

THE ROLE OF JOB SATISFACTION IN MEDIATING THE INFLUENCE OF LEADERSHIP AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES IN THE GENERAL DEPARTMENT OF THE REGENCY DPRD SECRETARIAT RAJA AMPAT

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Abstract:

Performance is the result of a person's work in carrying out their main duties, obligations, and functions as an employee, with work results in quality and quantity in accordance with the responsibilities given to them. The variables of leadership, work environment, and job satisfaction can play an important role in building good employee performance. Therefore, individual performance and company performance are very important for organizational leaders to design effective strategies in facing the ever-changing dynamics of work. This study aims to analyze the role of job satisfaction in mediating the influence of leadership and work environment on the performance of employees in the General Section of the Raja Ampat Regency DPRD Secretariat. The population of 39 employees was sampled using a saturated sampling technique. Data analysis used the SEM-PLS approach. The results showed that leadership has a positive and significant effect on employee performance, while it has no significant effect on job satisfaction. The work environment has a positive and significant effect on employee performance. The work environment has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction has been shown to have a significant effect on employee performance and acts as a partial mediator in the relationship between leadership and work environment on performance. The practical implication of this research is that one of the efforts to improve performance is that organizations need to set clear and measurable work targets according to the workload of each employee.

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

INTRODUCTION

Human Resources (HR) is the most important asset in a company, given its crucial role in achieving organizational goals. A company's performance is not solely determined by technological sophistication, capital size, or the accuracy of business strategies, but is also greatly influenced by the quality and efficiency of its human resources. The General Section of the Raja Ampat Regency DPRD Secretariat is a strategic unit that supports the DPRD's duties and functions through administrative management, infrastructure, and supporting services. Its main duties include archiving, procurement, asset maintenance, as well as logistics and household. This section also ensures the smooth running of meetings, working visits, and official DPRD activities. With an efficient structure, the General Section is committed to supporting legislative performance professionally.

Maximum employee performance is influenced by effective leadership, a conducive work environment, and a high level of job satisfaction. These three are interrelated in creating motivation and work enthusiasm that support the achievement of organizational goals. Leadership is the ability



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to influence, motivate, and direct behavior within each individual or group to achieve a goal under certain conditions (Hakim & Hadipapo, 2017). Meanwhile, according to Septiadi et al. (2020), leadership is the ability to influence a team to achieve its goals. Previous research supporting leadership on employee performance, including by Prastyorini et al. (2024), states that leadership has a positive and significant effect on employee performance at PT. Anugerah Tirta Samudra (Artamuda), Nahrun, et al (2024) stated that leadership has a positive and significant effect on employee performance at the Education and Culture Office of Pinrang Regency, South Sulawesi Province, Thamrin, et al (2024) stated that leadership has a positive and significant effect on employee performance at the Tourism and Culture Office of Jember Regency, Arifuddin, et al (2023) stated that leadership has a positive and significant effect on employee performance at the Regional Financial Management Agency of Sidenreng Rappang Regency, and Ananda & Ganawati (2023) stated that leadership has a positive and significant effect on employee performance at the Honda Made Ferry Motor Dealer, Gianyar branch.

Different research findings were conducted by Aziz & Putra (2022), who stated that leadership had no significant effect on teacher performance at SD Kartika 1-11 Padang. Cahyani & Muanifah (2021) also stated that leadership variables did not affect employee performance at SMAIT Darul Qur'an, Bogor Regency.

In addition to leadership, the work environment is an important element that influences employee productivity and well-being in an organization. According to Parker (2020), the work environment is a combination of physical, psychosocial, and organizational cultural factors that influence employee well-being, motivation, and performance. It includes spatial layout, management policies, interpersonal relationships, and reward and support systems. Duhigg (2023) states that a productive work environment is built through system design that prioritizes transparency, continuous feedback, and collaborative team structures. Factors such as noise, lighting, and privacy of the physical workspace also affect efficiency. Research results that support the work environment variable on performance include Winoto & Perkasa (2024), who stated that the work environment has a positive and significant effect on employee performance at UP PKB Pulogadung, and Kasmiati & Jelatu (2024), who stated that the work environment has a positive and significant effect on employee performance at PT. Citra Bakti Persada Makassar, Laksmi & Kandari (2024) stated that the work environment has a positive and significant effect on employee performance in the General Section of the Raja Ampat Regency Secretariat, Mubarok. et al (2024) stated that the work environment has a positive and significant effect on employee performance at the Sidoarjo Transportation Agency, and Setiani & Febrian (2023) stated that the work environment has a positive and significant effect on employee performance at private companies in Indonesia.

A different study by Sabilalo et al. (2020) found that the work environment had a negative and insignificant effect on the performance of employees at the Organizational Bureau of the Regional Secretariat of Southeast Sulawesi Province. Similar results were also found by Sihotang (2020), who found that the work environment had a negative and significant effect on employee performance at the Bandar Lampung KPPN.

