



The Effect of Leadership Style and Sustainable Work Environment on Employee Performance with Work Motivation as a Mediating Variable at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia

Muhammad Zainal^{1*}, Nur Aktif Budiono²

¹Universitas Mercu Buana, Jakarta, Indonesia, zaiquyudi@gmail.com

²Universitas Mercu Buana, Jakarta, Indonesia, nuraktifb@yahoo.com

*Corresponding Author: zaiquyudi@gmail.com¹

Abstract : This study aims to determine the effect of leadership style, work environment, and work motivation on employee performance. The type of research approach that the author uses is quantitative as a scientific method because the data is concrete, objective, measurable, rational and systematic. The sample used in this study used a non-probability sample method with the sampling technique being purposive sampling and the population in this study were employees at the Directorate General of Chemical Pharmaceutical and Textile Industries, Ministry of Industry totaling 161 people and a sample of 112 respondents was obtained. Data processing techniques in this study used the help of Structural Equation Model (SEM) based on Partial Least Square (PLS). The results showed that leadership style has a positive and significant effect on employee performance, work environment has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, leadership style has a positive and significant effect on employee work motivation, work environment has a positive and significant effect on employee work motivation, leadership style mediated by work motivation has a significant effect on employee performance, work environment mediated by work motivation has a significant effect on employee performance at the Directorate General of Pharmaceutical and Textile Chemical Industry, Ministry of Industry of the Republic of Indonesia.

Keywords: Leadership Style, Work Environment, Work Motivation and Employee Performance

INTRODUCTION

Development is an important formula in a country used to address various issues within society. However, in the midst of the dynamics of life at the global, national, and local levels, which are filled with complex societal problems, the processes of development are

increasingly demanded to be more thorough and attentive in identifying these issues. The concept of sustainable development has become an alternative response to the growing complexity of life. Broadly speaking, sustainable development covers three policy areas: economic development, social development, and environmental protection, particularly the relationship between the environmental, social, and economic aspects within the framework of sustainable development (Nurbaiti et al., 2023).

Achieving the goals of sustainable development is undoubtedly not easy when viewed in both the local context and the private sector (Afandi et al., 2021; Agustina and Pradesa, 2024). Achieving these sustainable development goals certainly requires strong political commitment and good leadership from the relevant stakeholders. A vision, mission, and initiative cannot be realized without political commitment from the government as the regulator. The political commitment built must be manifested through policy support and adequate budgets to drive the achievement of sustainable development goals. Furthermore, leadership is also one of the key factors in realizing sustainable development. One model of leadership that is inherent with the need for sustainable development goal achievement is sustainable leadership.

It is well known that leadership plays a very strategic role within an organization. Leadership is a crucial force behind the power of various organizations, including within the bureaucracy, and to create an effective organization, it is necessary to determine the scope of work regarding what can be achieved, and then mobilize the organization to change towards that new vision.

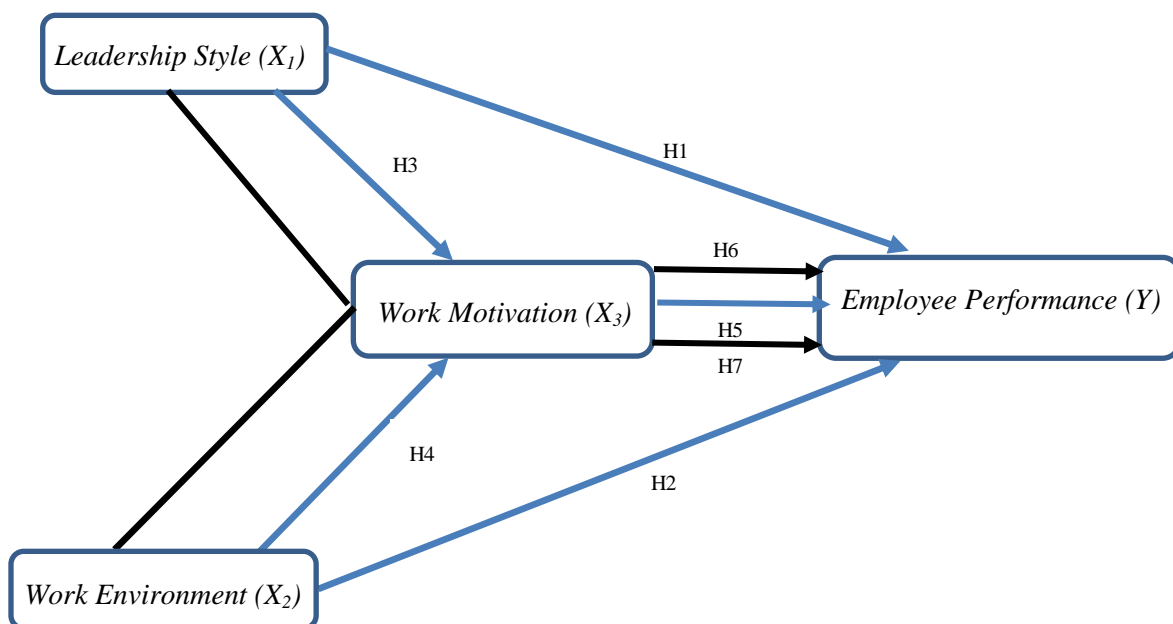
The progress of an organization is inseparable from the presence and influence of human resources within it. Human resources are the key to the organization in carrying out all its activities to achieve its goals. According to Jahri (2019), the role of skilled, creative, and innovative human resources will help the organization achieve its goals (Septerina and Irawati, 2018). Human resources are valuable assets within an organization, and employees are expected to perform their work optimally.

