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## The Effect of Work Environment and Leadership on Employee Performance Mediated by Job Satisfaction at the Regional Secretariat of Batanghari Regency

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**Abstract:** This study aims to determine the effect of work environment and leadership on employee performance and job satisfaction and the role of job satisfaction as a mediating variable. This research uses quantitative methods. The population and sample in this study were 115 ASNs in the Regional Secretariat of Batanghari Regency. The sampling technique used non probability sampling and data collection techniques using interviews, questionnaires and documentation studies. Descriptive data analysis using SPSS 24 software and model structure using SmartPLS 3.0. The results showed (1) work environment has a significant effect on employee performance, (2) work environment has a significant effect on job satisfaction, (3) leadership has a significant effect on employee performance, (4) leadership has a significant effect on job satisfaction, (5) job satisfaction has a significant effect on employee performance, (6) job satisfaction is able to mediate the relationship between work environment and employee performance, (7) job satisfaction is able to mediate the relationship between leadership and employee performance.

**Keyword:** Employee Performance, Job Satisfaction, Work Environment, Leadership

### INTRODUCTION

Human resources play a crucial role in every organization, as they are responsible for executing business policy and operational activities. Human resources play a crucial part in ascertaining the survival, efficacy, and competitiveness of the organization. The effective management of human resources is crucial for a firm; inadequate oversight will impede the achievement of its objectives. The corporate landscape is characterized by intense competition, prompting companies to enhance employee performance to endure and compete effectively (Arifin, 2019). The quality and quantity of work employees produce in fulfilling their responsibilities determines their performance (Nurhandayani, 2022). In an agency, employee performance dictates the agency's success. An individual's performance is defined as the output they produce in executing given activities to meet work objectives. Employees can excel if they maintain high performance, enabling them to generate quality work. The performance of employees is a critical aspect of an agency's or organization's effectiveness in attaining its

objectives. Consequently, employee performance might influence the overall performance of the agency (Nurhandayani, 2022)..

The Regional Secretariat of Batang Hari Regency stands out as a prominent SKPD within the Regency. The posts include Regent, Deputy Regent, Regional Secretary, Expert Staff, and Assistant, as well as several Heads of Section and Heads of Sub-Section. The Regional Secretariat of Batang Hari Regency employs 115 ASN personnel with diverse educational backgrounds and tenures spanning from 3 to 31 years. The Regional Secretariat of Batang Hari Regency classified employee performance as generally high in 2023, according to its own data. However, we have observed a marked decline in the evaluation of employee performance over the past three years. A decline in staff performance will adversely affect the organization, resulting in the failure to accomplish anticipated objectives. Suboptimal employee performance results from diminished job satisfaction. Job satisfaction is defined as an employee's disposition toward their work, encompassing work conditions, interpersonal interactions with colleagues, compensation, and other characteristics pertinent to both physical and psychological aspects of employees (Suparmin & Ayuanti, 2023). If the employee's sense of satisfaction at work is reduced, it can reduce the performance and work results later produced and can affect the future progress of the organization (Daniel & Manafe, 2022).

There exists a disparity between the substantial workload and the available resources about job happiness. A significant number of employees see a lack of promotional opportunities in the workplace. Insufficient communication among colleagues resulting in misconceptions. The company's work environment contributes to the establishment of employee job satisfaction. Favorable working conditions significantly enhance employee productivity by mitigating weariness and alleviating boredom. The work environment encompasses all factors surrounding employees that can influence an individual's effectiveness in fulfilling their assigned obligations (Landra & Pebryanti, 2023). The company will struggle to achieve its objectives if the external conditions are insufficient, resulting in low staff morale and diminished job satisfaction. The work environment remains limited by inadequate air circulation, a common issue encountered by personnel in the warehouse. The inadequate air circulation leads to employee overheating, thus diminishing morale and performance. Furthermore, the allocation of duties by superiors is poorly regarded, leading to rivalry among employees and occasionally culminating in conflicts between them.

