



## The Influence of Leadership, Motivation, and Work Environment on Employee Performance Through Job Satisfaction as a Mediating Variable

Nurbaeti<sup>1</sup>, Ahmad Badawy Saluy<sup>2</sup>, Abdul Bari<sup>3</sup>

<sup>1</sup>Mercu Buana University, Jakarta, Indonesia, [nurbaeti.nur98@gmail.com](mailto:nurbaeti.nur98@gmail.com)

<sup>2</sup>Mercu Buana University, Jakarta, Indonesia

<sup>3</sup>Mercu Buana University, Jakarta, Indonesia

Corresponding Author: [nurbaeti.nur98@gmail.com](mailto:nurbaeti.nur98@gmail.com)

**Abstract:** This study aims to analyze the factors that influence employee performance, including: leadership, work motivation, work environment and job satisfaction. This study also wants to analyze the influence of leadership, work motivation, and organizational culture on job satisfaction and analyze how job satisfaction mediates the influence of leadership, work motivation and work environment on employee performance. The population in this study amounted to 130 permanent employees at PT TI. The sample used was 99 employees using the Slovin formula calculation. The sampling technique used was simple random sampling technique which was carried out randomly without regard to strata in the population. The research method used is quantitative with SEM-PLS. Based on the analysis in this study, the results show that: 1) Leadership has no significant effect on job satisfaction; 2) Work motivation has a positive and significant effect on job satisfaction; 3) The work environment has no significant effect on job satisfaction; 4) Leadership has no significant effect on employee performance; 5) Work motivation has no significant effect on employee performance; 6) The work environment has a positive and significant effect on employee performance; 7) Job satisfaction has a positive and significant effect on employee performance; 8) Job satisfaction does not mediate the influence of leadership on employee performance; 9) Job satisfaction mediates the effect of work motivation on employee performance; 10) Job satisfaction does not mediate the influence of the work environment on employee performance.

**Keywords:** Leadership, Work Motivation, Work Environment, Job Satisfaction, Employee Performance.

### INTRODUCTION

In an organization, the supporting factors for success are not only large capital or technological advances, but also the human resources (HR) who work in it. Human resources

are the main key for the organization in carrying out all its activities in an effort to achieve its goals. According to (Jahri 2019). Companies need to manage and support the performance of their human resources (HR). Good performance output from each employee will be able to achieve the set goals effectively and efficiently. Performance as a result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and in accordance with applicable morals and ethics. The author interviewed PT TI's Human Resource Manager who has worked for 6 years, the results of the interview revealed that there were problems with employee performance, where from the results of performance appraisals from 2019-2021 not a single year has reached the performance appraisal targets set by the company.

Based on employee performance appraisal data, it is known that the performance of employees at PT TI has not met the set targets. This shows that the achievement of the satisfaction index is not yet optimal as a reflection of employee performance that is not optimal. Therefore, a qualified workforce is an absolute necessity for companies in achieving maximum service to customers. Thus it is necessary to evaluate the factors that influence employee performance in order to achieve company goals.

There are several factors that can affect employee performance, including leadership, work environment, work motivation, education and training. leadership, work environment and work motivation have an important role for companies to improve employee performance. Leadership has a major influence on employee performance because leaders must be able to nurture and motivate employees to be able to achieve company goals.

Researchers in recent years have identified various variables that can affect employee performance. These variables include leadership (Kurniawaty & Hamid, 2020), work motivation (Wijaya, Sapta, Agung, & Sudja, 2019), work environment (Siddiqi & Tangem, 2018), job satisfaction (Apriyanti, 2020), organizational culture (Maduningtias *et al.*, 2022), organizational climate (Aqsariyanti *et al.*, 2019), workload (Hermawan, 2021), and work stress (Kurniawan *et al.*, 2022). Based on these variables, a pre-survey was conducted to obtain the four variables that most influence employee performance behavior. The results of the pre-survey showed that the variables of leadership, work motivation, work environment, and job satisfaction were mostly chosen by the respondents.

This research will then analyze the influence of leadership, work motivation, and work environment on employee performance with job satisfaction as a mediating variable at PT TI. This study is expected to enrich knowledge and provide input for corrective actions on HR management strategies, especially related to efforts to improve employee performance PT TI through leadership, work motivation, work environment, and job satisfaction.

## LITERATURE REVIEW

### Employee performance

Afandi (2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contradicting morals and ethics. Robbins (2016) classifies employee performance in five indicators, namely (1) Quality of Work, Quality of work of employees can be measured from employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees; (2) Quantity, which is the amount produced expressed in terms of the number of units, the number of completed activity cycles; (3) Timeliness, is the level of activity completed at the stated time, seen from the point of coordination with output results and maximizing the time available for other activities; (4) Effectiveness, is the level of use of organizational resources (labor, money, technology and raw materials) is maximized with the intention of increasing the results of each unit in the use of resources;

(5) Independence, is the level of someone who will be able to carry out their work functions without receiving assistance, guidance from or supervisors.

### **Leadership**

Hasibuan (2016) says that a leader is someone who uses his leadership authority to direct other people and is responsible for that person's work in achieving a goal. Therefore we need a leader who is able to provide direction in order to achieve company goals that have been set.

