

The Influence of Leadership and Work Environment on Job Satisfaction and Its Impact on Employee Performance

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Abstract:

This study aims to find out and analyze the Influence of Leadership and Work Environment on Job Satisfaction and Its Impact on Employee Performance of PT. Sri Aneka Karyatama Palembang. The object of this study is all employees at PT. Sri Aneka Karyatama Palembang. The research method used in this study is associative by using primary data as the main data and secondary data as supporting data. The population in this study is employees of each division in PT. Sri Aneka Karyatama Palembang has as many as 417 people. The sample obtained through the Slovin formula is 205 employees with sampling techniques using proportionate simple random sampling. The data analysis technique used in this study is path analysis with direct effect and indirect effect testing. The results showed that leadership has a positive and significant effect on job satisfaction, the Work environment has a positive and significant effect on job satisfaction, has a positive and significant effect on employee performance, the work environment has a positive and significant effect on employee performance, leadership job satisfaction has a negative and insignificant effect on employee performance, leadership through job satisfaction has a positive and significant effect on employee performance, work environment through job satisfaction has a negative and insignificant effect on employee performance.

Keywords: Leadership, Work Environment, Job Satisfaction and Employee Performance.

How to Cite:

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1. Introduction

Human Resources are a form of capital and play an essential role in the success of a company or agency. Humans are the driving force and determinant of a company's running; the human element's importance in carrying out work needs leadership's attention. A company not only expects employees to be capable and skilled, but most importantly, they are willing to work hard and desire maximum results (Busro, 2020).

Human Resources is a significant factor that cannot be separated from an organization, whether institutional or company. Human Resources are also the key that determines the company's

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development. In essence, Human Resources are people employed in an organization as movers, thinkers and planners to achieve the organization's goals. Human Resources work as drivers of an organization, both institutions and companies and function as assets whose abilities must be trained and developed.

Human resources are important and must be connected to an organization, company, or institution. Apart from that, human resources are also a factor that influences company development (Trihandayani, 2023). So, a company can grow very big if it has a lot of competent human resources in its field; conversely, if the human resources working in a company are not of good quality, then the company's development will also be hampered.

Performance results from work produced by an employee interpreted to achieve the expected goals. Apart from that, performance is the willingness of a person or group to carry out an activity and perfect it under their responsibilities with the results as expected (Busro, 2020).

Performance can also be interpreted as the result of work functions and activities of a person or group in an organization, which are influenced by various factors to achieve organizational goals within a certain period. This understanding will not only emphasize individual performance but also group performance. Many factors influence employee performance, namely internal and external factors, including job satisfaction, work environment and leadership style (Malayu, 2019).

PT. Sri Aneka Karyatama commonly known as PT.SAK is a company that was founded in 1987 and is a subsidiary of PT. Pupuk Sriwidjaja is under the auspices of the Pusri Employee Welfare Foundation (YKKP), which currently provides services in the fields of Construction, Supplier and Cleaning Services. PT. Sri Aneka Karyatama Palembang is located at JL. Mayor Zen Komp. PT. Office. Pusri Palembang 30118. As a company operating in the construction sector, it relies on the level of employee performance in its company. So, the company must be able to optimize the performance of its employees in the hope that its goals will be achieved. However, performance results from work in terms of quality and quantity an employee achieves in carrying out his duties per his responsibilities. Apart from that, performance can also be interpreted as a person's results and efforts achieved through abilities and actions in certain situations.

Judging from the production results achieved at PT. Sri Aneka Karyatama Palembang as from the following table:

Table 1. Percentage of Work Not on Time PT. Sri Aneka Karyatama Palembang 2019 - 2022

Year	Number of Jobs	Work Completed on Time	Work Not Completed on Time	Percentage of Work Not on Time (%)
2019	212	193	19	8.9%
2020	243	210	33	13.5%
2021	298	242	56	18.7%
2022	310	275	62	20%

Source: PT. Sri Aneka Karyatama Palembang , 2023

Performance at PT. Sri Aneka Karyatama (SAK) Palembang is identified as the fact that there are still many employees who are unable to complete work based on the timeliness set by the company, thus affecting the company's performance achievements, which can be seen in Table 1, where there

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are still employees who have not been able to complete it. His work on time. Then, in terms of quality, the performance of PT employees. Sri Aneka Karyatama Palembang can be seen from Table 1 above that there are still many employees whose performance quality has decreased; this is evidenced by the increasing percentage of work not completed on time by employees in the last 4 years. It means that the quality of employee work could be more optimal.

Meanwhile, in terms of quantity, based on the table above, it can be explained that in 2019, the number of jobs reached 212, and the number of jobs completed on time was 193, while jobs that were not completed on time were 19 or 8.9%. For 2020, the number of jobs reached 243, and the number of jobs completed on time was 210, while jobs that were not completed on time were 33 or 13.5%. In 2021, the number of jobs will reach 298 and 242 jobs will be completed on time. Meanwhile, work that needed to be completed on time was 18.7%. Meanwhile, in 2022, the number of jobs will be 310 and 275 jobs will be completed on time, 20.0. This means that in terms of quantity, every year starting from 2019-2022, the number of jobs that are not completed on time is increasing from previous years; this shows that in terms of quantity, the work is completed on time at PT. Sri Aneka Karyatama still needs to be optimal.