Leadership and the work environment are important factors shaping employee performance. However, their influence can be strengthened through job satisfaction, which encourages increased loyalty and active participation in achieving the company's vision. Job satisfaction is a key mediator because when employees feel satisfied with their roles, leadership support, and work environment, they tend to be more committed, innovative, and contribute maximally to company performance. Job satisfaction is defined by Sutrisno & Susanti (2019) as a level of positive and pleasurable emotion

within an individual. In other words, job satisfaction is the result of an individual's assessment of their work or positive and pleasurable experiences.

The General Section of the Raja Ampat Regency DPRD Secretariat demonstrated improved performance from 2022 to 2024 through strategic indicators such as DPRD member satisfaction, SAKIP (Standard of Regional Apparatus Accountability), employee SKP (Sum of Work Compensation), and increasingly accountable financial management. Despite a 30% increase in overall performance, several indicators, such as public and internal employee satisfaction, experienced fluctuations. It indicates that despite system improvements, attention is still needed to address the work environment and administrative support to maintain the stability and sustainability of organizational performance. Observations indicate that leadership within the General Section of the Raja Ampat Regency DPRD Secretariat is not yet optimal, resulting in low employee performance. Violations of working hours, unexcused absences, and a lack of efficient time utilization are still found. Communication between leaders and staff is also ineffective, resulting in an unclear understanding of some tasks. A bureaucratic leadership style with minimal appreciation contributes to decreased work motivation and hinders employee innovation and participation in decision-making.

The work environment in the General Affairs Section of the Raja Ampat Regency DPRD Secretariat still needs improvement. Relations between colleagues are less than harmonious due to ineffective communication, while coordination between leaders and subordinates is also suboptimal. IT facilities are inadequate, compounded by a lack of technology training for employees. Furthermore, implementation of OHS standards remains poor, with a lack of personal protective equipment (PPE) and clear safety procedures. These conditions highlight the need for improved work environments to support employee performance and well-being.

Based on the problems and results of previous research that the author has described regarding Leadership, Work Environment and Job Satisfaction and the impact of these problems on employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat, the author is interested in researching and analyzing research entitled "The Role of Job Satisfaction in Mediating the Influence of Leadership and Work Environment on the Performance of Employees in the General Section of the Raja Ampat Regency DPRD Secretariat".

Employee Performance. According to Sinaga et al. (2020:5), performance is the work results of an individual or group that can be measured according to the responsibilities assigned to the individual or group. According to Afandi (2018:83), performance is the work results that can be achieved by an individual or group of people in a company according to their respective authorities and responsibilities in an effort to achieve organizational goals, not violating the law and not contrary to morals and ethics.

According to Afandi (2018: 86), the factors that influence performance are:

- a. Ability, personality and work interests.
- b. Clarity and acceptance or clarity of a worker's role is the level of a person's understanding and acceptance of the tasks assigned to them.
- c. The level of worker motivation is the energy that drives, directs and maintains behavior.
- d. Competence is the skills that an employee has.
- e. Work facilities are a set of tools to support the smooth running of company operations.
- f. Work culture is the creative and innovative work behavior of employees.
- g. Leadership is the behavior of leaders in directing employees in their work.
- h. Work discipline is a rule made by the company so that all employees comply with it, so that goals are achieved.



Employee Performance Indicators, according to Priansa (2018), state that the performance indicators are:

- a. Quantity of Work Quantity of work is related to the volume of work and work productivity produced by employees within a certain period of time.
- b. Quality of Work Quality of work is related to considerations of accuracy, precision, neatness, and completeness in handling tasks within the organization.
- c. Dependability refers to the degree to which an employee can work and carry out tasks independently with minimal assistance from others. Dependability also reflects an employee's commitment.
- d. Initiative (Initiative). Initiative is concerned with the consideration of independence, flexibility of thinking, and willingness to accept responsibility.
- e. Adaptability refers to the ability to react to changing needs and conditions.
- f. Cooperation is concerned with the consideration of the ability to work together with others. Whether assignments, including overtime, are wholeheartedly accepted.

Leadership. Leadership is the power to influence others, whether to do something or not to do something. Subordinates are led, not ordered or pushed from behind (Friska, 2018). According to Septiadi et al. (2020), leadership is the ability to influence a team to achieve its goals. Leadership is interpersonal influence exercised in specific situations and through communication to achieve one or more goals.