Hasibuan (2013) classifies leadership into eight indicators, namely (1) Analytical ability, namely the leader is able to analyze in determining the steps to achieve goals; (2) Exemplary, that is, the leader should be able to set an example or role model with simplicity for employees so that they are not too extravagant; (3) Rationality and objectivity, namely the leader in setting goals must be rational and in evaluating his subordinates to be objective; (4) Work instructions, namely the leadership in compiling steps in the process of achieving goals must be programmed, structured and conceptualized; (5) The ability to hear suggestions, a democratic leader must be willing to listen to his subordinates to avoid being authoritarian; (6) Communication skills, namely having good communication skills in delivering orders to employees; (7) Division of tasks, namely leaders must be able to adapt to their environment in order to be able to create a conducive work environment in the division of tasks; (8) Firmness in acting, namely the leader in making decisions must be firm without compromise so that his subordinates respect him.

*Hypothesis 1 : Leadership has a positive and significant effect on employee performance*

### **Work motivation**

(Hasibuan M., 2017), work motivation is the provision of a driving force that creates enthusiasm for employee work so that they are able to work together, work effectively, and have integrity with all their efforts.

Sedarmayanti (2015) reveals work motivation has five indicators, namely: (1) Salary (salary), is an important factor to meet the needs of oneself and his family. Salary, in addition to functioning to meet the basic needs of each employee, is also intended to be a driving force for employees to be able to work with enthusiasm; (2) Supervision, the main responsibility of a supervisor is to achieve the best possible results by coordinating work systems in their work units effectively; (3) Work relations. To be able to carry out work properly, it must be supported by a working atmosphere or harmonious work relations, namely the creation of close, family-friendly and mutually supportive relationships, both between fellow employees and between employees and superiors; (4) Recognition or award, someone who gets recognition or award will be able to increase their morale (recognition); (5) success (achievement), The need for achievement is usually associated with a positive attitude and the courage to take calculated risks to achieve predetermined goals. This is supported by previous research which shows that increasing work motivation will improve employee performance (Meita Pragiwani *et al.*, 2020).

*Hypothesis 2: work motivation has a positive and significant effect on employee performance*

### **Work environment**

Hasibuan & Bahri (2018) revealed that the work environment has the meaning of all work facilities and infrastructure around employees who are doing work that can affect the implementation of work including the workplace, facilities, cleanliness, lighting, calm, including working relationships between people. -the people in that place.

Sedarmayanti (2015) revealed that the work environment has seven indicators, namely: (1) Lighting is enough light that enters the workspace of each employee. With sufficient lighting levels will create pleasant working conditions; (2) Air temperature is how much

temperature is in an employee's work space. Room air temperature that is too hot or too cold will be a pleasant place to work ; (3) Noise , is the level of sensitivity of employees that affects the activities of workers ; ( 4 ) use of color , is the color selection of the room used for work; ( 5 ) The required space for movement , work position between one employee and another employee, also includes work aids such as: tables, chairs, cabinets, and so on; ( 6 ) Ability to work , is a condition that can make you feel safe and calm in doing work; ( 7 ) employee relations and other employees , The relationship between employees and other employees must be harmonious because to achieve agency goals it will be faster if there is togetherness in carrying out the tasks that are in charge. This is reinforced by previous research which shows that improving a good work environment will improve employee performance for the better too ( Ahmad *et al.* , 2022) .

***Hypothesis 3 : work environment has a positive and significant effect on employee performance***

### **Job satisfaction**

Sutrisno ( 2016) Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors .

Afandi ( 2018 ) revealed that there are five indicators of job satisfaction, namely (1) *the work itself* , the content of the work that is being carried out by a person has elements that are satisfying and appropriate; (2) *Wages* , the amount of payment received by an employee from the implementation of work and in accordance with the needs that are felt to be fair; (3) *Promotion* , a possibility that someone can develop through promotion; (4) *Supervision* , someone who also gives orders or instructions for work implementation; (5) *Colleagues* , interaction partners in the implementation of work.

Job satisfaction is closely related to employee performance ( Sinambela , 201 9) . This is supported by previous research which shows that increasing employee job satisfaction will improve employee performance ( Wijaya , 20 18 ) . Good employee performance will be produced if the company can ensure that employees are satisfied with their jobs .

***Hypothesis 4 : Job satisfaction has a positive and significant effect on employee performance***

Based on various previous studies, an increase in job satisfaction can be influenced by an increase in leadership ( Purnama , 2019 ) , an increase in motivation ( Kirani & Bagia , 2020 ) and work environment ( Sari , 2019 ) .

***Hypothesis 5 : Leadership has a positive and significant effect on job satisfaction***

***Hypothesis 6 : work motivation has a positive and significant effect on job satisfaction***

***Hypothesis 7 : work environment has a positive and significant effect on job satisfaction***

In addition, several studies have shown that job satisfaction mediates the influence of leadership on employee performance ) , job satisfaction mediates the effect of work motivation on employee performance ( Hanaf & Yohana 20 18 ) , job satisfaction mediates the influence of the work environment on employee performance ( Junita , 202 0 ) .

***Hypothesis 8 : Job satisfaction mediates the influence of leadership on employee performance .***

***Hypothesis 9 : Job satisfaction mediates the effect of motivation on employee performance .***

***Hypothesis 10 : Job satisfaction mediates the influence of the work environment on employee performance.***

### **Conceptual framework**

Based on the research background and theoretical studies above, the conceptual framework of this research can be described as follows:

