ANALYSIS OF LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION AT SURABAYA ORTHOPEDICS & TRAUMATOLOGY HOSPITAL

Teddy Tandiono[1], David S. Kodrat[2*]
Ciputra University[1, 2]
*Corresponding author: david.kodrat@ciputra.ac.id

ABSTRACT

This study aims to analyse the influence of leadership style and work environment on employee performance which is mediated by job satisfaction at the Surabaya Orthopedic & Traumatology Hospital. The population in this study were employees at the Surabaya Orthopedic & Traumatology Hospital at lower levels, excluding medical and nursing personnel, so that included other health personnel, administrative personnel and non-health technical personnel. The sample in this study was 128 people consisting of 50 other health workers, 57 administrative staff and 21 non-health technical staff serving at the Surabaya Orthopedic & Traumatology Hospital. Primary data used in the research was obtained through a questionnaire. This research uses a Structural Equation Model with the Partial Least Square Method. The research results show that leadership style and work environment can have a direct and significant influence in a positive direction on employee performance. Apart from that, the variable job satisfaction can partially mediate the influence of leadership style and work environment on employee performance.
Keywords: Leadership Style, Work Environment, Work Satisfaction, Employee Performance

INTRODUCTION

Employee performance is one of the key factors that influences the success and quality of service in every organization, including in the health sector. Surabaya Orthopedic & Traumatology Hospital, as one of the health service institutions that has a reputation in the specialty of orthopedics and traumatology, is no exception to this. Optimal employee performance in this hospital is very important to ensure that patients receive quality and effective medical services. In an organizational context, leadership style and work environment are two main factors that can influence employee performance. The leadership style implemented by management can influence employee motivation, satisfaction and productivity. On the other hand, a conducive and supportive work environment also plays an important role in creating a productive and motivating work atmosphere. However, the relationship between leadership style, work environment, and employee performance is not always direct. Employee job satisfaction often functions as a mediating variable that can influence the relationship between these two factors and performance. An effective leadership style usually includes the ability to provide clear direction, support professional development, and build open communication with employees. Meanwhile, a good work environment includes physical, psychological and social aspects that influence employee well-being. Job satisfaction, which reflects the extent to which employees feel satisfied with aspects of their work, can be a bridge connecting leadership style and work environment with expected performance.

Surabaya Orthopedic & Traumatology Hospital as a specialist health service unit has its own characteristics and challenges in terms of leadership and work environment management. With a complex organizational structure and high job demands, it is important to understand how leadership styles and work environments in these hospitals influence employee performance through their job satisfaction.

LITERATURE REVIEW

Leadership style is the way a leader influences, directs, motivates and controls subordinates in a certain way, so that subordinates can complete tasks effectively and efficiently (Siagian & Hazamanan, 2018). Meanwhile, according to Anggoro et al (2022), another factor that influences job performance and satisfaction besides the participative leadership style is the need for competence. Leadership style is a set of characteristics used by a leader

to influence subordinates to achieve organizational goals, using strategies that are preferred and often applied by leaders (Arifin, 2018). The work environment is everything around the employee that can influence him in carrying out his duties. The first thing that must be done to improve employee performance is to ensure that employees can carry out their duties without experiencing tension, or in other words, the agency must provide a good work environment for them. employees (Manihuruk, 2020).

Employee performance is what employees do or do not do, influencing how much they contribute to the organization in terms of the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities given (Soejarminto & Hidayat, 2023). Kinerja karyawan merupakan tolak ukur utama yang menunjukkan sejauh mana usaha yang dilakukan karyawan dalam melakukan suatu pekerjaan serta seberapa besar etos kerja yang dimiliki oleh karyawan tersebut. Oleh sebab itu, setiap karyawan selalu dituntut untuk mampu menghasilkan kinerja yang baik guna menciptakan nilai bagi perusahaan tempat bekerja (Marwita, 2023). Job satisfaction is reflected in the performance shown by each employee. When their performance is good, it is a sign that they are satisfied with the work they do (Tanjung, 2019). Low employee work will reduce productivity and work effectiveness, which will hinder progress in achieving company goals (Firdaus, et all, 2023). Job satisfaction is the feeling experienced by workers when carrying out their duties, where they can feel happy or not.

