The Role of Job Satisfaction in Mediating the Non-Physical Environment and Self-Awareness of Employee Performance at PT PLN (Persero) Customer Service Implementation Unit (UP3) Samarinda

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Abstract. Human resources play an important role in the success of an organization or company, because humans are living assets that need special attention and are managed as well as possible by the company. Employee performance in a company has an important factor, management must monitor the performance of all employees to perform their best. Increasing or decreasing employee performance can be influenced by various factors including Job Satisfaction, Non-Physical Environment and Self-Awareness. This type of research is explanatory with a survey method. The research sample was 130 employees of PT PLN (Persero) UP3 Samarinda in 2025. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. The results of the study indicate that the non-physical environment and self-awareness have a positive and significant effect on job satisfaction, the non-physical environment, self-awareness and job satisfaction have a positive and significant effect on employee satisfaction, job satisfaction is able to mediate the influence of the non-physical environment and self-awareness on employee satisfaction. This study concludes that a positive non-physical work environment and good self-awareness can contribute to job satisfaction, thereby creating a positive cycle that leads to increased performance. The managerial implications in this study indicate the importance of strategies to improve the non-physical environment and self-awareness lies in its impact on satisfaction and performance by encouraging open and honest communication between employees and superiors, handling conflicts quickly and fairly, building a work atmosphere that is mutually respectful, supportive, and inclusive, so that employees feel satisfied in their work and in turn can optimize their performance.

Keywords: Employee; Performance; Satisfaction.

1. Introduction

Human resources play a crucial role in the success of an organization or company, as they are living assets that require special attention and optimal management. This ensures that the

company's human resources are able to make optimal contributions to achieving its goals (Aljunaidi, Asi & Monoarfa, 2025). Organizational goals will be achieved if the organization is able to manage and develop its human resources to work effectively and efficiently (Yani, Bake & Sahrun).

*Employee performance*is the work results measured in terms of quantity and quality obtained by employees when carrying out instructions in balance with the tasks and responsibilities assigned to them (Fauzi et al., 2022).*Employee performance*It is a process of evaluating how well employees carry out their duties and responsibilities (Sukmara, 2023). In a company, the performance of human resources reflects the quality of work possessed by each employee.*Employee performance*is an important part of a company's success, therefore every employee is required to be professional, have integrity and be productive in achieving their work (Mulyadi & Pancasasti, 2021).

PT PLN (Persero) is a State-Owned Enterprise (BUMN) engaged in the electricity sector, and is one of the electricity companies in Indonesia. PT PLN (Persero) consists of several regions in Indonesia, one of which is PT PLN (Persero) East and North Kalimantan Region which consists of 8 implementing units, one of which is PT PLN (Persero) UP3 Samarinda. PT. PLN (Persero) UP3 Samarinda is one of the Business Units of PT PLN (Persero) which controls and operates the distribution of electricity in the Samarinda region with roles and tasks that are not easy and quite complex and seeing its wide scope, human resources are one of the most important things for the realization of a company that can be relied upon and has the best service for customers. So that *employee performance* very important for success PT. PLN (Persero) UP3 Samarinda overall (Ningsih, Syachrul & Ratnasari, 2020). However, the gap phenomenon that researchers obtained inPT. PLN (Persero) UP3 Samarindais the discrepancy between the target and the realization of electricity sales.

This research was motivated by a research gap in previous studies that showed inconsistent results. Some studies have shown that non-physical work environments and self-awareness influence performance. *employee performance* (Putra, Mujanah & Susanti, 2022; Latifah & Nurmalasari, 2022; Putri & Lukiyana, 2023; Miranda, Halin & Veronica, 2023), on the other hand, it was found research which states that non-physical work environment and self-awareness do not influence *employee performance* (Fauziyyah & Rohyani, 2022; Astuti & Mulyadin, 2022; Arini, Murniningsih & Muhdiyanto, 2023; Subagio, Supardi & Dharmanto, 2024)

The gap above requires a solution. This study includes the variable of job satisfaction as a solution to this gap. The inclusion of the variable as a mediator is based on previous research showing that job satisfaction influences *employee performance* PT. PLN (Mokoagow, Soegoto & Sumarauw, 2020; Afriyeni & Kurnia, 2022; Basory, Asepta & Angelina, 2024).

Job satisfaction Job satisfaction is a crucial factor in achieving optimal employee performance. When employees feel satisfied at work, they will naturally strive to the best of their ability to complete their tasks. Employee job satisfaction influences their attendance at work, and their

willingness to work is often influenced by their desire to change jobs (Ningsih, Syachrul, and Ratnasari, 2020). Employees with high job satisfaction will make significant contributions to the company. These contributions will lead to high organizational outcomes, and with high outcomes, the organization can fulfill the desires and expectations of employees for appropriate remuneration (Ilhamsyah & Maliah, 2020).

