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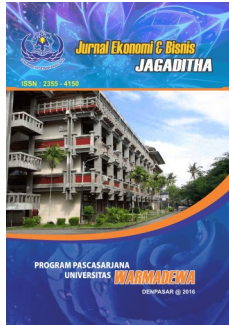
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The Role of Job Satisfaction in Mediating The Influence of Leadership and Work Environment on Employee Performance in The General Section of The Raja Ampat Regional Secretariat

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The Role of Job Satisfaction in Mediating The Influence of Leadership and Work Environment on Employee Performance in The General Section of The Raja Ampat Regional Secretariat

Putu Ayu Sita Laksmi¹, Apriliya Gundara Kandari^{1*}

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Abstract: Human resources (HR) have a significant role in every activity in an institution, including government institutions. Human resources (HR) must be able to be managed or managed well in accordance with their function so that these human resources (HR) can play a role in accordance with their duties and functions in the institution they work in. This research aims to analyze the influence of leadership and work environment on employee performance by mediating employee job satisfaction in the General Section of the Raja Ampat Regency Regional Secretariat. The population used was all employees of the General Section of the Raja Ampat Regional Secretariat, namely 44 employees. The number of samples used was 44 employees with a sampling technique using a saturation technique. The data analysis used in this research is inferential analysis using SEM-PLS. The results of this research show Leadership has a positive and significant effect on employee performance. Leadership has a positive and significant effect on job satisfaction. The work environment has a positive and significant effect on employee performance. Work Environment has a positive but not significant effect on Job Satisfaction. Job satisfaction has a positive and significant effect on employee performance. Leadership has a positive and significant effect on employee performance through Job satisfaction. Job satisfaction partially mediates (partial mediation) between leadership and employee performance. The work environment has a positive but not significant effect on employee performance Job satisfaction. Job satisfaction is not able to mediate (Unmediated) between Work environment on Performance Employee.

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

Introduction

Human resources (HR) have a significant role in every activity in an institution, including government institutions. Human resources (HR) must be able to be managed or managed well in accordance with their function so that these human resources (HR) can play a role in accordance with their duties and functions in the institution they work in. The General Section of the Raja Ampat Regency Secretariat is a part of the government organization under the Raja Ampat Regency Regional Secretariat. In carrying out its functions, the General Department is facing problems related to human resources, especially regarding employee performance. The main problem in a government agency is efforts to improve employee performance. Employee performance plays a vital role in advancing the organization and in order to show good performance in the eyes of the public, including the

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General Section of the Raja Ampat Regency Secretariat.

Referring to the results of the initial review at the General Section office of the Raja Ampat Regency Secretariat, the survey stated that problems were still found regarding employee performance which was deemed to be not optimal. . This can be confirmed through data on budget realization from the APBD which is high but not followed through on achieving the performance targets that have been set. The total budget and budget realization for the General Section of the Raja Ampat Regency Secretariat in 2023 is 77%, which is categorized into 2, namely indirect expenditure and direct expenditure. The indirect expenditure budget is the expenditure budget from the APBD which is not directly related to the implementation of programs and activities, namely Secretariat expenditure with an achievement percentage of 100%. The direct expenditure budget is the expenditure budget that is directly related to the Raja Ampat Regency Secretariat program with an achievement percentage of 63%. Furthermore, based on observations, it is known that there are still employees who feel unclear about the tasks assigned by the leadership so that the tasks given are sometimes not in line with expectations. Sometimes some leaders come and leave the office without taking the time to ask their subordinates what things their employees want to convey. Apart from that, a less than optimal work environment is also one of the problems faced. Based on the results of observations, it was found that documents were piled up and not arranged properly. Apart from that, the cleanliness and tidiness of employees' work desks is rarely paid attention to, which is thought to make a real contribution to optimizing employee performance. The non-physical work environment also needs serious attention.

Leadership is the actions carried out by a leader in the process of influencing, developing, directing and instructing subordinates so that they are directed in achieving the goals of the organization that has been formed (Firmayanti & Ramdani, 2022). Several previous research results to support leadership variables on employee performance were carried out by (Iwah et al., 2023) stating that the results of testing leadership variables had a positive and significant effect on employee performance variables. The results of this research are supported by (Syahputra et al., 2023) Leadership has a positive and significant effect on employee performance. (Susanto, 2022) There is a positive and significant influence of leadership variables on the performance of certified lecturers at Dehasen University, Bengkulu. (Firmayanti & Ramdani, 2022) There is a partial influence between Leadership and Performance. (Muslih & Pratama, 2022) The results of this research prove that leadership and job satisfaction directly have a significant effect on employee performance.

