



The Role of Job Satisfaction as a Mediation Variable on The Effect of Leadership Style and Work Environment on Performance Employees

Retrin Irene Putri^{1*}, Efendy Zain², Siti Marhamah³

^{1,2,3} Management, Economics and Business, YARSI University, Indonesia

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Abstract

This study aims to explore the role of job satisfaction as a mediating variable in the influence of leadership style and work environment on employee performance. The main issues raised are low employee performance levels due to job dissatisfaction, suboptimal work environment, and the implementation of ineffective leadership styles. The novelty of this study lies in the comprehensive approach that integrates the three main variables in the context of an engineering company in Jakarta. The results show that leadership style and work environment significantly affect employee job satisfaction and performance, and job satisfaction mediates the relationship between leadership style and employee performance. However, job satisfaction does not mediate the relationship between work environment and employee performance. The managerial implications are that companies are advised to adopt a more inclusive leadership style, create a conducive work environment, and improve job satisfaction through training and management of employee relationships to support optimal performance.

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Corresponding author: Retrin Irene Putri (retrin.irene@gmail.com)



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1. Introduction

Organizational efficiency is decided by the execution of its representatives, in this manner pioneers and representatives are determinants of accomplishing organizational objectives (Siagian and Khair, 2018). The way better execution of the representative will make it less demanding for the company to realize their objectives. Agreeing to Setyawan (2018) there are 7 (seven) variables that influence worker execution to be specific, worker inspiration, representative advancement, work environment, worker compensate framework, work fulfillment, worker behavior, and authority fashion.

The disappointment felt by employees could become an issue within the future, such as numerous clashes between individuals, visit nonattendances from work, indeed strikes and representative turnover. Work fulfillment felt by workers will have a positive effect on the company such as workers getting to be steadfast, taught at work, and their execution will increment (Nurwijayanti et al., 2019).

The work environment can be a trigger for a sense of work fulfillment. Concurring to Hasibuan (2009) in Nurwijayanti et al. (2019) variables that influence work fulfillment incorporate reasonable and legitimate compensation, fitting situation concurring to ability, the seriousness of the work, the work air, the gear that bolsters the usage of the work, the state of mind of the pioneer in his authority, and the nature of work that's repetitive or not. The work environment too includes a coordinated impact on representative execution since a comfortable work environment will make representatives more productive.

Not as it were does the work environment influence representative execution and work fulfillment, authority fashion can moreover influence worker execution. An critical angle in accomplishing and expanding the authority victory of somebody in an organization is his administration fashion (Nurwijayanti et al., 2019). The authority fashion connected can be diverse for each individual, in this manner authority fashion can moreover influence work fulfillment and worker execution.

The most issue in this consider is the decrease in representative execution due to components such as improper administration fashion, less strong work environment, and moo levels of work fulfillment. The oddity of this ponder lies in its approach that employments work fulfillment as a intervening variable to analyze the impact of authority fashion and work environment on representative execution, which has not been broadly examined in an coordinates way some time recently. The commitment of this ponder is to supply understanding into the significance of actualizing an viable authority fashion, an ideal work environment, and expanding work fulfillment to make strides representative execution, which can be the basis for creating way better human asset administration arrangements within the future.

2. Literature Review and Hypothesis

The terrific hypothesis utilized in this investigate is the value hypothesis. Concurring to Adams (2023), Wexley and Yukl (2021) in Sinambela (2017), representative execution is one of the usage of the adjust hypothesis, agreeing to which an representative will appear ideal accomplishment in the event that they get benefits and motivations in their work decently and sensible. This hypothesis accept that fundamentally a human being truly likes reasonable treatment. Based on this hypothesis, it can be concluded that great representative execution can be accomplished with decency. On the off chance that an representative has gotten equity, at that point there will be a feeling of fulfillment in them for what they get. One of the equity in address is equity within the division of assignments. This division of errands is of course exceptionally closely related to a pioneer, in which this pioneer must be reasonable in making a choice. Not as it were that, stimulation from different things is additionally required, with this incitement can increment the inspiration of an representative in carrying out their obligations. One of the boosts in address is the presence of an satisfactory work environment. The over hypothesis is the premise for this investigate utilizing the factors of administration fashion, work environment, work fulfillment, and worker execution.

