

EFFECT OF LEADERSHIP, COMPENSATION AND WORK ENVIRONMENT ON PERFORMANCE, WITH JOB SATISFACTION AS THE INTERVENING VARIABLE IN EMPLOYEES PT. SEMBILAN CAHAYA ABADI

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Abstract

The purpose of this study was to analyze the influence of leadership, compensation, and work environment on employee performance with job satisfaction as an intervening variable at PT. Sembilan Cahaya Abadi. The research sample was 125 people who were selected by random sampling method. Data collection using questionnaires and Structural Equation Modeling (SEM) was used as an analytical technique. The results of the study prove that the variables of Leadership, Compensation, and Work Environment have a positive and significant effect on Employee Performance through Job Satisfaction.

Keywords: leadership; compensation; and work environment; employee performance; job satisfaction

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INTRODUCTION

Resource management is one of the management sciences that regulates all kinds of resources, both natural resources and human resources. The human resource management section plays an important role for a company because this section manages all components of employees in the company. Employees are the main company assets because without employees the company will not be able to operate and run well. Talking about employees as company assets, a company as an employer must pay attention to its employees as remuneration for the work and obligations of employees.

The purpose of the company being established is to get maximum profit in order to increase the wealth of the shareholders, therefore the company is required to carry out high productivity with good quality. In addition to capital, facilities and infrastructure, technology, applicable

regulations, companies or organizations require quality resources. In this case, quality HR (Human Resources) will also make a good contribution to the company, with the development of today's era, many companies compete or compete for profits so that the company can develop, the company is required to have quality human resources.

Human Resources (HR) has an important role for a company or organization. Therefore, HR needs special attention to find out what HR indicators affect the performance of quality employees. The indicators of HR are job satisfaction, work discipline, leadership, performance, training, education, motivation, work environment, job training, recruitment, and organizational commitment. In addition, the level of knowledge and skills can affect the company's ability to increase productivity. Knowledge and skills are values that need to be communicated to all employees so that

employees realize that they are a skilled workforce needed for the progress of the company.

PT. Sembilan Cahaya Abadi is a company engaged in the publishing and production of books and is a distributor of the products made. As a publisher and distributor, PT. Sembilan Cahaya Abadi is a company that is included in the top 10 sales category at the Gramedia Store. Therefore, human resources are an important asset in the company, in this case PT. Nine Lights Eternal must improve HR effectively and efficiently so as to create optimal performance to achieve goals such as profit. With that the company must be able to create situations and conditions that encourage employees to develop their abilities and skills optimally, thus researchers want to know whether or not there is an influence of leadership, compensation, and work environment indicators on job satisfaction and encourage employee performance at the company PT. Sembilan Cahaya Abadi, South Jakarta, DKI Jakarta.

As for the reasons why the researcher took the indicators of leadership, compensation, work environment, as the independent variable (independent), job satisfaction as an intervening variable and performance as the dependent variable (dependent), namely where the variables of leadership, motivation, work environment, job satisfaction and performance were more suitable for scrutiny in the company PT. Sembilan Cahaya Abadi is because these variables exist in the company, for example in the company there is a company leader, the salary given by the company is quite high because it is in accordance with the UMP (provincial minimum wage), the work environment varies (some work in closed and open spaces, and is in the warehouse), the company poses a challenge for the workers themselves and will have implications for salary and work environment opportunities. and optimal performance will make a major

contribution to achieving the goals of the company PT. Sembilan Cahaya Abadi.

Leadership is the most important role in organizations and companies because it affects the success of the organization or company in achieving goals. The success of an organization as a whole or part of an organization is very dependent on the quality of leadership itself because a leader has the power to regulate his employees to do something to achieve company goals. Thus, companies need leaders who are able to inspire, motivate, and move members of their organizations effectively and efficiently for company goals. Handoko (2009:294) argues that leadership is the ability that a person has to influence other people to work towards achieving goals and objectives.

