influence of the work environment on employee performance can be seen in the following table.

Table 5. Value of r Square of the Second Equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,624 ^a	,389	,381	3,80800

a. Predictors: (Constant), Work_Environment

Based on the table above, it can be seen that the value of r squared is 38.9%. This means that the effect of work environment variables on employee performance is 38.9% and the rest is influenced by other variables that are not included in the equation model.

3. Analysis of the Effect of Work Pressure on Employee Performance

The results of the analysis of the effect of work pressure on employee performance partially can be seen in the following table.

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Table 6. Results of the Analysis of the Third Regression Equation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	30,742	2,190		14,039	,000
Work_Pressure	,157	,076	,219	2,055	,043

a. Dependent Variable: Employee_Performance

The structural equation of the data above is: $Y=0,219X2$

Based on the table of analysis results above, it is known that the working pressure coefficient is 0.219. The t value is 2.055. The significance value is 0.043. This significance value is smaller than 0.05. This means that the work pressure variable has a partial effect on employee performance. The magnitude of the effect of work pressure on employee performance can be seen in the following table.

Table 7. Value of r Square of the Third Equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,219 ^a	,048	,037	4,75278

a. Predictors: (Constant), Work_Pressure

Based on the table above, it can be seen that the value of r squared is 0.048. This means that the effect of the work pressure variable on employee performance is 4.8% and the rest is influenced by other variables that are not included in the equation model.

4. Analysis of the Effect of Job Satisfaction on Employee Performance

The results of the analysis of the effect of job satisfaction on employee performance partially can be seen in the following table.

Table 8. Results of the Fourth Regression Equation Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	22,540	2,286		9,861	,000
Job_Satisfaction	,560	,100	,522	5,610	,000

a. Dependent Variable: Employee_Performance

The structural equation of the data above is: $Y=0.522X3$

Based on the table of analysis results above, it is known that the coefficient of job satisfaction is 0.522. The t value is 5,610. The significance value is 0.00. This significance value is smaller than 0.05. This means that the job satisfaction variable has a partial effect on employee performance. The magnitude of the effect of job satisfaction on employee performance can be seen in the following table.

Table 9. Value of r Square of the Fourth Equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,522 ^a	,273	,264	4,15423

a. Predictors: (Constant), Job_Satisfaction

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Based on the table above, it can be seen that the value of r squared is 0.273. This means that the effect of job satisfaction on employee performance is 27.3% and the rest is influenced by other variables that are not included in the equation model.

5. Analysis of the Effect of the Work Environment on Employee Performance Through Job Satisfaction Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the path with the following sub-structure drawings.



Figure 2. Path Analysis of the Effect of X1 on Y through X3

The coefficient of the influence of the work environment on job satisfaction can be seen in the following table:

Table 10. Effect of Work Environment on Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,391	2,416		5,543	,000
Work_Environment	,401	,105	,385	3,824	,000

a. Dependent Variable: Job_Satisfaction

Based on the picture above, it can be seen that the effect of the work environment on employee performance is 0.624. The effect of the work environment on employee performance through job satisfaction is $0.385 \times 0.522 = 0.201$. In this case, the direct effect is greater than the indirect effect, so it can be said that the job satisfaction variable is not an intervening variable.

6. Analysis of the Effect of Work Pressure on Employee Performance Through Job Satisfaction Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the path with the following sub-structure drawings.



Figure 3. Path Analysis of the Effect of X2 on Y Through X3

The value of the work environment coefficient on job satisfaction can be seen in the following table:

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Table 11. Coefficient Value of the Effect of Work Pressure on Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19,414	2,065		9,403	,000
Work_Pressure	,109	,072	,164	1,520	,132

a. Dependent Variable: Job_Satisfaction

Based on the picture above, it can be seen that the direct effect of work pressure on employee performance is 0.219. While the effect of work pressure on employee performance through job satisfaction is $0.164 \times 0.522 = 0.086$. In this case, the direct effect is greater than the indirect effect, so it can be said that the job satisfaction variable is not an intervening variable.