Literature Review**Employee Performance**

Concurring to Mangkunegara (2017) worker execution is the result accomplished by an representative in quality and amount in carrying out their obligations in understanding with the obligations given. From another party, specifically from Adha et al. (2019) expressed that representative execution could be a prepare carried out to evaluate how progressed the work is being carried out against foreordained objectives and destinations, counting data such as the effectiveness of human assets in creating an item (merchandise or administrations) and the viability of activities in accomplishing its goals. According to Mangkunegara (2017) variables that can influence worker execution are capacity variables and motivational components. Afandi (2018) moreover states that there are a few variables that can influence representative execution, counting: capacity, identity and work intrigued, clarity of a worker's part, level of laborer inspiration, competencies or aptitudes had by representatives, work offices, work culture, teach work and administration. Mangkunegara (2017) states that there are four pointers in assessing worker execution, counting: Quality, Amount, Work Execution, and Duty.

Leadership Style

Agreeing to Shintiya and Hamdani (2020) authority is the movement of coordinating representatives so that they can carry out their exercises concurring to what they ought to be done. Administration may be a person who prepare of moving others by driving, directing, and affecting others to do something (Sutrisno, 2020). Authority fashion is the behavior and strategy carried out by pioneers when attempting to impact the execution of their subordinates with the result of a combination of rationalities, aptitudes, characteristics, states of mind that are frequently connected Nurwijayanti et al., (2019) There are different sorts of authority styles portrayed by Tambunan (2017), counting: autocratic/dictatorial, battle ready, paternalistic, participatory, laissez faire, control-free, charismatic, and law based administration. The pointers of Administration Fashion concurring to Jonika (2018) are as takes after: How pioneers make choices, heading of communication between pioneers and subordinates, believe in subordinates, how pioneers treat workers.

Work Environment

The work environment can be said to be great if all workers can carry out exercises in a secure, solid, comfortable and ideal way Siagian and Khair (2018). So, with this explanation, administration too should pay consideration to the work environment so that exercises gotten to be beneficial. Agreeing to Heizer and Render (2019) the work environment is the physical environment that can influence execution, security, and quality of work life of employees. Factors that influence the work environment agreeing to Afandi (2018) are: work environment buildings, great discuss ventilation, open work spaces, accessibility of places of adore, and accessibility of representative transportation offices. Working environment pointers concurring to Ginanjar (2018) incorporate: Room coloring, Cleanliness, Discuss trade, Lighting, Security, and Clamor.

Job Satisfaction

Work fulfillment could be a person's feeling or passionate reaction to work circumstances and conditions (Siagian & Khair, 2018). Work fulfillment is an employee's (positive) demeanor towards his work, which emerges based on an evaluation of the work circumstance (Wardani, 2017). As a rule, representatives who are fulfilled will lean toward their work circumstance and bad habit versa (Hamali, 2016). Wardani (2017) clarifies that there are two components that can influence work fulfillment, specifically: representative components and work variables. Agreeing to Smith et al (2019) in Wardani (2017) there are 5 (five) markers of work fulfillment commonly called the Work Expressive File (JDI), counting: The work itself, Rewards, Advancements, Supervision (Predominant), and Accomplices Work.

Hypothesis**Leadership Style on Employee Performance**

The part of authority fashion is exceptionally vital for the arrangement of unused characters in a company. This administration fashion is utilized to organize, oversee, get it the condition of subordinates, at that point choose on encourage activities. Since of this, in the event that a pioneer needs to decide what fashion to utilize when driving a company, the pioneer ought to do inquire about to begin with so that he isn't off base in choosing an authority fashion. In case a pioneer is wrong/erroneous in choosing an administration fashion, disharmony will happen between workers and pioneers and incapability at work will emerge by itself so that employee execution isn't ideal. Based on the comes about of investigation conducted by Usbaet al., (2022) stated that authority fashion includes a positive and critical impact on worker execution. By alluding to the hypothesis and upheld by the comes about of past investigation, the speculation can be defined as takes after.

H1: Leadership style has a positive and significant effect on employee performance.