Besides the work environment, leadership is another aspect that influences job satisfaction and diminishes staff performance. Leadership constitutes a reciprocal interaction between leaders and followers (subordinates) striving for genuine changes that align with their shared objectives (Nurhalim et al., 2023). The enhancement of a leader's leadership qualities positively influences employee work satisfaction. This leadership influences employee performance; effective leadership is essential for fostering a supportive work atmosphere and enhancing employee productivity, hence yielding elevated work output. Nonetheless, the reality is that this firm faces multiple leadership issues, which adversely impact employee performance. Issues associated with this leadership include leaders' diminished capacity to communicate information accurately, resulting in uncertainty and misunderstanding among personnel. Leaders exhibit diminished sensitivity to employees' personal needs or issues, perhaps resulting in unhappiness and reduced motivation. A further issue is the insufficient oversight from the leader, resulting in numerous undetected problems and inadequate solutions. Previous studies indicating that the work environment significantly influences employee performance include research by (Ahmad & Mappamiring, 2022), and (Afiana & Ulfa, 2023). Research by (Suhali & Amelia, 2022) and (Amalia, 2023) indicates that the work environment significantly influences job satisfaction. (Aziz et al., 2023) indicate that leadership significantly influences employee performance. According to research by (Pratama et al., 2022) leadership significantly influences job satisfaction. According to research by (Aziz et al., 2023), job satisfaction significantly influences employee performance. This study identifies a

research gap concerning the employees of the Regional Secretariat of Batanghari Regency, situated in the Batanghari Region, as these subjects have not been previously examined in any research. Moreover, other discrepancies exist in the quantity of research samples and the methodologies employed for data processing. This study seeks to assess the impact of the work environment and leadership on employee performance and job satisfaction, as well as the mediating function of job satisfaction.

## METHOD

This type of research is quantitative, the reason for using this type is because quantitative research can produce accurate data after proper calculation. According to (Sugiyono, 2022) explaining quantitative is a method based on concrete data and applied in carrying out sample and population research. The location of this research is located at the Regional Secretariat of Batanghari Regency. The population in this study were all employees in the Batanghari Regency Secretariat, totaling 115 people. In this study the authors used the Non probability Sampling method with saturated sampling and obtained a sample of 115 people. Data collection procedures ranging from interviews, questionnaires, documentation studies and literature studies. 1) Interviews, used to find initial data regarding the general description of the Batanghari Regional Secretariat in the procurement of goods and services, a list of employee names, superior and subordinate data, organizational profiles and employee performance data. 2) Questionnaire, using closed questions given to some employees of the organization sampled at Setda Batanghari as many as 115 employees with google form and using a Likert scale. 3) Documentation study, documentation is carried out at Setda Batanghari with the consideration that the related data is mainly related to employee performance. 4) Literature study, literature related to research on work environment, leadership, job satisfaction and employee performance such as: articles, papers, research journals and book references that are closely related to the problems in this study. The data analysis that will be used in this study is to use SmartPLS 3.0 and SPSS 24. The SmartPLS 3.0 is used to analyze the structural equation model. While SPSS 24 is used to analyze descriptive statistics.

## RESULTS AND DISCUSSION

### Respondent Data Description

Table 1. Respondent Data

Variable	Frequency	Percentage (%)
<b>Gender</b>		
Male	73	63,5
Female	42	36,5
<b>Age</b>		
30 – 35 Year	14	12,2
36 – 40 Year	29	25,2
41 – 45 Year	32	27,8
> 45 Year	40	34,8
<b>Education</b>		
SMA	31	27
D3	3	2,6
S1	71	61,7
S2	10	8,7
<b>Position</b>		
Employee	115	100
Stakeholder	0	0
Provider	0	0
Comunity	0	0
<b>Working Period</b>		
1 – 2 Year	8	7
3 – 5 Year	8	7
6 – 10 Year	18	15,7

&gt; 10 Year

81

70,4

Source: Results of data processing SPSS 24, 2024

Based on the explanation of the characteristics of the respondents above, it can be concluded that the respondents in this study were dominated by men, aged > 45 years, S1 education graduates, the respondents in this study were mostly employees with a tenure of > 10 years.