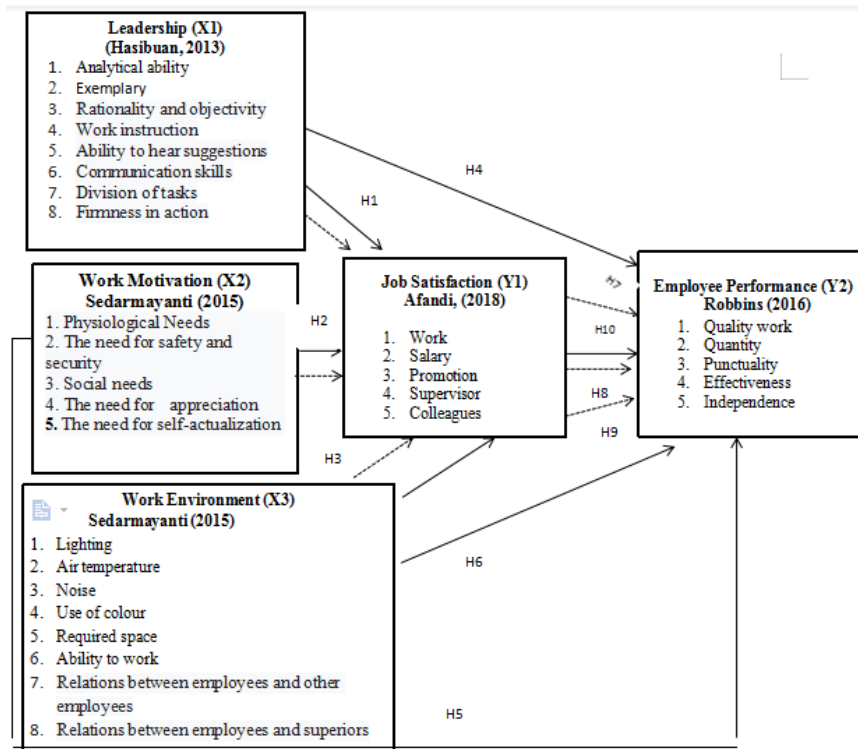


Figure 1. Conceptual Framework

**METHODS**

This research is an explanatory research with a quantitative approach designed to investigate the effect of leadership I (X1), work motivation (X2), and work environment (X3) on employee performance (Y2) with job satisfaction (Y1) as a mediating variable . The research population was the inspection division at PT TI, which consisted of 130 employees, with a sample of 99 respondents .

Data collection was carried out through a questionnaire instrument whose measurements were under the dimensions of each variable. The data obtained was then processed and analyzed using SEM-PLS (Structural Equation Modeling-Partial Least Square). Each hypothesis will be tested and analyzed through the SmartPLS application.

**RESULT AND DISCUSSION**

**Respondent Profile**

Respondents in this study were 99 employees in the inspection division at PT TI. Respondents consisted of 81.8 % male and 18.2 % female, 23.2 % graduated from high school /equivalent , 1.0.1 % had a Diploma III education, and 66.7 % had a Bachelor/Diploma IV education. Based on age distribution, 26.3 % are 20-30 years old , 39.4 % are 31-40 years old , 32.3 % are 41-50 years old and 2% are over 50 years old. Based on years of service , 65.7 % with 1-5 years of service, 30.3 % with 6-10 years of service, and 4% with more than 10 years of service.

**Measurement Model (Outer Model)**

Table 1 Summary of Outer Model Results

Variable	Loadin g Factor	AVE	Cronba ch's Alpha	Composi te Reliabilit y	Cross Loading X1	X2	X3	Y1	Y2
Leadership (X1)	KEP1	0.792	0.647	0.964	0.0967	0.792	0.158	-0.040	0.217 -0.066

	KEP2	0.793				0.793	-	-	0.096	-0.066
							0.00	0.198		
							1			
	KEP3	0.797				0.797	0.06	-	0.128	-0.071
							4	0.265		
	KEP4	0.823				0.823	0.15	-	0.159	-0.036
							5	0.184		
	KEP5	0.830				0.830	0.19	-	0.265	0.074
							2	0.116		
	KEP6	0.850				0.850	0.06	-	0.109	-0.009
							5	0.118		
	KEP7	0.839				0.839	0.13	-	0.109	-0.022
							9	0.196		
	KEP8	0.825				0.825	0.05	-	0.149	0.027
							1	0.133		
	KEP9	0.740				0.740	0.19	-	0.054	-0.148
							1	0.292		
	KEP1	0.795				0.795	0.16	-	0.111	-0.160
	0						1	0.332		
	KEP1	0.845				0.845	0.16	-	0.217	-0.001
	1						1	0.164		
	KEP1	0.849				0.849	0.14	-	0.137	-0.137
	2						5	0.267		
	KEP1	0.815				0.815	0.06	-	0.075	0.042
	3						4	0.112		
	KEP1	0.748				0.748	0.03	-	0.049	-0.140
	4						6	0.205		
	KEP1	0.729				0.729	0.03	-	0.059	-0.261
	5						6	0.252		
	KEP1	0.783				0.783	0.05	-	0.043	-0.242
	6						2	0.176		
Work motivation (X2)	MK1	0.847	0.656	0.950	0.942	0.121	0.84	-	0.354	-0.048
							7	0.037		
	MK2	0.791				0.097	0.79	-	0.333	-0.053
							1	0.019		
	MK3	0.829				0.187	0.82	-	0.372	0.045
							9	0.064		
	MK4	0.793				0.072	0.79	0.024	0.360	0.084
							3			
	MK5	0.750				-0.049	0.75	-	0.344	-0.060
							0	0.049		
	MK6	0.859				0.051	0.85	-	0.316	-0.025
							9	0.008		
	MK7	0.838				0.128	0.83	-	0.316	-0.045
							8	0.082		
	MK8	0.807				0.207	0.80	-	0.313	-0.133
							7	0.145		
	MK9	0.801				0.163	0.80	-	0.362	-0.130
							1	0.153		
	MK10	0.779				0.173	0.77	-	0.414	-0.141
							9	0.175		
Work environment (X3)	LK1	0.817	0.628	0.964	0.960	-0.122	-	0.817	0.124	0.570
							0.04			
							9			
	LK2	0.807				-0.162	-	0.807	-	0.474
							0.17		0.067	
							7			
	LK3	0.799				-0.206	-	0.799	0.017	0.524
							0.11			
							3			
	LK4	0.781				-0.206	-	0.781	-	0.535