Work Environment on Employee Performance

One of the components that make the company's operations compelling and profitable is the work environment. Great working environment conditions will make workers excited at work, not effortlessly debilitated, simple to concentrate so that the employee's execution will increment over time. And bad habit versa, in case the working conditions are not solid, it'll cause representatives to involvement stretch, need of teach, and need of enthusiasm for work which can diminish the employee's execution. Based on the results of inquire about conducted by Sari (2022) states that the work environment contains a positive and noteworthy impact on representative execution. Another think about conducted by Nurwijayanti et al., (2019) expressed that there's a positive and critical impact between the work environment on worker execution. By alluding to the hypothesis and upheld by the comes about of past investigate, the theory can be defined as takes after.

H2: The work environment has a positive and significant effect on employee performance.

Job Satisfaction on Employee Performance

Of the a few duties held by human asset administration, one of them is to guarantee that work inspiration and work fulfillment of representatives. Work fulfillment depends on whether the employee's needs are met or not, the more they are satisfied, the employee's execution can be progressed, and bad habit versa (Telaumbanua and Silaban, 2022). Concurring to Harahap and Tirtayasa (2020) job fulfillment has an affect on representative execution due to different factors such as work environment, social impact, motivating forces, authority, and other components that can progress representative execution. Based on inquire about conducted by Telaumbanua and Silaban (2022) shows that there's a positive and noteworthy impact between work fulfillment on worker execution. Another consider conducted by Tanjung et al. (2020) also said the same thing that job fulfillment incorporates a positive and noteworthy impact on worker execution. By alluding to the hypothesis and upheld by the comes about of past investigate, the speculation can be defined as takes after.

H3: Job satisfaction has a positive and significant effect on employee performance.

Leadership Style on Job Satisfaction

In an exertion to realize company objectives, pioneer's ought to pay consideration to and treat their representatives in a law based and sympathetic way. Every employee has distinctive behavior. This may lead to struggle between representatives and bosses. In this manner, a pioneer must be able to appropriately ensure his representatives through choosing an administration fashion that's fitting to the circumstance confronted within the organization. Choice of a suitable administration fashion can be an inspiration for representatives to work ideally and get satisfaction with their work. Based on inquire about conducted by Usbal et al., (2022) which states that authority fashion features a positive and critical impact on work fulfillment and is in line with investigate conducted by Mukmin (2021) where the comes about are the same, specifically administration fashion contains a positive and critical impact on work fulfillment, the taking after theory can be defined.

H4: Leadership style has a positive and significant effect on job satisfaction.

Work Environment on Job Satisfaction

The presence of a comfortable and secure work environment can make a positive commitment to the execution of different work exercises effortlessly, so that it can keep up a adjust of offices run by the company. By giving offices such as offices and foundation that bolster work and support within the form of extraordinary consideration, it'll increment the sense of work fulfillment for each representative. Based on inquiries conducted by Wuwungan et al. (2017) which says that the work environment encompasses a positive and critical impact on fulfillment, the theory can be defined as takes after.

H5: The work environment has a positive and significant effect on job satisfaction.

Job Satisfaction Mediates Leadership Style Against Employee Performance

Essentially, authority fashion is the way a pioneer oversees his subordinates. A pioneer is anticipated to be able to overcome the issues confronted through this authority fashion. The correct administration fashion is when a fashion can maximize efficiency, work fulfillment, development, and can adjust to all circumstances. A worker will feel fulfilled on the off chance that working in great conditions as anticipated. Arda (2017) clarifies the variables that can influence work fulfillment, and one of them is the state of mind of administration. Work fulfillment felt by representatives since the authority fashion connected by the fitting leader will energize worker resolve to extend and worker execution will moreover increment as well. In a consideration conducted by Usbal et al. (2022) it can be concluded that authority fashion incorporates a positive and noteworthy impact on representative execution through work fulfillment as a mediating variable. Another consideration conducted by Nurwijayanti et al. (2019) moreover said that administration fashion encompasses a positive and noteworthy impact on representative execution through fulfillment. Hence, when the administration fashion connected is sweet, it'll influence representative execution through work fulfillment. Alluding to the hypothesis and upheld by the comes about of past inquire about, the theory can be defined as takes after.