For an employee, a leader will always be an example and role model in working within the organization, as the leader's role is to serve as an internal facilitator, carrying out control functions that are directed at each subordinate. In reality, the relationship between individuals is mutualistic, meaning it is a relationship that is beneficial and interdependent for both parties.

In addition to leadership factors, the work environment factor, which is influenced by leadership, is also a key element. According to Permana and Arief (2018), the work environment is an essential component that can improve the quality of work productivity. The work environment encompasses the social, physical, and psychological aspects within an organization that can affect employee performance. The work environment is one of the important factors in determining whether employee performance is good or poor.

Furthermore, work motivation is another crucial factor that cannot be overlooked when improving performance. A lack of work motivation among employees results in fluctuations in their performance levels. Leaders need to understand which factors can drive improvements in employee performance. The initial step to enhancing employee motivation is to ensure that they can work effectively, efficiently, and productively, thereby driving improvements in their performance within their respective roles. Motivation plays a significant role because it directly influences the level of employee performance. Skills and expertise are necessary for achieving organizational goals, but there must also be stimuli or incentives that encourage employees to strive to perform at their best and remain motivated.

Theoretically, as outlined above, there are many other variables that affect employee performance. However, for the purpose of this research, the focus is limited to Leadership Style, Work Environment, Work Motivation, and Employee Performance at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia. Based on the explanation above, the author is interested in conducting research to compose this thesis, titled: "The Impact of Leadership Style and Sustainable Work Environment on Employee Performance with Work Motivation as a Mediating Variable at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia."



Source: Research Result

Figure 1. Conceptual Framework

METHOD

This study uses a quantitative approach because it prioritizes measurement methods and samples. In quantitative research, the process is more systematic, planned, structured, and clear from the beginning to the end of the study. The variables in this research are categorized into three: independent variables, dependent variables, and mediating variables. The measurement scale used is the Likert scale, with scores ranging from 1 to 5. The population in this study consists of employees of the Directorate General of Chemical, Pharmaceutical, and Textile Industry, totaling 161 employees.

The data analysis used in this research employs Structural Equation Modeling (SEM) to analyze the data, where the data processing is done using the Partial Least Squares (SMART-PLS) program. There are two main reasons for using SEM: first, SEM has the capability to estimate relationships between variables with multiple relationships. These relationships are structured in a model (the relationship between dependent and independent constructs). Second, SEM has the ability to depict the pattern of relationships between latent constructs (unobserved) and manifest variables (indicator variables).

The sampling technique used in this study is probability sampling, specifically stratified random sampling, and Slovin's formula is applied with a 5% margin of error. The data analysis technique uses Structural Equation Modeling (SEM) to comprehensively explain the relationships between the variables in the study. The calculation model is done using the Smart PLS tool because this study involves multi-path relationships and a reflective model with a sample size of 112 employees. A reflective model is one that shows the relationship from the latent variable to its indicators.

The type of questionnaire (survey) used is a written questionnaire distributed to employees of the Directorate General of Chemical, Pharmaceutical, and Textile Industry. It consists of a list of questions related to the research topic, and it is filled out by the respondents themselves. The purpose is to obtain data that is aligned with the main topics of the research, namely Leadership Style and Work Environment on Employee Performance with Motivation as a mediating variable.