The results of different research conducted by (Fanani et al., 2023) leadership does not have a significant direct effect on employee performance. (Marjaya & Pasaribu, 2019) the leadership variable has an insignificant negative effect on employee performance. (Sugiyatno, 2020) leadership has a negative and significant effect on employee performance.

The work environment is everything that comes into contact with the workforce, where they work. It is impossible to separate the work environment and workforce because these two elements are elements of the organization that equally influence each other. A conducive work environment makes the workforce feel at home and able to work optimally. The work environment includes work relationships formed between employees and work relationships as well as the physical environment of the place of work (Dethan et al., 2023). Research results that support environmental variables on performance include (Lestari et al., 2022) The work environment has a positive impact and has a significant effect on employee performance. (Sari, 2023) The work environment has a significant effect on employee performance. (Rahmadani & Sampleiling, 2023) The work environment has a positive and significant effect on employee performance. (Kusuma et al., 2023) the work environment has a positive and significant effect on employee performance. (Deni et al., 2023) there is a significant influence on work environment variables on employee performance. (Apriyansyah et al., 2023) There is a positive and significant influence of the Work Environment variable on Employee Performance.

The results of different research conducted by (Warongan et al., 2022) show that the

work environment does not have a significant effect on employee performance. (Sabilalo et al., 2020) The work environment has a negative and insignificant effect on employee performance. (Sarip & Mustangin, 2023) the work environment does not have a significant effect on the performance of PT employees. ABC Persada.

Job satisfaction is an emotional attitude that pleases and loves one's job. A person's satisfied attitude can be seen from several things, including discipline, achievement at work and better performance. Employee satisfaction with the company becomes capital for employees to provide the best for the company. Employees who are satisfied with working conditions, the leader's attitude and the work environment will work harder so that the company's productivity and profitability increases (Pratama et al., 2022). Research results that support the variable job satisfaction on performance include (Rahmasar & Hastuti, 2023) Job satisfaction shows a positive and significant influence on teacher performance. (Hasanah & Dewi, 2023) job satisfaction (X1) has a positive and significant effect on employee performance (Y). Work motivation (X2) has a positive and significant effect on employee performance (Y). (Siregar et al., 2023) job satisfaction has a positive and significant effect on employee performance. (Fitriya & Kustini, 2023) which states that the Job Satisfaction Variable shows a positive influence on Employee Performance at CV Andi Jaya. (Irbayuni & Pratama, 2023) job satisfaction has a positive and significant effect on employee performance in the courier section of PT. Yun Kargo Indonesia.

Different research results conducted by (Sutopo, 2018) stated that Job Satisfaction had a negative and insignificant effect on the Performance of Finance Department Employees. And (Nabawi, 2019) Job Satisfaction and does not have a significant effect on the performance of employees of the Public Works and Public Housing Department of Aceh Tamiang Regency.

Based on the problems and results of previous research that the author has described regarding leadership, work environment and job satisfaction as well as the impact of these problems on employee performance at the Regional General Secretariat of Raja Ampat Regency, the author is interested in researching and analyzing research entitled "The Role of Job Satisfaction in Mediating the Influence Leadership and Work Environment on Employee Performance in the General Section of the Raja Ampat Regional Secretariat".

Literature Review

Employee Performance

The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Kholid & Utari, 2023). Performance is an important thing that must be managed by a company to achieve a goal. Because one of the factors that guarantees the success of a company is how its human resources can contribute maximally to achieve the targets and goals set (Badrianto & Astuti, 2023).

According to Kasmir (2016: 189) the factors that influence performance, both results and work behavior, are as follows:

Abilities and Expertise

Knowledge

Work Plan

Personality

Work motivation

Leadership

Leadership Style

Organizational culture

Job satisfaction

Work environment

Loyalty

Commitment

Work Discipline

Employee Performance Indicators according to Priansa (2018: 271) states that performance indicators are:

Quantity of Work (Quantity of Work) Quantity of work is related to the volume of work and work productivity produced by employees in a certain period of time.

Quality of Work (Quality of Work) Quality of work is related to considerations of accuracy, precision, neatness and completeness in handling tasks within the organization.

Independence (Dependability) Independence relates to considering the degree of an employee's ability to work and carry out tasks independently while minimizing the help of other people. Independence also reflects the commitment possessed by employees.