H6: Leadership style has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

Job Satisfaction Mediates Work Environment Against Employee Performance

The work environment is one of the variables that decide worker execution. Worker execution is alluded to as the key to company victory (Lestary and Harmon, 2017). Each company is anticipated to have a reasonable work environment for the coherence of representative work and make strides worker execution. Work fulfillment is additionally impacted by the work environment. On the off chance that the work environment given agrees with what is anticipated of the worker at that point the fulfillment and execution of the representative will increment. Based on inquiries conducted by Marcelia et al. (2022) states that the work environment incorporates a positive and critical circuitous impact through work fulfillment on worker execution. Comparable inquiries conducted by Wisudayanti and Mustika (2021) too says that the work environment by implication includes a positive and noteworthy impact on execution through work fulfillment. Alluding to the hypothesis and bolstered by the comes about of past investigation, the theory can be defined as takes after.

H7: The work environment has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

Conceptual Framework

The variables determined based on the theoretical basis and objectives of previous research include employee performance as the dependent variable, leadership style and work environment as independent variables, and job satisfaction as an intervening (mediation) variable. This study seeks to find the influence of independent variables on the dependent variable by using mediation.

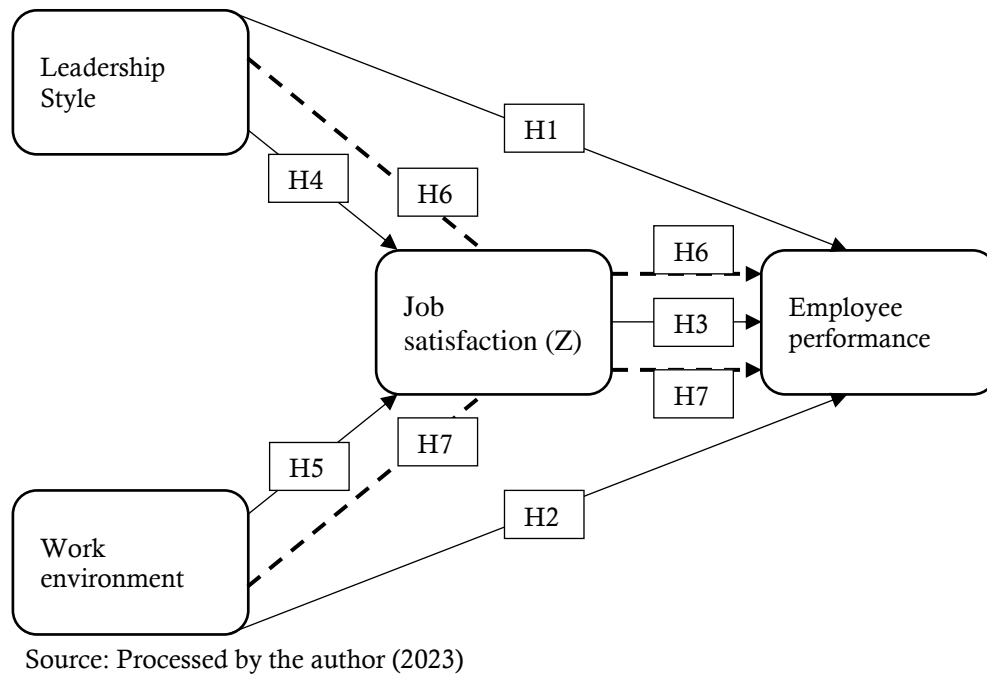


Figure 1. Conceptual Framework

3. Data and Method

The data analysis method used in this study is the Structural Equation Modeling (SEM) method using the Partial Least Square (PLS) analysis tool. According to Sholihin and Ratmono (2020) SEM-PLS is a causal approach model which aims to maximize the variance of a criterion latent variable which can be explained by predictor latent variables, SEM-PLS is used for research that has a relatively small sample. In this study, WarpPLS 7.0 software was used to process and analyze the data obtained.

Population, Sample and Sampling Technique

The populace in this consider were all TCT Teknik representatives within the Jakarta office, totaling 64 individuals. The examining procedure utilized in this consider is immersed testing strategy, which is in line with the hypothesis put forward by Arikunto (2017) which states that in the event that the subject is less than 100, at that point the complete populace gets to be the investigate test. Based on this, the number of tests to be utilized in this ponder were 64 TCT Teknik workers.

Data and Data Sources

The data testing stage is carried out through two main stages, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). At the evaluation stage of the measurement model, the validity and reliability of the indicators that form the latent construct are assessed using parameters such as loading factor values, AVE (>0.5), composite reliability (>0.7), and Cronbach's Alpha (>0.7). After ensuring that the indicators meet these criteria, testing is continued to evaluate the structural model. At this stage, the influence between constructs is tested by looking at the values of the coefficient of determination (R^2), predictive relevance (Q^2), and Tenenhaus Goodness of Fit (GoF), which are used to assess the suitability of the model. This stage ensures that the relationship between variables in the study can be adequately explained by the model.

