

Work Environment and Career Development Opportunities on Salesman Performance: The Mediating Role of Job Satisfaction in Pasukan Garuda PT HM Sampoerna

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ARTICLE HISTORY

Received: 10 September 25
Final Revision: 30 September 25
Accepted: 03 October 25
Online Publication: 31 December 25

KEYWORDS

Work Environment, Career Development, Job Satisfaction, Sales Performance, Mediation Effect

KATA KUNCI

Lingkungan Kerja, Pengembangan Karier, Kepuasan Kerja, Kinerja Sales, Efek Mediasi

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DOI

10.37034/jems.v8i1.241

A B S T R A C T

This study investigates the influence of work environment and career development opportunities on salesman performance with job satisfaction as a mediating variable, focusing on the Pasukan Garuda unit of PT HM Sampoerna in Pamekasan–Madura. A quantitative approach with descriptive and explanatory methods was employed, using a census sample of 66 salesmen. Data were collected through a structured questionnaire consisting of 19 indicators measured on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The measurement model demonstrated validity and reliability, with factor loadings above 0.70, Cronbach's Alpha and Composite Reliability exceeding 0.70, and AVE values greater than 0.50. The structural model showed that work environment had both direct and indirect positive effects on performance, while job satisfaction emerged as the strongest predictor and a significant mediator. Conversely, career development opportunities significantly affected job satisfaction but did not directly improve performance, and the mediating pathway was not statistically supported. The R² values indicated that predictors explained 35% of the variance in job satisfaction and 88.9% of the variance in performance. Overall, the study concludes that enhancing work environment and job satisfaction are the most effective strategies to strengthen sales force performance in competitive contexts.

A B S T R A K

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja dan kesempatan berkembang terhadap kinerja salesman dengan kepuasan kerja sebagai variabel mediasi pada Pasukan Garuda PT HM Sampoerna di Pamekasan–Madura. Pendekatan kuantitatif dengan metode deskriptif dan eksplanatori digunakan dengan melibatkan seluruh populasi sebanyak 66 salesman melalui teknik sensus. Data dikumpulkan menggunakan kuesioner terstruktur yang memuat 19 indikator dengan skala Likert lima poin, kemudian dianalisis menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM) dengan bantuan SmartPLS 4.0. Hasil pengujian menunjukkan bahwa model pengukuran valid dan reliabel, dengan nilai loading factor di atas 0,70, Cronbach's Alpha dan Composite Reliability di atas 0,70, serta AVE lebih dari 0,50. Model struktural memperlihatkan bahwa lingkungan kerja berpengaruh positif baik secara langsung maupun tidak langsung terhadap kinerja, sedangkan kepuasan kerja menjadi prediktor paling kuat sekaligus mediator signifikan. Sebaliknya, kesempatan berkembang berpengaruh positif terhadap kepuasan kerja tetapi tidak signifikan terhadap kinerja, dan jalur mediasi juga tidak didukung secara statistik. Nilai R² sebesar 0,350 untuk kepuasan kerja dan 0,889 untuk kinerja menunjukkan daya jelaskan model yang kuat. Secara keseluruhan, peningkatan kualitas lingkungan kerja dan kepuasan kerja merupakan strategi paling efektif dalam memperkuat kinerja tenaga penjualan di konteks persaingan yang ketat.

1. Introduction

Sales performance plays a critical role in ensuring the sustainability of business operations, particularly within the competitive tobacco industry such as PT HM Sampoerna. Salesmen function not only as the company's primary marketers, but also as representatives who shape corporate image and foster consumer trust. Sales forces serve as a central driver of

customer loyalty in industries characterized by volatile market dynamics [1]. Their success in meeting sales targets, retaining customers, and maintaining strong business relationships significantly influences a company's competitive position. Therefore, identifying key factors that enhance sales performance becomes essential, with particular attention to the quality of the work environment, the availability of career development opportunities, and the level of job

satisfaction. When salesmen operate in a supportive environment and perceive fair opportunities for growth, their intrinsic motivation is heightened, which ultimately contributes to better performance outcomes [2].

Scholarly evidence has consistently underscored the importance of organizational factors in shaping employee productivity and commitment. A conducive work environment that encompasses both physical facilities and psychological support has been found to improve comfort, morale, and efficiency. For instance, a study demonstrate that well-designed physical spaces can reduce stress and improve concentration [3], while another one emphasizes that intangible aspects such as effective leadership and team cohesion are equally important in sustaining performance [4]. Alongside this, career development opportunities, including training programs, transparent promotion mechanisms, and mentoring initiatives, contribute significantly to enhancing organizational commitment and employee retention [5]. Certain study adds that when employees perceive fairness in career advancement, they demonstrate stronger loyalty and maintain consistent performance over time [6]. Furthermore, job satisfaction has been widely recognized as a critical factor mediating the relationship between organizational practices and employee outcomes. Certain research explains that employees who are satisfied with their work tend to display greater resilience and determination in achieving demanding objectives [7], a finding reinforced by different research [8].