Leadership Style on Employee Performance

According to Efendi, (2020) if people who are followers or subordinates can be influenced by the power possessed by superiors then they will want to follow the will of their leaders consciously, willingly and wholeheartedly.

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

Leadership Style on Job Satisfaction

According to Prasetyo et al (2023), leadership style influences job satisfaction. Leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture (Tambunan, 2020).

H2: Leadership style has a significant effect on job satisfaction.

Work Environment on Employee Performance

The work environment has a positive impact on employee performance. A comfortable work environment causes the level of employee concentration at work to increase, and this condition causes the level of employee work productivity to increase, where the work environment is one of the factors that influences employee performance (Amalia & Ratnawili, 2023).

H3: Work environment has a significant effect on employee performance

Work Environment on Job Satisfaction

Based on research by Hariani & Hakim (2021). job satisfaction for employees so that the work environment has a meaningful role for employees

H4: Work environment has a significant effect on job satisfaction

Job satisfaction on employee performance

Based on research by Riskawati et all (2023), the performance of the PAM Tirta Mangkaluku Office workforce in Palopo City is influenced by job satisfaction. Data shows that performance increases in direct proportion to job satisfaction.

H5: Job satisfaction has a significant effect on employee performance

Leadership Style on Employee Performance Mediated by Job Satisfaction

According to the results of research conducted by Hasbiyadi et all (2020), the direct influence of leadership style on performance has a greater value than the influence of leadership style through satisfaction with performance. The results of this research prove that leadership style can indeed influence employee performance directly. In contrast, research by Jopandra (2021) shows that indirectly leadership style through job satisfaction has a significant influence on employee performance.

H6: Leadership style has a significant effect on employee performance

Work Environment on Employee Performance Mediated by Job Satisfaction

Based on the results of research by Hasbiyadi et all (2020), the analysis explains that there is a direct influence of the work environment on performance which has a smaller value than the influence of the work environment through job satisfaction. Research by Kusumastuti et all (2019) shows that job satisfaction has a positive and significant influence on employee performance, mediated by employee job satisfaction.

H7: Work environment has a significant effect on employee performance

RESEARCH METHODS

The type of data used in this research is quantitative data, the data collection technique that will be carried out in this research is by collecting primary data, namely by distributing questionnaires. The sample in this study was 128 people consisting of 50 other health workers, 57 administrative staff and 21 non-health technical staff serving at the Surabaya Orthopedic & Traumatology Hospital. The data analysis method in this research will use the Structural Equation Model with the Partial Least Square Method.

Outer Model

Validity Test: Validity test is a measurement carried out to determine whether the research data is accurate. The closeness of the relationship between metric measurements represents measurements that are successfully tested in the research model within the validity structure. Convergent validity and discriminant validity are two types of test validity. Convergent validity determines the correlation between index scores and variable scores. If the factor loading is greater than 0.7 and the average variance extracted (AVE) is greater than 0.5, the indicator is considered effective, and it can be concluded that it meets the criteria for convergent validity (Sugiyono & Lestari, 2021). Reliability Test: Reliability tests can be used to assess the accuracy of respondents' responses to research questionnaire questions. This reliability test will also evaluate whether the respondent's responses to the questionnaire can be trusted. Cronbach's alpha test and composite reliability will help improve reliability testing. Composite reliability is almost identical to the Croncbach's alpha statistical technique. However, composite reliability tests the actual reliability value of a variable. To use all metrics as measurement instruments for each system, the total reliability of the values must be greater than 0.7 (Sugiyono & Lestari, 2021)

Inner Model

Hypothesis testing is collected from system boot using SmartPLS to eliminate irregularities in the sample. The t test provided from the Smart PLS application is used for hypothesis testing. To have a significant influence on other factors when testing this assumption, the t-test value must be more than 1.96 (Chen et al., 2019). Furthermore, if the calculated t value is less than 1.96 then the variable is believed to have no effect on other variables. In this research, the amount of hypothesis testing is positive with an alpha value of 5%.