Initiative (Initiative) Initiative concerns consideration of independence, flexibility of thinking, and willingness to accept responsibility.

Adaptability (Adaptability) Adaptability concerns the ability to react to changing needs and conditions.

Cooperation Cooperation is related to considerations of the ability to cooperate with, and with, other people. Do assignments, cover overtime with a vengeance.

Leadership

Leadership is the actions carried out by a leader in the process of influencing, developing, directing and instructing subordinates so that they are directed in achieving the goals of the organization that has been formed (Firmayanti & Ramdani, 2022). Leadership is the overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership describes a consistent combination of philosophy, skills, traits and attitudes that underlie a person's behavior. "Leadership that shows directly or indirectly a leader's confidence in the abilities of his subordinates" (Veithzal, 2006:64) in (Fanani et al., 2023).

According to (Davis, Keith, & Newstrom, 2017) the factors that influence leadership are as follows:

Intelligence.

Maturity and freedom of social relationships.

Self-motivation and achievement drive.

Human relations attitudes.

According to Edison, et al (2017:96) in (Angri et al., 2022) states that leadership indicators, namely:

Have a clear Strategy.

Leaders carry out and/or have plans for major and directed changes to the organization's vision, mission and strategy as well as communicating well with its members.

Concern for members and the environment.

Leaders are concerned about every problem faced by members and motivate them by caring about the environment and work comfort.

Stimulate members.

Leaders stimulate and help members for positive goals, and invite them to things that are not productive with a pleasant approach, and members accept and realize the benefits for individuals and the organization.

Take risks.

Leaders are willing to take risks in carrying out their duties and responsibilities up to the loss of power in order to realize the goals or ideals of the organization.

Maintain team cohesion.

Leaders always maintain team cohesion and do not want to be trapped in the thoughts of members who want to seek personal sympathy by cornering other people. Opportunities for dropping will not be tolerated. He unites and synergizes potential team rifts into a harmonious force.

Maintaining differences and beliefs.

Leaders respect every difference of opinion for the purpose of a better direction and invite all members to respect differences and beliefs.

The research results that support this research, the results conducted by (Iwah et al., 2023) state that the results of testing leadership variables have a positive and significant effect on employee performance variables. The results of this research are supported by (Syahputra et al., 2023) Leadership has a positive and significant effect on employee performance. (Susanto, 2022) There is a positive and significant influence of leadership variables on the performance of certified lecturers at Dehasen University, Bengkulu. (Firmayanti & Ramdani, 2022) There is a partial influence between Leadership and Performance. (Muslih & Pratama, 2022) The results of this research prove that leadership and job satisfaction directly have a significant effect on employee performance

The results of research conducted by (Maria et al., 2023) state that leadership has a positive and significant effect on job satisfaction. The results of this research are supported by (Fanani et al., 2023) Leadership has a significant direct effect on job satisfaction. (Pratama et al., 2022) Leadership has a positive and significant effect on employee job satisfaction. (Anggri et al., 2022) Leadership has a significant effect on job satisfaction. (Nyoto & Rajab, 2022) Leadership has a positive and significant effect on job satisfaction at Riau University.

Based on theory and several previous researchers, the following hypothesis was formulated:

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

H2: Leadership has a positive and significant effect on job satisfaction.

Work environment

The work environment is everything that comes into contact with the workforce, where they work. It is impossible to separate the work environment and workforce because

these two elements are elements of the organization that equally influence each other. A conducive work environment makes the workforce feel at home and able to work optimally. The work environment includes work relationships formed between employees and work relationships as well as the physical environment of the place of work (Dethan et al., 2023). (Afandi, 2021:66) The work environment is everything around workers or employees that can influence employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks. which is charged to employees in order to improve employee work in a company.

According to Sedarmayanti (2007: 21) in(Majid & Faizah, 2020)Broadly speaking, there are 2 types of work environment, namely:

Physical Work Environment

Non-physical work environment

Several previous researchers who support this research include, (Lestari et al., 2022) The work environment has a positive impact and has a significant effect on employee performance. (Sari, 2023) The work environment has a significant effect on employee performance. (Rahmadani & Sampleiling, 2023) The work environment has a positive and significant effect on employee performance. (Kusuma et al., 2023) the work environment has a positive and significant effect on employee performance. (Deni et al., 2023) there is a significant influence on work environment variables on employee performance. (Apriyansyah et al., 2023) There is a positive and significant influence of the Work Environment variable on Employee Performance.