4. Results

In this study using PLS-SEM where each variable needs to be evaluated first. This evaluation is carried out in two stages. The first stage is the evaluation of the measurement model (outer model) and the second stage is the evaluation of the structural model (Inner Model). In the first stage or

evaluation the measurement model is used to assess the validity and reliability of the indicators that form latent constructs on certain variables with the following criteria:

Table 1. Evaluation Criteria Measurement Model (Outer Model)

Criteria	Parameter	Criteria Rules
<i>Convergent Validity</i>	Loading Factor, P – Value and AVE	1. Loading factor 0,40 – 0,70 2. P-value < 0,05. 3. AVE > 0,50
<i>Internal Consistency Reliability</i>	<i>Composite Reliability</i> and <i>Cronbach's Alpha</i>	1. <i>CompositeReliability</i> > 0,70 2. <i>Cronbach's Alpha</i> > 0,70

Source: Sholihin and Ratmono (2020)

The second stage is the evaluation of the structural model (Inner Model). Structural model evaluation is carried out to test whether there is influence or not from each construct. In addition, the evaluation of the structural model is also used to see the suitability of the model as a whole. The results of this study can be seen in the table below using certain recommended measures and criteria.

Table 2. Evaluation of The Structural Model (Inner Model)

Evaluation Measure	Criteria Rules	Model Test Results
R^2 (Leadership Style, Work Environment and Job Satisfaction on Employee Performance)	Strong ≤ 0.75 , Moderate ≤ 0.50 , Weak ≤ 0.25 . (Hair <i>et al</i> , 2011) in (Sholihin and Ratmono, 2020)	$R^2 = 0,593$
R^2 (Leadership Style and Work Environment on Job Satisfaction)		$R^2 = 0,383$
Q^2 Predictive Relevance	$Q^2 > 0$ = the model has predictive relevance, $Q^2 < 0$ = the model lacks predictive relevance (Sholihin and Ratmono, 2020)	Q^2 Job Satisfaction = 0.391 Q^2 Employee Performance = 0,449
Tenenhaus Goodness of FIT (GoF)	Small ≥ 0.1 , Currently ≥ 0.25 , Big ≥ 0.36 (Sholihin and Ratmono, 2020)	GoF = 0,456

Source: Processed based on research results (2023)

Based on Table 2, the results of the evaluation of the structural model can be seen that the model test on the resulting *Tenenhaus Goodness of FIT* (GoF) evaluation measure is 0.456. This shows that the suitability of the model in explaining the influence between variables has a suitability level of ≥ 0.36 , which means it has great criteria. The acquisition of R^2 (Leadership Style, Work Environment and Job Satisfaction on Employee Performance) has a value of 0.593 which explains that the influence of Leadership Style, Work Environment and Job Satisfaction on Employee Performance is 59.3%. This illustrates that the model is strong because it is included in the criteria ≤ 0.75 .

The acquisition of R^2 (Leadership Style and Work Environment on Job Satisfaction) has a value of 0.383 which explains that the influence of Leadership Style and Work Environment on Job Satisfaction (Z) is 38.3%. This illustrates that the model is moderate because it is included in the criteria ≤ 0.50 . After the data is processed and the results are obtained, it can be seen that the results of this test have relevance in predicting the relationship between variables (predictive relevance) where the results are seen from the Q^2 value of 0.391 for the effect on job satisfaction and 0.449 for the effect on employee performance. The results of the structural model test can be seen in the PLS output result Figure 2.