Research conducted by Suprpta et al. (2020) shows that the Leadership variable positively influences job satisfaction, so it can be proven that leadership also influences job satisfaction. Apart from that, research conducted by Noufal (2020), shows research results that leadership variables hurt job satisfaction.

Research conducted by Irma et al. (2020) shows that work environment variables positively influence job satisfaction, so it can be proven that the environment also influences job satisfaction. Apart from that, research conducted by Simaremare and Isyandi (2020) (2020), shows research results that work environment variables harm job satisfaction.

2. Literature Review

2.1. The Influence of Leadership and Work Environment on Job Satisfaction Impact on PT's Performance. Sri Aneka Karyatama Palembang

According to Muhammad Busro (2020:95), many factors influence employee performance; among others, there are leadership variables, work environment and job satisfaction. The research conducted by Yanti (2020), which was conducted at P T. PERTAMINA (Persero) Refinery Unit III Palembang, resulted in the following conclusions: (1) Leadership has a positive effect on satisfaction (2) The work environment has a positive effect on job satisfaction, (3) Work discipline has a positive influence on job satisfaction (4) Leadership has a positive influence on employee performance (5) The work environment has no positive influence on employee performance. (6) Work discipline has a positive influence on employee performance. (7) Job satisfaction has a positive influence on employee performance (8) Job satisfaction can mediate the influence of leadership on employee performance (9) Job satisfaction can mediate the influence of the work environment on employee performance (10) Job satisfaction can mediate the influence of work discipline on employee performance.

The second research was conducted by Afrizal (2019) at BMT Bina Ihsanul Fikri Yogyakarta. The results of his research suggest that (1) The directive leadership style does not have a significant positive effect on work motivation. (2) The supportive leadership style does not positively influence work motivation. (3) The participative leadership style does not positively influence

work motivation. The achievement orientation leadership style has a positive influence on work motivation.

The third research was conducted by Simaremare and Isyandi (2020). The results of the research prove that (1) the training aspect has a positive and significant influence on job satisfaction, (2) the physical work environment aspect has a positive and significant influence on job satisfaction, (3) the leadership aspect has a positive and significant influence on job satisfaction, (4) The satisfaction aspect has a positive and significant influence on performance.

The fourth research was conducted by Brahmasari and Suprayetno (2019) PT. Pei Hai International Wiratama Indonesia". Based on the results of data analysis, several vital things in this research are as follows: 1) Work motivation has a positive and significant effect on employee job satisfaction. 2) Leadership has a negative and significant effect on employee job satisfaction. 3) Organizational culture positively and significantly affects employee job satisfaction. 4) Work motivation has no significant effect on company performance. 5) Leadership has a positive and significant effect on company performance. 6) Organizational culture has a positive and significant effect on company performance. 7) Employee job satisfaction positively and significantly affects company performance.

The fifth research was conducted by Hatta, Musnadi and Mahdani (2022). The research results show that leadership style, teamwork and compensation influence employee job satisfaction. Then, other results show that leadership style, teamwork and job satisfaction do not affect employee performance, while compensation affects employee performance. Other results show that leadership style, teamwork and compensation do not affect the performance of PT employees.

2.2. The Influence of Job Satisfaction on PT Employee Performance. Sri Aneka Karyatama Palembang

According to Hasibuan, the factors influencing job satisfaction are work relationships, work challenges, and creativity. Apart from these factors, there are also leadership and work environment variables as variables that influence job satisfaction.

Research conducted by Natalia et al. (2021) shows that the variable job satisfaction positively influences performance, so it can be proven that it also influences employee performance. Apart from that, research conducted by Indrawati (2020) shows that the job satisfaction variable harms employee performance.

2.3. The Influence of Leadership on PT Employee Job Satisfaction. Sri Aneka Karyatama Palembang

According to Hasibuan, the factors influencing job satisfaction are work relationships, work challenges, creativity, and work environment. Apart from these factors, there are also leadership variables as variables that influence job satisfaction.