Research results that support this research include (Narwathi et al., 2023) The work environment has a significant positive effect on employee job satisfaction. (Rulianti & Nurpersonal, 2023) The work environment has a positive and significant effect on employee job satisfaction. (Adinata & Turangan, 2023) The work environment influences job satisfaction. (Dharmawan & Nugroho, 2023) The work environment has a significant effect on job satisfaction. (Shavira & Febrian, 2023) The work environment influences employee job satisfaction.

Based on theory and several previous researchers, the following hypothesis was formulated:

H3: The work environment has a positive and significant effect on employee performance.

H4: The work environment has a positive and significant effect on job satisfaction.

Job satisfaction

Job satisfaction is an emotional attitude that pleases and loves one's job. A person's satisfied attitude can be seen from several things, including discipline, achievement at work and better performance. Employee satisfaction with the company becomes capital for employees to provide the best for the company. Employees who are satisfied with work conditions, the leader's attitude, and the work environment will work harder so that the company's productivity and profitability increases (Pratama et al., 2022).

According to Gilmer (1996) in Edy Sutrisno (2017:77), factors that influence job satisfaction are:

Opportunity to advance.

Willingness to work.

Wages.

Company and management.

Supervision.

Factor intrinsic and work.

Working conditions.

Social aspects of work

Communication

Facility

Indicators of job satisfaction according to Priansa (2016: 292) are as follows.

Wages

This aspect measures employee satisfaction in relation to the salary they receive and the increase in salary, namely the amount of salary received is in accordance with a level that is considered commensurate.

Additional allowances

This aspect measures the extent to which individuals feel satisfied with the additional benefits they receive from the organization. Additional benefits are given to employees fairly and proportionally.

Supervision (relationship with superiors)

Employees prefer to work with superiors who are supportive, attentive, warm and friendly, give praise for good performance from subordinates, listen to opinions from subordinates, and focus attention on employees (employee centered) rather than working with superiors who are indifferent, rude, and focused on work (job centered).

Work procedures and regulations

This aspect measures satisfaction with respect to workplace procedures and regulations. Matters related to procedures and regulations in the workplace affect an individual's job satisfaction, such as bureaucracy and workload.

The research results that support this research were conducted by (Rahmasari & Hastuti, 2023). Job satisfaction shows a positive and significant influence on teacher performance. (Hasanah & Dewi, 2023) job satisfaction (X1) has a positive and significant effect on employee performance (Y). Work motivation (X2) has a positive and significant effect on employee performance (Y). (Siregar et al., 2023) job satisfaction has a positive and significant effect on employee performance. (Fitriyani & Kustini, 2023) which states that the Job Satisfaction Variable shows a positive influence on Employee Performance at CV Andi Jaya. (Irbayuni & Pratama, 2023) job satisfaction has a positive and significant effect on employee performance in the courier section of PT. Yun Kargo Indonesia.

Supporting research results, conducted by (Muslih & Pratama, 2022), leadership indirectly has a significant effect on employee performance through job satisfaction at PT. Perkebunan Nusantara IV (Persero) Medan. (Fanani et al., 2023) Leadership has a significant effect on employee performance through job satisfaction. (Nyoto & Rajab, 2022) Leadership influences performance through job satisfaction at Riau University.

Supporting research results, conducted by (Karabi & FoEh, 2024), job satisfaction (Z) can mediate the work environment (X2) in influencing employee performance (Y). (Uma & Swasti, 2024) job satisfaction successfully mediates the work environment on employee performance with a significant positive relationship. (Kholid & Utari, 2023) The work environment has an indirect positive effect on performance through job satisfaction.

Based on theory and several previous researchers, the following hypothesis was formulated:

H5: Job satisfaction has a positive and significant effect on employee performance

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

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

The conceptual framework of the research is described as follows.