According to Afandi (2018:115), the factors that influence leadership are as follows:

- a. Emotional maturity means stable or calm emotions in dealing with various problems and not rushing in making decisions, not easily influenced by information whose truth is not yet clear.
- b. Communicative means speaking well and easily understood, using good and appropriate words so that people who receive the message are happy and quickly carry out what the leader says.
- c. Making decisions means having the courage to make a decision on a problem that must be decided by the leader.
- d. Supervising means going to the employee's work location, seeing, asking, or giving advice about the work.
- e. Evaluation is assessing employee performance results and deciding on the employee's future or career.
- f. Discipline means that leaders who obey the rules will be an example for their subordinates.
- g. Motivation is the encouragement of work enthusiasm in employees to produce optimal performance.
- h. Vision and mission are hopes that you want to achieve in the future, as well as ways to carry out these ideals.
- i. Professionals are experts in the business field they manage.
- j. Education is a level of education that supports leadership abilities and skills.
- k. Work experience means having held a similar position in a similar company or organization.
- l. Responsibility means being able to be trusted for all actions and decisions that have been made during leadership.
- m. Authority means being respected, noticed, honored, obeyed, protected and supported.

Leadership indicators, according to Kartono (2014:159), Putra (2020) and Wahyuni (2021), are as follows:

- a. Decision-making ability, namely, a leader must be able to make the right and quick decisions based on mature analysis.



- b. Motivational ability, namely, an effective leader is able to raise the enthusiasm and motivation of subordinates to work with full dedication.
- c. Communication skills, namely good communication, enable leaders to convey visions, instructions and expectations clearly.
- d. Ability to Control Subordinates, namely, a leader must have the skills to direct, guide and supervise subordinates so that they continue to work in accordance with organizational goals.
- e. Responsibility, namely a responsible leader, is always ready to face challenges and take on the consequences of every decision made.
- f. Emotional Control Ability, namely, a leader must be able to control their emotions, especially in difficult situations.

The results of research on leadership on employee performance conducted by The results of research conducted by Prastyorini et al (2024) stated that leadership has a positive and significant effect on employee performance at PT. Anugerah Tirta Samudra (Artamuda), Nahrun, et al (2024) stated that leadership has a positive and significant effect on employee performance at the Education and Culture Office of Pinrang Regency, South Sulawesi Province, Thamrin, et al (2024) stated that leadership has a positive and significant effect on employee performance at the Tourism and Culture Office of Jember Regency, Arifuddin, et al (2023) stated that leadership has a positive and significant effect on employee performance at the Regional Financial Management Agency of Sidenreng Rappang Regency, and Ananda & Ganawati (2023) stated that leadership has a positive and significant effect on employee performance at the Honda Made Ferry Motor Dealer, Gianyar branch.

The results of leadership research on job satisfaction conducted by Nida et al. (2024) stated that leadership has a significant effect on employee job satisfaction at PT. Amorojo Putra Pewaris, Maria, et al. (2023) stated that leadership has a significant effect on employee job satisfaction in the General Section of the Regional Secretariat of Central Tapanuli Regency. Safria et al. (2023) stated that leadership has a significant effect on job satisfaction at PT. Royal Korindah Purbalingga, Andrianto, et al. (2023) stated that leadership has a significant effect on teacher job satisfaction at Dharma Loka Elementary School, and Hayuningsih et al. (2021) stated that leadership has a significant effect on employee job satisfaction at the Le Meridien Bali Jimbaran Hotel.

Based on the theory and several previous researchers, the following hypothesis is formulated:
H1: Leadership has a positive and significant influence on employee performance.
H2: Leadership has a positive and significant influence on Job Satisfaction.

Work Environment. Afandi (2018) stated that the work environment is something that exists around workers that can influence them in carrying out their tasks, such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and the adequacy of work equipment. Meanwhile, according to Sarip & Mustangin (2023), the work environment is a source of information and a place to carry out activities. Therefore, good work environmental conditions must be achieved so that employees feel at home and comfortable in the workplace, to complete their work, and achieve high efficiency.

According to Nawawi in Winarsih et al. (2020), the factors that influence the employee work environment in a company are as follows:

Physical Conditions (Working Conditions) are all things that are material and can be directly felt by employees in the workplace. Factors in physical conditions include:

- a. Workspace layout
- b. Lighting
- c. Ventilation and air temperature
- d. Cleanliness and comfort of the environment

- e. Noise
- f. Work safety and security

Non-Physical Conditions (Work Climate) are non-physical conditions related to the psychological and social atmosphere in the work environment. Factors included in these conditions include:

- a. Relationships between employees and superiors
- b. Organizational culture
- c. Motivation and job satisfaction
- d. Leadership style
- e. Workload and work pressure
- f. Career development opportunities
- g. A conducive work climate can increase employee enthusiasm and loyalty, while a poor work climate can cause discomfort and reduce productivity.

Work environment indicators, according to Nitisemito (2012:159), Nurhayati & Firdaus (2021) and Putra & Dewi (2023), are as follows:

- a. Relationships between coworkers are harmonious relationships with coworkers and without any mutual intrigue between coworkers.
- b. The relationship between subordinates and leaders is a good and harmonious relationship between employees and workplace leaders.
- c. Availability of IT Facilities, namely facilities and infrastructure that support work, such as desks, chairs, computers, and internet access, which function well to support work efficiency and comfort.
- d. Occupational Safety and Health (K3) Standard Compliance is the level of compliance with occupational safety and health regulations to prevent accidents and create a safe work environment for all employees.