Hypothesis Development

The Influence of Leadership Style on Employee Performance

Leadership is a characteristic used by leaders to influence their employees in order to achieve organizational goals. Leadership style is used to understand how subordinates are guided and directed toward the achievement of organizational targets. The research conducted by Erya Rahmadianty, Syahrani, and Arifin (2018) states that leadership style has a significant and positive impact on employee performance. Based on the explanation above, the hypothesis to be tested in this study is:

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

The Influence of Work Environment on Employee Performance

Job satisfaction reflects a person's feelings towards their work and everything they face in their work environment. According to a study by Simbolon and Nuridin (2017) about the work environment's effect on employee performance, the results indicate that the work environment has a significant positive impact on employee performance. This means that the work environment positively affects the improvement of employee performance.

H2: The work environment has a positive and significant effect on employee performance.

The Influence of Leadership Style on Work Motivation

Leadership style is a specific characteristic used by leaders to influence employees in order to achieve organizational goals. It can be explained as the behavior and strategy used by a leader. A study conducted by Pantun Bukit, Fakhrol Rozi, and Rizki Amanda (2019) states that leadership style has a positive and significant effect on work motivation.

H3: Leadership style has a positive and significant effect on work motivation.

The Influence of Work Environment on Work Motivation

Humans will be able to carry out their activities effectively, thus achieving optimal results, if supported by an appropriate work environment. The effect of the work environment on work motivation was discussed in a study by Harry Kurniawan and Heryanto (2019), which proved that the work environment significantly affects work motivation.

H4: There is a significant effect of the work environment on motivation.

The Influence of Work Motivation on Employee Performance

Work motivation is the inner drive that exists in an employee to achieve goals and satisfy their needs. A previous study conducted by Wahyuni Husnah (2022) stated that work motivation has a positive and significant effect on employee performance.

H5: Work motivation has a positive effect on employee performance.

The Influence of Leadership Style on Employee Performance Through Work Motivation as a Mediator

Leadership style is a way or behavior and strategy that is preferred and consistently used, and how an individual explains behavior to others and themselves is determined by internal factors (such as traits, character, and attitude). A study by Fachru Zaky Iskandar (2023) indicates that leadership style has a positive and significant effect on employee performance, mediated by work motivation.

H6: Leadership style has a positive and significant effect on employee performance, mediated by work motivation.

The Influence of Work Environment on Employee Performance Through Work Motivation as a Mediator

One of the factors that influence employee job satisfaction is the work environment. The work environment is a crucial factor for employees in performing their work as it contributes to the dynamism of job satisfaction. In a study conducted by Effendi et al. (2021), the research aimed to analyze the direct and positive effects between leadership style, work discipline, and the work environment on employee work motivation and performance. The results of this study show that, indirectly, the work environment does not have a positive effect on employee performance through work motivation at PT Shopee International Indonesia, meaning that the work environment does not significantly affect work motivation.

H7: The work environment does not have a positive effect on employee performance with work motivation as a mediator.

RESULTS AND DISCUSSION

From the distribution of questionnaires, data was collected from 161 respondents. Statistical analysis of respondent characteristics shows that there is a difference between male respondents at 61.61% and female respondents at 38.39%. In terms of age, the respondents of this study were predominantly under 30 years old, making up 34.82%, followed by respondents aged 31-35 years at 30.36%, 36-40 years at 12.50%, 41-45 years at 15.18%, and respondents over 45 years old accounting for 7.14%.

Indicators are said to meet convergent validity if the loading factor is > 0.7 , as indicated by an Average Variance Extracted (AVE) value > 0.5 . Construct reliability is measured using Composite Reliability and Cronbach's Alpha. A construct is considered reliable if it has a Composite Reliability value > 0.7 and Cronbach's Alpha > 0.6 (Imam Ghazali, 2016).

Table 1. AVE VALUE (Average Variance Extraction)

Variables	Dimensions	AVE Value	AVE Value
Leadership Style (X_1)	Authoritaria	0.698	0.580
	Delegative	0.560	
	Participative	0.802	

Work Environment (X_2)	Physical	0.611	0.563
	Non-Physical	0.698	
Work Motivation (X_3)	Intrinsi	0.574	0.543
	Extrinsic	0.556	
Employee Performance (Y)	Quality	0.711	0.522
	Quantity	0.645	
	Timeliness	0.760	
	Attendance	0.766	

Source: Analysis results using SmartPLS 3.2.9.