## Model Structure Test

### Outer Model

#### Convergent validity

According to (Ghozali, 2018) a correlation can be said to fulfill convergent validity if it has a loading value greater than 0.70. Apart from looking at factor loading, convergent validity can also be seen from the Average Variance Extracted value. Convergent validity can be seen from the AVE value, which is said to be valid if the AVE value is > 0.5.

**Table 2. Hasil Uji Outer Loading dan AVE**

Variable	Item	Outer Loading	AVE	Conclusion
Work Environment (X1)	LK1	0.772	0,760	Valid
	LK2	0.703		Valid
	LK3	0.856		Valid
	LK4	0.947		Valid
	LK5	0.928		Valid
	LK6	0.937		Valid
Leadership(X2)	LK7	0.928	0,695	Valid
	KP1	0.841		Valid
	KP2	0.848		Valid
	KP3	0.849		Valid
	KP4	0.846		Valid
	KP5	0.797		Valid
	KP6	0.843		Valid
	KP7	0.847		Valid
Job Satisfaction (Z)	KP8	0.798	0,601	Valid
	KK1	0.703		Valid
	KK2	0.715		Valid
	KK3	0.711		Valid
	KK4	0.848		Valid
	KK5	0.818		Valid
	KK6	0.749		Valid
	KK7	0.848		Valid
Employee Performance (Y)	KK8	0.817	0,806	Valid
	KK9	0.749		Valid
	KINKA1	0.935		Valid
	KINKA2	0.813		Valid
	KINKA3	0.929		Valid
	KINKA4	0.917		Valid
	KINKA5	0.931		Valid
	KINKA6	0.818		Valid
	KINKA7	0.900		Valid
	KINKA8	0.916		Valid
	KINKA9	0.911		Valid

Source: Results of data processing Smartpls 3, 2024

Based on table 2, it shows that the results of the outer model value of each variable indicator are more than 0.70, the work environment has the highest outer loading value of 0.947 and the lowest is 0.703, leadership has the highest outer loading value of 0.849 and the lowest is 0.798, job satisfaction has the highest outer loading value of 0.848 and the lowest is 0.703 and employee performance has the highest outer loading value of 0.931 and the lowest is 0.813. So it can be concluded that all variables in this study have met the validity test requirements because they have an outer loading value > 0.70. Then the results of the Average Variance Extracted (AVE) value of the work environment variable are 0.760, the leadership variable is 0.695, the job satisfaction variable is 0.601 and the employee performance variable is 0.806. From the description above, it can be concluded that the value of AVE in each variable is > 0.50, it can be concluded that each indicator has met the criteria for convergent validity.

### Discriminant validity

**Table 3. Fornell Larcker Criterion Test**

Variable	Work environment	Leadership	Job satisfaction	Employee performance
Work environment	0,872			
Leadership	0,449	0,834		
Job satisfaction	0,488	0,690	0,775	
Employee performance	0,684	0,693	0,750	0,898

Source: Results of data processing Smartpls 3, 2024

The results in table 3 below show that all AVE values  $\geq 0.5$ . In addition, the square value of AVE shows a high value of discriminant validity and is acceptable because the square root value of AVE of all variable constructs is above the correlation value between other construct values.

**Table 4. Heterotrait-Monotrait Ratio (HTMT) Test**

Variable	Leadership	Job satisfaction	Employee Performance	Work environment
<b>Leadership</b>				
<b>Job satisfaction</b>	0.736			
<b>Employee Performance</b>	0.700	0.794		
<b>Work environment</b>	0.450	0.518	0.711	

Source: Results of data processing Smartpls 3, 2024

Based on table 4, it is known that the HTMT value of the test results is less than 0.90. In the discriminant validity test, the instrument is declared valid if the HMT value is <0.90, and from the overall test results the HTMT value obtained is less than 0.90, so the instrument can be declared valid and appropriate.