2. Research Methods

Type study Which used on study This is study explanatory (explanatory *research*). Study expl anatory is study Which explain connection causal between variables study through testing h ypothesis (Singarimbun & Effendi, 2017). Because reason main from study explanatory is For test hypothesis Which submitted, so expected through study This can explained connection And influence from the

variables is role *job satisfaction* in mediate environment non physique And *self awareness* t o *employee performance*. Method Which used on study This is method survey. Method surv ey is study Which done on something population with analyze data Which obtained from po pulation That Alone (Now & Bougie, 2018).

3. Results and discussion

Research This use data primary Which obtained through questionnaire Which shared to 130 employee PT PLN (Limited) UP3 Samarinda. Process distribution questionnaire through on*li ne* namely with use *Google form* Which distributed through group *WhatsApp.*

Table Description Spread Questionnaire

No	Information	Frequency	Percentage
1	Questionnaire Which spread	130	100%
2	Questionnaire Which accepted	130	100%
3	Questionnaire Which damaged/defective	0	0%
4	Questionnaire Which used in study	130	100%

Source: results study, 2025

Based on data Which has obtained during study, so described analysis descriptive characteristics respondents For explain description object study based on type sex, age, education and long Work with results as following:

Table Description Characteristics Respondents

No	Characteristics	Frequency	Percentage
1	Type Sex: Man Woman **Amount**	 115 15 **130**	 88.5% 11.5% **100%**
2	Age: ≤ 25 year 26 – 35 year 36 – 45 year 46 – 55 year	 4 95 23 8	 3.1% 73.1% 17.7% 6.1%

No	Characteristics	Frequency	Percentage
	Amount	**130**	**100%**
3	Education:		
	High school/equivalent	49	37.7%
	Diploma	14	10.8%
	S1	62	47.7%
	S2	5	3.8%
	Amount	**130**	**100%**
4	Long Work:		
	< 1 year	2	1.5%
	1 – 5 year	11	8.5%
	6 – 10 year	54	41.5%
	>10 year	63	48.5%
	Amount	**130**	**100%**

Source: results exercise data, 2025

Employee age mature young And productive tend more easy adapt with change environment Work, technology new, And method Work Which different. on age This employee usually No glued on method long And more open to ideas new.Characteristics education show that most Lots respondents with education bachelor (S1) with percentage 47.7%, This explain that part big employee PT PLN (Limited) UP3 Samarinda own education tall. Employee with education tall tend more own trust self And motivation Which tall, as   well as open opportunity For development self And contribution Which more big in place Work. Education tall Also help develop ability think critical And solution problem, Which very valuable in world Work. Characteristics time Work show that 48.5% has Work more from 10 year, matter This identify that respondents is employee Which Already long Work in PT PLN (Limited) UP3 Samarinda. Employee with time Work more from 10 year more own experience Which deep, understanding Which Good about technology electricity, operational network PLN, procedure Work.

Analysis statistics descriptive aim For review answer respondents to each question in instrument study. Technique scoring Which used in study This is with score maximum 5 And minimum 1, so calculation index answer respondents with formula following:

Interval = (Mark Maximum – Mark Minimum) / Category

Interval = (5 – 1) / 3 = 1.3

With thus the interval explained as following:

1.00 – 2.29   =   Low

2.30 – 3.59   =   Currently

3.60 – 5.00   =   Tall

Test reliability in PLS use *Composite Reliability* (CR) And *Cronbach Alpha* (CA). *Composite reliability* aim For measure consistency internal from indicators something construct. Mark CR

> 0.7 show that indicators construct own consistency internal Which tall. Mark CA between 0.8-0.9 reliability tall.

0.8 reliability can accepted generally considered as limit minimum Which can accepted in study. Following served results test reliability in study This:

Table *Composite Reliability* And *Cronbach Alpha*

Variables	Composite Reliability	Cronbach Alpha	Information
Employee Performance	0.863	0.860	Reliable
Job Satisfaction	0.870	0.868	Reliable
Environment Non Physique	0.878	0.876	Reliable
Self Awareness	0.906	0.905	Reliable

Results analysis reliability show that model study This own consistency internal Which very Good. This can seen from mark *Composite Reliability* (CR) And *Cronbach Alpha* (CA). All variables latent in model own mark CR > 0.7 This indicates that every construct own reliability Which tall.