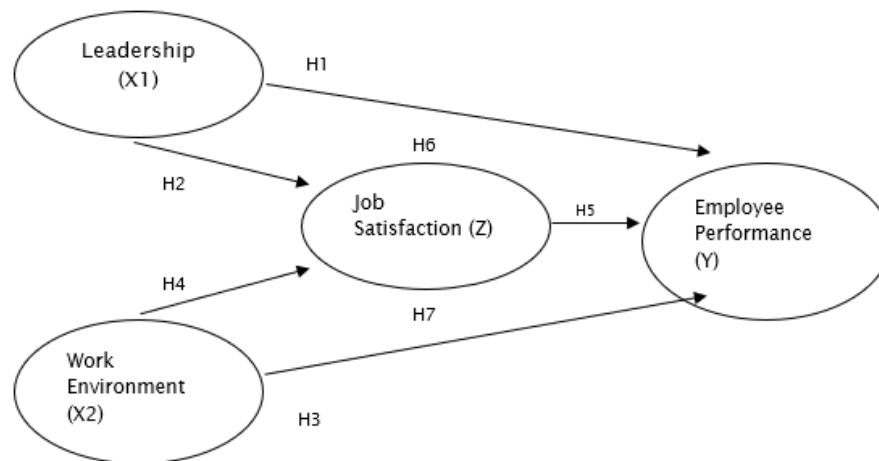


Figure 1. Research Thinking Framework

Method

The scope of this research is the General Section of the Raja Ampat Regency Regional Secretariat located at Waisai, Raja Ampat, Klauur, Sorong District, Sorong City, West Papua. This research is about the influence of leadership and work environment on employee performance with mediation on job satisfaction. In this research, the author used a population of 44 employees in the General Section of the Regional Secretariat of Raja Ampat Regency. The sampling technique used is the saturated sampling technique, according to Sugiyono (2019). Saturated sampling is a sample selection technique if all members of the population are sampled. All populations in this study were sampled, so the sample for this study was 44 respondents. The data collection methods used include survey methods using questionnaires. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interview forget information directly from respondents and make observations to find out what the real situation is in the field. The data analysis technique used is inferential analysis using SmartPLS 3.

Result and Discussion

Validity and Reliability Test

Table 1 shows that all research instruments for research variables have fulfilled the validity test requirements, where the total correlation score (Pearson Correlation) for each instrument is above 0.2973 and has a significance value of less than 5% (0.05), so the instrument suitable to be used as a measuring tool for the variables studied.

Table 1. Validity Test Results

Variable	Question Items	Correlation	Significance	Information
Leadership (X1)	X1.1	0.894	0,000	Valid
	X1.2	0.870	0,000	Valid
	X1.3	0.845	0,000	Valid
	X1.4	0.873	0,000	Valid
	X1.5	0.868	0,000	Valid
	X1.6	0.806	0,000	Valid
Work Environment (X2)	X2.1	0.912	0,000	Valid
	X2.2	0.903	0,000	Valid
	X2.3	0.892	0,000	Valid
	X2.4	0.849	0,000	Valid
Job Satisfaction (Z)	Z1	0.917	0,000	Valid
	Z2	0.954	0,000	Valid
	Z3	0.885	0,000	Valid
	Z4	0.898	0,000	Valid
Employee Performance (Y)	Y1	0.864	0,000	Valid
	Y2	0.914	0,000	Valid
	Y3	0.876	0,000	Valid
	Y4	0.926	0,000	Valid
	Y5	0.907	0,000	Valid
	Y6	0.883	0,000	Valid

Source: Data processed by SPSS 26

Table 2 shows that the Cronbach's Alpha reliability test value for each variable is above 0.60, so it can be said that all instruments have met the reliability requirements.

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Information
1	Leadership (X1)	0.929	Reliable
2	Work Environment (X2)	0.909	Reliable
3	Job Satisfaction (Z)	0.933	Reliable
4	Employee Performance (Y)	0.949	Reliable

Source: Data processed by SPSS 26

Hypothesis Testing

The results of the path and significance testing are displayed in Table 3. Based on the analysis results, it shows that H1 is accepted, namely that leadership has a positive and significant effect on employee performance. This is shown by the results that leadership has a positive effect of 0.284 on employee performance, and this relationship is significant at the level of $0.003 < 0.05$ and the t-statistic value is greater than 1.96, namely 3.013. Based on the analysis results, it shows that H2 is accepted, namely that leadership has a positive and significant effect on job satisfaction. This is shown by the results that leadership has a positive effect of 0.575 on job satisfaction, and this relationship is significant at the $0.008 < 0.05$ level and the t-statistic value is greater than 1.96, namely 2,651. Based on the analysis results, it shows that H3 is accepted, namely that the work environment has a positive and significant effect on employee performance. This is shown by the results of the work environment having a positive effect of 0.299 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 4,171. Based on the analysis results, it shows that H4 is rejected. This is shown by the results of the influential work environment positive amounting to 0.299 on job satisfaction, but this relationship is not significant at the level of $0.149 < 0.05$ and the t-statistic value is less than 1.96, namely 1.444. Based on the results of the analysis, it shows that H5 is

accepted, namely that job satisfaction has a positive and significant effect on employee performance. This is shown by the results of influential job satisfaction positive amounting to 0.445 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 5.144.