Research results that support the research of the work environment on employee performance include Winoto & Perkasa (2024), who stated that the work environment has a positive and significant effect on employee performance at UP PKB Pulogadung, and Kasmiati & Jelatu (2024), who stated that the work environment has a positive and significant effect on employee performance at PT. Citra Bakti Persada Makassar, Laksmi & Kandari (2024) stated that the work environment has a positive and significant effect on employee performance in the General Section of the Regional Secretariat of Raja Ampat Regency, Mubarak. et al (2024) who stated that the work environment has a positive and significant effect on employee performance at the Sidoarjo Transportation Agency, and Setiani & Febrian (2023) who stated that the work environment has a positive and significant effect on employee performance in Private Companies in Indonesia.

Research results that support research on the work environment on job satisfaction include Nugroho et al. (2024), who stated that the work environment has a positive and significant influence on employee job satisfaction at the DIY DPRD Secretariat, Susanti et al. (2024), who stated that the work environment has a positive and significant influence on employee job satisfaction at the Jember branch of Mega Finance, and Melvani, et al. (2024) who stated that the work environment has a positive and significant influence on employee job satisfaction at PT. Employee Cooperative, Rulianti & Nurpribadi (2023) stated that the work environment has a positive and significant influence on employee job satisfaction at PT. Daelim Indonesia and Martini (2021) stated that the work environment has a positive and significant influence on employee job satisfaction at Ganesha General Hospital.

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



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H3: Work environment has a positive and significant influence on employee performance.

H4: Work environment has a positive and significant influence on job satisfaction.

Job satisfaction. Job satisfaction is defined by Sutrisno & Susanti (2019) as a level of positive and pleasurable emotion within an individual. In other words, job satisfaction is the result of an individual's assessment of their work or a positive and pleasurable experience. Another opinion on job satisfaction by Mundakir & Zainuri (2018) states that job satisfaction is a positive attitude that involves employees' healthy adjustment to work conditions and situations, including wages, social conditions, physical conditions, and psychological conditions.

According to As'ad (2012), employee job satisfaction can be influenced by the following factors:

- a. Psychological factors relate to a worker's psychological well-being, such as their interests, talents, attitudes, and expectations regarding their work. If the work aligns with the individual's desires and expectations, job satisfaction will increase. Conversely, if workers feel stressed, pressured, or uncomfortable with their tasks, job satisfaction can decrease.
- b. Social factors relate to workers' interactions with coworkers, superiors, subordinates, and the social environment in the workplace. Harmonious working relationships, good communication, and social support can increase job satisfaction. Conversely, conflict between employees or a non-conducive work environment can decrease job satisfaction.
- c. Physical factors include the conditions of the work environment, such as workplace comfort, cleanliness, lighting, ventilation, temperature, security, and the availability of work facilities. A comfortable and healthy work environment will increase employee morale and satisfaction.
- d. Financial factors include the salary, incentives, benefits, and social security received by workers. Fair compensation commensurate with workload and living expenses will lead to higher job satisfaction. If workers feel their pay is not commensurate with their efforts, job satisfaction levels can decline.

The results of research on job satisfaction with employee performance conducted by Oktaria et al (2024) stated that job satisfaction has a positive and significant effect on employee performance at the UPTD Gunung Sugih Health Center. Teddy et al (2024) stated that job satisfaction has a positive and significant effect on employee performance at PT. Multimestika Daya Semesta, Pratiwi & Rizky (2024) stated that job satisfaction has a positive and significant effect on employee performance at PT Sarana Baja Perkasa Medan, Sudiyani & Sawitri (2024) stated that job satisfaction has a positive and significant effect on employee performance at PT. Kisel Group, Regional Bali Nusra, and Asih, et al (2022) stated that job satisfaction has a positive and significant effect on employee performance at Palembang BARI Regional Hospital.

The research results that support job satisfaction in mediating leadership on employee performance were conducted by Volta et al (2024), who stated that leadership has a significant positive effect on employee performance through employee job satisfaction at PT. Gerbang Sawit Indah Rokan Hulu, Riau, Haryoto, et al (2024) stated that leadership has a significant positive effect on employee performance through employee job satisfaction at PT. Pratama Abadi Industri, Fanani, et al (2023) stated that leadership has a significant positive effect on employee performance through job satisfaction, Soetirto, et al (2023) stated that leadership has a significant positive effect on employee performance through employee job satisfaction at PT TTLC Nasmoco Transport (PT. TTNT), and Yuliani, et al (2023) stated that leadership has a significant positive effect on employee performance through job satisfaction of members of the Narcotics Investigation Directorate of the East Kalimantan Regional Police.