In today's business world, it is required to create high employee performance for company development. Companies must be able to build and improve performance in their environment. The success of the company is influenced by several factors, one of the important factors is human resources, because human resources are actors from all levels of planning to evaluation who are able to utilize other resources owned by the organization or company. In improving and maintaining the performance of its employees, the company takes several ways and one of them is through the provision of appropriate compensation.

The work environment is a factor that indirectly affects employee performance. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment has a direct influence on employees in completing their responsibilities to the organization or company. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace to carry out his activities and complete his duties or responsibilities. The work environment includes working relationships that are formed between fellow employees, working relationships between subordinates

and superiors, and the physical environment in a company or organization. According to (Sedarmayanti & Rahadian, 2018) the work environment is the whole of the tools and materials encountered, the surrounding environment in which a person works, the method of work, and work arrangements both as individuals and as groups.

Job satisfaction is a pleasant condition or emotionally positive that comes from a person's assessment of his work or work experience. A positive feeling about one's job that is the result of an evaluation of its characteristics (Robbins et al., 2008) Job satisfaction is the attitude or feeling of satisfaction and dissatisfaction of employees with the results of the assessment of the work they have done. This is in line with the opinion of (Handoko, 2015) looking at job satisfaction as a feeling of satisfaction or dissatisfaction of employees with their work, this feeling will be seen from the attitude of employees towards work and their work environment. The dimensions of job satisfaction used in this study refer to the opinions of Kaswan (2012) and Luthans (2006) including the work itself, salary, opportunities, work environment, colleagues, and working conditions.

Based on the results of previous studies, there are several research gaps regarding the Influence of Leadership, Compensation and Work Environment on Performance, with Job Satisfaction as an Intervening Variable which shows different research findings between one researcher and another, so further research is needed and is expected to be able to clarify. This research was developed to fill the previous research gap by using the variables of Leadership, Work Environment,

Compensation, Job Satisfaction and Performance.

From several gaps in the results of previous research, the author wants to close the research gap by presenting the job satisfaction variable as an intervening variable, so that it can produce research updates. Job satisfaction can be achieved if all employee expectations can be met in carrying out their duties and responsibilities, and support the employee's achievement in the company. Job satisfaction describes the feelings and attitudes of employees towards the job. Employees with high job satisfaction are expected to expend all their abilities and energy to complete the work, so that they can produce optimal performance and contribute to the company.

This shows that job satisfaction as an independent variable can also be a dependent variable (influenced). According to (Robbins 2015) states that there are 6 factors that affect job satisfaction, namely (1) the work itself, (2) Salary, (3) Working period, (4) Supervision, (5) Coworkers, and (6) Overall (Robbins & Judge, 2015:50). Meanwhile, from the results of research on job satisfaction, it can be conveyed that the influencing variables are organizational culture and leadership style (Chang & Lee, 2007); (Visvanathan, Muthuveloo, & Ping, 2018). Meanwhile, in other studies it was found that job satisfaction is also influenced by years of service (Sarker, et al, 2003).

Based on the description above, the researchers conducted a study entitled "The Influence of Leadership, Compensation and Work Environment on Performance, with Job Satisfaction as an Intervening Variable for Employees of PT. Sembilan Cahaya Abadi."

Table 1
Sales Data for the period 2019 – 2020

No.	Month	Sales Results (Rupiah)
1.	January - June 2019	Rp 2. 516.773.000
2.	July – December 2019	Rp 2.517.663.500
3.	January – June 2020	Rp 1.513.443.000
4.	July – December 2020	Rp 1.518.663.500

Table 1 shows that the level of achievement of employee performance realization from 2019 to 2020 decreased as seen based on sales turnover which continued to decline drastically from management expectations. When viewed from the trend of achievement per year, in 2020 there was a significant decline. This is due to the Covid-19 pandemic which has an impact on the achievement of company performance which directly affects employee performance. Therefore, based on these conditions, management hopes that employee performance can be optimized again, especially after facing global problems, namely the Covid-19 pandemic.