Based on the analysis results, it shows that H6 is accepted, namely Leadership has a positive and significant effect on employee performance through job satisfaction. This is shown by influence leadership through job satisfaction on employee performance positive effect of 0.256 with a t-statistic value of 2.341 and significant at level $0.020 < 0.05$. Based on the analysis results, it shows that H7 is rejected. This is shown by influence work environment through job satisfaction on employee performance positive effect of 0.133 with a t-statistic value of 1.433 and not significant at level $0.153 < 0.05$.

Table 3 shows that the R2 value of job satisfaction is 0.713, so this model includes moderate model criteria, meaning that variations in leadership and work environment are only able to explain the job satisfaction variable by 71.3%, the remaining 28.7% is explained by other variables outside the model. which is analyzed. The employee performance variable has an R-square value of 0.932 or is a strong model, meaning that the leadership, work environment and job satisfaction variables are only able to explain 93.2% of the employee performance variable, the remaining 6.8% is explained by variables outside the analyzed model. The Q2 value for employee performance is 0.720, because the Q2 value for employee performance is $0.720 > 0$, it can be concluded that job satisfaction, leadership and work environment have predictive relevance for employee performance and the model relationship can be said to be strong.

Table 3. Hypothesis Test Results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Leadership (X1) -> Job Satisfaction (Z)	0.575	2,651	0.008	Significant
Leadership (X1) -> Employee Performance (Y)	0.284	3,013	0.003	Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.445	5,144	0,000	Significant
Work Environment (X2) -> Job Satisfaction (Z)	0.299	1,444	0.149	Not Significant
Work Environment (X2) -> Employee Performance (Y)	0.299	4,171	0,000	Significant
Leadership (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.256	2,341	0.020	Significant
Work Environment (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.133	1,433	0.153	Not Significant
R2 Job Satisfaction = 0.713				
R2 Employee Performance = 0.932				
Q2 =0.720				

The Influence of Leadership on Employee Performance

Based on the results of the analysis, it shows that H1 is accepted, namely that leadership has a positive and significant effect on employee performance. This is shown by the results that leadership has a positive effect of 0.284 on employee performance, and this relationship is significant at the level of $0.003 < 0.05$ and the t-statistic value is greater than 1.96, namely 3.013. This means that the better the leadership implemented, the more employee performance will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Iwah et al., 2023) states that the results of testing leadership variables have a positive and significant effect on employee performance variables. The results of this research are supported by (Syahputra et al., 2023) Leadership has a positive and significant effect on employee performance. (Susanto, 2022) There is a positive and significant influence of leadership variables on the performance of certified lecturers at Dehasen University, Bengkulu. (Firmayanti & Ramdani, 2022) There is a partial influence between Leadership and Performance. (Muslih & Pratama, 2022) The results of this research prove that leadership and job satisfaction directly have a significant effect on employee performance

The Influence of Leadership on Job Satisfaction

Based on the analysis results, it shows that H2 is accepted, namely that leadership has a positive and significant effect on job satisfaction. This is shown by the results that leadership has a positive effect of 0.575 on job satisfaction, and this relationship is significant at the $0.008 < 0.05$ level and the t-statistic value is greater than 1.96, namely 2,651. This means that the better the leadership implemented, the more employee job satisfaction will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Maria et al., 2023) which states that leadership has a positive and significant effect on job satisfaction. The results of this research are supported by (Fanani et al., 2023) Leadership has a significant direct effect on job satisfaction. (Pratama et al., 2022) Leadership has a positive and significant effect on employee job satisfaction. (Anggri et al., 2022) Leadership has a significant effect on job satisfaction. (Nyoto & Rajab, 2022) Leadership has a positive and significant effect on job satisfaction at Riau University.

The Influence of the Work Environment on Employee Performance

Based on the analysis results, it shows that H3 is accepted, namely that the work environment has a positive and significant effect on employee performance. This is shown by the results that the work environment has a positive effect of 0.299 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 4,171. This means that the better the work environment implemented, the more employee performance will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Lestari et al., 2022) The work environment has a positive impact and has a significant effect on employee performance. (Sari, 2023) The work environment has a significant effect on employee performance. (Rahmadani & Sampleiling, 2023) The work environment has a positive and significant effect on employee performance. (Kusuma et al., 2023) the work environment has a positive and significant effect on employee performance. (Deni et al., 2023) there is a significant influence on work environment variables on employee performance. (Apriyansyah et al., 2023) There is a positive and significant influence of the Work Environment variable on Employee Performance.