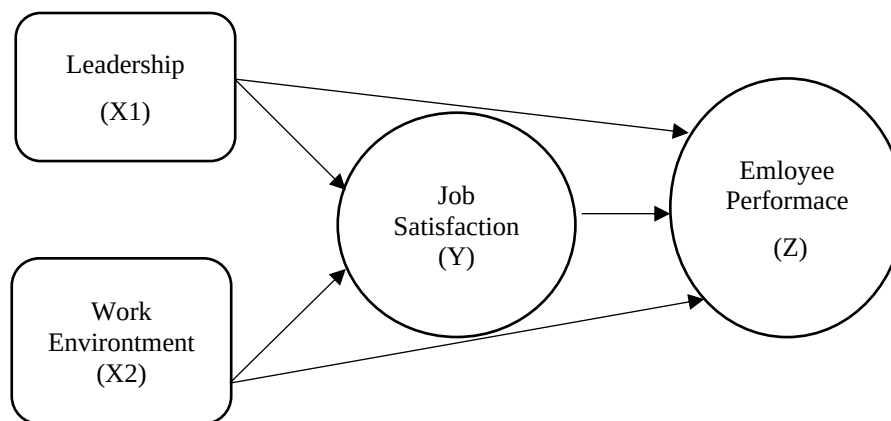
Research conducted by Suprapta et al. (2020) shows that the leadership variable positively influences job satisfaction, so it can be proven that leadership also influences job satisfaction. Apart from that, research conducted by Noufal (2020), shows research results that leadership variables hurt job satisfaction.

2.4. *The Influence of the Work Environment on PT Employee Job Satisfaction. Sri Aneka Karyatama Palembang*

According to Hasibuan, the factors influencing job satisfaction are work relationships, work challenges, creativity, and leadership. Apart from these factors, there are also work environment variables as variables that influence job satisfaction.

Research conducted by Irma et al. (2020) shows that work environment variables positively influence job satisfaction, so it can be proven that the work environment also influences job satisfaction. Apart from that, research conducted by Isyandi (2020) shows that work environment variables hurt job satisfaction.

Furthermore, the relationship between variables in this research can be seen from the picture of the framework as follows:



Source: Researcher, 2023.

Figure 1. Framework of Thought

3. Research methods

This research type is associative because it aims to determine the influence of leadership and work environment on job satisfaction and its impact on employee performance at PT. Sri Aneka Karyatama Palembang. The independent variables are leadership (X1) and work environment (X2), while the intervening variables are job satisfaction (Y), and the dependent variable is employee performance (Z), as in Table 2.

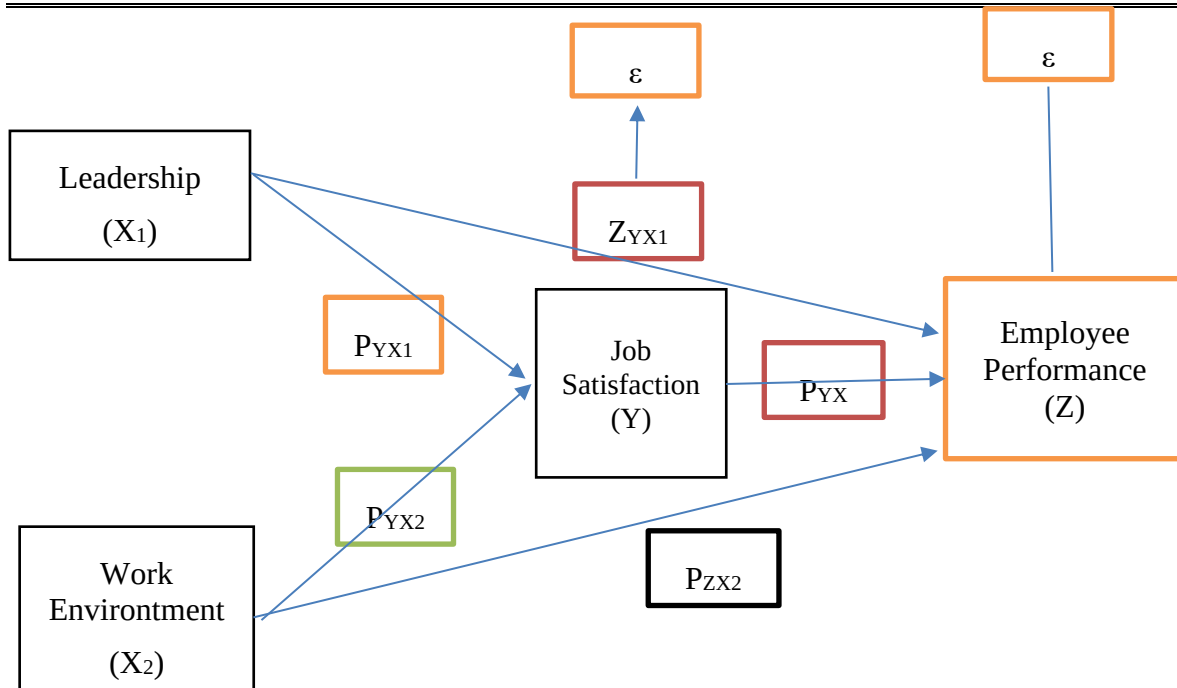
Table 2. Variable Operationalization

Research variable	Variable Definition	Indicator
Employee performance (Z)	Performance is the natural behaviour displayed by every employee of PT. Sri Aneka Karyatama Palembang, as the work achievements he produces are under his role in the company	1. Quality 2. Quantity 3. Punctuality
Satisfaction Work (Y)	A comparison between the results obtained and the results expected by PT employees. Sri Aneka Karyatama Palembang.	1. Harmonious Interaction 2. Challenge Work 3. Leadership
Leadership (X₁)	It is the ability to influence the behaviour of PT employees. Sri Aneka Karyatama Palembang to achieve specific goals in certain situations.	1. Connection Work 2. Task structure 3. Power
Work Environment (X₂)	Everything around the employees of PT. Sri Aneka Karyatama Palembang, which can influence him in carrying out his duties within the company.	1. Work Equipment 2. Lighting 3. Noise