						0.19		0.119		
						6				
	LK5	0.790				-0.211	-	0.790	0.033	0.550
							0.11			
	LK6	0.796				-0.136	0.02	0.796	0.114	0.487
							4			
	LK7	0.738				-0.118	-	0.738	-	0.478
							0.07		0.012	
	LK8	0.778				-0.203	0.00	0.778	0.156	0.500
							3			
	LK9	0.845				-0.149	-	0.845	0.003	0.457
							0.04			
	LK10	0.836				-0.167	-	0.836	0.147	0.654
							0,00			
	LK11	0.810				-0.185	-	0.810	0.058	0.585
							0.03			
	LK12	0.796				-0.221	-	0.796	0.055	0.512
							0.08			
	LK13	0.813				-0.221	-	0.813	0.045	0.504
							0.07			
	LK14	0.773				-0.201	-	0.773	-	0.456
							0.07		0.024	
	LK15	0.706				-0.206	-	0.706	0.017	0.406
							0.12			
	LK16	0.779				-0.305	-	0.779	0.104	0.448
							0.08			
							0			
Job satisfaction (Y1)	KP1	0811	0.628	0.957	0.950	0.151	0.29	0.087	0811	0.132
							4			
	KP2	0.873				0.213	0.37	0.104	0.873	0.184
							6			
	KP3	0.882				0.190	0.36	0.071	0.873	0.080
							8			
	KP4	0.799				0.086	0.31	0.045	0.799	0.044
							7			
	KP5	0.735				0.124	0.30	-	0.735	0.149
							9	0.028		
KP6	0.877				0.215	0.39	0.001	0.877	0.107	
						0				
KP7	0.833				0.106	0.41	0.054	0.833	0.194	
						0				
KP8	0.808				0.158	0.47	0.054	0.808	0.188	
						0				
KP9	0821				0.104	0.33	-	0821	0.108	
						1	0.018			
KP10	0.872				0.200	0.33	-	0.872	0.094	
						1	0.020			
Employee performance (Y2)	KK1	0.862	0.628	0.946	0936	-0.065	0.02	0.549	0.235	0.862
							9			
	KK2	0.735				-0.028	-	0.489	0.037	0.735
							0.08			
							0			

KK3	0.793	0.014	-	0.540	0.188	0.793
			0.058			
KK4	0.873	-0.142	-	0.596	0.048	0.873
			0.067			
KK5	0.756	-0.002	-	0.420	0.092	0.756
			0.130			
KK6	0.812	0.006	0.061	0.581	0.237	0.812
KK7	0.838	-0.050	-	0.562	0.116	0.838
			0.070			
KK8	0.769	-0.140	-	0.459	0.028	0.769
			0.152			
KK9	0.810	-0.230	-	0.522	0.173	0.810
			0.049			
KK10	0.707	-0.116	-	0.409	0.066	0.707
			0.056			

**Table 2. Fornell-Larcker**

	Leadership	Job satisfaction	Employee performance	Work environment	Work motivation
Leadership	0.804				
Job satisfaction	0.189	0.832			
Employee performance	-0.092	0.160	0.797		
Work environment	-0.243	0.056	0.650	0.792	
Work motivation	0.145	0.441	-0.065	-0.092	0.810

In the cross-loading values shown in Table 1, the overall correlation value of constructs with indicators is higher than the other constructs. This means that each measurement item has a stronger correlation with the variable being measured. Therefore, it can be concluded that the latent construct of each variable is valid because it has fulfilled discriminant validity by cross-loading. , it is known that the AVE value of each variable has a value of > 0.50, so that the AVE value meets the convergent validity test standard y, the loading factor value for each indicator meets the requirements, namely  $\geq 0.70$  .

The test results in table 2 above are the *Fornell-Larcker value analysis* for each variable. The AVE square root value of each variable is greater than the correlation between variables so that it meets the criteria of *Fornell-Larcker* . This shows that the variables studied have fulfilled *discriminant validity* .

**Structural Model ( Inner Model )**

**1. Evaluation of the Coefficient of Determination (R2)**

**Table 3 . R-Square**

	R-square
Job Satisfaction (Y1)	0.227
Employee performance (Y2)	0.444

From table 3 above it can be seen that the R Square ( R2) value of the Job Satisfaction construct (Y1) is 0.227. These results indicate that the ability of the



endogenous variable Job Satisfaction (Y1) to influence exogenous variables namely leadership (X1), work motivation (X2) and work environment (X3) by 22.7%, while the remaining 77.3% can be explained by explained by other exogenous variables. Meanwhile, the construct of Employee Performance (Y) can be explained by exogenous variables namely Leadership (X1), Work Motivation (X2) and Work Environment (X3) and Job Satisfaction (Y1) of 44.4%. While the remaining 55.6 % is explained by other exogenous variables.

**2. Predictive Relevance (Q-Square)**

*Predictive relevance* (Q2) for structural models measures how well the observed values are generated. *Predictive Relevance* ( Q2) for *structural models* measures how well the observed values are produced by the model and also the parameter estimates. Applies only to endogenous factor models. *Predictive Relevance* (Q2) is greater than 0, in the same way, a *Predictive Relevance* (Q2) with 0 or a negative value indicates the model is not relevant to the predictions of a given endogenous factor.