Next, the discriminant validity test was conducted by examining the Average Variance Extracted (AVE) value. An AVE value is considered good if it is greater than 0.50 (Imam Ghozali, 2016). The research results show that the AVE values for all research variables and dimensions are above 0.5. Therefore, the AVE values for discriminant validity testing have met the requirements for the next tests.

Based on these findings, it can be concluded that all variables demonstrate good discriminant validity according to the Fornell-Larcker criterion in this research model.

Thus, the Discriminant Validity test has been satisfied, as well as the Convergent Validity test, allowing the conclusion that the research model is valid.

Table 2. Composite Reliability (CR) value

Variable/Dimension	Composite Reliability	Requirement	Cronbach's Alpha	Requirement	Description
Leadership Style (X_1)	0.856	> 0.7	0.812	> 0.6	Reliable
Authoritarian	0.901	> 0.7	0.856	> 0.6	Reliable
Delegative	0.864	> 0.7	0.803	> 0.6	Reliable
Participative	0.890	> 0.7	0.753	> 0.6	Reliable
Work Environment (X_2)	0.912	> 0.7	0.894	> 0.6	Reliable
Physical	0.917	> 0.7	0.894	> 0.6	Reliable
Non-Physical	0.920	> 0.7	0.891	> 0.6	Reliable
Work Motivation (X_3)	0.888	> 0.7	0.859	> 0.6	Reliable
Intrinsic	0.871	> 0.7	0.815	> 0.6	Reliable
Extrinsic	0.862	> 0.7	0.800	> 0.6	Reliable
Employee Performance (Y)	0.938	> 0.7	0.928	> 0.6	Reliable
Quality	0.908	> 0.7	0.864	> 0.6	Reliable
Quantity	0.879	> 0.7	0.817	> 0.6	Reliable
Timeliness	0.905	> 0.7	0.842	> 0.6	Reliable
Attendance	0.907	> 0.7	0.846	> 0.6	Reliable

Source: Analysis results using SmartPLS 3.2.9.

In the PLS method, the reliability of indicators in this study is determined by the composite reliability and Cronbach's alpha values for each indicator block. According to the rule of thumb, the alpha or composite reliability value must be greater than 0.7, although a value of 0.6 is still acceptable (Ghazali, 2016). Another test to evaluate the outer model is by

examining the reliability of the latent variable constructs, which are measured by two indicators: composite reliability and Cronbach's alpha from the indicator block measuring the construct. The first stage is that a construct is considered reliable if it has a composite reliability value above 0.60 (Imam Ghazali, 2016). Below are the results of the outer model output for composite reliability.

The reliability measurement in this study includes both dimensions and variables. The results of dimension reliability measurement show that all dimensions of the leadership style variable (X_1), work environment (X_2), motivation (X_3), and employee performance (Y) have composite reliability values greater than 0.7, and all dimensions are reliable and dependable.

Furthermore, the reliability measurement for variables shows that the leadership style variable (X_1), work environment (X_2), motivation (X_3), and employee performance (Y) all have Cronbach's alpha values greater than 0.6. Based on these results, it can be concluded that the research model has met the criteria for Cronbach's alpha and satisfies both the Composite Reliability and Cronbach's Alpha criteria. Therefore, the research model meets the reliability criteria and is a trustworthy and reliable measurement tool.

Table 3. The Value of the Coefficient of Determination (R² Test)

	R Square	R Square Adjusted
Work Motivation	0.341	0.329
Employee Performance	0.596	0.585

Source: Data processed using PLS software.

The R Square value for the employee performance variable is 0.596 or 59.6%, indicating that the model falls within the moderate category, as the R square is in the range of 0.33 – 0.67. This result shows that leadership style, work environment, and motivation together have an influence of 59.6% on employee performance, while the remaining 44.1% represents the contribution of other factors that were not studied.

On the other hand, the R square value for the motivation variable is 0.341 or 34.1%, also indicating that the model falls within the moderate category (R square in the range of 0.33 – 0.67). This result shows that leadership style and work environment together have an influence of 34.1% on work motivation, while the remaining 65.9% reflects the contribution of other factors not examined in this study.