Nevertheless, most existing studies have centered on the manufacturing and service sectors, leaving limited exploration of sales forces operating within the Indonesian tobacco industry. The Pasukan Garuda unit of PT HM Sampoerna provides a distinctive case due to its organizational characteristics, such as high mobility, challenging sales targets, and the necessity for constant adjustment to market fluctuations. Industries with such demanding conditions require ongoing assessment of human resource practices to sustain competitiveness [9]. In light of these challenges, it becomes crucial to examine how the work environment and career development opportunities contribute to enhancing sales performance when mediated by job satisfaction.

This research aims to investigate the extent to which these organizational factors influence the performance of salesmen in Pasukan Garuda. Using a quantitative approach with descriptive and explanatory methods, this study not only presents an overview of the current state of the variables under investigation but also empirically tests causal relationships within a mediational framework. The expected outcomes include theoretical contributions that broaden the understanding of how organizational support shapes

sales performance through job satisfaction [10], as well as practical implications for human resource management strategies to motivate, retain, and improve the productivity of sales forces in highly competitive markets.

2. Research Method

This study adopted a quantitative approach using descriptive and explanatory methods to examine the influence of work environment and career development opportunities on sales performance, with job satisfaction serving as a mediating variable. The research population consisted of 66 salesmen from the Pasukan Garuda unit of PT HM Sampoerna in Pamekasan–Madura, all included through a census technique to ensure comprehensive representation. Data were obtained using a structured questionnaire covering four main constructs: work environment (six items), career development opportunities (five items), job satisfaction (three items), and sales performance (five items), measured on a five-point Likert scale. The detailed measurement indicators are presented in Table 1. Data analysis employed Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 to assess measurement validity and reliability, test hypotheses, and evaluate explanatory power through R² values [11].

Table 1. Measurement Indicators

Variable	Indicator	Item
Work Environment	Physical Conditions, Interpersonal Relations, Organizational Support, Work Flexibility, Autonomy, Workload	LK1–LK6
Career Development Opportunities	Technical Training Programs, Non-Technical Development, Career Advancement, Mentoring and Coaching, Job Rotation and Project Assignments	KB1–KB5
Job Satisfaction	Satisfaction with Work Environment, Satisfaction with Sales Tasks, Pride in Work Achievements	KP1–KP3
Sales Performance	Achievement of Visit Targets, Sales Volume, Sales Growth, New Customer Acquisition, Sales Profitability	KS1–KS5

To provide a clearer overview of the research framework, the relationships among the main constructs are illustrated in a structural path model. This conceptual framework describes both the direct effects of work environment and career development opportunities on sales performance, as well as the indirect effects mediated by job satisfaction. The model also reflects the set of hypotheses (H1–H7) developed in this study, as shown in Figure 1.

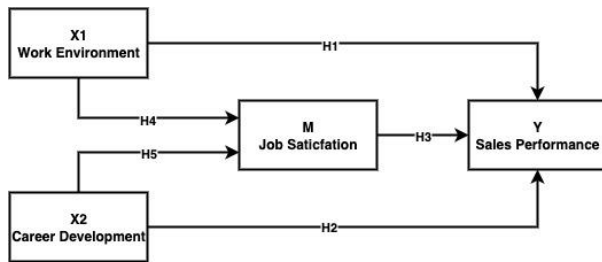


Figure 1. Conceptual model of the study showing direct and indirect relationships among variables

As shown in Figure 1, the model specifies that work environment (X1) and career development opportunities (X2) are expected to influence sales performance (Y), both directly and indirectly through job satisfaction (M). The direct paths hypothesize that a supportive work environment and adequate career development opportunities enhance performance (H1, H2), while job satisfaction itself is expected to significantly contribute to performance outcomes (H3). Additionally, work environment and career development opportunities are posited to positively influence job satisfaction (H4, H5). The mediating hypotheses (H6 and H7) further suggest that job satisfaction plays an intervening role, linking the independent variables to sales performance. This framework underpins the empirical testing conducted using PLS-SEM, enabling a comprehensive evaluation of both direct and mediated relationships.

3. Results and Discussion

3.1. Results

3.1.1. Validity Test

Construct validity was evaluated using factor loadings obtained from the SmartPLS analysis. Indicators with factor loadings greater than 0.70 are considered valid, as they demonstrate a strong contribution to their respective latent constructs [11]. As shown in Table 2, all observed variables in this study exceeded the recommended threshold, with values ranging from 0.723 to 0.959. This indicates that each indicator has a substantial correlation with the construct it represents, thereby confirming that the measurement model is valid.