The research results that support job satisfaction in mediating the work environment on employee performance were conducted by Ma'muroh, et al (2023) stated that the work environment has a positive and significant effect on performance through employee job satisfaction at the Regional Secretariat of Tegal Regency, Manurung, et al (2023) stated that the work environment has a positive and significant effect on performance through employee job satisfaction at PT. Sudira Makmur Indonesia, Marbun & Jufrizen (2022) stated that the work environment has a positive and significant effect on performance through employee job satisfaction at the Office of Food Security and Animal Husbandry of North Sumatra Province, Kumalasari & Efendi (2022) stated that the work environment has a positive and significant effect on performance through employee job satisfaction at the Depok City Fire Department, and Junaidin, et al (2022) stated that the work environment has a positive and significant effect on performance through employee job satisfaction at the Laboratory and Simulator Unit of Makassar Maritime Polytechnic.

- Based on the theory and several previous researchers, the following hypothesis is formulated:
- H5: Job satisfaction has a positive and significant effect on employee performance.
 - H6: Leadership has a positive and significant influence on employee performance through job satisfaction.
 - H7: The work environment has a positive and significant influence on employee performance through job satisfaction.

The conceptual framework of the research is described as follows.



Figure 1. Research Framework

METHODS

The scope of this research is the General Section of the Raja Ampat Regency DPRD Secretariat, located in the Raja Ampat Regency DPRD Building on Jl. Moh. Saleh Taesa Sapordanco, Waisai City, Raja Ampat Regency, Southwest Papua. This research is about the Role of Job Satisfaction in mediating the Influence of Leadership and Work Environment on the Performance of Employees of the General Section of the Raja Ampat Regency DPRD Secretariat. In this research, the author used a population of 39 employees of the General Section of the Raja Ampat Regency DPRD Secretariat. The sampling technique used is the saturated sampling technique, according to Sugiyono (2019). Saturated Sampling is a sample selection technique in which all members of the population are sampled. All populations in this study were sampled, so the sample of this study was 39 respondents. The data collection method used included a survey method using a questionnaire. Statement items were measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). Interviews were used to get information directly from respondents, and



observations to find out what the real situation is like 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 indicators meet the validity requirements based on the Convergent validity criteria, namely the outer loading value > 0.60 and is statistically significant.

Table 1. Validity Test Results

Construct	Indicator	Loading factor	P Value
Leadership(X1)	X1.1 (Decision Making Ability)	0.910	0,000
	X1.2 (Motivating Ability)	0.883	0,000
	X1.3 (Communication Skills)	0.914	0,000
	X1.4 (Ability to Control Subordinates)	0.894	0,000
	X1.5 (Responsibility)	0.882	0,000
	X1.6 (Emotional Control Ability)	0.903	0,000
Work Environment (X2)	X2.1 (Relationships between coworkers)	0.932	0,000
	X2.2 (Relationship between subordinates and leaders)	0.952	0,000
	X2.3 (Availability of IT Facilities)	0.886	0,000
	X2.4 (Occupational Safety and Health Standards Compliance)	0.948	0,000
Job Satisfaction (Z)	Z1 (The Job Itself)	0.873	0,000
	Z2 (Salary)	0.853	0,000
	Z3 (Promotion)	0.836	0,000
	Z4 (Supervision)	0.830	0,000
	Z5 (Co-Worker)	0.856	0,000



Employee Performance (Y)	Y1 (Quantity of Work)	0.888	0,000
	Y2 (Quality of Work)	0.897	0,000
	Y3 (Dependability)	0.766	0,000
	Y4 (Initiative)	0.859	0,000
	Y5 (Adaptability)	0.828	0,000
	Y6 (Cooperation)	0.815	0,000

Source: Data processed by SPSS 26

Table 2 shows the reliability test of the Cronbach's Alpha value for each variable, with a figure above 0.60, so all instruments have met the reliability requirements.

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	Information
1	Leadership (X1)	0.951	Reliable
2	Work Environment (X2)	0.948	Reliable
3	Job Satisfaction (Z)	0.903	Reliable
4	Employee Performance (Y)	0.917	Reliable

Source: Data processed by SPSS 26

Hypothesis Testing. The results of the path and significance tests are shown in Table 3. Based on the analysis results, H1 is accepted, namely that leadership has a positive and significant effect on employee performance. It is indicated by a positive effect of 0.382 on employee performance, with a significant relationship because the p-value is $0.001 < 0.05$ and the t-statistic is $3.309 > 1.96$. Conversely, H2 is rejected, namely that leadership is declared insignificant on job satisfaction, because the p-value is $0.332 > 0.05$ and the t-statistic is $0.971 < 1.96$, although the direction of the relationship is positive, namely the original sample = 0.152. H3 is accepted, namely, the work environment has a positive and significant effect on employee performance. It is indicated by a positive effect of 0.288 on employee performance, with a significant relationship due to a p-value of $0.004 < 0.05$ and a t-statistic of $2.869 > 1.96$. H4 is accepted, namely, the work environment has a positive and significant effect on job satisfaction. It is indicated by a positive effect of 0.758 on job satisfaction, with a significant relationship because the p-value is $0.000 < 0.05$ and the t-statistic is $5.820 > 1.96$. H5 is accepted, namely, job satisfaction has a positive and significant effect on employee performance. It is indicated by a positive effect on employee performance with a coefficient of 0.393, and this relationship is significant because the p-value is $0.001 < 0.05$ and the t-statistic is $3.476 > 1.96$.