**Table 4. Predictive Relevance Value (Q2)**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Leadership (X1)	1584,000	1584.0000	
Work Motivation (X2)	990,000	990,000	
Work Environment (X3)	1584,000	1584,000	
Job Satisfaction (Y1)	990,000	846,483	0.145
Employee Performance (Y2)	990,000	721,323	0.271

*Predictive relevance* calculations (Q2) in table 4.16 which shows the value of the Job Satisfaction variable (Y1) of 0.145 and the value of the Employee Performance variable (Y2) of 0.271. The value of these two variables is greater than 0 so it can be concluded that the model has a relevant predictive value.

**3. Hypothesis testing**

Hypothesis testing can be seen from the Path Coefficients value , *namely* the value of T-Statistics or P-Values after bootstrap SmartPLS application. The hypothesis is accepted if the P-Values<0.05 or T-Statistics >1.98 indicates that the path coefficient is significant (Hair *et al* ., 2017, 2019) .

**Table 5. Hypothesis Test Results**

Hypothesis	Influence	ORIGINAL SAMPLE	T-statistics	P-values	Results
H1	Leadership -> Job Satisfaction	0.160	0993	0.323	Rejected
H2	Work motivation -> Job Satisfaction	0.430	3,961	0.000	Accepted
H3	Work Environment -> Work Decisions	0.134	1,367	0.175	Rejected
H4	Leadership -> Employee Performance	0.048	0.331	0.741	Rejected
H5	Work Motivation -> Employee Performance	-0.079	1047	0.298	Rejected
H6	Work environment -> Employee Performance	0.646	8,504	0.000	Accepted
H7	Job Satisfaction -> Employee Performance	0.150	2.101	0.038	Accepted
H8	Leadership -> Job Satisfaction -> Work Environment	0.024	0967	0.336	Rejected
H9	Work Motivation -> Job Satisfaction -> Work Environment	0.064	2089	0.039	Accepted
H10	Work Environment -> Job Satisfaction -> Employee Performance	0.020	1,396	0.166	Rejected

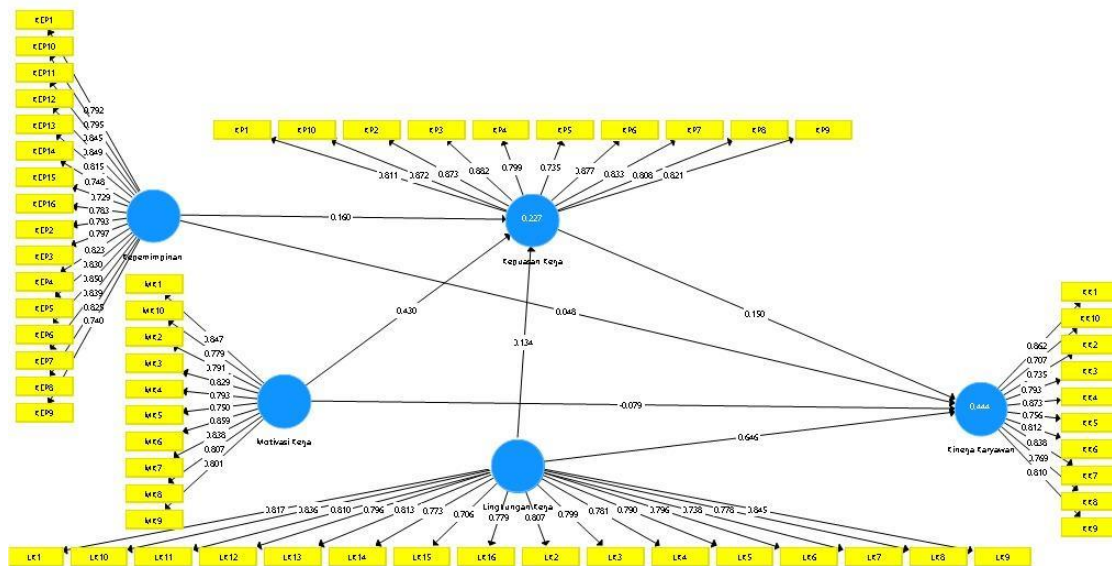


Figure 2. Path Coefficient

**Discussion**

**H1** was rejected with test results showing an original sample value of 0.160 , a T-Statistics of 0.9 93 , and a P-Values of 0.323 . It is known that leadership has no effect on job satisfaction , this shows that any increase in leadership will not increase job satisfaction . This result is in line with previous research by Purnama (20 19 ) showing no leadership influential significant on job satisfaction employee

**H2 was received** with the test results showing the original sample value of 0.430 , T-Statistics 3.961 , and P-Values 0.000 . It is known that work motivation has a positive and significant effect on job satisfaction , this shows that any increase in work motivation optimally increases employee job satisfaction . These results are in line with the research by Kirani and Bagia (2020) , which revealed the effect of *work motivation* to employee job satisfaction .

**H3 was rejected with the test results showing** the original sample value of 0.134 , T-Statistics 1.367 , and P- Values 0.175 . It is known that the work environment has no effect on job satisfaction , this shows that any increase in the work environment does not optimally increase job satisfaction . This result is in line with the opinion of Sari (2019) which states that the Work Environment has no positive and insignificant effect on Satisfaction Employee work .

**H4** was rejected with test results showing the original sample value was 0.048 , T-Statistics 0.331 , and P-Values 0.741 . It is known that leadership has no effect on employee performance , which shows that each leadership increase will improve employee performance . This result is in line with Nugroho's research (2018) which states that leadership has no positive and insignificant effect on employee performance .