The data collection tool used is a perception scale. So, in this study, hesitant or neutral answer choices were not included as one of the answer choices to avoid passive respondents. On the Likert scale, if the statement is positive, then the score is given for SS (Strongly agree) = 5, S (Agree) = 4, N (neutral) = 3, TS (Disagree) = 2, and STS (Strongly disagree) = 1 Each score obtained is then multiplied by the number of respondents who expressed a confident attitude.

The sampling technique was carried out using the proportionate simple random sampling technique and then, based on 8 divisions at PT. Sri Aneka Karyatama Palembang, consisting of 417 permanent employees, obtained a research sample of 205 people, where the sample size was determined based on the job section. The data analysis technique for measuring the variables in this research uses path analysis with a mediation model or intervening variable.

The presence of an intermediary variable in Path analysis with an intermediary mediation model will change the influence of variable X on variable Z; this influence can increase or decrease. This model is used to calculate direct effects, indirect effects and total effects.



The path diagram above consists of two structural equations, where X_1 and X_2 are exogenous variables while Y and Z are endogenous variables. The following is the structural equation for path analysis based on the explanation above.

$$\text{Equation 1: } Y = P_{yx_1} X_1 + P_{yx_2} X_2 + \varepsilon_1$$

$$\text{Equation 2: } Z = P_{zx_1} X_1 + P_{zx_2} X_2 + P_{zy} Y + \varepsilon_2$$

Information:

Y	= Job Satisfaction
Z	= Employee Performance
P	= Path Coefficient
X_1	= Leadership
X_2	= Work Environment
$\varepsilon_1 ; \varepsilon_2$	= Residual Factor

However, beforehand, the data will be tested first to fulfil the assumptions in carrying out the analysis using path analysis; if it violates the applicable assumptions, then the results can be guaranteed to be misleading and invalid (Sarwono, 2018)

4. Results and Discussion

4.1. Respondent Characteristics

Table 3. Respondent Characteristics

Characteristics	Criteria	Amount	
		Person	Percentage
Gender	Man	152	74.1%
	Woman	53	25.9%
Total		205	100%
Section/Division	Human Resources	21	10.2%
	Production	32	15.6%
	Technical Service	26	12.7%
	Informatics Technic	24	11.7%
	Finance and General	27	13.2%
	Engineering and Development	33	16.1%
	Bill Man and Support	25	12.2%
	Driver	17	8.3%
Total		205	100%

Based on Table 3 above, it can be seen that employees of PT. Sri Aneka Karyatama Palembang is generally male, with a percentage of 74.1%, while the remaining 25.9% are female.

PT employees. Sri Aneka Karyatama Palembang is divided into eight sections/divisions, consisting of a 10% *Human Resources* section, 15.6% *Production* section, 12.7% *Technical Service* section, 11.7% *Technic Informatics* section, 13.2% *Finance and General*, 16.1% *Engineering and Development*, 12.2% *Bill Man and Support*, and 8.3% *Driver*.

4.2. Path Regression Results

Next, a path analysis is carried out. Path analysis in this research was carried out to calculate the direct, indirect, and total effects. This can be seen from the results of the path analysis calculations, as follows:

Table 4. Model I Regression Test Results Direct Effect of X on Y

				Std. Error of the	
Model	R	R Square	Adjusted R Square	Estimate	
1	0.820 ^a	0.673	0.670	0.57678	
a. Predictors: (Constant), Work Environment (X2), Leadership (X1)					
Standardize					
d					
Unstandardized Coefficients		Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.217	0.137		1,590	0.113
Leadership (X1)	0.351	0.076	0.331	4,608	0,000
Work environment (X2)	0.556	0.076	0.524	7,291	0,000
a. Dependent Variable: Job Satisfaction (Y)					

Source: Data Processing Results.

Based on Table 4 above, *the summary model* shows an R Square value of 0.673 or 67.3%, which shows that the influence of leadership and work environment is 67.3% on job satisfaction. In comparison, the remaining 32.7% is influenced by other variables not examined in this study. Next to find the value ε_1 You can use the formula $\varepsilon_1 = \sqrt{(1-R \text{ square})}$ so that ε_1 the resulting path diagram coefficient for the model I, is $\varepsilon_1 = \sqrt{(1-0.673)} = 0.572$.