After do evaluation *outer model* And obtained that every construct has fulfil condition validity (validity convergent And discriminant) And reliability (Composite *Reliability* And *Cronbach Alpha*), so Which next is evaluation *inner model* Which covering testing compatibility model (model fit), R² And F².
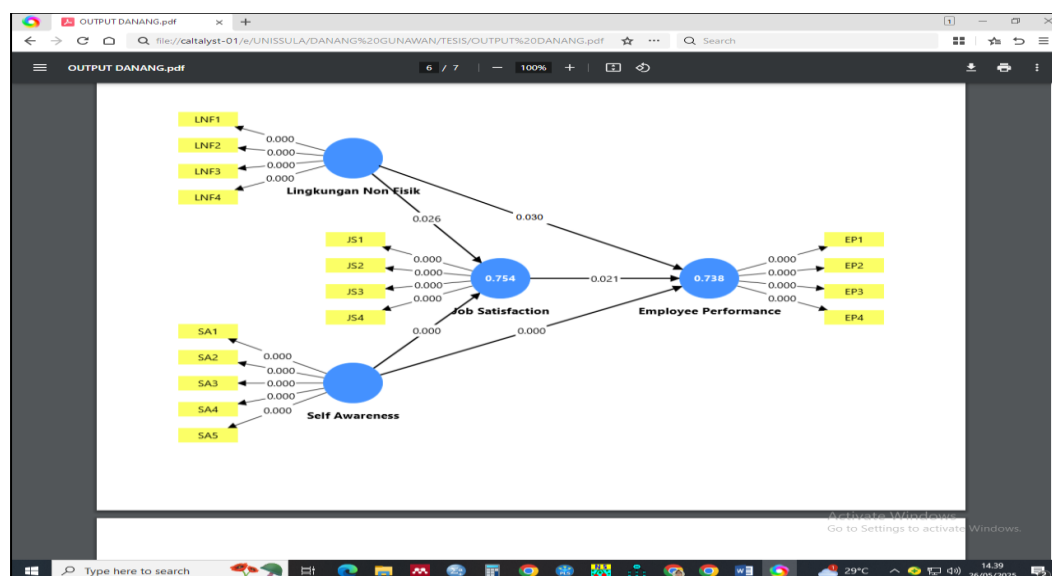
Picture Full Model Structural *Partial Least Square* (Inner *Model*)

1) Test Kindness Model (Model Fit)

In study This evaluation compatibility model (model *fit*) use SRMR, d_ULS, d_G, Chi square And NFI, with results as following:

Table Results Test *Goodness of Fit Model*

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.059	Fit
2	d_ULS	> 0.05	0.534	Fit
3	d_G	> 0.05	0.487	Fit
4	Chi-Square	>X2table (df = 126; X2table = 101,074)	257,959	Fit
5	NFI	Approach 1	0.819	Fit

Results analysis show that model Which tested show model *acceptable fit*. Results This indicates that model own level suitability (fit) Which Good with data, means model Which proposed accurate in represent connection between variables in data.

2) *R-square*

Model structural in evaluation with use R-square For construct dependent. Mark R^2 can used For evaluate influence variables endogen certain And variables exogenous whether have influence substantive.

Table . Mark *R-Square*

No	Variables	R-Squares	Adjusted R-Square
1	*Employee Performance*	0.738	0.730
2	*Job Satisfaction*	0.754	0.749

3) *F-square*

Table Mark *F-Square*

Connection Variables	*f-Squares*	Influence substantive
Job Satisfaction -> Employee Performance	0.253	Enough
Environment Non Physique -> *Employee Performance*	0.160	Enough
Environment Non Physique -> *Job Satisfaction*	0.178	Enough
Self Awareness -> Employee Performance	0.347	Enough
Self Awareness -> Job Satisfaction	0.554	Big

on table on, can seen connection variables Which own influence substantive big happen on variables *self awareness* to *job satisfaction* (0.554). Whereas connection variables Which own influence substantive Enough big happen on variables *job satisfaction* to *employee performance* (0.253), environment non physique to *employee performance* (0.160), environment non physique to *job satisfaction* (0.178), *self awareness* to *employee performance* (0.347).