### Reliability Test

**Table 5. Composite Reliability & Cronbach's Alpha Test**

Variable	Composite Reliability	Cronbach's Alpha	Conclusion
Work environment	0,956	0,946	Reliable
Leadership	0,948	0,938	Reliable
Job satisfaction	0,931	0,916	Reliable
Employee Performance	0,974	0,970	Reliable

Source: Results of data processing Smartpls 3, 2024

Based on table 5, it can be concluded that the composite reliability value and Cronbach alpha for each variable have a value above > 0.70, the work environment has a composite reliability value of 0.956 and a Cronbach alpha of 0.946, leadership has a composite reliability

value of 0.948 and a Cronbach alpha of 0.938, job satisfaction has a composite reliability value of 0.931 and a Cronbach alpha of 0.916 and employee performance has a composite reliability value of 0.974 and a Cronbach alpha of 0.970. So it can be concluded that all variables in this study have met the reliability requirements.

## Inner Model R Square Test

**Table 6. R Square Test**

Variable	R Square	Description
Job satisfaction	0,520	Moderate
Employee Performance	0,727	Strong

Source: Results of data processing Smartpls 3, 2024

Based on table 6 shows that the job satisfaction variable has an R-Square value of 52.0 percent, while the remaining 48 percent is explained by other variables or factors outside this study. The employee performance variable has an R-Square value of 72.7 percent, while the remaining 27.3 percent is explained by other variables or factors outside this study. So it can be concluded that the R-Square in this study has one moderate variable (R-Square above 0.33), namely the job satisfaction variable and a strong variable (R Square above 0.67).

## Predictive Relavance Test (Q Square)

**Table 7. Predictive Relavance Test (Q Square)**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Leadership</b>	920.000	920.000	
<b>Job satisfaction</b>	1035.000	717.444	0.307
<b>Employee Performance</b>	1035.000	435.676	0.579
<b>Work environment</b>	805.000	805.000	

Source: Results of data processing Smartpls 3, 2024

Based on table 7 above, it can be seen that the Q-Square value of each variable used in the study has a value > 0, which means that the job satisfaction variable is 0.307 and the employee performance variable is 0.579. So it can be concluded that all indicator models have good relevance to endogenous variables.

## Hypothesis test

**Table 8. Hypothesis test**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Conclusion
Work environment -> Employee performance	0.391	0.388	0.053	7.349	0.000	Accepted
Work environment -> Kepuasan kerja	0.221	0.228	0.084	2.623	0.009	Accepted
Leadership -> Employee performance	0.233	0.232	0.080	2.896	0.004	Accepted
Leadership -> Job satisfaction	0.594	0.590	0.073	8.123	0.000	Accepted
Job satisfaction -> Employee performance	0.397	0.401	0.077	5.157	0.000	Accepted
Work environment -> Job satisfaction -> Employee performance	0.088	0.091	0.038	2.306	0.022	Accepted



Leadership satisfaction	->	Job performance	0.236	0.237	0.056	4.189	0.000	Accepted
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Source: Results of data processing Smartpls 3, 2024

Based on table 8 of the bootstrapping test results that have been carried out, the following conclusions can be drawn:

1. The t-statistic value of the effect of the work environment on employee performance is greater than the t-table (1.658) which is 7.349 with a p-value  $<0.05$  of 0.000. So it can be concluded that the work environment has a significant effect on employee performance at the Regional Secretariat of Batanghari Regency or hypothesis 1 is accepted.
2. The t-statistic value of the effect of the work environment on job satisfaction is greater than the t-table (1.658) which is 2.623 with a p-value  $<0.05$  of 0.009 So it can be concluded that the work environment has a significant effect on job satisfaction at the Regional Secretariat of Batanghari Regency or hypothesis 2 is accepted.
3. The t-statistic value of the effect of leadership on employee performance is greater than the t-table (1.658) which is 2.896 with a p-value  $<0.05$  of 0.004 So it can be concluded that leadership has a significant effect on employee performance at the Regional Secretariat of Batanghari Regency or hypothesis 3 is accepted.
4. The t-statistic value of the effect of leadership on job satisfaction is greater than the t-table (1.658) which is 8.123 with a p-value  $<0.05$  of 0.000. So it can be concluded that leadership has a significant effect on job satisfaction at the Regional Secretariat of Batanghari Regency or hypothesis 4 is accepted.
5. The t-statistic value of the effect of job satisfaction on employee performance is greater than the t-table (1.658) which is 5.157 with a p-value  $<0.05$  of 0.000. So it can be concluded that job satisfaction has a significant effect on employee performance at the Regional Secretariat of Batanghari Regency or hypothesis 5 is accepted.
6. The t-statistic value of the effect of the work environment on employee performance mediated by job satisfaction is greater than the t-table (1.658) which is 2.306 with a p-value  $<0.05$  of 0.022. So it can be concluded that the work environment has a significant effect on employee performance mediated by job satisfaction at the Regional Secretariat of Batanghari Regency or hypothesis 6 is accepted.
7. The t-statistic value of the effect of leadership on employee performance mediated by job satisfaction is greater than the t-table (1.658) which is 4.189 with a p-value  $<0.05$  of 0.000. So it can be concluded that leadership has a significant effect on employee performance mediated by job satisfaction at the Regional Secretariat of Batanghari Regency or hypothesis 7 is accepted.

## Discussion

## **The Effect of Work Environment on Employee Performance at the Regional Secretariat of Batanghari Regency**

The results of this study show that the work environment variable significantly affects the performance of employees of the Regional Secretariat of Batanghari Regency. This shows that the better the work environment, the higher the employee performance, and vice versa the worse the work environment, the more employee performance will decrease. The existence of a good work environment system is able to ensure employee performance which in turn allows the company to obtain positive attitudes and behaviors that will work productively for the benefit of the company, so that it will have a good impact and can provide benefits for the company. The results of this study are supported by research from (Ahmad & Mappamiring, 2022), (Putri & Mardatillah, 2022), and (Afiana & Ulfa, 2023) which state that the work

environment affects employee performance. Based on the results of the  $r$  square variable, the work environment and employee performance have a coefficient of determination of 0.727 or 72.7%. This figure can be interpreted that 72.7% of the variance in the employee performance variable can be predicted by the work environment. Partially the work environment affects employee performance, this can be seen from the strong coefficient of determination of 72.7%. This indicates that a good employee work environment has the opportunity to improve performance.

The results of the descriptive analysis show that the physical conditions at the Regional Secretariat of Batanghari Regency are supportive, such as facilities and comfortable temperatures, helping to increase employee comfort while working. This is important because an adequate physical environment can increase focus and productivity, thus encouraging employees to work more efficiently. In addition, in the non-physical environment, good communication between employees, harmonious communication relationships between superiors and subordinates, and support between team members also received positive responses, with more than 85% of respondents agreeing to each statement. Smooth communication and support between teams are instrumental in creating a collaborative and supportive work atmosphere. Good interactions between employees, superiors and subordinates can reduce conflict, increase mutual trust, and foster higher motivation and job satisfaction. This positive non-physical environment provides additional impetus for employees to improve performance, as they feel supported and valued in the workplace.

This study also shows that the biggest indicators of the work environment of employees of the Regional Secretariat of Batanghari Regency are the physical design of the workplace and the communication relationship between superiors and subordinates. These two factors are the most significant factors perceived to support the performance and welfare of employees of the Regional Secretariat of Batanghari Regency. A good physical design of the workplace increases employee comfort and productivity, while good communication between superiors and subordinates creates a positive work environment conducive to collaboration. Both of these aspects play an important role in facilitating optimal employee performance and creating a higher sense of satisfaction and engagement at work. However, the work environment at the Regional Secretariat of Batanghari Regency does not yet reflect an ideal situation. This can be seen from the physical work environment which still has some problems. These problems include old buildings, the arrangement of a narrow workspace, not too many toilets and also a lack of chairs when the number of people who come increases. Whereas the more complete these facilities can make employees more effective when working so as to get good quality work and the quantity of work is optimized.