RESULT AND DISCUSSION

Instrumental Analysis Test: Test the outer model

Table 1. Validity test results

Variable	Indicator	Significance	Result

Leadership Style	X1.1	0.000	Valid
	X1.2	0.000	Valid
	X1.3	0.000	Valid
	X1.4	0.000	Valid
	X1.5	0.000	Valid
	X1.6	0.000	Valid
Work environment	X2.1	0.000	Valid
	X2.2	0.000	Valid
	X2.3	0.000	Valid
	X2.4	0.000	Valid
	X2.5	0.000	Valid
Job satisfaction	Z1.1	0.000	Valid
	Z1.2	0.000	Valid
	Z1.3	0.000	Valid
	Z1.4	0.000	Valid
	Z1.5	0.000	Valid
Employee performance	Y1.1	0.000	Valid
	Y1.2	0.000	Valid
	Y1.3	0.000	Valid
	Y1.4	0.000	Valid
	Y1.5	0.000	Valid
	Y1.6	0.000	Valid

All of the total variables X1, X2, Z and Y are 0,000 and below 0,05 thus the validity test of all variables are valid.

Convergent Validity Test

To carry out a convergent validity test, research needs to obtain factor loadings and average variance extracted (AVE) for this test. Determination of validity requirements can be met by having a factor loading value greater than 0.7 and the average variance extracted (AVE) greater than 0.5. Based on analysis using the SmartPLS program, the following are the results of tests carried out for variable indicators.

Table 2. Model Factor Loading Test

	Leadership Style	Job satisfaction	Employee performance	Work environment
X1.1	0,850			
X1.2	0,859			
X1.3	0,866			
X1.4	0,888			
X1.5	0,855			
X1.6	0,830			
X2.1				0,711
X2.2				0,796
X2.3				0,790
X2.4				0,796
X2.5				0,781
Y1.1			0,818	

Y1.2			0,865
Y1.3			0,838
Y1.4			0,851
Y1.5			0,795
Y1.6			0,819
Z1.1		0,835	
Z1.2		0,781	
Z1.3		0,892	
Z1.4		0,919	
Z1.5		0,876	

The results of the analysis above have a loading factor value > 0.7. This shows that the items used in this study have good ability to explain the construct. The results show that the study indicators have passed and are considered valid according to convergent validity.

Discriminant Validity Test

Table 3. Fornell Larcker Criteria

	Leadership Style	Job satisfaction	Employee performance	Work environment
Leadership Style	0,858			
Job satisfaction	0,584	0,852		
Employee performance	0,561	0,600	0,831	
Work environment	0,476	0,546	0,557	0,776

The findings of the Fornell Larcker test criteria have met the standards. This is shown in the table above that all variables are valid because the AVE root value of each variable is greater than the correlation value of that variable with other variables. As a result, all variables analyzed have criteria that meet discriminant validity.

Table 4. Cross Loading Factor

	Leadership Style	Job satisfaction	Employee performance	Work environment
X1.1	0,850	0,502	0,477	0,333
X1.2	0,859	0,530	0,581	0,389
X1.3	0,866	0,479	0,483	0,410
X1.4	0,888	0,489	0,450	0,472
X1.5	0,855	0,450	0,419	0,385
X1.6	0,830	0,546	0,455	0,461
X2.1	0,250	0,255	0,318	0,711
X2.2	0,473	0,470	0,429	0,796
X2.3	0,298	0,424	0,435	0,790
X2.4	0,278	0,369	0,490	0,796
X2.5	0,492	0,536	0,455	0,781
Y1.1	0,481	0,495	0,818	0,428
Y1.2	0,467	0,472	0,865	0,454
Y1.3	0,434	0,525	0,838	0,475
Y1.4	0,439	0,415	0,851	0,502
Y1.5	0,582	0,616	0,795	0,459

Y1.6	0,356	0,431	0,819	0,455
Z1.1	0,469	0,835	0,584	0,502
Z1.2	0,531	0,781	0,498	0,432
Z1.3	0,551	0,892	0,439	0,496
Z1.4	0,480	0,919	0,527	0,509
Z1.5	0,486	0,876	0,527	0,406

The loading value of a construct is greater than the loading value of the construct on other constructs. This shows that all variables have passed and completed standard testing. In conclusion, all data variables can be used and are considered valid because they have passed the convergent and discriminant validity tests.