Testing Hypothesis:

Testing hypothesis in context This aim For validate or deny suspicion beginning researchers about connection between variables. This is step crucial in study quantitative For ensure that results Which obtained No just as

Test Hypothesis Influence Direct (Path *Coefficient*)

Table *Path Coefficient*

Coefficient Track	Original sample (O)	T statistics	P values	Information
Environment non physique -> *Job satisfaction*	0.286	2,224	0.026	H1 accepted
Self awareness -> Job satisfaction	0.622	4,970	0.000	H2 accepted
Environment non physique -> *Employee performance*	0.218	2.115	0.030	H3 accepted
Self awareness -> Employee performance	0.633	5,489	0.000	H4 accepted
Job satisfaction -> Employee performance	0.237	2,308	0.021	H5 accepted

Based
on serving data on table in on, can known that from three hypothesis Which submitted in st udy This, explained as following:

a. Influence Environment Non Physique to *Job Satisfaction*

Values Which form influence environment non physique to *job satisfaction* is asStatistics W hereas original sample have mark 0.286 (positive).

Results This prove that environment non physique influential positive And significant to *job satisfaction*, Which means H1 accepted.

b. Influence *Self Awareness* to *Job Satisfaction*

Results test hypothesis, known that mark P-
Values Which form influence *self awareness* to *job satisfaction* is as
as 0,000 < 0.05 And mark T-Statistics (4,970) > 1.96.

Whereas original sample have mark 0.622 (positive).

Results This prove that *self awareness* influential positive And significant to *job satisfaction*, Which means H2 accepted.

c. Influence Environment Non Physique to *Employee Performance*

Values Which form influence environment non physique to *employee performance* is as Statistics (2,115) > 1.96. Whereas original sample have mark 0.218 (positive). Results This pr ove that environment non physique influential positive And significant to *employee perform ance*, Which means H3 accepted.

d. Influence *Self Awareness* to *Employee Performance*

Results test hypothesis, known that mark P-
Values Which form influence *self awareness* to *employee performance* is as

as 0,000 < 0.05 And mark T-
Statistics (5,489) > 1.96. Whereas original sample have mark 0.633 (positive).

Results This prove that *self awareness* influential positive And significant to *employee perfor mance*, Which means H4 accepted.

e.   Influence *Job Satisfaction* to *Employee Performance*

Values Which form influence *job satisfaction* to *employee performance* is as
as 0.021 < 0.05 And mark T-
Statistics(2,308) > 1.96. Whereas original sample have mark 0.237 (positive).

Results This prove that *job satisfaction* influential positive And significant to *employee perfo rmance*, Which means H5 accepted.

1)   Test Influence No Direct (Indirect *Effect*)

For see effect variables mediation that
is through results *specific Indirect Effect*. Following is table For see effect intervening.

Table *Indirect Effect*

Coefficient Track	Original s ample (O)	T statisti cs	P value s	Information
Environment Non Physique - > *Job Satisfaction -> Employee Performance*	0.248	3,508	0.000	Capable Me diating
Self Awareness -> *Job Satisfaction - > Employee Performance*	0.130	1,972	0.044	Capable Me diating

Based on serving data on table in on, can explained as following:

a.   Role *Job Satisfaction* in Mediating Influence Environment Non Physique to *employee P erformance*

Results test hypothesis, known that mark P-Values *specific indirect effect* is as   big
as 0.043 < 0.05 And mark T-Statistics.

Positive (2,050) > 1.96 plus with original sample have mark 0.108 (positive), results This prov e that *job satisfaction* capable mediate influence positive And significant environment non p hysique to *employee performance*.

b.   Role *Job Satisfaction* in Mediating Influence *Self Awareness* to *employee Performance*

Results test hypothesis, known that mark P-Values *specific indirect effect* is as   big
as 0.033 < 0.05 And mark T-Statistics.

positive (2,135) > 1.96 plus with original sample have mark 0.147 (positive), results This pro ve that *job satisfaction* capable mediate influence positive And significant *self awareness* to

employee performance.

Discussion:

1) **Influence Direct**

Influence direct Which discussed in study This in
accordance with hypothesis Which submitted can explained as following:

a. **Influence Environment Non Physique To *Job Satisfaction* PT PLN (Limited) UP3 Samarinda**

Results study show that environment non physique influential positive And significant to *job satisfaction,* known that mark P-Values

Which form influence environment non physique to *job satisfaction* is as   big as 0.026 < 0.05 And mark T-Statistics.