The analysis results show that H6 is accepted, namely that leadership has a positive and significant effect on employee performance through job satisfaction. It is demonstrated by the results of the mediation role analysis through the indirect and direct effects. The analysis results show that H7 is accepted, namely that the work environment has a positive and significant effect on employee performance through job satisfaction. It is demonstrated by the results of the mediation role analysis through the indirect and direct effects.

The table shows that the R² value for Employee Performance is 0.836, which is categorized as a strong model. It means that the variables of leadership, work environment, and job satisfaction are able to explain 83.6% of the variation in employee performance, while other variables outside the



model explain 16.4%. The R² value for Job Satisfaction of 0.711 also belongs to a strong model, which means 71.1% of the variation in job satisfaction is explained by leadership and work environment, the remaining 28.9% by other variables. The Q² value for Employee Performance is 0.547. Since the Q² value is > 0, it can be concluded that leadership, work environment, and job satisfaction have predictive relevance to employee performance, and the strength of the model can be categorized as strong.

Table 3. Hypothesis Test Results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Leadership (X1) -> Employee Performance (Y)	0.382	3,309	0.001	Significant
Leadership (X21 -> Job Satisfaction (Z)	0.152	0.971	0.332	Not Significant
Work Environment (X2) -> Employee Performance (Y)	0.288	2,869	0.004	Significant
Work Environment (X2) -> Job Satisfaction (Z)	0.758	5,820	0,000	Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.374	4,005	0,000	Significant
Leadership (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.736	7,568	0.000	Significant
Work Environment (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.802	9,848	0.000	Significant

R² Job Satisfaction = 0.711

R² Employee Performance = 0.836

Q²=0.547

Source: Data processed with SmartPLS 3

The Influence of Leadership on Employee Performance. Based on the results of the analysis, H1 is accepted, namely, leadership has a positive and significant effect on employee performance. It is indicated by leadership (X1) having a positive effect on employee performance (Y) with an original sample value of 0.382 and a p-value of 0.001 < 0.05, and a t-statistic value of 3.309 > 1.96. These results indicate that the better the leadership style applied, the better the employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat.

It supports research conducted by Prastyorini, et al (2024) who stated that leadership has a positive and significant effect on employee performance, Nahrun, et al (2024) who stated that leadership has a positive and significant effect on employee performance, Thamrin, et al (2024) who stated that leadership has a positive and significant effect on employee performance, Arifuddin, et al (2023) who stated that leadership has a positive and significant effect on employee performance, and Ananda & Ganawati (2023) who stated that leadership has a positive and significant effect on employee performance.

The Influence of Leadership on Job Satisfaction. Based on the analysis results, H2 was rejected. It is indicated by the leadership having a positive effect on job satisfaction, but not significant with the original sample value of 0.152, but having a p-value of 0.332 > 0.05 and a t-statistic of 0.971. The results of the study indicate that the better the leadership style applied, the better the level of job satisfaction felt by employees. However, this relationship did not occur



significantly in the General Section of the Raja Ampat Regency DPRD Secretariat. Other factors can increase employee job satisfaction.

It supports research conducted by Rivaldo & Ratnasari (2020), who stated that leadership has a positive and insignificant effect on job satisfaction, and Purwanto et al. (2023), who stated that leadership has a positive and insignificant effect on job satisfaction.

The Influence of Work Environment on Employee Performance. Based on the analysis results, it shows that H3 is accepted, namely, the work environment has a positive and significant effect on employee performance. It is indicated by the influence of the work environment (X2) on employee performance (Y) with an original sample of 0.288, a p-value of 0.004, and a t-statistic of 2.869. The results of the study indicate that the better the employee's work environment, the higher the employee's performance in the General Section of the Raja Ampat Regency DPRD Secretariat.

It supports research conducted by Winoto & Perkasa (2024) who stated that the work environment has a positive and significant effect on employee performance, Kasmiati & Jelatu (2024) who stated that the work environment has a positive and significant effect on employee performance, Laksmi & Kandari (2024) who stated that the work environment has a positive and significant effect on employee performance, Mubarok et al. (2024) who stated that the work environment has a positive and significant effect on employee performance, and Setiani & Febrian (2023) who stated that the work environment has a positive and significant effect on employee performance.

Influence Work Environmental Job Satisfaction. Based on the analysis results, it shows that H4 is accepted, namely, the work environment has a positive and significant effect on job satisfaction. It is indicated by the work environment (X2) having a significant positive effect on job satisfaction (Z) with an original sample value of 0.758, a p-value of 0.000, and a t-statistic of 5.820. The results of the study indicate that the better the employee's work environment, the higher the level of employee job satisfaction in the General Section of the Raja Ampat Regency DPRD Secretariat.