Influence Work environment on Job Satisfaction

Based on the analysis results, it shows that H4 is rejected. This is shown by the results that the work environment has a positive effect of 0.299 on job satisfaction, but this relationship is not significant at the level of $0.149 < 0.05$ and the t-statistic value is less than 1.96, namely 1.444. This means that the better the work environment implemented, the more employee job satisfaction will increase, but this increase has no real effect on employees. This shows that the working environment is conducive or lacks conditions for employees of the General Section of SETDA Raja Ampat who continue to carry out their work because there are other more dominant factors that can influence job satisfaction such as wages or salaries received, career development opportunities and job placement.

This supports research conducted by (Kusumadewi, 2020) that the work environment has a positive but not significant effect on the job satisfaction of employees at Perumda Air Minum Tirta Dhaha, Kediri City. This shows that whether the working environment conditions are conducive or not, employees of Perumda Air Minum Tirta Dhaha Kediri City continue to carry out their work because there are other more dominant factors that can influence employee job satisfaction. According to Timbowo (2016) also stated that the work environment has a positive and insignificant effect on employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Based on the analysis results, it shows that H5 is accepted, namely that job satisfaction has a positive and significant effect on employee performance. This is shown by the results that job satisfaction has a positive effect of 0.445 on employee performance, and this relationship is significant at the $0.00 < 0.05$ level and the t-statistic value is greater than 1.96, namely 5.144. This means that the better job satisfaction is implemented, the more employee performance will increase in the General Section of SETDA Raja Ampat.

This supports research conducted by (Rahmasar & Hastuti, 2023) Job satisfaction shows a positive and significant influence on teacher performance. (Hasanah & Dewi, 2023) Job satisfaction (X1) has a positive and significant effect on employee performance (Y). Work motivation (X2) has a positive and significant effect on employee performance (Y). (Siregar et al., 2023) Job satisfaction has a positive and significant effect on employee performance. (Fitriya & Kustini, 2023) which states that the Job Satisfaction Variable shows a positive influence on Employee Performance at CV Andi Jaya. (Irbayuni & Pratama, 2023) Job satisfaction has a positive and significant effect on employee performance in the courier section of PT. Yun Kargo Indonesia.

Influence Leadership on Employee Performance through Job Satisfaction

Based on the analysis results, it shows that H6 is accepted, namely that leadership has a positive and significant effect on employee performance through job satisfaction. This is shown by the influence of leadership through job satisfaction on employee performance which has a positive effect of 0.256 with a t-statistic value of 2.341 and is significant at the level of $0.020 < 0.05$, this states that job satisfaction is able to mediate the influence of leadership on employee performance. Job satisfaction partially mediates (partial mediation) between the influence of leadership on employee performance. This can be seen from the results of path analysis which shows the relationship between leadership and job satisfaction is significant. The relationship between job satisfaction and employee performance is significant. The relationship between leadership and employee performance is significant. And the relationship between leadership and employee performance involving mediation is significant, so it can be concluded that job satisfaction partially mediates (partial mediation).

This means that job satisfaction is only able to explain part of the reasons why leadership influences employee performance. If the implementation of leadership is better, employee satisfaction will increase. By increasing employee satisfaction, performance will also increase.

This supports research conducted by (Muslih & Pratama, 2022) Indirectly, leadership has a significant effect on employee performance through job satisfaction at PT. Perkebunan Nusantara IV (Persero) Medan. (Fanani et al., 2023) Leadership has a significant effect on employee performance through job satisfaction. (Nyoto & Rajab, 2022) Leadership influences performance through job satisfaction at Riau University.

Influence Work environment on Employee Performance through Job Satisfaction

Based on the analysis results, it shows that H7 is rejected. This is shown by the influence of the work environment through job satisfaction on employee performance which has a positive effect of 0.133 with a t-statistic value of 1.433 and is not significant at the

level of 0.153 <0.05, this states that job satisfaction has not been able to mediate (Unmediated) the influence of the environment work on employee performance.