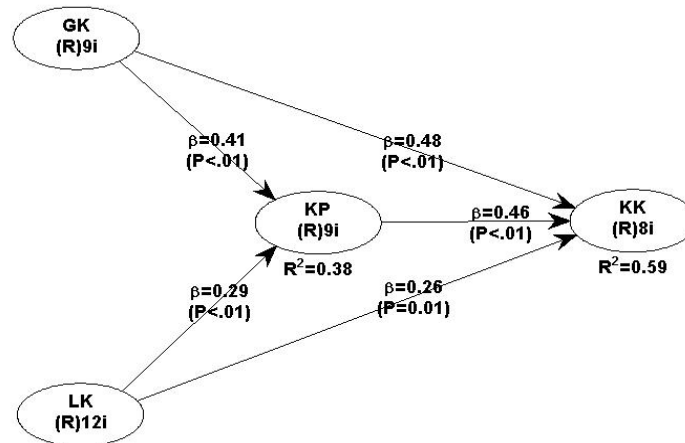


Figure 2. PLS output result

In testing the hypothesis there are two stages of testing, namely testing the hypothesis of direct influence and testing the hypothesis of mediating influence. The results of testing the hypothesis can be seen in the table below.

Table 3. The Results of Testing the Research Hypothesis

Variable Relations	Coefficient	P-Value	Results
<i>Direct Effects</i>			
Leadership Style→ Employee Performance	0.480	<0.001	Positive Effect
Work Environment→ Employee Performance	0.258	0.014	Positive Effect
Job Satisfaction→ Employee Performance	0.459	<0.001	Positive Effect
Leadership Style→ Job Satisfaction	0.411	<0.001	Positive Effect
Work Environment→ Job Satisfaction	0.290	0.006	Positive Effect
<i>Indirect Effects</i>			
Leadership Style→ Job Satisfaction → Employee Performance	0.189	0.013	Mediate
Work Environment→ Job Satisfaction → Employee Performance	0.133	0.060	Not Mediate

Source: Processed based on research results (2023)

Based on the results of the hypothesis testing conducted, it was found that the direct influence of leadership style, work environment, and job satisfaction has a positive and significant value on employee performance. The direct influence of leadership style and work environment on job satisfaction has a positive and significant value. Job satisfaction mediates the effect of leadership style on employee performance, but job satisfaction does not mediate the effect of the work environment on employee performance.

5. Discussion

Leadership style has a positive and significant effect on employee performance.

The comes about of testing the investigate speculation for the coordinate impact of authority fashion on worker execution with a coming about coefficient esteem and gets a positive and noteworthy impact with a p-value. Hence, theory 1 appears that administration fashion includes a positive and noteworthy impact on representative execution is satisfactory. In a sense, the way better the administration fashion connected by the pioneer, the employee's execution will moreover increment. One of the great authority styles can be seen from how the decision-making handle is carried out by the leadership, namely by giving openings for all workers to communicate proposals to be taken into thought when choosing on a matter. With this arrangement, each representative will feel esteemed since they are continuously included in making choices that will improve the employee's execution.

Work Environment has a positive and significant effect on Employee Performance.

The comes about of testing the inquire about theory for the coordinate impact of the work environment on representative execution with a coming about coefficient esteem and gotten positive and noteworthy comes about with a p-value. In this way, speculation 2 appears that the work environment features a positive and critical impact on worker execution is satisfactory. In other words, the superior the work environment, the superior the employee's execution will be. The impact of the work environment on worker execution implies that representatives will feel comfortable and secure with the existing working environment. If the conditions of the work environment don't meddle with their work, at that point this could trigger employees to total their work legitimately so that it can be said that the employee's execution is sweet (Ginanjari, 2018).

Job satisfaction has a positive and significant effect on employee performance.

The comes about of testing the inquire about theory for the coordinate impact of work fulfillment on representative execution with a coming about coefficient esteem and getting positive and critical comes about with a p-value. Hence, speculation 3 appears that work fulfillment incorporates a positive and noteworthy impact on representative execution is satisfactory. In other words, the higher the sense of work fulfillment felt by workers, the higher the employee's performance will too increase. The positive or negative treatment that's gotten within the company can be measured by the degree to which representatives feel fulfilled or disappointed at work (Telaumbanua and Silaban, 2022). This positive or negative treatment can come from the treatment between colleagues and bosses. With a great relationship between co-workers and the inspiration that's gotten and the eagerness given by bosses is able to extend work fulfillment, beneath these conditions the employee's execution will moreover increment.

Leadership Style has a positive and significant effect on Job Satisfaction.