This is in line with research conducted by Nugroho, et al (2024) who stated that the work environment has a positive and significant influence on employee job satisfaction, Susanti, et al (2024) who stated that the work environment has a positive and significant influence on employee job satisfaction, Melvani, et al (2024) who stated that the work environment has a positive and significant influence on employee job satisfaction, Rulianti & Nurpribadi (2023) who stated that the work environment has a positive and significant influence on job satisfaction, and Martini (2021) who stated that the work environment has a positive and significant influence on job satisfaction.

The Influence of Job Satisfaction on Employee Performance. Based on the analysis results, H5 is accepted, namely that job satisfaction has a positive and significant effect on employee performance. It is indicated by job satisfaction (Z) having a positive and significant effect on employee performance (Y) with an original sample value of 0.393, a p-value of 0.001, and a t-statistic of 3.476. The results of the study indicate that the higher the level of job satisfaction, the higher the employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat.

This supports research conducted by Oktaria, et al (2024) who stated that job satisfaction has a positive and significant effect on employee performance, Teddy, et al (2024) who stated that job satisfaction has a positive and significant effect on employee performance, Pratiwi & Rizky (2024) who stated that job satisfaction has a positive and significant effect on employee performance, Sudyani & Sawitri (2024) who stated that job satisfaction has a positive and significant effect on employee performance, and Asih, et al (2022) who stated that job satisfaction has a positive and significant effect on employee performance.



The Influence of Leadership on Employee Performance through Job Satisfaction. The analysis results show that H6 is accepted, namely that leadership has a positive and significant effect on employee performance through job satisfaction. It is demonstrated by the results of the mediation role analysis through indirect and direct effects. The indirect effect relationship shows that the influence of leadership on employee performance involves job satisfaction, which has a significant influence. The influence of leadership on job satisfaction is significant, as is the influence of job satisfaction on employee performance, which is also significant.

In the direct effect, the influence of leadership on employee performance, without involving job satisfaction as a mediating variable, also had a significant effect. Based on the results of the mediation role test, it can be concluded that job satisfaction acts as a partial mediator. The implementation of a good leadership style will increase job satisfaction, which in turn will improve employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat.

This supports research conducted by Volta, et al (2024) who stated that leadership has a significant positive effect on employee performance through employee job satisfaction, Haryoto, et al (2024) who stated that leadership has a significant positive effect on employee performance through employee job satisfaction, Fanani, et al (2023) who stated that leadership has a significant positive effect on employee performance through job satisfaction, Soetirto, et al (2023) who stated that leadership has a significant positive effect on employee performance through employee job satisfaction, and Yuliani, et al (2023) who stated that leadership has a significant positive effect on employee performance through job satisfaction.

Influence the Work Environment on Employee Performance through Job Satisfaction. Based on the analysis results, H7 was accepted, namely that the work environment has a positive and significant effect on employee performance through job satisfaction. It is demonstrated by the results of the mediation role test analysis through the indirect and direct effects. In the indirect effect, the influence of the work environment on employee performance through job satisfaction shows a significant relationship. The influence of the work environment on job satisfaction shows a significant relationship, as does the influence of job satisfaction on employee performance, which is also significant. In the direct effect, the direct influence of the work environment on employee performance without involving job satisfaction as a mediating variable also shows a significant relationship.

Based on the results of the mediation role test, it can be concluded that job satisfaction acts as a partial mediator. A positive work environment will increase job satisfaction, which in turn will improve employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat.

This supports research conducted by Ma'muroh, et al (2023) who stated that the work environment has a positive and significant effect on performance through employee job satisfaction, Manurung, et al (2023) who stated that the work environment has a positive and significant effect on performance through employee job satisfaction, Marbun & Jufrizen (2022) who stated that the work environment has a positive and significant effect on performance through job satisfaction, Kumalasari & Efendi (2022) who stated that the work environment has a positive and significant effect on performance through job satisfaction, and Junaidin, et al (2022) who stated that the work environment has a positive and significant effect on performance through job satisfaction.

CONCLUSION

The results of the analysis show that Leadership has a positive and significant effect on Employee Performance. It means that the better the leadership is implemented, the more employee



performance will improve in the General Section of the Raja Ampat Regency DPRD Secretariat. Leadership does not have a significant effect on Job Satisfaction. It means that although the direction of the relationship is positive, the quality of existing leadership has not been able to provide a real impact on increasing employee job satisfaction in the General Section of the Raja Ampat Regency DPRD Secretariat. Work Environment has a positive and significant effect on Employee Performance. It means that good work environment conditions will have a direct impact on improving employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat. Work Environment has a positive and significant effect on Job Satisfaction. It means that a more conducive work environment will increase employee job satisfaction in the General Section of the Raja Ampat Regency DPRD Secretariat. Job Satisfaction has a positive and significant effect on Employee Performance. It means that the higher the level of employee job satisfaction, the more their performance will also improve in the General Section of the Raja Ampat Regency DPRD Secretariat.