Based on the table above, in Table 4, *the coefficient* can be seen that the leadership coefficient value is 0.331, and the work environment coefficient value is 0.524. so the model equation for the model I is:

$$Y = 0.331 X_1 + 0.524 X_2 + 0.572 \varepsilon_1$$

Then, in Table 4 *coefficient*, It can also be seen that the sig value of leadership is 0.000, which means the sig value is <0.05 , so it can be concluded that leadership significantly affects job satisfaction. The sig value of the work environment is 0.000, which means the sig value is <0.05 , so it can be concluded that the work environment significantly affects job satisfaction.

Table 5. Model II Regression Test Results. Direct Influence of X and Y on Z

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	
1	0.862 ^a	0.744	0.740	0.50734	
a. Predictors: (Constant), Y, X1, X2					
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
(Constant)	0.211	0.121		1,744	0.083
Leadership (X1)	0.657	0.070	0.626	9,332	0,000
Work Environment (X2)	0.286	0.075	0.272	3,792	0,000
Job Satisfaction (Y)	-0.003	0.062	-0.003	-0.042	0.967
a. Dependent Variable: Employee Performance (Z)					

Source: Data Processing Results.

Based on Table 5 above, *the summary model* shows an R Square value of 0.744 or 74.4%, which shows that the influence of leadership, work environment and job satisfaction is 74.4% on employee performance. In comparison, the raining 25.6% is influenced by he variables not examined in this study. Next, to find the value ε_2 You can use the formula $\varepsilon_2 = \sqrt{(1-R \text{ square})}$ so that ε_2 the resulting path diagram coefficient for a model I is $\varepsilon_2 = \sqrt{(1-0.744)} = 0.506$.

Based on the table above, in Table 5, *the coefficient* can be seen that the leadership coefficient value is 0.626, the work environment coefficient value is 0.272, and the job satisfaction coefficient value is -0.003. So the model equation for model II is:

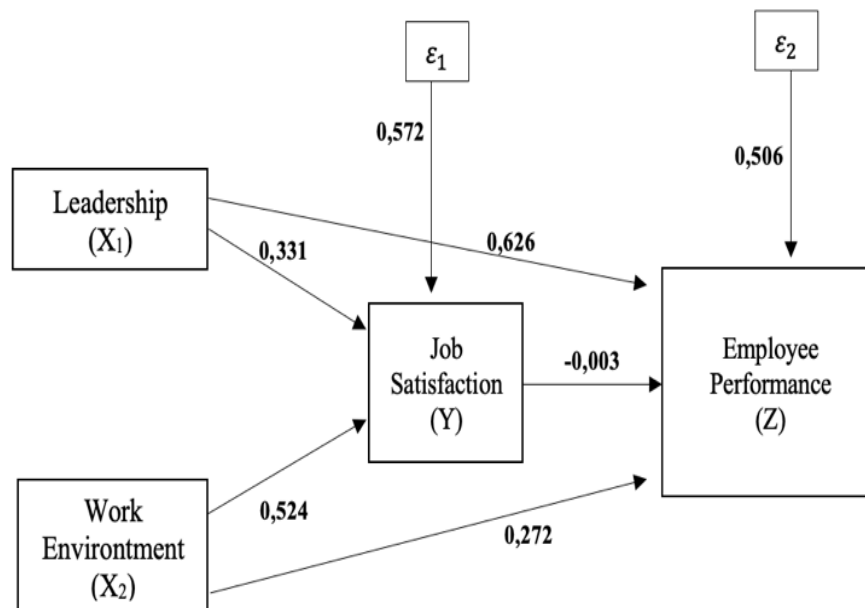
$$Z = 0.626 X_1 + 0.272 X_2 - 0.003 Y + 0.506 \varepsilon_2$$

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Then, in Table 5, the *coefficient* can also be seen that the sig value of leadership is 0.000, which means the sig value is <0.05 , so it can be concluded that leadership significantly affects employee performance. The sig value of the work environment is 0.000, which means the sig value is <0.05 , so it can be concluded that the work environment significantly affects employee performance. Meanwhile, the sig value of job satisfaction is 0.967, which means the sig value is >0.05 , so it can be concluded that the work environment has no significant effect on employee performance.

Based on the equation of regression model I and regression model II in the path analysis results above, a path diagram can be arranged as follows :

Figure 3. Path Analysis Model



Based on Figure 3 above, the direct influence of the significance value in the table is as follows:

Table 6. Significance Level of Direct Influence between Variables ($\alpha = 5\%$)

Channel	<i>t count</i>	<i>Sig.t</i>	Conclusion
Leadership $\rightarrow$ Job satisfaction	4,608	0,000	Significant
Work environment $\rightarrow$ Job satisfaction	7,291	0,000	Significant
Leadership $\rightarrow$ Employee performance	9,332	0,000	Significant
Work environment $\rightarrow$ Employee performance	3,792	0,000	Significant
Job satisfaction $\rightarrow$ Employee performance	-0.042	0.967	Not significant

Source: Data Processing Results

Determine the t_{table} with a confidence level of 95%, an error rate (α) of $5\% = 0.05$, and a degree of freedom (df) = nk . Then: (df) = $0.05 (205-4)$ is $0.05 = 201$. So, the $t_{table \text{ value}} = 1.971$. From Table 6 above, the following test results are obtained:

The influence of leadership on job satisfaction

The calculated t value is $4.608 > t_{table} 1.971$, with a significance level of $0.000 < 0.05$ (significant), then H_{01} is rejected, and H_{a1} is accepted, meaning there is a positive and significant influence of leadership on the job satisfaction of PT employees. Sri Aneka Karyatama Palembang.