Table 2. Validity Test

Latent Construct	Observed Variable	Factor Loading
Work Environment (X1)	Physical Conditions	0.829
	Interpersonal Relations	0.959
	Organizational Support	0.723
	Work Flexibility	0.753
	Autonomy	0.884
Career Development (X2)	Workload	0.730
	Technical Training Programs	0.784
	Non-Technical Development Programs	0.883
	Career Advancement	0.857
	Mentoring and Coaching	0.764
Job Satisfaction (M)	Job Rotation and Project Assignments	0.801
	Satisfaction with Work Environment	0.738
	Satisfaction with Sales Tasks	0.750
	Pride in Work Achievements	0.908
	Achievement of Visit Targets	0.925
Sales Performance (Y)	Sales Volume	0.957
	Sales Growth	0.942
	New Customer Acquisition	0.932
	Sales Profitability	0.744

The consistently high factor loading values demonstrate that the indicators used in this study appropriately capture the underlying dimensions of each construct. This strengthens confidence that the variables of work environment, career development opportunities, job satisfaction, and sales performance were measured accurately and can be reliably used in further analysis.

3.1.2. Reliability Test

Reliability was assessed using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Cronbach's Alpha and CR values above 0.70 indicate adequate internal consistency, while AVE values greater than 0.50 demonstrate convergent validity [11]. As shown in Table 3, all constructs in this study meet the recommended thresholds.

Table 3. Reliability Test

Latent Construct	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability (CR)	R Square
Work Environment (X1)	0.898	0.669	0.923	-
Career Development (X2)	0.872	0.654	0.904	-
Job Satisfaction (M)	0.743	0.644	0.843	0.350
Sales Performance (Y)	0.942	0.816	0.957	0.889

The results confirm that the measurement model has strong internal consistency and convergent validity. The R² value for job satisfaction (0.350) indicates that work environment and career development opportunities explain 35% of its variance. Meanwhile, the R² value for sales performance (0.889) shows that the combination of predictors explains 88.9% of its

variance. These R² values reflect an acceptable and substantial predictive power of the model, confirming that the constructs are measured reliably and provide meaningful explanatory strength [11].

3.1.3. Hypothesis Testing

The hypotheses were tested using path coefficients, t-statistics, and p-values obtained through PLS-SEM. A

hypothesis is considered significant when the t-statistic exceeds 1.65 and the p-value is below 0.05 [11]. The results of direct effect testing are summarized in Table 4, while the mediation effects are presented in Table 4.

Table 4. Hypothesis Testing (Direct Effects)

Hypothesis	Description	Path Coefficient	T Statistics	P Value	Result
H1	Work Environment → Sales Performance	0.438	4.979	0.000	Supported
H2	Career Development → Sales Performance	-0.045	1.216	0.224	Not Supported
H3	Job Satisfaction → Sales Performance	0.646	7.348	0.000	Supported
H4	Work Environment → Job Satisfaction	0.479	3.858	0.000	Supported
H5	Career Development → Job Satisfaction	0.204	2.407	0.016	Supported

The results in Table 4 show that work environment significantly affects both job satisfaction and sales performance, while job satisfaction itself has the strongest effect on performance. Career development opportunities were found to influence job satisfaction but not directly sales performance. In addition to

examining the direct effects, this study also tested the mediating role of job satisfaction in the relationship between work environment and career development opportunities with sales performance. The results of the mediation analysis are presented in Table 5.

Table 5. Hypothesis Testing (Indirect Effects / Mediation)

Hypothesis	Description	Indirect Effect	T Statistics	P Value	Result
H6	Work Environment → Job Satisfaction → Sales Performance	0.309	4.156	0.000	Supported
H7	Career Development → Job Satisfaction → Sales Performance	0.132	2.051	0.040	Not Supported

The mediation test confirms that job satisfaction plays a significant role in linking work environment to sales performance, highlighting its central importance in the model. However, the indirect pathway from career development opportunities to sales performance through job satisfaction was not statistically significant, indicating a weaker influence compared to the work environment dimension.

3.2. Discussion

The results of the measurement model indicate that the instruments used in this study are both valid and reliable. All indicators achieved factor loadings above the recommended threshold of 0.70, ranging from 0.723 to 0.959 (Table 2), which confirms that each observed variable accurately reflects its latent construct. For example, interpersonal relations in the work environment had the highest loading (0.959), highlighting the significance of social interactions in shaping perceptions of workplace quality. These findings are consistent with a study which state that loadings above 0.70 demonstrate construct validity [11], and are further echoed by a study which showed that high-loading interpersonal indicators often predict stronger organizational outcomes [12].