Reliability Test

Composite Reliability and Cronbach's Alpha Test

Table 5. PLS Construct Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Leadership Style	0,928	0,944
Job satisfaction	0,913	0,935
Employee performance	0,911	0,931
Work environment	0,836	0,883

Composite reliability results are considered reliable if the value is greater than 0.7. The next test carried out to test the reliability of the data is Cronbach Alpha, where the data is said to be valid if the variable value is greater than 0.6. Based on the results in the table above, all variables are reliable because the composite reliability value is greater than 0.7 or Cronbach's alpha is greater than 0.6. Based on the results of composite reliability and Cronbach Alpha, it can be seen that the data used in this research is reliable.

Reliability per Indicator

In this study, calculating reliability uses Cronbach alpha with a cut off value of at least 0.7. The calculation results are as follows:

Table 6. Leadership Style Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X11	19.0938	12.448	.775	.916
X12	19.1016	12.123	.778	.915
X13	19.0625	12.217	.803	.912
X14	19.0469	12.281	.840	.908
X15	19.0156	12.141	.797	.913
X16	19.2500	11.953	.752	.920

From the data above, the indicator value of the leadership style latent variable is above the cut off value of 0.7. so it can be said that the leadership style variable (X1) is reliable.

Table 7. Work Environment Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X21	15.3516	5.568	.483	.731
X22	15.9453	4.918	.533	.714
X23	15.5078	5.402	.594	.701

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X24	15.3438	5.456	.534	.716
X25	15.9453	4.194	.561	.717

From the data above, the work environment latent variable indicator value is above the cut off value of 0.7. so it can be said that the work environment variable (X2) is reliable:

Table 8. Job Satisfaction Variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Z11	15.3672	7.872	.805	.881
Z12	15.4063	8.361	.783	.901
Z13	15.4688	7.464	.848	.871
Z14	15.3906	7.374	.875	.865
Z15	15.3672	7.620	.848	.871

From the table above, the indicator value of the latent variable job satisfaction is above the cut off value of 0.7. so it can be said that the job satisfaction variable (Z1) is reliable.

Table 9. Employee performance variables

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y11	20.0000	6.362	.731	.890
Y12	19.9375	6.232	.796	.881
Y13	19.9922	6.165	.755	.886
Y14	20.0156	6.299	.781	.883
Y15	20.1563	6.101	.659	.903
Y16	20.0156	6.110	.744	.888

From the data above, the employee performance latent variable indicator value is above the cut off value of 0.7. so it can be said that the employee performance variable (Y1) is reliable.
Inner Model Test

R – Squared Test
The R-square (R) test results are considered good if the R-square value is greater than 0.5. Results of tests carried out with SmartPLS

Table 10. Coefficient of Determination

	R Square	R Square Adjusted
Job satisfaction	0,434	0,425
Employee performance	0,475	0,463

Based on the results above. It can be seen that the R-Square test has met the standard results as expected. The R Square value of the job satisfaction variable is 0.425. From these results it can be concluded that the influence of leadership style and work environment variables on job satisfaction is 42.5%. However, 57.5% was influenced by factors not studied in this study. The R-Square value of the Employee Performance variable is 0.463. From these results it can be concluded that the influence of leadership style, work environment and job satisfaction variables on employee performance is 46.3%. However, 53.7% was influenced by factors not studied in this study. The results are classified as moderate because the value is still below but close to 50%.

Path Coefficient Test

The next test of the inner model is the path coefficient. The test results will reveal the course of the variable association. If the value of a variable is between -1 and 0, the relationship is negative. However, if the variable value is between 0 and 1, it has a positive direction. The Path Coefficient test results can be seen from the table below:

Table 11. Path Coefficient

	Leadership Style	Job satisfaction	Employee performance	Work environment
Leadership Style		0,240	0,077	
Job satisfaction			0,100	
Employee performance				
Work environment		0,164	0,092	

Based on the results of the data above, it shows that the relationship between job satisfaction = 0.240 (leadership style) + 0.164 (work environment), this means that all the variables in this study have a positive relationship with each other. Leadership style and work environment have a positive effect on job satisfaction. Based on the results of Table 5.21. shows that the relationship between Employee Performance = 0.077 (leadership style) + 0.100 (job satisfaction) + 0.092 (work environment) this means all the variables. in this study have a positive relationship with each other.