Human resources or employees who have good performance can support the achievement of goals and objectives set by the company. According to Kiruja and Elegwa (Kiruja, 2013) employee performance is a function of ability and motivation, where ability consists of skills, training and resources needed to perform tasks and motivation is described as inner strength that encourages individuals to act on something. Employee performance is an important element of any company and the most important factor for the success of the company and its performance. Employee performance is the result of work that in quality and quantity can be achieved by an employee in carrying out tasks according to the responsibilities given to him. The performance can be tangible, seen, counted in number, but in some cases, the results of thought and effort cannot be counted and seen, such as ideas for solving a problem, a new innovation of a goods or service company, it can also be an invention of work procedures. which is more efficient. Several studies have shown that employee performance is influenced by compensation (Sugiono, Hidayat, & Efendi, 2020). In addition, employee performance is also influenced by job satisfaction (Lumantow, Tewel, & Lengkong, 2015).

The objectives to be achieved in this research are: 1) Analyzing the Effect of Leadership on Job Satisfaction on Employees of PT. Nine Immortal Lights, 2) Analyzing the Effect of Compensation on Job Satisfaction on Employees of PT. Nine Immortal Lights, 3) Analyzing the influence of the work environment on job satisfaction through job satisfaction as an intervening variable for employees of PT. Sembilan Cahaya Abadi, 4) Analyzing the influence of leadership on employee performance at employees of PT. Sembilan Cahaya Abadi, 5) Analyzing the Effect of Compensation on Employee Performance on Employees of PT. Sembilan Cahaya Abadi, 6) Analyzing the Effect of Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable for Employees of PT. Sembilan Cahaya Abadi, 7) Analyzing the influence of leadership on employee performance through job satisfaction as an intervening variable for employees of PT. Sembilan Cahaya Abadi, 8) Analyzing the Effect of Compensation on Employee Performance through Job Satisfaction as an Intervening Variable for Employees of PT. Sembilan Cahaya Abadi, 9) Analyzing the Effect of Work Environment on Employee Performance through Job Satisfaction as an Intervening Variable for Employees of PT. Sembilan Cahaya Abadi, 10) Analyzing the Effect of Employee Performance on Employee Job Satisfaction on Employees of PT. Sembilan Cahaya Abadi.

The results of this study are expected to provide benefits, namely:

a. For companies

This research is expected to be useful for the company under study as a consideration in the management of human resources, especially in terms of leadership, compensation, work environment and job satisfaction on employee performance.

b. For National University

The results of this study are expected to provide benefits in adding

references at the National University and for other researchers, especially postgraduate students who carry out further research with similar topics can be used as research recommendations to be carried out.

c. For researchers

The results of this study can add knowledge and insight into human resource theories that have been taught in lectures and can be applied in the workplace today and in the future.

METHOD

1. Data Collection Method

Techniques or ways of collecting data to be used in this study are as follows:

a. Questionnaire

According to the opinion (Sujarweni, 2015) that the questionnaire is a data collection technique that is done by giving a set of questions or written questions to the respondents to be answered. Questionnaires are efficient data collection variables if the researcher knows with certainty the variables to be measured and knows what is expected of the respondents.

b. Observation

Done directly by visiting PT. Sembilan Cahaya Abadi to find out the marketing mix activities carried out there.

c. Literature Study

Literature study based on (Arikunto, 2010) is a method of collecting data by seeking information through books, magazines, newspapers, and other literature that aims to form a theoretical basis.

2. Data Collection Procedure

The following is the procedure for data collection carried out in the following way:

a. Library Research

Literature research is carried out to obtain concepts or theories that can be used to encourage research subjects, which are sourced from the literature in the form of reading books, previous research theses contained in journals and scientific articles.

b. Primary Data Research

Primary data is data obtained from the first source, for example from individuals or others who have an influence on individual research subjects, including in the form of filling out questionnaires. The definition of primary data is original data collected by researchers themselves to answer specific research problems. In this research, primary data is obtained directly from the source, so that it becomes the first hand to obtain the data. It takes a greater commitment from the researchers because doing the data collection themselves rather than obtaining secondary data, also the variables require more time, resources and costs.