The influence of the work environment on job satisfaction

The calculated t value is $7.291 > t_{table} 1.971$, with a significance level of $0.000 < 0.05$ (significant), then H_{02} is rejected, and H_{a2} is accepted, meaning that there is a positive and significant influence of the work environment on job satisfaction of PT employees. Sri Aneka Karyatama Palembang.

The influence of leadership on employee performance

The calculated t value is $9.332 > t_{table} 1.971$, with a significance level of $0.000 < 0.05$ (significant), then H_{03} is rejected, and H_{a3} is accepted, meaning there is a positive and significant influence of leadership on the performance of PT employees. Sri Aneka Karyatama Palembang.

The influence of the work environment on employee performance

The calculated t value is $3.792 > t_{table} 1.971$, with a significance level of $0.000 < 0.05$ (significant), so H_{04} is rejected, and H_{a4} is accepted, meaning that there is a positive and significant influence of the work environment on the performance of PT employees. Sri Aneka Karyatama Palembang.

The influence of job satisfaction on employee performance

Based on the analysis results, it is known that the calculated t value is $-0.042 < t_{table} - 1.971$, with a significance level of $0.967 > 0.05$ (not significant), then H_{05} is accepted. H_{a5} is rejected, meaning there is a negative and insignificant effect of job satisfaction on the performance of PT employees. Sri Aneka Karyatama Palembang.

Table 7. Indirect Influence of X through Y on Z

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,653	0.080		20,665	0,000
	Leadership (X1) * Job Satisfaction (Y)	0.171	0.026	0.954	6,639	0,000
	Work Environment (X2) * Job Satisfaction (Y)	-0.027	0.026	-0.153	-1,064	0.289
a. Dependent Variable: Employee Performance (Z)						

Source: Data Processing Results.

Determine the t_{table} with a confidence level of 95%, an error rate (α) of $5\% = 0.05$, and a degree of freedom (df) = nk . Then: (df) = $0.05 (205-4)$ is $0.05 = 201$. So, the $t_{table \text{ value}} = 1.971$. From Table IV.18 above, the following test results are obtained:

The influence of leadership through job satisfaction on employee performance

The calculated t value is $6.639 > t_{table} 1.971$, with a significance level of $0.000 < 0.05$ (significant), then H_{06} is rejected, and H_{a6} is accepted, meaning that there is a positive and significant influence of leadership through job satisfaction on the performance of PT employees. Sri Aneka Karyatama Palembang.

The influence of the work environment through job satisfaction on employee performance

Based on the analysis results, it is known that the calculated t value is $-1.064 < t_{table} - 1.971$, with a significance level of $0.289 > 0.05$ (not significant), and H_{07} is rejected. H_{a7} is accepted, meaning there is a negative and insignificant influence on the work environment through satisfaction work on the performance of PT employees. Sri Aneka Karyatama Palembang.

Based on the results of path analysis related to direct and indirect influences, to clarify the role of intervening variables, it is necessary to calculate their total influence as follows:

Table 8. Direct, Indirect and Total Effects

Channel	Intervening Variables	Direct Influence	Indirect Influence	Total Influence
Leadership → Employee performance	Job satisfaction	0.626	$0.331 \times -0.003 = -0.00099$	0.625
Work environment → Employee performance	Job satisfaction	0.272	$0.524 \times -0.003 = -0.00157$	0.270

Source: Researcher's Calculations Based on Analysis Results, 2023

Based on the 10 above, it can be seen that the direct influence of leadership on employee performance is 0.626, and the indirect influence through job satisfaction is -0.00099, so the influence of leadership through job satisfaction on employee performance is 0.625. This means that job satisfaction weakens the influence of leadership on employee performance.

The direct influence of the work environment on employee performance is 0.272, and the indirect influence through job satisfaction is -0.00157, so the influence of the work environment through job satisfaction on employee performance is 0.270. This means that job satisfaction weakens the influence of the work environment on employee performance.

These results align with previous research conducted by Yanti (2020), with her research proving that there is no significant influence of the work environment through job satisfaction on employee performance. Apart from that, this research is also in line with research conducted by Simaremare

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and Isyandi (2020), proving that there is no significant influence of the work environment through job satisfaction on employee performance.

Based on phenomena regarding the work environment at PT. Sri Aneka Karyatama Palembang, as well as the suitability of the results of this research which proves that the work environment through job satisfaction does not have a significant adverse effect on employee performance, while the job satisfaction intervention itself weakens the influence of the work environment on employee performance because the stronger the influence of the work environment makes employees too satisfied, so being careless and lazy hurts employee performance. It can be explained that the work environment in a company can influence job satisfaction depending on the situation and conditions the employee feels, whether they see it as good or bad for themselves, thus impacting employee performance.