Hypothesis Testing

Hypothesis testing is obtained by examining the t-test values in the path coefficient (bootstrapping) part of the SmartPLS hypothesis testing section. The t-test value must be more than 1.96, indicating that the variable influences other variables significantly. The following are the results of using SmartPLS software to process data for hypothesis testing:

Table 12. T statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Leadership Style -> Employee Performance	0,255	0,251	0,101	2,517	**0,012**
Leadership Style -> Job Satisfaction	0,419	0,420	0,096	4,370	**0,000**
Work Environment -> Employee Performance	0,269	0,283	0,119	2,260	**0,024**
Work Environment -> Job Satisfaction	0,347	0,346	0,105	3,315	**0,001**
Job Satisfaction -> Employee Performance	0,304	0,302	0,109	2,789	**0,005**
Leadership Style -> Job Satisfaction -> Employee Performance	0,127	0,127	0,057	2,241	**0,025**
Work Environment -> Job Satisfaction ->	0,105	0,103	0,048	2,202	**0,028**

Employee Performance

Source: Data processed by SmartPLS

The results of this research prove that leadership style has a significant positive effect on employee performance.

The influence of leadership style on job satisfaction

The results of this research indicate that leadership style has a significant positive effect on employee job satisfaction. Various leadership styles can influence how employees perceive their work and the level of satisfaction they experience. If the leaders at RSOT have a good leadership style, then their subordinates can have good job satisfaction too

The influence of the work environment on employee performance

The results of this research show that the work environment has a significant positive effect on employee performance at RSOT. The leadership style variable has the second largest influence after job satisfaction (F square = 0.092). This shows the important role of the work environment for employee performance, especially in hospitals whose main business is services.

The influence of the work environment on job satisfaction

The results of this research prove that the work environment has a significant direct effect in a positive direction on job satisfaction at RSOT. An environment that facilitates a balance between work and comfort at work can increase job satisfaction because employees feel more balanced and comfortable at work.

The influence of job satisfaction on employee performance

Statistical testing shows that employee performance has the greatest influence on employee performance. When employees succeed in achieving their goals, both personal goals and company goals, this can increase job satisfaction.

Job satisfaction mediates the influence of leadership style on employee performance

The results of this research prove that the influence of leadership style and work environment on employee performance through job satisfaction as an intervening variable is significant. Thus, job satisfaction can mediate the influence of leadership style on employee performance.

Job satisfaction mediates the influence of the work environment on employee performance

The results of this study show that job satisfaction mediates the influence of leadership style and has a significant positive effect on employee performance at RSOT. In this way, the work environment can mediate the influence of leadership style on employee performance.

CONCLUSIONS AND PRACTICAL IMPLICATION

The conclusion of this research is that the seven hypotheses in this research can be completely accepted. First, leadership style has a significant effect on employee performance, because the T statistic value is 2.517, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05 so it can be concluded as significant. Second, leadership style has a significant effect on job satisfaction, because the T statistic value is 4.370, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05, so it can be concluded as significant. Third, the work environment has a significant effect on employee performance because the T statistic value is 2.260, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05, so it can be concluded that it is significant.

Fourth, the work environment has a significant effect on job satisfaction because the T statistic value is 3.315, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05, so it can be concluded that it is significant. Fifth, job satisfaction has a significant effect on employee performance because the T statistic value is 2.789, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05, so it can be concluded that it is significant.

Apart from that, the results of testing the mediation hypothesis for the sixth and seventh hypotheses show the role of the job satisfaction variable as a mediating variable. Leadership style has a significant effect on employee performance through job satisfaction because the T statistic value is 2.241, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05, so it can be concluded that it is significant. The work environment has a significant effect on employee performance through job satisfaction because the T statistic value is 2.202, which is in accordance with the provisions, namely greater than 1.96. Apart from that, it has a p value of less than 0.05, so it can be concluded that it is significant. The job satisfaction variable partially mediates leadership style and work environment on employee performance.

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