**H5** was rejected with the test results showing the original sample value - 0.079 , T-Statistics 1.047 , and P-Values 0.298 . It is known that work motivation has no effect on employee performance , which indicates that any increase in work motivation is not optimal will improve employee performance . These results are in line with Pragiwani 's research , et.al (2020) which states that the work environment has no positive and insignificant influence on employee work discipline.

**H6** is accepted with the test results showing the original sample value of 0.646 , T-Statistics 8.504 , and P-Values 0.0 00 . It is known that the work environment has a positive and significant effect on employee performance , which indicates that each work environment increase will improve employee performance . These results are in line with Ahmad's

research, et.al (2022), which states that the work environment has a positive and significant effect on performance employees.

**H7** is accepted with the test results showing the original sample value of 0.150, T-Statistics 2.101, and P-Values 0.038. This shows that job satisfaction has a positive and significant effect on employee performance, which indicates that each increase in job satisfaction will improve employee performance. These results are in line with research from Wijaya (2018) which states Satisfaction Work has a positive and significant effect on performance employees.

**H8** was rejected with test results showing the original sample value was 0.024, T-Statistics 0.967, and P-Values 0.336. This shows that job satisfaction mediates the influence of leadership on employee performance. This result is in line with Saputra's research et al (2021) which state that Job Satisfaction does not mediate the influence of Leadership on Employee Performance. positive and significant impact on employee work discipline mediated by work motivation.

**H9** was accepted with test results showing the original sample value was 0.064, T-Statistics 2.089, and P-Values 0.039. This shows that job satisfaction mediates the influence of work motivation on employee performance. These results are in line with research conducted by Hanaf and Yohana (2018) which states that there is a positive and significant effect of Work Motivation on Employee Performance which is mediated by Satisfaction work.

**H10** was rejected with the test results showing the original sample value of 0.020, T-Statistics 1.396, and P-Values 0.166. This shows that job satisfaction mediates the influence of the work environment on employee performance. These results are in line with Junita's research (2020) which states that the work environment has no positive and insignificant effect on employee performance.

## CONCLUSION

This research concludes as follows: no significant effect on job satisfaction. Work motivation has a significant effect on job satisfaction. Work environment has no significant effect on job satisfaction. Leadership has no significant effect on employee performance. Work motivation has no significant effect on Employee Performance. Work Environment has a significant effect on Employee Performance. Job satisfaction has a significant effect on employee performance. Job satisfaction has no significant mediating effect on leadership on employee performance. Job satisfaction has a significant mediating effect Work motivation on employee performance. Job satisfaction has no significant mediating effect on the Ape Environment on employee performance.

This research has several limitations. First, it is suggested to add new variables or replace other variables outside the independent variables examined in this study. Using a wider sample so that research can be generalized.

The sample only includes employees in the inspection division, one of the divisional units under the operations department, and does not consider other divisional units. Second, this study only analyzes leadership, work motivation, work environment, and job satisfaction as mediating variables for employee performance. In this regard, further research can be carried out in other divisional units so that the scope is wider. Future studies also need to consider using other variables that affect employee performance, such as organizational culture, competence, workload, and so on.

## BIBLIOGRAPHY

Adiyasa, N., & Windayanti. (2019). The effect of motivation, job satisfaction, and leadership on performance employee. *Journal of Strategy Management and Business Applications*.  
Afandi. (2018). *Human Resource Management*. Riau: Zanafa Publishing.

- Afandi, P. (2018). *HUMAN RESOURCE MANAGEMENT; Theory, Concept*. Pekanbaru: Zanafa.
- Ahmad Badawi Saluy., Sri Marti Pramudena., Novawiguna Kemalasari., Abdul Bari., Sudjono.(2022). *MARKETING MIX ANALYSIS: DAILY FOOD PURCHASE DECISIONS IN TRADITIONAL MARKETS*; The Seybold report. Vol.17,issu.11, page.1146-1161.
- Alfandi, A. (2021). "The Influence of Work Discipline and Work Environment on Employee Performance with Job Satisfaction. *Journal* .
- Apriyanti, N. (2020). *THE EFFECT OF COMPENSATION, JOB SATISFACTION ON EMPLOYEE PERFORMANCE. FEB UMY* .
- Asri, A., & Silvianita, A. (2018). The Effect of Work Discipline and Leadership on Employee Performance at PT. West Sumatra Regional Development Bank (Bank Nagari). *Journal* .
- Astutiningtyas, T., Chandra, K., & Wiyono, G. (2021). Analysis of Leadership Style and Non-Physical Work Environment on Employee Performance Through Job Satisfaction. *Journal of Financial Economics & Sharia Business* .
- Busro, M. (2018). *Human Resource Management Theories*. Jakarta: Prenadameidia Group.
- Bustanul Arifin Caya., Masydzulhak Djamil., Ahmad Badawi Saluy., Sudjono., (2023). *DEVELOPMENT STRATEGY TO IMPROVE SUSTAIABLE AGRICULTURAL EXTENSION PERFORMANCE (CASE STUDY: CIREBON, BOGOR, AND OGAN ILIR REGENCIES*; The Seybold report, Vol.18.issu.2, page 1053-1071.
- Carvalho, Riana, & Soares. (2020). Motivation on Job Satisfaction and Employee Performance. *International Research Journal of Management, IT & Social Sciences* .
- Chaerudin, A. (2019). *HR Education and Training Management*. Sukabumi: CV Jejak members.
- Chien, Mao, Nergui, & Chang. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *journal* .
- Darmadi. ( 2020). The Effect of Work Environment and Work Discipline on Employee Performance at Indomaret Kelapa Dua Gading Serpong Branch. *Scientific Journal of Forkamma Management* .
- Fahmi, P., Saluy, A. B., Safitri, E., Rivaldo, Y., & Endri, E. (2022). Work Stress Mediates Motivation and Discipline on Teacher Performance: Evidence Work from Home Policy. *Journal of Educational and Social Research*, 12(3), 80-80.
- Fatmawati, D., & Widyatmojo, P. (2018). Communication moderate influences motivation and leadership, motivation, discipline work towards performance. *Journal* .
- Ghazali, I. (2016). *CONCEPTS, TECHNIQUES AND APPLICATIONS USING THE SMARTPLS 3.0 PROGRAM*. SEMARANG: DIPONEGORO UNIVERSITY.
- Ghozali, I. (2012). *Multivariate Analysis Application with IBM SPSS Program*. Yogyakarta: Diponegoro University.
- Ghozali, I., & Latan, H. (2016). *Concepts, Techniques and Applications Using the Program*. Semarang: Diponegoro University.
- Ginting, G., & Siagian, V. (2021). The Influence of Motivation and Work Environment on Teacher Job Satisfaction at Medan Clean Water Adventist School During the Covid-19 Pandemic. *Journal* .
- Hafeez, Yingjun, & Mansoor. (2019). Impact of Workplace Environment on Employee Performance: Mediating Role of Employee Health. *Business, Management and Education* ..
- Hasibiyadi, Thenelsia, D., Syahrudin, M., & Pertiwi, P. (2021). The Effect of Leadership Style and Work Environment on Employee Performance Through Job Satisfaction as a Mediating Variable (Case Study at PT. Saktijaya Artha Pratama Makassar). *Journal of Management and Business* .