Company should capable reflect condition Which support intertwined Work The
same between superior, subordinate, And equal in company. Condition Which should created is atmosphere family, communication Which Good, And control self (Izzah, Rini & Poernomo, 2019).

b. **Influence *Self Awareness* To *Job Satisfaction* PT PLN (Limited) UP3 Samarinda**

Self awareness or awareness self is outlook to in or outlook to outside about reasons from behavior in
demand Alone or understanding self Alone, *self awareness* become material standard Which important For show clarity And understanding about behavior somebody, self awareness Also is something Which Can allows person other capable observe himself Alone and differentiate himself Alone with person other, as   well as allows person other capable put self from something time or condition (Empress & Mustika, 2016). *Self awareness* can connect somebody with feeling, thought, And action personal they For help somebody own perception Which more clear about What Which want
to they achieve in life And with thus can Work on level competence they (Rahmadhani & Mujanah, 2025).

c. Influence Environment Non Physique To *Employee Performance* PT PLN (Limited) UP3 Samarinda

that can Work with optimal (Ramadan, Adriana & Farla, 2024). Company must notice And manage with Good aspects non physique This, like culture company, communication, And interaction social, For create environment Work Which conducive And support improvement performance.

Environment non physique Which conducive Also can influence emotion And Spirit Work so

that time Work used in   a
way effective And furthermore employee will capable increase performance Which owned (
Marlius & Sholihat, 2022). Whereas environment non physique Which not
enough conducive for employee And considered No adequate will can cause decline perfor
mance employee, employee will feel No feel   at   home And No enthusiastic in operate his
obligations And finish jobs Which given (Subagio, Supardi & Dharmanto, 2024). With awake
ning environment Work non physique Which pleasant will cause feeling satisfied from em
ployee so that employee own Spirit more in finish his job.

d.   Influence *Self Awareness* To *Employee Performance* PT PLN (Limited) UP3 Samarinda

Self Awareness (awareness self) is foundation almost all element intelligence, emotional, ste
p beginning Which important For understand self Alone And For changed (Riadi, 2020). *Self
awareness* (awareness self) make We understand What Which currently felt And Also know
What reason from feeling the (Daughter & Lukiyana, 2023). With awareness self.

Employee Which satisfied with work they tend more motivated, Work more hard, And reach
performance Which more Good. Matter This Because satisfaction Work create environment
Which more conducive for employee For performing optimal (Luthtamy & Ehsan, 2024).Infl
uence No Direct

Influence No direct Which discussed in study This in
accordance with hypothesis Which submitted can explained as following:

1)   Role *Job Satisfaction* In Mediating Influence Environment Non Physique To *Employee Per
formance* PT PLN (Limited) UP3 Samarinda

Environment Work non physique reflect condition Which support Work The
same between level superior And subordinate and fellow colleague Work (Fatimah & Hadi,
2021). Implementation connection Work Which Good between employee will seen on atmo
sphere Work as following: No there
is conflict between employee, every employee enthusiastic And enthusiastic in finish work
Which become his
duties, every problem can completed with full family, implementation work covered by atm
osphere Relax And familiarity, No atmosphere Which gripping full threat And existence each
other value And believe between employee (Nurhaisya et al, 2023). Environment non physiq
ue Which positive can increase motivation, involvement, And productivity employee, Which
on Finally impact on improvement performance. With things the employee will feel satisfac
tion to his job.

That impact on improvement performance. Environment Work non physique Which Good c
an increase motivation Work employee. Employee Which feel comfortable And supported w
ill more motivated For Work with more Good so
that capable increase performance employee Which will impact on satisfaction Work.

2) Role *Job Satisfaction* In Mediating Influence *Self Awareness* To *Employee Performance* P T PLN (Limited) UP3 Samarinda

Results study show that job satisfaction capable mediate influence positive And significant

Employee Which own *self awareness* tend own trust self Which more tall. Trust self Which tall make they more brave take risk, Study matter new, And participate active in work, so that increase satisfaction Work (Imadudduin, Samaruddin & Nurmiati, 2023). Self awareness help employee communicate with more effective with colleague Work And superior. Understanding Which more Good about self Alone And person other allows employee build connection Which more positive And strengthen flavor satisfaction Work (Rachman, Mujanah & Susanti, 2021). Employee Which satisfied with work they tend more productive And efficient. They more enthusiastic For finish tasks they with Good And try For reach objective company.

4. Conclusion

The results of the study indicate that the non-physical environment and self-awareness have a positive and significant effect on job satisfaction, the non-physical environment, self-awareness and job satisfaction have a positive and significant effect on employee satisfaction, job satisfaction is able to mediate the influence of the non-physical environment and self-awareness on employee satisfaction. This study concludes that a positive non-physical work environment and good self-awareness can contribute to job satisfaction, thereby creating a positive cycle that leads to increased performance. The managerial implications in this study indicate the importance of strategies to improve the non-physical environment and self-awareness lies in its impact on satisfaction and performance by encouraging open and honest communication between employees and superiors, handling conflicts quickly and fairly, building a work atmosphere that is mutually respectful, supportive, and inclusive, so that employees feel satisfied in their work and in turn can optimize their performance.

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