Job Satisfaction acts as a partial mediator in the relationship between Leadership and Employee Performance. It means that good leadership can improve employee performance, both directly and through increased job satisfaction in the General Section of the Raja Ampat Regency DPRD Secretariat. Job Satisfaction acts as a partial mediator in the relationship between Work Environment and Employee Performance. It means that a conducive work environment not only improves performance directly, but also through increased employee job satisfaction in the General Section of the Raja Ampat Regency DPRD Secretariat.

Based on the analysis results in the conclusion, this study indicates the existence of a problem of low employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat in the aspects of work quantity and adaptability, so it is necessary to implement strategies to improve performance management and strengthen employee capacity in dealing with change. Efforts to increase work quantity can be done by setting work targets based on measurable key performance indicators (KPI) and in accordance with the job descriptions of each employee, supported by a digital monitoring system and routine constructive evaluations. Meanwhile, to strengthen adaptability, the agency needs to provide training that fosters resilience, openness to innovation, and skills in dealing with change, such as digital literacy, change management, and cross-functional work. Additional support in the form of a flexible and supportive work culture is also important to build so that employees are able to adapt quickly and effectively to organizational dynamics.

Based on the results of the analysis of conclusions, this study shows that there are deficiencies in the leadership aspects, namely the ability to make decisions and communication skills in the General Section of the Raja Ampat Regency DPRD Secretariat, so that efforts to strengthen managerial capacity are needed systematically. To improve decision-making skills, leaders need to be given case-based training that emphasizes situation analysis, identification of alternative solutions, and consideration of the short and long-term impacts of each decision, accompanied by internal discussion forums between levels of leadership on a regular basis as a forum for sharing experiences in effective decision-making. Meanwhile, to improve communication skills, leaders are advised to participate in strategic and interpersonal communication training, which includes the skills of conveying directions clearly, listening actively, and providing constructive feedback, as well as utilizing internal communication media such as agency applications and weekly coordination forums to support the creation of open, participatory, and efficient communication in the work environment.

Based on the results of the analysis of conclusions, this study shows low employee discipline in complying with OHS Standards in the work environment in the General Section of the Raja Ampat



Regency DPRD Secretariat, so that comprehensive guidance and integration of OHS principles into organizational culture are needed. Efforts that can be made include socializing OHS guidelines through training and information media, periodic internal audits accompanied by sanctions and incentives, and providing work facilities that meet safety standards, such as PPE, ventilation, and emergency response equipment.

Based on the analysis results in the conclusion, this study shows that the aspect of job satisfaction, namely relationships with colleagues in the Raja Ampat Regency DPRD Secretariat, is still less than optimal, so a strategy is needed to strengthen communication and collaboration between employees systematically. Efforts that can be made include holding interpersonal development training and effective communication to build a harmonious and mutually supportive work culture; implementing a project-based teamwork program to encourage cross-sectional cooperation and strengthen a sense of togetherness; and creating regular dialogue spaces such as discussion forums or informal sharing sessions that can be used to convey aspirations, resolve conflicts, and strengthen relationships between employees.

The practical implications of this study indicate that improving employee performance in the General Section of the Raja Ampat Regency DPRD Secretariat is influenced by leadership, work environment, and job satisfaction. Leadership has been shown to significantly influence performance, although it does not directly increase job satisfaction, indicating the need for an approach that better addresses employees' emotional aspects. A conducive work environment plays a crucial role in improving both performance and job satisfaction, creating a sense of comfort, loyalty, and work enthusiasm. Furthermore, job satisfaction has been shown to positively contribute to performance, as pleasant work experiences and employee recognition drive productivity. The mediating role of job satisfaction also strengthens the influence of leadership and work environment on performance, confirming that the combination of structural and psychological factors is crucial. Therefore, public sector organizations need to build work systems that are not only functional but also capable of meeting the emotional and psychological needs of employees.

This study involved only 39 respondents from the General Section of the Raja Ampat Regency DPRD Secretariat. This relatively small number means the findings may not be representative of all employees in the broader agency, both within the DPRD Secretariat and other regional government work units. Data collection was conducted through a closed-ended questionnaire, which relies heavily on respondents' understanding and honesty. Potential differences in interpreting questions and reluctance to provide truthful answers can impact the accuracy of the data obtained. This study focused on a single work unit, the General Section of the Raja Ampat Regency DPRD Secretariat. Therefore, the results cannot be directly generalized to other agencies or work units with different organizational structures, work cultures, and environmental conditions. This study did not consider other external factors that could influence employee satisfaction and performance, such as the dynamics of regional policies, seasonal workloads, and employee personal factors. These could be variables that indirectly influence the research results.

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