- Hasibuan, M. (2017). *Human Resource Management*. Jakarta: Earth characters.
- Hasibuan, S., & Bahri, S. (2018). The Effect of Leadership, Work Environment and Work Motivation on Performance. *Journal* .
- Jayanti, K., & Wati, L. (2019). THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AND ITS IMPACT ON EMPLOYEE LOYALTY. *Journal of Economics and Business* .
- Jufrizen, & Sitorus, T. (2021). The Effect of Work Motivation and Job Satisfaction on Performance with Work Discipline as Intervening Variables. *Journal* .
- Kartikasari, C., & Irbayuni, S. (2022). The Effect of Load and Job Satisfaction on Employee Performance in the Production Section of Harum Cake Catering. *Journal* .
- Cashmere. (2016). *Human Resource Management (Theory and Practice)*. Depok: PT. Rajagrafindo Persada.
- Kurniawaty, & Hamid, H. (2020). The Influence of Leadership Style, Motivation, and Performance Discipline. *Management Science and Research. journal* .
- Kusumaningrum, T., & Wahyuni, D. (2021). THE INFLUENCE OF MOTIVATION, WORK ENVIRONMENT, WORK DISCIPLINE ON EMPLOYEE PERFORMANCE (Case study at PT Jasa Raharja Persero, East Java Branch, Surabaya). *Journal of Management Science and Research* .
- Liestiani, Laras, N., Perizade, Badia, Hanafi, Agustina, et al. (2019). The Effect of Work Discipline and Work Environment on the Performance of AL Hudori Cooperative of Palembang Employees. *Journal* .
- Mangkunegara, A. (2016). *Human Resource Management*. Bandung: PT. Rosdakarya youth.
- Mangkunegara, A. (2017). *Corporate Human Resource Management*. Bandung: Rosdakarya Youth.
- Mathis, R., & Jackson, J. (2013). *Human Resources Management*. Thomson Learning.
- Moehariono. (2014). *Competency-Based Performance Measurement Revised Edition*. Jakarta: PT RajaGrafindo Persada.
- Mukmin, S. (2021). The Effect of Leadership and Organizational Culture on Employee Performance Through Employee Job Satisfaction as an Intervening Variable. *Journal* .
- Nugroho, A. (2018). THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION AND LOYALTY ON EMPLOYEE PERFORMANCE. *Journal of Entrepreneurial Development* .
- Olusadum, & Anulika. (2018). Impact of Motivation on Employee Performance: A Study of Alvan Ikoku Federal College of Education. *Journal* .
- Pamungkas, R. (2021). The Effect of Work Motivation and Work Environment on Employee Job Satisfaction. *Faculty of Economics and Business, University of Brawijaya* .
- Paparang, N., Areros, W., & Tatimu, V. (2021). The Effect of Job Satisfaction on Office Employee Performance PT. Post Indonesia in Manado. *Business Administration Study Program, Sam Ratulangi University* .
- Parashakti, R. (2019). Leadership Style and Motivation on Employee Performance at Bank BJB Tangerang Branch. *Journal of Ocean Economics and Business* .
- Parashakti, R., & Haryadi, A. (2018). Effect of Styles and Leadership Work Discipline to Employee Performance (Case Study of PT. Telecommunication Indonesia Tbk DKI Jakarta). *Journal* .
- Priansa, D. (2016). *HR Planning & Development*. Bandung: Alfabeta.
- Prihantoro, A. (2015). *Improving HR Performance through Motivation, Discipline*. Yogyakarta: Deepublish.
- Putra, S., & Liswani, E. (2020). The Influence of Discipline and Work Environment on Employees' Performance. *Journal* .
- Putri, E., Ekowati, V., Supriyanto, A., & Zaim, M. (2019). The Effect Of Work Environment On Employee Performance Through Work Discipline. *Journal* .