Table 4. Path Coefficient, t-Statistics, and P-Values

Relationship between Constructs	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
Leadership Style → Employee Performance	0.294	3.497	0.001	positively and significantly influences
Work Environment → Employee Performance	0.217	2.628	0.009	positively and significantly influences
Leadership Style → Work Motivation	0.224	2.452	0.015	positively and significantly influences
Work Environment → Work Motivation	0.436	4.790	0.000	positively and significantly influences
Work Motivation → Employee	0.426	4.704	0.000	positively and

Relationship between Constructs	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
Performance				significantly influences
Leadership Style → Work Motivation → Employee Performance	0.073	2.184	0.029	positively and significantly influences
Work Environment → Work Motivation → Employee Performance	0.186	3.457	0.001	positively and significantly influences

Source: Data Processed using Smart PLS, 2024

Hypothesis Testing

This test can be performed by comparing the calculated t-value with the t-table or by observing the significance column of each t-statistics. The purpose is to test whether the independent variables significantly affect the dependent variable partially. The significance level used is 1.96 (significance level = 5%) (Ghozali and Latan, 2016). Therefore, constructs with t-statistics > 1.96 and p-value < 0.05 are considered to have a significant influence.

Hypothesis 1

The results of this study prove that leadership style has a positive and significant impact on employee performance at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia, Jakarta. Therefore, if the leadership style is enhanced in terms of participative and delegative approaches, employee performance will also improve. The findings of this study support previous research by Firstania, et al. (2021), which proved that leadership style indirectly affects employee performance. Likewise, the research by Soetirto, et al. (2023) also demonstrated that leadership style has a positive impact on employee performance. Based on the descriptive results, it shows that employees still agree with the leadership style variable. This means that the current leadership style is quite in line with employees' expectations, where the applied leadership style tends to be more participative and delegative.

Hypothesis 2

The results of this study prove that the work environment has a positive and significant impact on employee performance at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia, Jakarta. Therefore, if the work environment becomes more comfortable in supporting employees' work activities, employee performance will also improve. The findings of this study support previous research by Prasetyo (2023), which proved that the work environment positively affects employee performance. Similarly, research by Jatmika, et al. (2021) demonstrated that the work environment has a positive impact on employee performance. Both the physical and non-physical work environments at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia, Jakarta must provide comfort to employees so that they can contribute maximally in achieving performance in both quality and quantity, as well as meeting deadlines for the assigned work targets.

Hypothesis 3.

The results of this study prove that leadership style has a positive and significant impact on employee work motivation at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia, Jakarta. Therefore, any

changes in leadership style can lead to changes in employee work motivation. The findings of this study support previous research by Supriyanto (2024), which proved that leadership style positively affects motivation. Rahmatullah and Yuliadi (2023) stated that leadership style influences employee motivation. A leader must be able to understand and recognize their subordinates and how to guide employees so that the tasks can be completed well. The behaviors and strategic systems should reflect that a leader not only provides guidance but also maintains good relationships with coworkers and motivates their subordinates, so that the organization's goals can be achieved. The leadership style that received the highest response from respondents in this study is the delegative leadership style, where employees are free to offer suggestions and opinions to their superiors without fear, and the participative leadership style, where the leader always coordinates with subordinates when making decisions.

Hypothesis 4

The results of this study prove that the work environment has a positive and significant effect on employee work motivation at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia, Jakarta. Therefore, if the work environment is made more comfortable, work motivation will also increase. The findings of this study support previous research by Syifa (2023), which proved that the work environment positively affects employee work motivation. Similarly, research by Laras et al. (2021) also demonstrated that the work environment has a positive influence on work motivation. The organization's management should build a work climate and atmosphere that fosters a sense of family to achieve common goals and supports creativity to generate enthusiasm and motivation in the workplace. Respondents feel comfortable in the work environment where they can cooperate well with their teams or coworkers. Additionally, having a good relationship with superiors is also an important aspect of the work environment.

Hypothesis 5

The results of this study prove that work motivation has a positive and significant impact on employee performance at the Directorate General of Chemical, Pharmaceutical, and Textile Industries, Ministry of Industry, Republic of Indonesia, Jakarta. Therefore, the higher the level of employee work motivation, the better their performance will be. The findings of this study support previous research by Pairs and Pattiruhu (2020), which proved that work motivation positively affects employee performance. Similarly, research by Herawati and Wardhani (2021) demonstrated that motivation affects employee performance. This can be attributed to the fact that aspects related to work motivation have been able to improve employee productivity. Employees with high motivation are always ready to take responsibility for the tasks assigned to them. Employees with high motivation will always be ready to take responsibility for the tasks assigned to them. Furthermore, from an extrinsic perspective, employees who receive benefits such as ease in taking leave and the desire to improve their standard of living will have increased motivation to work and will be able to achieve the performance expected by management. The descriptive analysis received the highest response from the respondents, providing feedback for the organization to maintain what has already been good and functioning, while also focusing on further improving factors that motivate employees to work better.