### **The Effect of Work Environment on Job Satisfaction at the Regional Secretariat of Batanghari Regency**

The results of this study show that the work environment variable significantly affects the job satisfaction of employees of the Regional Secretariat of Batanghari Regency. This shows that the better the work environment, the higher the job satisfaction, and vice versa the worse the work environment, the more job satisfaction will decrease. A comfortable impression of the work environment can reduce the sense of boredom and boredom at work. This comfort will certainly have an impact on increasing motivation and resulting in personnel job satisfaction. Conversely, the discomfort of the work environment experienced by personnel can have fatal consequences, namely decreasing the work motivation of the personnel themselves and resulting in personnel job dissatisfaction which affects the performance of personnel at work.

Based on the results of the  $r$  square variable work environment and job satisfaction, the coefficient of determination is 0.520 or 52%. This figure can be interpreted that 52% of the variance in the employee job satisfaction variable can be predicted by the work environment.



Partially, the work environment affects job satisfaction, this can be seen from the strong coefficient of determination of 52%. This indicates that a good employee work environment makes employees feel satisfaction at work. The results of the descriptive analysis show that the physical conditions in the Regional Secretariat of Batanghari Regency are supportive, an adequate physical environment, such as complete facilities and comfortable room temperature, creates more pleasant working conditions for employees. These factors play an important role in increasing comfort and reducing work stress, which is directly related to job satisfaction. In addition, in terms of the non-physical environment, good communication within the organization and support between teams greatly support job satisfaction. Effective communication and harmonious relationships in the workplace create a sense of trust, mutual support and care, so employees feel more valued and motivated. When employees feel supported and communicate well, they tend to feel more satisfied with their jobs and more engaged in the tasks they perform.

This study also shows that the biggest indicators of the work environment of employees of the Regional Secretariat of Batanghari Regency are the physical design of the workplace and the communication relationship between superiors and subordinates. These two factors are the most significant factors perceived to support the performance and welfare of employees of the Regional Secretariat of Batanghari Regency. A good physical design of the workplace increases employee comfort and productivity, while good communication between superiors and subordinates creates a positive work environment conducive to collaboration. Both of these aspects play an important role in facilitating optimal employee performance and creating a higher sense of satisfaction and engagement at work. According to (Semardayanti, 2016), the physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. Meanwhile, the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and with coworkers, or relationships with subordinates. The results of this study are supported by research from (Nurlaela & Trianasari, 2021).

### **The Influence of Leadership on Employee Performance at the Regional Secretariat of Batanghari Regency**

Based on the results of research conducted regarding the influence of leadership on employee performance, it shows that there is a significant influence between leadership on the performance of employees at the Batanghari Regency Regional Secretariat. This shows that the better the leadership, the higher the employee performance, and vice versa, the worse the leadership, the lower the employee performance will be. Leadership contains a professional nature where the attitude of a leader who is caring, friendly and always provides motivation to employees will make employees feel cared for and given motivation in doing their work. By implementing appropriate leadership, a leader can motivate his employees to work optimally, so that employee performance can be even better. A company's performance will increase if there is cooperation and good relationships between leaders and employees. The results of this research are supported by research from (Pramudya et al., 2023) and (Erri et al., 2021). which states that leadership has a significant effect on employee performance.

The results of the descriptive analysis show that the leadership in the Batanghari Regency Regional Secretariat is quite good. These results can be seen in the respondents' responses to the statements given. The highest indicator is that the leadership at the Batanghari Regency Regional Secretariat is open to new ideas and changes and the leadership at the Batanghari Regency Regional Secretariat is able to provide positive encouragement to employees to achieve their goals. This shows that openness to new ideas and change from leadership plays an important role in creating a dynamic and innovative environment. When leaders support innovation and are willing to listen to employees' ideas, they feel valued and free to be creative in their work. This improves employee performance, because they are encouraged to give their

best in finding solutions and facing new challenges. An innovative environment also allows employees to continuously learn and develop, which has a positive impact on overall productivity and performance. In addition, the leadership aspect that provides positive encouragement shows that the leader not only directs, but also motivates employees in achieving common goals. Positive encouragement creates a supportive work atmosphere and increases morale. Motivated employees tend to work harder, show greater dedication, and strive to achieve better performance standards. Motivational leadership helps employees feel that they have an important role in the success of the organization, ultimately improving their performance.