The comes about of testing the inquire about speculation for the coordinate impact of administration fashion on work fulfillment with the coming about coefficient esteem and getting positive and critical impact comes about with a p-value. In this way, theory 4 appears that administration fashion encompasses a positive and critical impact on work fulfillment is satisfactory. In a sense, the better the administration fashion that's connected, it'll have an affect on expanding worker work satisfaction. A pioneer can be said to have an successful authority fashion by to begin with understanding who the subordinates he leads, get it what are the qualities and shortcomings of his subordinates, and get it how to utilize the qualities of subordinates to compensate for their shortcomings, so that they can impact the behavior or work fulfillment of their employees (Mukmin, 2021).

Work Environment has a positive and significant effect on Job Satisfaction.

The comes about of testing the investigate speculation can be seen for the coordinate impact of the work environment on work fulfillment with the coming about coefficient esteem and the comes about gotten a positive and noteworthy impact with a p-value. In this way, theory 5 appears that the work environment includes a positive and critical impact on work fulfillment is satisfactory. In a sense, the superior the existing work environment, it'll influence expanding representative work fulfillment. A great work environment is for the most part seen from the cleanliness around the work environment such as the cleanliness of the workspace and existing toilets. In this ponder, most levels of the work environment can influence work fulfillment for each worker, where a comfortable working air can influence the level of representative fulfillment.

Leadership Style has a positive and significant effect on Employee Performance through Job Satisfaction as a mediating variable.

The comes about of testing the inquire about theory for the impact of authority fashion on worker execution through work fulfillment as an intervening variable with a coming about coefficient and gets a positive and critical impact with a p-value. Hence, theory 6 appears that authority fashion incorporates a positive and noteworthy impact on representative performance through work satisfaction as a interceding variable that's worthy. Typically in line with inquire about conducted by Usbalet al., (2022) and Nurwijayantiet al., (2019) which states that authority fashion features a

positive and critical impact on representative execution through work fulfillment as an intervening variable. Based on the comes about of these tests expressed that administration fashion specifically affects employee execution with a coefficient esteem of 0.480, whereas the result of an circuitous impact between administration fashion on worker execution through work fulfillment and incorporates a p-value. When compared between the coordinate and backhanded impact values, it is found that the coordinate impact coefficient esteem is more noteworthy than the roundabout effect. Kock (2021, 2018) in Sholihin and Ratmono (2020) expressed that in case the coefficient esteem of the circuitous impact is littler than the coordinate impact but is still critical, at that point this shape of intercession may be a frame of halfway intercession. With this it can be concluded that work fulfillment mostly intervenes in the impact of authority fashion on worker execution. This frame of fractional intercession appears that work fulfillment isn't the as it were intervening relationship between authority fashion and representative performance, but there are other interceding components.

Work Environment has a positive and insignificant effect on Employee Performance through Job Satisfaction as a mediating variable.

The comes about of testing the inquire about speculation for the impact of the work environment on worker execution through work fulfillment as an interceding variable with a coming about coefficient esteem and getting a positive and immaterial impact with a p-value. In this way, speculation 7 appears that the work environment encompasses a positive and noteworthy impact on worker execution through work fulfillment as an intervening variable is rejected. Based on the test comes about, it is expressed that the work environment specifically influences worker execution with a coefficient esteem, whereas the comes about of the roundabout impact of the work environment on worker execution through work satisfaction and incorporates a p-value. This appears that there's a positive but not critical impact of the work environment on worker execution factors through work fulfillment factors in TCT Teknik. In other words, the comes about of testing this theory demonstrates that work fulfillment does not intervene the impact of the work environment on representative execution.

6. Conclusion

Based on the test comes about and talk a few conclusions can be drawn. To begin with, administration fashion, work environment, and work fulfillment have a positive and noteworthy impact on representative execution, demonstrating that the suitability of the application of administration fashion, satisfactory work environment, and a tall sense of work fulfillment, will have an affect on making strides representative execution. Moment, authority fashion and work environment have a positive and critical impact on work fulfillment, demonstrating that fulfillment will increment in case pioneers treat representatives as anticipated and the existing work environment does not anticipate representatives from doing exercises. Work fulfillment can intervene the relationship between administration fashion and representative execution but does not intervene the relationship between work environment and worker execution.

Recommendation

For related stakeholders, it is recommended to implement intensive training programs that focus on developing democratic leadership styles and creating a supportive work environment. For further researchers, research can be expanded by involving larger samples or comparing results across sectors to understand the influence of broader variables. Researchers can also explore additional factors such as organizational culture and the influence of technology on employee satisfaction and performance.

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