Hypothesis 6

The results of this study prove that the leadership style variable indirectly has a significant effect on employee performance through work motivation as a mediator. This means that work motivation successfully mediates the effect of leadership style on employee performance. Increasing employee work motivation is expected to have a positive impact in enhancing the influence of leadership style on employee performance at the Directorate General of Chemical, Pharmaceutical, and Textile Industry, Ministry of Industry, Republic of Indonesia, Jakarta. However, when compared to the direct effect, which is from leadership style to employee performance, it shows that the direct effect has a higher value than the indirect effect. This can be explained by the fact that the leadership style applied at the Directorate General of Chemical, Pharmaceutical, and Textile Industry has significantly been able to directly drive the employee performance level, without disregarding the role of work motivation, which also influences employee performance outcomes. This is in line with the findings of Supriyanto (2024), which proves that work motivation effectively mediates the influence of leadership style on employee performance.

Hypothesis 7

The results of this study prove that the work environment variable indirectly has a significant effect on employee performance through work motivation as a mediator. This means that work motivation successfully mediates the influence of the work environment on employee performance. Increasing employee work motivation is expected to positively impact the enhancement of the work environment's influence on employee performance at the Directorate General of Chemical, Pharmaceutical, and Textile Industry, Ministry of Industry, Republic of Indonesia, Jakarta. However, when compared to the direct effect, which is from the work environment to employee performance, it shows that the direct effect has a higher value than the indirect effect. This can be explained by the fact that both intrinsic and extrinsic work environments at the Directorate General of Chemical, Pharmaceutical, and Textile Industry, Ministry of Industry, have significantly been able to directly drive the level of employee performance. Meanwhile, work motivation has contributed positively, though to a lesser extent, in enhancing the impact of the work environment on employee performance. This is in line with the findings of research by Laras, et al. (2021), which proves that work motivation is capable of mediating the influence of the work environment on employee performance.

CONCLUSION

Leadership Style has a positive and significant impact on employee performance: The leadership style currently applied is in line with employee expectations. The dominant leadership style is participative and delegative, which emphasizes active involvement of employees in decision-making processes. **Work Environment has a positive and significant impact on employee performance:** The existing infrastructure support provides comfort for employees to work at their best, allowing them to contribute to achieving the performance expected by the organization, in terms of quality, quantity, and punctuality in meeting work targets. **Work Motivation has a positive and significant impact on employee performance:** Employees with high motivation tend to be responsible for the tasks assigned to them. High motivation drives employees to work more focused and intensively, thus improving their performance. **Leadership Style has a positive and significant impact on work motivation:** A leader must be able to understand and guide their subordinates to

ensure tasks are completed effectively. An effective leader not only gives directions but also maintains good relationships with colleagues and motivates their subordinates so that the organization's targets can be achieved. **Work Environment has a positive and significant impact on work motivation:** A conducive work environment and a positive organizational climate encourage employees to cooperate with colleagues in completing tasks. The use of available facilities also supports the creation of positive working relationships among employees. **Leadership Style, mediated by work motivation, has a significant impact on employee performance:** The leadership style implemented significantly influences employee performance, and work motivation also contributes to achieving employee performance outcomes. **Work Environment, mediated by work motivation, has a significant impact on employee performance:** Work motivation plays a mediating role, strengthening the impact of the work environment on employee performance, thus improving work outcomes in line with the expected targets. In conclusion, this study shows that leadership style, work environment, and work motivation interact and significantly influence employee performance, with work motivation acting as a mediating factor in these relationships.