- Putri, N., & Rahyuda, A. (2019). "The Role of Job Stress in Mediating the Influence of Workload and Work Environment on Performance. *Juanal* .
- Putri, N., & Rahyuda, A. (2019). THE ROLE OF WORK STRESS IN MEDIATING THE INFLUENCE OF WORKLOAD AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE. *E-Journal of Management* .
- Rahmawani, R., & Syahrial, H. (2021). The Effect of Work Motivation and Job Satisfaction on Employee Performance at PT. Sinarmas field. *Journal* .
- Rahmi, A., Achmad, G., & Adhimursandi, D. (2020). The Effect of Leadership and Empowerment Style and Motivation on Work Discipline and Employee Performance in Sungai Kunjang Subdistrict, Samarinda City. *Journal* .
- Rinika, V., & Rustam, T. (2021). THE INFLUENCE OF JOB SATISFACTION AND WORK CULTURE ON EMPLOYEE PERFORMANCE AT PT INDO PERDANA LLOYD BATAM. *JMBI UNSRAT* .
- Rivai, V., & Mulyadi, D. (2013). *Leadership and Organizational Behavior*. Jakarta: Raja Grafindo Persada.
- Robbins, P., & Judge, T. (2017). *Organizational Behavior, Issue 13, Volume 1*. Jakarta: Salemba Empat.
- Sadewo, I., Surachman, & Rofiaty. (2021). The influence of working environment to employee performance mediated by work motivation: A study of Malang, Indonesia retail stores. *journal* .
- Saluy, A., & Raharjo, S. (2021). Effect of Leadership, Work Motivation, and Compensation for Job Satisfaction at Work (Case Study at PT. Agung Solusi Trans). *Journal* .
- Satyatama, S., Saluy, A. B., & Kemalasari, N. (2022). ANALYSIS OF INDIVIDUAL ATTITUDES AND PERCEPTIONS OF PERSONNEL PERFORMANCE WITH MOTIVATION VARIABLES AS INTERVENING IN THE DIRECTORATE FOR SECURITY OF VITAL OBJECTS AT POLDA XYZ; The seybold report Vol, 17. *The seybold report, 17*, 1040-1052.
- Sandrin, Gillet, Fernet, & Leloup. (2019). Effects of motivation and workload on firefighters' perceived health, stress, and performance. *Journal* .
- Sedarmayanti. (2018). *Human Resources and Work Productivity*. Bandung: CV. Mandar Maju.
- Sembiring, M. (2021). Mediating Effects of Job Satisfaction on the Influence of Motivation and Work Ability on Employee Performance. *Journal* .
- Sembiring, M., Jufrizen, & Tanjung, H. (2021). Mediating Effects of Job Satisfaction on the Influence of Motivation and Work Ability on Employee Performance. *Management Scientific Journal* .
- Siddiqi, T., & Tangem, S. (2018). IMPACT OF WORK ENVIRONMENT, COMPENSATION AND MOTIVATION ON THE PERFORMANCE OF EMPLOYEES IN THE INSURANCE COMPANIES OF BANGLADESH. *Business* .
- Soekarso, & Iskandar, P. (2015). *Leadership: Theoretical and Practical Studies*. Bogor: Media Discourse Partners. .
- Sri Marti Pramudena., Ahmad Badawi Saluy (2023) THE IMPACT OF ECONOMIC ON THE LATES COVID 19: ISSUE POLICY RECOMENDATION AND SCIENTIFIC: The Seybold report Vol,18.issu.02.page.1644.
- Sugiyono. (2014). *Educational Research Methods Quantitative, Qualitative, and R&D Approaches*. Bandung: Alfabet.
- Sugiyono. (2019). *Quantitative Research Methods, Qualitative, and R&D*. Bandung: Alfabet.
- Sutrisno, E. (2016). *Human Resource Management*. Jakarta: Kencana Prenada Media Group.



- Suwanto. (2019). The Effect of Work Discipline and Work Motivation on Employee Performance at the South Tangerang General Hospital. *Scientific Journal of Human Resource Management* .
- Triraharjo, J., Sutawidjaya, A. H., Saluy, A. B., & Aima, H. (2021). The Influence of Transformational Leadership and Servant Leadership on Employee Satisfaction and Organizational Performance at the Coal Mining Company in Indonesia (IDX-Listed). *Linguistica Antverpiensia*, 1707-1721.
- Uno, H. (2017). *THEORY OF MOTIVATION AND ITS MEASUREMENT (Analysis in the field of education)*. Jakarta: Earth Script.
- Wahjosumidjo. (2013). *Factors Influencing Motivation*. Jakarta: Ghalia.
- Wibiseno, Q., & Dewi, I. (2018). THE IMPACT OF WORK MOTIVATION, ORGANIZATIONAL CLIMATE, WORK ENVIRONMENT ON EMPLOYEE SATISFACTION AT PECATU VILLAGE CREDIT INSTITUTION. *E-Journal of Management* .
- Wijaya, W., Sapta, I., Agung, A., & Sudja, I. (2019). Leadership Effect and Work Motivation to Employee's Performance with Work Satisfaction as a Mediation Variable (Study in the Denpasar City Regional Agency). *Management and Economics* .
- Zainudin, B., Sutawidjaya, A. H., Saluy, A. B., Djamil, M., & Endri, E. (2021). The effect of compensation, leadership, and supervision on performance of government civil servants: Mediating role of adversity quotient. *Linguistics and Culture Review*, 5(1), 453-469.