4.3. Discussion

4.3.1. The Influence of Leadership on Job Satisfaction

Based on the analysis results, it is proven that leadership has a positive and significant influence on the job satisfaction of PT employees. Sri Aneka Karyatama Palembang. These results align with the theory put forward by Hasibuan, one of which is leadership. So, the results of this research prove the influence of leadership on employee job satisfaction, theoretically proven.

These results align with previous research conducted by Yanti (2020) and Simaremare and Isyandi (2020), with their research proving that leadership has a significant positive influence on job satisfaction. Meanwhile, Noufal's (2020) research stated contradictory results, proving leadership hurts job satisfaction.

4.3.2. The Influence of the Work Environment on Job Satisfaction

Based on the analysis results, it is proven that there is a positive and significant influence of the work environment on the job satisfaction of PT employees. Sri Aneka Karyatama Palembang. These results align with the theory put forward by Hasibuan, one of which is the work environment. The results of this research, which prove the influence of the work environment on employee job satisfaction, are theoretically proven.

These results align with previous research conducted by Yanti (2020) and Isyandi (2020), with their research proving that the work environment influences job satisfaction significantly. Meanwhile, Isyandi's research (2020) stated contradictory results, proving that the work environment harms job satisfaction. The differences in results in previous research, which show consistent results and, on the other hand, conflicting results, are assumed to occur due to the selection of different research objects, and if viewed from the aspect of job satisfaction, the job satisfaction of each employee is different. Thus, the environment Good work is not necessarily considered good by employees; conversely, a bad work environment is not necessarily bad. This means that differences in job satisfaction can occur due to the individual perceptions of these employees regarding the work environment in which they work.

4.3.3. The Influence of Leadership on Employee Performance

Based on the analysis results, it is proven that leadership has a positive and significant influence on the performance of PT employees. Sri Aneka Karyatama Palembang. These results align with the theory put forward by Busro (2020:95): leadership is one factor that influences employee

performance externally. This research's results prove leadership's influence on employee performance.

These results align with previous research conducted by Yanti (2020) and Simaremare and Isyandi (2020), with their research proving that leadership has a significant positive influence on employee performance. Meanwhile, in Hatta's research, Musnadi and Mahdani (2022) stated contradictory results, proving that negative leadership does not significantly affect employee performance. The differences in results in previous research, which show consistent results and, on the other hand, conflicting results, are assumed to occur due to the selection of different research objects, and if viewed from the aspect of employee performance, each employee has his or her capacity at work, thus providing good leadership. Being good at leading employees will not necessarily produce good performance because if the employee's capacity is inadequate, he will not be able to follow the leadership's directions. This means that performance differences can occur due to these employees' capacity to carry out directions and guidance from the leadership.

4.3.4. The Influence of the Work Environment on Employee Performance

Based on the analysis results, it is proven that there is a positive and significant influence of the work environment on the performance of PT employees. Sri Aneka Karyatama Palembang. These results align with the theory put forward by Busro (2020:95). One factor that influences employee performance externally is the work environment. The results of this research, which prove the influence of the work environment on employee performance, are theoretically proven.

These results align with previous research conducted by Simaremare and Isyandi (2020), with their research proving that leadership has a significant positive influence on employee performance. Meanwhile, research by Yanti (2020) (2020) stated conflicting results, which prove that a negative work environment does not significantly affect employee performance. The differences in results in previous research, which show consistent results and, on the other hand, conflicting results, are assumed to occur due to the selection of different research objects, and if viewed from the aspect of employee performance, each employee has his or her ability to adapt to the work environment in the company. Thus, a conducive work environment is only sometimes suitable for an employee. Conversely, an inadequate work environment will not necessarily disrupt employee performance because even if it is not conducive, their performance will still be maintained well if employees can adapt to their environment. This means that differences in performance can occur as a result of the adaptability of these employees in adapting themselves to various conditions in the company's work environment.

4.3.5. The Effect of Job Satisfaction on Employee Performance

Based on the analysis results, it is proven that there is an insignificant negative effect of job satisfaction on the performance of PT employees. Sri Aneka Karyatama Palembang. These results show a weak negative or unidirectional linear relationship between job satisfaction variables and employee performance, which means that if job satisfaction increases, it will have little impact on reducing employee performance. This influence is negative but insignificant because it can be assumed that job satisfaction is an employee's feelings of happiness or liking towards the company where they work, so direct job satisfaction does not significantly impact employee performance. Because job satisfaction cannot arise without any basis, it needs to be generated through something that employees like in their work so that once job satisfaction is formed, it will positively impact employee performance.

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These results contradict the theory put forward by Busro (2020:95); job satisfaction is one factor that influences employee performance internally. So, the results of this research, which prove that there is no influence of job satisfaction on employee performance, are not proven theoretically.