### **The Influence of Leadership on Job Satisfaction at the Regional Secretariat of Batanghari Regency**

Based on the results of research conducted regarding the influence of leadership on job satisfaction, it shows that there is a significant influence between leadership and job satisfaction. This means that if a leader in a company shows his leadership attitude well, it can increase the job satisfaction felt by employees. Leadership in a company must be able to organize the mindset of employees so that they can obey and carry out every job in accordance with applicable norms and rules. Apart from that, good leadership can be seen from a leader's attitude in supervising, delegating authority, motivating, and involving subordinates in decision making (Reskantia et al., 2019).. The job satisfaction felt by employees can increase if their leaders can assign tasks or delegate authority in accordance with existing and well-structured procedures, so that employees will feel they are being supervised by every job they do. Providing evaluations of the work results carried out by employees and involving employees in the decision-making process is also an indicator that provides an increase in job satisfaction felt by employees (Bunawan & Turangan, 2021)..

The results of the descriptive analysis show that the leadership in the Batanghari Regency Regional Secretariat is quite good. The highest indicator is that the leadership at the Batanghari Regency Regional Secretariat is open to new ideas and changes and the leadership at the Batanghari Regency Regional Secretariat is able to provide positive encouragement to employees to achieve their goals. Employee job satisfaction is greatly influenced by communication transparency and openness to new ideas from leadership. Transparency in communication provides a sense of security and clarity for employees. When information is conveyed clearly and communication is open, employees feel more valued, included, and have a good understanding of their roles and expectations. This reduces confusion, increases trust in management, and strengthens working relationships between leaders and employees, which has a positive impact on job satisfaction. Meanwhile, openness to new ideas and changes from leadership shows that the organization values employee input and encourages innovation. A flexible work environment that values creativity gives employees space to contribute actively. When employees feel their ideas are heard and have the potential to bring about change, they feel more connected to the organization's vision and mission. This increases intrinsic motivation and feelings of satisfaction at work. The results of this research are supported by research from (Reskantia et al., 2019) and (Bunawan & Turangan, 2021) which states that leadership has a significant effect on job satisfaction.

### **The Influence of Job Satisfaction on Employee Performance at the Batanghari Regency Regional Secretariat**

Based on the results of research that has been conducted regarding the influence of job satisfaction on employee performance, it shows that there is a significant influence between job satisfaction and employee performance. The more satisfied the employee is, the more the employee will show their best performance. On the other hand, if employees do not feel satisfied at work, then they will feel lazy, which will have an impact on decreasing their

performance. The results of this research are supported by research from ((Erri et al., 2021), (Nurrohmat & Lestari, 2021), (Suryawan & Salsabilla, 2022) and (Wieyento, 2022).that job satisfaction has a significant effect on employee performance. Partially, job satisfaction influences the performance of employees at the Regional Secretariat of Batanghari Regency with a coefficient of determination of 0.723 or 72.3%. This shows that there is a strong relationship between job satisfaction and employee performance. Descriptive results also show that the job satisfaction of Batanghari Regency Secretariat employees is good and the respondent profile is dominated by employees who have worked > 10 years. This supports the regression results which show that job satisfaction influences employee performance, where employees with a good level of job satisfaction are able to survive for a long time. In addition, length of service has the potential to improve performance through experience, expertise and deeper understanding, but to maintain high performance.

### **The Influence of the Work Environment on Employee Performance Through Job Satisfaction at the Regional Secretariat of Batanghari Regency**

Based on the results of research that has been conducted regarding the influence of the work environment on employee performance through job satisfaction, it shows that job satisfaction is able to mediate the relationship between the work environment and employee performance. In this case, job satisfaction acts as a mediator between the work environment which has a positive and significant impact on employee performance. According to this research, job satisfaction is a key factor in determining how well employees perform in the work environment. Employee performance and job satisfaction will be influenced by improving and enhancing the work environment within the company. On the other hand, if a company's work environment worsens, employee job satisfaction and performance will also decrease. These results show that the work environment of the District Regional Secretariat, both physical and non-physical, influences employee performance through job satisfaction. This can be seen from the responses of more than 50% of respondents who stated that the physical and non-physical work environment was good. A supportive physical work environment with complete facilities, comfortable work space, and easy access to the office increases employee comfort in carrying out their duties. This condition reduces physical disturbances and stress that have the potential to interfere with productivity, thereby allowing employees to work more efficiently.