REFERENCE

- Afandi, M.N., Anomsari, E.T., Novira, A. (2021). A Conceptual Model of Localizing the SDGs: Lesson Learned from the Local Development Plan and Practice in Indonesia. Review of International Geographical Education Online, 11 (8).
- Afifah, T., & Musadieq, M. (2017). Pengaruh Kepuasan Kerja Terhadap Motivasi Kerja Dan Dampaknya Terhadap Kinerja (Studi pada Karyawan PT Pertamina Geothermal Energy Kantor Pusat Jakarta). Jurnal Administrasi Bisnis S1 Universitas Brawijaya, 47(1), 122-129.
- Agustina, I., Pradesa, H.A. (2024). Praktek Pelaporan Keberlanjutan Di Indonesia: Sebuah Telaah Kritis Atas Literatur Terdahulu. Jurnal Ekonomi, Manajemen Akuntansi dan Perpajakan (Jemap), 7 (1), 24 – 46. <https://doi.org/10.24167/jemap.v7i1.10947>
- Alfian, K.G. Primardi (2023) *Pengaruh Kepemimpinan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Puskesmas Citeureup Kabupaten Bogor*.
- Budiyono, R (2024) Pengaruh Kepemimpinan Transformasional, Komitmen Organisasi Dan Motivasi Kerja Sebagai Variabel Intervening Terhadap Kepuasan Kerja Pegawai Asn Suku Dinas Pendidikan Kota Administrasi Jakarta Timur. <http://repository.mercubuana.ac.id/id/eprint/85931>
- Bukit, B., Malusa, T., & Rahmat, A. (2017). Pengembangan sumber daya manusia. Zahir Publishing. Yogyakarta.
- Dahlan, F (2023) *Pengaruh Kepemimpinan, Motivasi Kerja, Dan Budaya Organisasi Terhadap Kinerja Pegawai (Survei Pada Pegawai Metro-Tv Kantor Pusat)*. <http://Repository.Mercubuana.Ac.Id/Id/Eprint/84119>
- Di Fabio, A., & Peiró, J. M. (2018). Human capital sustainability leadership to promote sustainable development and healthy organizations: A new scale. Sustainability (Switzerland), 10(7). <https://doi.org/10.3390/su10072413>
- Firstania N, Annisa F & Achmad (2021). The Influence Of Leadership Style And Work Motivation On Employee Performance Through Job Satisfaction (Case Study On The Department Of Transportation Of Blitar City) .Volume-04, Issue-03, pp-355-362
- Gurning, L. (2018). Analisis Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Yayasan Aritmatika Indonesia Regional Sumatera Utara. Jurnal Ilmiah Skylandsea, (2)2,174-181

- Hadi, Chrestian Prasetyo (2023) *Pengaruh Lingkungan Kerja Dan Kepuasan Kerja Dimediasi Motivasi Berprestasi Terhadap Kinerja Guru Sman 6 Tangerang* <http://Repository.Mercubuana.Ac.Id/Id/Eprint/76083>
- Handoko, T. H. (2016). *Manajemen Personalia dan Sumber Daya Manusia*. Edisi 2BPFE. Yogyakarta.
- Hartono R, Effendi & Nurwati E (2021) *The Effect Of Compensation And Motivation On Employee Performance With Job Satisfaction As Intervening Variables At Hotel Xyz*, In Jakarta .Vol. 18, No.1, Maret 2021,
- Harviani, N. E., & Harjatno, S. (2021). *Pengaruh Gaya Kepemimpinan, Pelatihan Kerja, dan Kompensasi Terhadap Kepuasan Kerja Karyawan dan Motivasi Kerja Sebagai Variabel Intervening*. Indonesian Journal of Innovation Studies, 17(10), 2-7
- Hasibuan, Malayu S.P. (2016). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara. Jakarta.
- Hasibuan, Malayu S.P. (2017) *Manajemen Sumber Daya Manusia Edisi 9*, PT. Bumi Aksara, Jakarta.
- Herawati, & Wardhani, N.K. (2021). *Job Satisfaction As An Intervening Variables In Affecting The Employee Performance. The Role Of Dinasti International Journal of Digital Business Management*, 2 (2), 261-273
- Herawati, Nia Kusuma Wardhani (2021). *The Role Of Job Satisfaction As An Intervening The Employee Performance*. vol. 2 no. 2 (2021): [dinasti international journal of digital business management](http://Repository.Mercubuana.Ac.Id/Id/Eprint/75563) <http://Repository.Mercubuana.Ac.Id/Id/Eprint/75563>
- Irwan , Siswoyo & Agus B (2020) *Effects Of Work Motivation And Leadership Toward Work Satisfaction And Employee Performance*. Jurnal Ekonomi Keuangan dan Bisnis Asia 7(6):387-397
- Jasmine I & Edalmen, *Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja dengan Motivasi Sebagai Mediasi*, Vol. 2 No. 2 (2020): [Jurnal Manajerial dan Kewirausahaan](http://Repository.Mercubuana.Ac.Id/Id/Eprint/73074)
- Jasmine I & Edalmen, *Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja dengan Motivasi Sebagai Mediasi*, Vol. 2 No. 2 (2020): [Jurnal Manajerial dan Kewirausahaan](http://Repository.Mercubuana.Ac.Id/Id/Eprint/73074)
- Juwaini, A. (2021). *The Role of Work Motivation, Organizational Culture and Leadership on Job Satisfaction and Teachers Performance: An Empirical Study on Indonesian Senior High Schools*. Turkish Journal of Computer and Mathematics Education (TURCOMAT), 12(12), 2964-2974
- Kartono, K. (2017). *Pemimpin dan Kepemimpinan*. Rajawali Pers. Jakarta.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia*. PT Raja Grafindo Persada.
- Kasmir. Kaswan. (2017). *Psikologi Industri & Organisasi*. Alfabeta. Bandung.
- Lathiifa, Syifaa (2023) *Pengaruh Budaya Organisasi, Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Kasus: Retail Online Sa Jakarta)* <http://Repository.Mercubuana.Ac.Id/Id/Eprint/73074>
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Organisasi*.
- Maradita F, Rizqi Muhammad R (2023), *The Effect Of Organizational Culture And Leadership Style On Work Motivation At The Sumbawa Regency Inspectorate With Job Satisfaction As A Mediating Variable*. 6(2):858- 869
Mediasi. <http://Repository.Mercubuana.Ac.Id/Id/Eprint/80888>
- Nababan, Heny D. S (2023) *Pengaruh Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kinerja Guru Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Kasus Pada Tk-Sd Makedonia)* <http://Repository.Mercubuana.Ac.Id/Id/Eprint/80425>
- Nurbaeti, Nurbaeti (2023) *Penga.Ruh Kepemimpinan, Motivasi, Dan Lingkungan Kerja*

- Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel*
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
pp. 153 - 166
PT Remaja Rosdakarya. Bandung.
- Rahmatullah, Bhakti Yuliadi (2023) *Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Motivasi Sebagai Mediasi (Pada Pt. Siam-Indo Gypsum INDUSTRY)*. <http://repository.mercubuana.ac.id/id/eprint/76232>
- Rivai. (2014). *Kepemimpinan dan Perilaku Organisasi* PT. Raja Grafindo Persada. Jakarta.
- Robbins, S.P. dan T.A. Judge. 2015. *Organizational Behavior*. 16th Edition. pearson. New Jersey.
- Saluy, A. B., & Raharjo, S. (2021). Effect of leadership, work motivation, and compensation for job satisfaction at work (Case Study at PT Agung Solusi Trans). *Saudi Journal of Business and Management Studies*, 6(8), 317- 326.
- Soetirto Mirza M, Muldjono P & Furqon Hidayatulloh S P (2023) The Influence Of Leadership Style On Employee Performance Mediated By Job Satisfaction And Moderated By Work Motivation. *International Journal of Social Service and Research* 3(6):1517-1527
- Sunyoto, D. (2012). *Sumber Daya Manusia: Teori, Kuesioner, Dan Analisis data*. Caps Publishing. Yogyakarta.
- Supriyanto (2024), *Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Karyawan Dimediasi Oleh Motivasi Pada Pt Pegadaian Area Jakarta Utara*
- Suwatno & Priansa, D. J. (2016). *Manajemen Sumber Daya Manusia dalam Organisasi*. Alfabeta. Bandung
- Wahyudi L, Panjaitan Harry P & Junaedi Tavip A. Leadership Style, Motivation, And Work Environment On Job Satisfaction And Employee Performance At The Environment And Hygiene Department Of Pekanbaru City. *Vol. 4 No. 1 (2023): Journal of Applied Business and Technology*
- Wibowo. (2015). *Perilaku dalam Organisasi*. PT Raja Grafindo Persada. Jakarta.
- Wilona Nafa N & Defrizal (2024) The Influence Of Leadership Style And Work Environment On The Performance Of Lg Bandar Lampung Restaurant Employees, *Sciences (IJAMESC)* 2(1):13-23
- Yuliantini T, Santoso R (2020) *Pengaruh Lingkungan Kerja, Motivasi Kerja, Dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan Pt. Travelmart Jakarta Pusat*. *Vol. 16 No. 2 (2020): Oikonomia: Jurnal Manajemen*
- Yuliantini.T, Santoso.R.(2020). *Pengaruh Lingkungan Kerja, Motivasi Kerja, Dan Disiplin Kerja Terhadap Kepuasan Kerja Karyawan PT Travelmart Jakarta Pusat*. *Jurnal Manajemen Oikonomia*, 16(2), 29-44