Reliability testing confirmed these results, with Cronbach’s Alpha values between 0.743 and 0.942 and Composite Reliability values ranging from 0.843 to 0.957, aligning with the standards suggested by certain research [13]. Moreover, the R² values indicated that work environment and career development explained 35% of the variance in job satisfaction, while together with job satisfaction they accounted for 88.9% of the variance in sales performance. This high predictive power resonates with the conclusion of a study which

observed that models with R² above 0.80 offer strong explanatory robustness [14].

The structural model revealed that work environment is a critical factor influencing both job satisfaction and performance. The direct effect of work environment on performance was significant ($\beta = 0.438$; $t = 4.979$; $p < 0.001$), while its influence on job satisfaction was also strong ($\beta = 0.479$; $t = 3.858$; $p < 0.001$). These findings suggest that supportive physical and social conditions, such as autonomy (loading = 0.884) and organizational support (loading = 0.723), contribute positively to both satisfaction and performance. A study highlighted similar dynamics in hospitality contexts, where conducive environments reduced stress and improved concentration [15]. Another study added that team cohesion plays a decisive role in sustaining performance [16]. In line with these observations, certain study emphasized that when sales employees perceive their workplace as supportive, their intrinsic motivation rises, thereby amplifying output [17].

Job satisfaction was the strongest predictor of sales performance, showing the highest path coefficient ($\beta = 0.646$; $t = 7.348$; $p < 0.001$). This result demonstrates that employees who feel satisfied with their working environment, tasks, and achievements are more likely to excel. Satisfaction with tasks (loading = 0.750) and pride in work achievements (loading = 0.908) emerged as critical aspects. These findings align with a study which argued that satisfied employees demonstrate greater persistence [18], and a study which observed that satisfaction serves as a psychological buffer under demanding conditions [19]. Furthermore, the mediation test confirmed that job satisfaction significantly mediated the relationship between work environment and performance ($\beta = 0.309$; $t = 4.156$; $p < 0.001$). This

confirms prior findings which argued that satisfaction enhances the effect of workplace factors on loyalty [20], and which found that satisfaction is pivotal in sustaining competitive advantage [21].

Career development opportunities, in contrast, presented weaker results. Although they significantly influenced job satisfaction ($\beta = 0.204$; $t = 2.407$; $p = 0.016$), their direct effect on performance was not significant ($\beta = -0.045$; $t = 1.216$; $p = 0.224$). The mediation pathway through job satisfaction also failed to reach statistical significance ($\beta = 0.132$; $t = 2.051$; $p = 0.040$). This indicates that while programs such as technical training (loading = 0.784) and non-technical development (loading = 0.883) improved perceptions of growth, they did not directly impact immediate sales outcomes. A researcher suggested that career advancement promotes loyalty but may not quickly transform into higher output [22]. Similarly, a study emphasized that training outcomes often manifest over time, while employees in fast-paced sales contexts prioritize short-term results [23]. These insights resonate with study which highlighted that career development impacts long-term trajectories more than immediate metrics [24].

Taken together, the model demonstrates strong explanatory capacity. The R^2 value for job satisfaction (0.350) indicates moderate predictive power, while the R^2 value for performance (0.889) reflects substantial explanatory strength. Theoretically, these findings extend the understanding of satisfaction as a mediating mechanism in sales-intensive industries, echoing the conclusions of a study which observed similar mediation effects in service sectors [25]. Practically, the results suggest that PT HM Sampoerna should prioritize improving workplace conditions, fostering interpersonal relations, and enhancing pride among salesmen.

Career development remains relevant but requires alignment with short-term performance goals. Certain study observed that aligning employee development with organizational priorities strengthens performance outcomes [26], a conclusion supported by different study [27], who stressed the need for adaptability in competitive industries. By simultaneously addressing structural support and psychological well-being, companies can enhance sales force effectiveness and ensure sustainable achievement [28], [29].

4. Conclusion

This study demonstrates that sales performance in the Pasukan Garuda unit of PT HM Sampoerna is primarily determined by the quality of the work environment and the level of job satisfaction. The findings confirmed that the measurement model was valid and reliable, and the structural model had strong explanatory power with R^2 values of 0.350 for job satisfaction and 0.889 for sales performance. Work

environment showed significant direct and indirect effects, while job satisfaction emerged as the strongest predictor and effective mediator, reinforcing its central role in performance outcomes. Conversely, career development opportunities contributed positively to satisfaction but had no significant direct impact on performance. These results highlight the need for companies to focus on creating supportive environments and enhancing satisfaction to optimize sales force effectiveness.

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