3. Data Analysis Tools and Methods

a. Data Analysis Tools

The analysis used is the statistical method, is expected to assist in making decisions to accept and reject the hypothesis. The analytical tool used is the Structural Equation Model (SEM). To speed up data processing and testing, this is done with the help of the AMOS ver 22 variable application program (Ghozali, 2014).

b. Descriptive Analysis Method

Descriptive analysis is an analysis that explains the interest of research data in sentence form. Descriptive analysis aims to convert raw data into data that is easy to understand in the form of more concise information.

In this study, descriptive data analysis will be carried out on research data from respondents' data. Respondent data include:

- Age
- Gender
- Type of work

c. Multiple Regression Analysis

An analysis to see how far the influence of the variables of leadership, compensation, work environment, job satisfaction and performance. Multiple regression analysis is an equation formula as quoted by (Sugiyono, 2012), namely:

$$Z = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Y = b_4 + b_5X_1 + b_6X_2 + b_7X_3 + b_8Y + e.....$$

Where,

- Z = Job Satisfaction (JS)
- Y = Performance (Pe)
- X1 = Leadership (Le)
- X2 = Compensation (Co)
- X3 = Work environment (WE)
- b1, b2, b3 = Regression Coefficient
- e = Standard Error

RESULTS AND DISCUSSION

1. Characteristics of Respondents

The explanation below explains the description of the research respondent data in the form of a description of the characteristics of the respondents by category: gender, age, education and status. Respondents are interviewees who provide information or

data to interviewers. Respondents to provide correct information for the purposes of the data that will be tested. The main characteristic or characteristic of the respondent is to clearly describe what is the information which is of course closely related to the data being collected. The following are the categories of research respondents:

Table 2
Characteristics of Respondents by Gender

Gender	Amount	Percentage
Man	48	38 %
Woman	77	62 %
Total	125	100 %

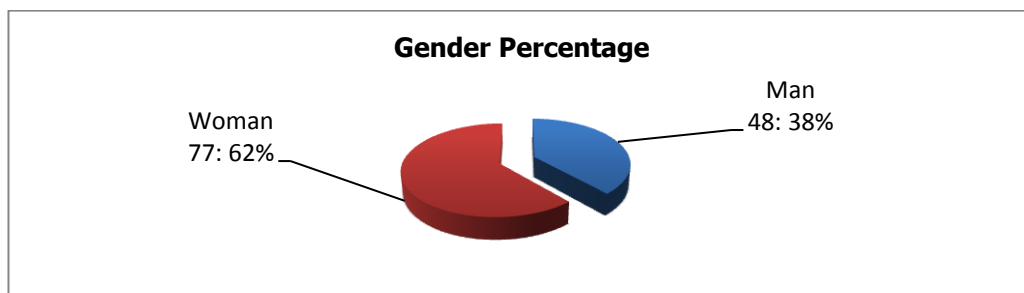


Figure 1
Gender Percentage

Based on table 2 above, it is known that the gender of the respondents in this study were 48 men (38%) and 77 women (62%). The

number of respondents who are more dominant in this study are women by 62% when compared to male respondents who only amount to 38%.

Table 3
Characteristics of Respondents by Age

Age	Amount	Percentage
< 20 yrs	19	19 %
20-29 yrs	66	36 %
30-39 yrs	28	30 %
40-49 yrs	11	9 %
>50 yrs	1	6 %

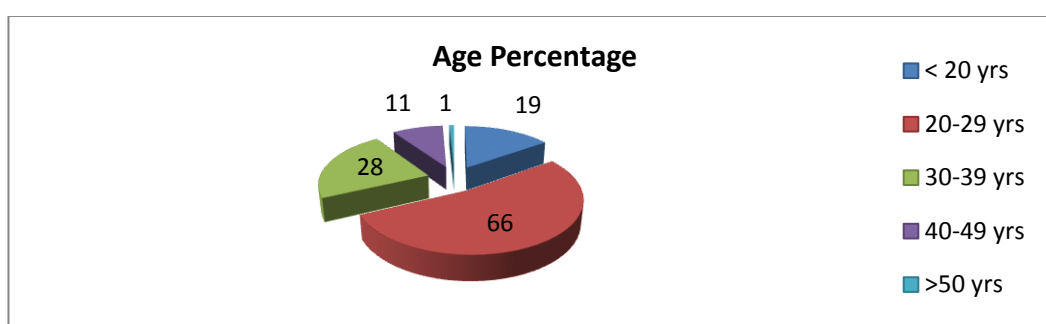


Figure 2
Age Percentage

Based on table 3 above, it is known that the age of the employees who became respondents in this study were 20 years and under as many as 19 people (15%), 20-29 years as many as

66 people (53%), 30-39 years as many as 28 people (22%), 40-49 years as many as 11 people (9%), and 50 years and over as many as 1 person (1%).