A good non-physical work environment, including transparent communication and harmonious working relationships, provides employees with a sense of involvement and support. Employees who feel support from colleagues and superiors, as well as open communication, feel more appreciated and included in the work process. This increases job satisfaction, which then leads to improved performance. When employees feel part of the Batanghari Regency Regional Secretariat that supports and has good relationships with their colleagues, they are more motivated to work hard and produce the best results. In this research, job satisfaction can act as a mediator between variables related to the work environment and employee performance. This is because work environment factors which are influenced by job satisfaction variables function as mediators, having an influence on employee performance. Therefore, it can be said that companies must create a work environment that allows employees to do their best and feel satisfied with the work they achieve (Ende & Firdaus, 2021).. The results of this research are supported by research from (Arianto, 2022), (Sutaguna, 2022), and (Victoria & Edalmen, 2024).

### **The Influence of Leadership on Employee Performance Through Job Satisfaction at the Regional Secretariat of Batanghari Regency**

Based on the results of research that has been conducted regarding the influence of leadership on employee performance which is mediated by job satisfaction, it shows that job

satisfaction is able to mediate the relationship between leadership and employee performance. These results can be interpreted to mean that leaders always show efforts to encourage subordinates to be innovative, causing employees to be satisfied because they are given freedom by their superiors to do their work. Under these conditions, the performance of the Batanghari Regency Regional Secretariat employees will increase. A person's leadership really determines the level of work success of the employees he leads. The better a leader's leadership, the higher the level of work success of his employees. Here, a leader is needed who can act fairly, does not differentiate between ethnicities, races, and also does not prioritize personal interests. To get good performance, it is important for employees to get job satisfaction because it will have an impact on work enthusiasm to produce maximum performance. The results of this research are supported by research from (Mathori et al., 2022), (Hasbiyadi et al., 2021), and (Farida et al., 2022)..

The descriptive results indicate that leadership at the Regional Secretariat of Batanghari Regency effectively motivates people to enhance their performance, supervises and regulates the execution of employee tasks, and remains receptive to innovative ideas and transformations. Leadership motivation enhances job happiness as employees perceive their efforts and commitment as recognized and valued. This sense of fulfillment motivates personnel of the Regional Secretariat of Batanghari Regency to enhance productivity and contribute effectively. With systematic guidance and oversight, staff may adhere to explicit protocols, thus preventing avoidable errors. Leaders receptive to novel concepts and transformation foster a dynamic and inventive workplace. Employees perceive themselves as valued and are afforded the opportunity to influence the organization's development through their ideas. This enhances job happiness as employees perceive autonomy in creativity and participation in decision-making. This job satisfaction subsequently inspires people to innovate and enhance their performance, so directly contributing to improved outcomes. Leadership that effectively motivates, supervises, and embraces innovation fosters greater job satisfaction among employees. High job satisfaction fosters employee support and motivation, leading to optimal performance. This demonstrates that effective leadership in the Regional Secretariat of Batanghari Regency significantly enhances employee performance via work satisfaction.

## CONCLUSION

Based on the description of the discussion above, it can be concluded that the work environment, leadership and job satisfaction have a significant influence on employee performance directly and job satisfaction is able to mediate the influence of the work environment and leadership on employee performance indirectly at the Regional Secretariat of Batanghari Regency. Based on the research results that have been obtained, the suggestion in this research is that it is hoped that the Regional Secretariat of Batanghari Regency needs to pay attention to various aspects that support employee performance. Such as paying attention to buildings, facilities, work systems and others so that employees feel comfortable and feel satisfaction so they can improve their performance.

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