DISCUSSION

Based on the results of the path analysis, it shows that the work environment and work pressure have an impact on the performance of the West Jakarta Regional Tax Office employees. The results of this study are in line with research conducted by Pratama (2016), Sitinjak (2018), Agbozo, Owusu, Hoedoafia, Atakorah (2017) and Pitaloka and Sofia (2014). The work environment provides support for employee performance. The results of this study are in line with research conducted by Sitinjak (2018) and Agbozo, Owusu, Hoedoafia, Atakorah (2017). Work pressure has a decreasing impact on employee performance. The results of this study are in line with research conducted by Sobirin and Sejati (2017), and Pratiwi and Endratno (2018). Job satisfaction is able to have an increasing impact on employee performance. The results of this study are in line with research conducted by Raziq and Maulabakhsh (2015), Sobirin and Sejati (2017), Sitinjak (2018), Tjandra and Setaiwati (2018). The work environment does not contribute to improving employee performance through job satisfaction and work pressure is not able to increase employee performance through job satisfaction. The results of the study are in line with research conducted by Pratiwi and Endratno (2018). Wulan, Alam, and Umar (2018), Munandar, Musnadi, Sulaiman (2019), Pratama (2016). Dan Pitaloka and Sofia (2014).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Variable work environment and work pressure affect employee performance simultaneously. The calculated f value is 32.598 and the significance is 0.05. This value is less than 0.05. The r-squared value of 44.0% means that the work environment and work pressure variables affect employee performance by 44.0% while the rest is influenced by other variables that are not included in the equation model.

Work environment variables affect employee performance partially. The t value is 7,310. The significance value is 0.00. This significance value is smaller than 0.05. The value of r squared is 38.9%. This means that the effect of work environment variables on employee performance is 38.9% and the rest is influenced by other variables that are not included in the equation model.

The work pressure variable affects the employee's performance partially. The t value is 2.055. The significance value is 0.043. This significance value is smaller than 0.05. The value of r squared is 0.048. This means that the effect of the work pressure variable on employee satisfaction is 4.8% and the rest is influenced by other variables that are not included in the equation model.

Job satisfaction variable affects employee performance partially. The t value is 5,610. The significance value is 0.00. This significance value is smaller than 0.05. The value of r squared is 0.273. This means that the influence of the satisfaction variable on employee performance is 27.3% and the rest is influenced by other variables that are not included in the equation model.

The effect of the work environment on employee satisfaction is 0.624. The effect of the work environment on employee satisfaction through job satisfaction is $0.385 \times 0.522 = 0.201$. In this case, the direct effect is greater than the indirect effect, so it can be said that the job satisfaction variable is not an intervening variable.

The direct effect of work pressure on employee satisfaction is 0.219. While the effect of work pressure on employee performance through job satisfaction is $0.164 \times 0.522 = 0.086$. In this case, the direct effect is greater than the indirect effect, so it can be said that the job satisfaction variable is not an intervening variable.

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Recommendations

To improve performance, the organization needs to consider the maintenance of the work environment. The work environment needs to be improved by maintaining an already good environment and adding existing facilities. This is done based on the calculation of organizational capability. The environment is very important to improve employee performance.

Performance improvement can also be done by paying attention to work pressure. Too much work pressure can have an impact on employee stress, but too low work pressure also has an impact on the lack of employee morale. The work pressure can come from targets that are too high, communication that doesn't work properly and the leadership's lack of attention to employees. Therefore, leaders need to pay attention to these things.

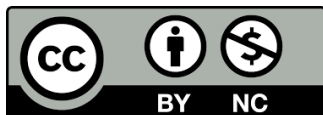
Job satisfaction also needs to be considered so that employees can improve performance. Giving rewards, incentives or bonuses can increase employee morale. Likewise, high motivation from employees can come from the fulfillment of employee needs and good career prospects in the future can increase employee performance. Therefore, it is necessary to conduct socialization about a good career and organizational plans in developing employees.

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