Table 4
Characteristics of Respondents Based on Education

Education	Amount	Percentage
High School	66	27 %
Diploma	44	10 %
Bachelor	13	52 %
Postgraduate	2	11 %
Total	125	100 %

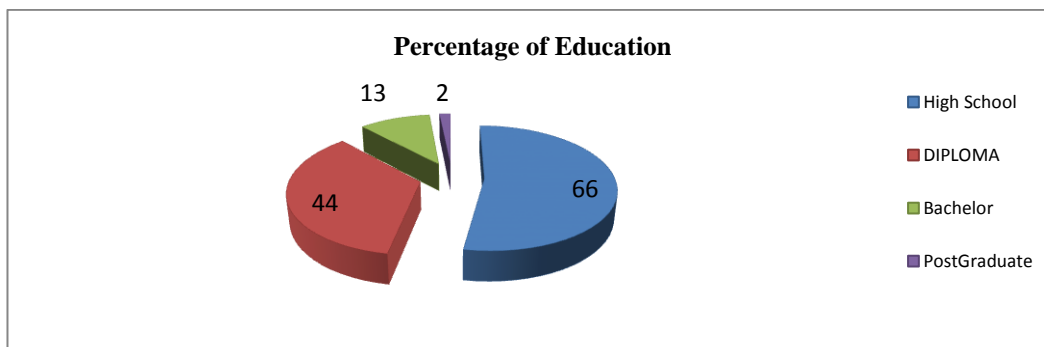


Figure 3
Percentage of Education

Based on table 4 above, it is known that the education level of the employees of PT. Sembilan Cahaya Semesta who became respondents in this study were 66 people (53%), Diplomas as many as 44 people (35%), Bachelors as many as 13 people (10%), Postgraduate 2 people (2%).

a. Perception Analysis of Research Variables

The results of the analysis of the distribution of questionnaire answers for each research variable can be presented as follows:

1) Perception Level of Leadership Variables

The results of the descriptive analysis of respondents' answers on each product variable indicator are presented in the following table:

Table 5
Results of the Perception Level of Leadership Variables

Indicator	Score Results	Maximum Score	Percentage
Inovator	435	500	87%
Communicator	425	500	85%
Motivator	415	500	83%
Controllor	415	500	83%
Average	422,5	500	84%

Based on table 5, it shows that the highest respondent's opinion about leadership is on the Innovator indicator with an answer score of 435 or 87%. In addition, the average score of respondents' answers on the Organizational Culture variable from the four indicators is 422.5 or 84%. This explains that

overall, respondents agree that the elements of leadership are needed by employees.

2) Perception Level of Compensation Variable

The results of the descriptive analysis of respondents' answers on each price variable indicator are presented in the following table:

Table 6
Results of Perception Level of Compensation Variables

Indicator	Score Results	Maximum Score	Percentage
Wages	435	500	87%
Incentive	425	500	85%
Allowance	415	500	83%
Facility	415	500	83%
Average	422,2	500	84%

Based on table 6, it shows that the highest respondent's opinion about compensation is on the salary indicator with an answer score of 435 or 87%. In addition, the average score of respondents' answers on the Compensation variable of the four indicators is 422.5 or 84%. This explains that overall, respondents agree that all

elements of compensation are needed by employees.