Unmediated job satisfaction is seen from the results of path analysis testing which shows that the work environment on performance is significant. The relationship between job satisfaction and employee performance is significant. And the relationship between the work environment and employee performance involving mediation is not significant, so it can be concluded that job satisfaction is not able to mediate (Unmediated) the work environment on employee performance. This means that job satisfaction is not a variable that is able to explain the influence of the work environment on performance. There are other variables that can explain the influence of the work environment on employee performance in the General Section of SETDA Raja Ampat. Changes in job satisfaction that occur will not affect the strength or direction of the relationship between the work environment and the performance of General Section employees of SETDA Raja Ampat.

This supports research conducted by Kartikawati, et al (2024) that job satisfaction does not fully mediate between the work environment and employee performance. Siagian and Khair (2018) in their research explained that job satisfaction cannot mediate the influence of the work environment on employee performance.

Conclusion

Leadership has a positive and significant effect on employee performance. This means that the better the leadership implemented, the more employee performance will increase in the General Section of the Raja Ampat Regency Regional Secretariat. Leadership has a positive and significant effect on job satisfaction. This means that the better the leadership implemented, the more job satisfaction will increase in the General Section of the Raja Ampat Regency Regional Secretariat. The work environment has a positive and significant effect on employee performance. This means that the better the work environment implemented, the more employee performance will increase in the General Section of the Raja Ampat Regency Regional Secretariat. Work Environment has a positive but not significant effect on Job Satisfaction. This means that the better the work environment implemented, the more job satisfaction will increase, but this increase does not actually occur in the General Section of the Raja Ampat Regency Regional Secretariat. Job satisfaction has a positive and significant effect on employee performance. This means that the better job satisfaction is implemented, the more employee performance will increase in the General Section of the Raja Ampat Regency Regional Secretariat. Leadership has a positive and significant effect on employee performance through job satisfaction. Job satisfaction partially mediates (partial mediation) between leadership and employee performance. This means that effective leadership improves employee performance both directly and by increasing job satisfaction, which then contributes to performance. Job satisfaction strengthens the relationship between leadership and performance but does not fully explain the influence of leadership on performance. The work environment has a positive but not significant effect on employee performance through job satisfaction. Job satisfaction is unable to mediate (Unmediated) between the Work Environment and Employee Performance. This means that without the job satisfaction variable, the work environment is able to influence employee performance. Changes in job satisfaction that occur will not affect the strength or direction of the relationship between the work environment and performance.

Improving the implementation of employee performance in the General Section of the Regional Secretariat of Raja Ampat Regency by, firstly, employees must increase the quantity and productivity of work in order to achieve predetermined targets and secondly, employees must increase their natural ability to carry out tasks independently by minimizing the help of other people. Increasing the implementation of job satisfaction in the General Section of the Raja Ampat Regency Regional Secretariat by, firstly, the leadership must provide salaries received by employees commensurate with the level, position and duties that the employee has undertaken and secondly, the leadership must be able to provide work procedures and

regulations that apply well and firm so that employees are satisfied with the procedures in place. Improving the application of leadership in the General Section of the Raja Ampat Regency Regional Secretariat by means of leadership must be able to carry out and/or have plans for major and directed changes to the vision, mission and strategy of the institution. Second, leaders must be able to stimulate work and help employees for positive goals and third, leaders must be able to respect every difference of opinion for the purpose of a better direction and invite all employees to respect differences and beliefs. Improving the implementation of the work environment in the General Section of the Raja Ampat Regency Regional Secretariat by means of which all employees must be able to behave well and conductively when working so that the work environment feels comfortable and calm. Second, all employees must be able to communicate well with each other so that relations with co-workers are harmonious and without any intrigue between co-workers and third, leaders are able to provide complete work facilities or equipment that suit employees' needs to support smooth work.

There are several limitations in this research, including the number of respondents being only 44 people, which is certainly not enough to describe the real situation. In the data collection process, the information provided by respondents through questionnaires sometimes does not show the respondents' actual opinions, this occurs because of differences in thoughts, assumptions and different understandings of each respondent in filling out the questionnaire. The results of this research cannot be generalized to other companies, meaning that this research is only able to explain the General Section of the Raja Ampat Regency Regional Secretariat, because the unique characteristics found in companies other than the General Section of the Raja Ampat Regency Regional Secretariat can change the factors that influence performance. employee.

Future research should develop this research regarding factors other than the variables in this research using an integrative framework, with variables that are rarely used in previous research such as work stress, servant leadership, workload, and job characteristics can be added to find out other factors that can affect employee performance. It is also recommended for future researchers to expand the scope of the research so that it provides a broader view and the research results can be generalized in general.

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