These results align with previous research conducted by Muhammad Hatta, Said Musnadi and Mahdani (2022), with their research proving that negative job satisfaction does not significantly affect employee performance. Meanwhile, Yanti's (2020) research (2020) stated conflicting results, which prove that there is a significant favourable influence of job satisfaction on employee performance. The differences in results in previous research, which show consistent results and, on the other hand, conflicting results, are assumed to occur due to the selection of different research objects, and if viewed from the aspect of employee performance, each employee can express job satisfaction in various ways, because employees Those who have reasonable job satisfaction may be lulled by what they have achieved and stop developing themselves, on the other hand, employees who are dissatisfied with their current conditions in the company may become motivated to work better in order to achieve more results. This means that performance differences can occur due to the employee's perception of expressing job satisfaction, positively or negatively.

4.3.6. The Influence of Leadership through Job Satisfaction on Employee Performance

Based on the results of the analysis carried out, it is proven that there is a positive and significant influence of leadership through job satisfaction on the performance of PT employees. Sri Aneka Karyatama Palembang. These results show a strong positive linear or unidirectional relationship between leadership variables through job satisfaction and employee performance, which means that if leadership can be improved to create job satisfaction for employees, then this will have a positive impact on increasing employee performance.

Based on the analysis results, it is also known that the intervention of job satisfaction weakens the influence of leadership on employee performance. Therefore, good leadership can improve employee performance, but if leadership is measured by job satisfaction first, employees may be dissatisfied with leadership. This is done because each employee has a satisfaction point of view in assessing leadership, thus influencing their performance.

These results align with the theory put forward by Busro (2020:95); the factors that influence employee performance internally are job satisfaction and external leadership. The results of this research prove the influence of leadership through job satisfaction on employee performance, which is theoretically proven.

These results align with previous research conducted by Yanti (2020), with her research proving that there is a significant positive influence of leadership through job satisfaction on employee performance. Apart from that, this research is also in line with research conducted by Simaremare and Isyandi (2020), which also proves that there is a significant positive influence of leadership through job satisfaction on employee performance.

4.3.7. The Influence of the Work Environment through Job Satisfaction on Employee Performance

Based on the analysis results, it is proven that there is an insignificant negative influence of the work environment through job satisfaction on the performance of PT employees. Sri Aneka Karyatama Palembang. These results show a weak negative or unidirectional linear relationship between work environment variables through job satisfaction on employee performance, which

means that if the work environment can be improved to give rise to job satisfaction for employees, then this will have a negligible impact on reducing employee performance.

Based on the analysis results, it is also known that the intervention of job satisfaction weakens the influence of the work environment on performance. Therefore, a good work environment can improve employee performance. However, the work environment is measured by job satisfaction first. In that case, employees may be dissatisfied with the work environment in the company because each employee has a different suitability for the conditions of the work environment in the company, thus affecting their performance. However, this result contradicts with the results of the direct influence of the work environment on employee performance, which was initially positive but became insignificantly negative when job satisfaction was intervened, which proves that the influence of the work environment became insignificantly negative after the intervention of job satisfaction on employee performance, meaning that on the other hand It can be assumed that a work environment that is too good for employees, thereby causing employee satisfaction, can make employees too comfortable and lazy, which can reduce their performance. However, it is insignificant because it has a small impact on reducing performance.

These results align with the theory put forward by Busro (2020:95). The factors that influence employee performance both internally are job satisfaction and externally is the work environment. The results of this research, which prove the influence of the work environment through job satisfaction on employee performance, are theoretically proven.

These results align with previous research conducted by Yanti (2020), with her research proving that there is no significant influence of the work environment through job satisfaction on employee performance. Apart from that, this research is also in line with research conducted by Simaremare and Isyandi (2020), which also proves that there is no significant influence of the work environment through job satisfaction on employee performance.

Conclusion

Based on the results of research and discussion, it can be concluded as follows:

1. Leadership positively and significantly affects PT employee job satisfaction. Sri Aneka Karyatama Palembang.
2. The work environment has a positive and significant effect on the job satisfaction of PT employees. Sri Aneka Karyatama Palembang.
3. Leadership has a positive and significant effect on the performance of PT employees. Sri Aneka Karyatama Palembang.
4. The work environment has a positive and significant effect on the performance of PT employees. Sri Aneka Karyatama Palembang.
5. Job satisfaction has a negative and insignificant effect on the performance of PT employees. Sri Aneka Karyatama Palembang.
6. Leadership through job satisfaction has a positive and significant effect on the performance of PT employees. Sri Aneka Karyatama Palembang, with job satisfaction interventions that weaken the influence of leadership on employee performance.
7. The work environment through job satisfaction has a negative and insignificant effect on the performance of PT employees. Sri Aneka Karyatama Palembang, with job satisfaction

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interventions that weaken the influence of the work environment on employee performance, even employees who are too satisfied with their work environment can become negligent because they feel too comfortable so that the influence which was initially positive hurts employee performance.

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