3) Result of Perception Level of Work Environment Variable

The results of the descriptive analysis of respondents' answers to each indicator of the work environment variable are presented in the following table:

Table 7
Results of Perception Levels of Work Environment Variables

Indicator	Score Results	Maximum Score	percentage
Description	470	500	94%
Air temperature	475	500	95%
Movement Room	470	500	94%
Security	475	500	95%
Average	472,5	500	94%

Based on table 7, it shows that the highest respondent's opinion about the Work Environment is on the Air Temperature and Safety indicators with the same answer score, which is 475 or 95%. This means that the respondents overall agree that air temperature and safety are factors in a good work environment. In addition, the average score of

respondents' answers on the Work Environment variable from the four indicators is 472.5 or 94%.

4) Result of Perception Level of Employee Performance Variable

The results of the descriptive analysis of respondents' answers to each variable indicator of employee performance are presented in the following table:

Table 8
Results of Employee Performance Variable Perception Level

Indicator	Score Results	Maximum Score	Percentage
Number of jobs	395	500	79%
Quality of work	395	500	79%
Presence	390	500	78%
Cooperation ability	395	500	79%
Average	395	500	79%

Table 8 shows that the highest respondent's opinion about employee performance has three similar indicators, namely indicators of number of jobs, quality of work, attendance, ability to cooperate with the results of the same answer score, which is 395 or 79%. In addition, the average score of respondents' answers on the

employee performance variable from the four indicators is 395 or 79%.

5) Result of Perception Level of Job Satisfaction Variable

The results of the descriptive analysis of respondents' answers to each variable indicator of Job Satisfaction are presented in the following table:

Table 9
Results of Descriptive Analysis of Job Satisfaction Variables

Indicator	Score Results	Maximum Score	Percentage
Satisfaction with salary	425	500	85%
Satisfaction with work environment	420	500	84%
Satisfaction with coworkers	405	500	81%
Satisfaction with superiors	420	500	84%
average	417,5	500	84%

Table 9 shows that the highest respondent's opinion on Job Satisfaction is on the Satisfaction with Salary indicator, the answer score is 425 or 85%. This states that the respondents overall agree that job satisfaction is obtained from satisfaction with salary. In addition, the average score of respondents' answers on the Job Satisfaction variable from the four indicators is 417.5 or 84%.

2. Construct Test, Normality and Outliers

The instrument test was conducted to determine whether the instrument used could be said to be valid and reliable. In this study, the instrument test was carried out by distributing questionnaires to 30 (thirty) respondents.

a. Instrument Construct Validity Test

The instrument's construct validity test was used to measure whether or not a questionnaire was valid. The validity test is carried out by comparing the calculated r value (seen in the Corrected Item Total Correlation column) with the r table for degree of freedom (df) = n-2, in

this case (n) is the number of samples. Test the validity of the questionnaire in this study using sig or = 0.05 and the number of samples as many as 30 (thirty) respondents, so that with the number of samples (n) = 30 then $df = 30 - 2 = 28$. The provision of the final result is if r is calculated $> r$ table then the question of the questionnaire is said to be valid. The value of r table with a value of $df = 28$ is 0.361.

1) Leadership Variable Instrument Validity Test

The validity test was carried out on each questionnaire

question on the Leadership variable, which amounted to 4 questions. Validity test was carried out using SPSS and compared with the r arithmetic produced with r table = 0.361. If $r \text{ count} > r \text{ table}$ then the questionnaire question is said to be valid or vice versa if $r \text{ count} < r \text{ table}$ then the questionnaire statement is said to be invalid. The following are the results of the validity of each question for the Leadership variable (Le) using SPSS.

Table 10
Test Results of the Validity of Leadership Variable Instruments

	Question	Total Score	Information
Le1	Pearson Correlation	,862**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
Le2	Pearson Correlation	,823**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
Le3	Pearson Correlation	,862**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
Le4	Pearson Correlation	,905**	Valid
	Sig. (2-tailed)	0,000	
	N	30	

From the results of the validity test of the Leadership variable above, it is known that 4 (four) questions are valid.

2) Test the Validity of Compensation Variable Instruments

The validity test was carried out on each questionnaire question on the Compensation variable, which amounted to 4 questions. Validity test was carried out using SPSS and compared to the r arithmetic produced with r table = 0.361. If

$r \text{ count} > r \text{ table}$ then the questionnaire question is said to be valid or vice versa if $r \text{ count} < r \text{ table}$ then the questionnaire statement is said to be invalid.

The following are the results of the validity of each question for the Compensation (Co) variable using SPSS.

Table 11
Test Results of Compensation Variable Instrument Validity

	Question	Total Score	Information
Co1	Pearson Correlation	,447*	Valid
	Sig. (2-tailed)	0,013	
	N	30	
Co2	Pearson Correlation	,859**	Valid

	Sig. (2-tailed)	0,000	
	N	30	
Co3	Pearson Correlation	,500**	Valid
	Sig. (2-tailed)	0,005	
	N	30	
Co4	Pearson Correlation	,430*	Valid
	Sig. (2-tailed)	0,018	
	N	30	

From the results of the validity test of the work environment variable in table 4.11 above, it is known that 4 questions are valid.

3) Test the Validity of the Instrument Variable Work Environment

The validity test was carried out on each questionnaire question on the work environment variable, which amounted to 4 questions. Validity

test was carried out using SPSS and compared to the r arithmetic produced with r table = 0.361. If $r_{count} > r_{table}$ then the questionnaire question is said to be valid or vice versa if $r_{count} < r_{table}$ then the questionnaire statement is said to be invalid.

Table 12
Work Environment Variable Instrument Validity Test Results

	Question	Total Score	Information
WE1	Pearson Correlation	,746**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
WE2	Pearson Correlation	,671**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
WE3	Pearson Correlation	,707**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
WE4	Pearson Correlation	,686**	Valid
	Sig. (2-tailed)	0,000	
	N	30	

From the results of the validity test of the Leadership variable above, it is known that 4 (four) questions are valid.

From the results of the Leadership variable validity test above, it is known that 4 (four) questions are valid.

4) Employee Performance Variable Instrument Validity Test

The validity test was carried out on each questionnaire question on the employee performance variable, which amounted to 4 questions. Validity test was carried out using SPSS

and compared to the r arithmetic produced with r table = 0.361. If $r_{count} > r_{table}$ then the questionnaire question is said to be valid or vice versa if $r_{count} < r_{table}$ then the questionnaire statement is said to be invalid.

The following are the results of the validity test of each question for the employee performance variable (EP) using SPSS.

Table 13

Test Results of Instrument Validity of Employee Performance Variables			
	Question	Total Score	Information
EP1	Pearson Correlation	,744**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
EP2	Pearson Correlation	,767**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
EP3	Pearson Correlation	,686**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
EP4	Pearson Correlation	,699**	Valid
	Sig. (2-tailed)	0,000	
	N	30	

From the results of the validity test of the employee performance variable in table 4.12 above, it is known that 4 (four) questions are valid.

From the results of the validity test of the employee performance variable in table 4.12 above, it is known that 5 (five) questions are valid.

5) Test the Validity of the Job Satisfaction Variable Instrument

The validity test was carried out on each questionnaire question on the Job Satisfaction variable, which amounted to 4 questions. Validity test was

carried out using SPSS and compared to the r arithmetic produced with r table = 0.361. If r count > r table then the questionnaire question is said to be valid or vice versa if r count < r table then the questionnaire statement is said to be invalid. The following are the results of the validity of each question for the Job Satisfaction (JS) variable using SPSS.

Table 14
Job Satisfaction Variable Instrument Validity Test Results

	Question	Total Score	Information
JS1	Pearson Correlation	,811**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
JS2	Pearson Correlation	,460*	Valid
	Sig. (2-tailed)	0,011	
	N	30	
JS3	Pearson Correlation	,607**	Valid
	Sig. (2-tailed)	0,000	
	N	30	
JS4	Pearson Correlation	,811**	Valid
	Sig. (2-tailed)	0,000	
	N	30	

CONCLUSION

This research was conducted by developing a model to analyze the influence of leadership, compensation, work environment on employee performance and job satisfaction as an intervening variable. In

this chapter it will be explained where from the formulation of the problem and the submission of hypotheses that have been carried out.

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