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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

The Influence of Work Environment and Leadership Style on Employee Job Satisfaction Through Motivation as an Intervening Variable**Dody Firman^{1*}, Jihan Mandasari¹, Muhammad Arif¹**¹Universitas Muhammadiyah Sumatera Utara

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***Email:** dodyfirman@umsu.ac.id**ABSTRACT**

This study aims to determine whether there is an effect of the Work Environment and Leadership Style on Employee Job Satisfaction through Motivation as an Intervening Variable (Case Study at PT. Telekomunikasi Indonesia Tbk, Witel Medan). The approach used is a quantitative approach. With the sampling criteria using a questionnaire as a data source sampling technique. Data collection techniques using interviews, questionnaires and documentation. Data analysis techniques using measurement model analysis (validity test, reliability test), structural model analysis (R-square, F-square, Direct Effect, Indirect, predictive relevance). Data processing in this study uses Smart PLS (Partial Least Square) 3 Software for windows. The results of the study prove that variable 1) work environment has a positive and insignificant effect on employee job satisfaction. 2) leadership style has a positive and significant effect on employee job satisfaction. 3) the work environment has a positive and insignificant effect on motivation. 4) leadership style has a positive and significant effect on motivation. 5) motivation has a positive and significant effect on employee job satisfaction. 6) motivation cannot mediate or mediate the effect of work environment variables on employee job satisfaction. 7) motivation can mediate or mediate the influence of leadership style variables on employee job satisfaction. 3) the work environment has a positive and insignificant effect on motivation. 4) leadership style has a positive and significant effect on motivation. 5) motivation has a positive and significant effect on employee job satisfaction. 6) motivation cannot mediate or mediate the effect of work environment variables on employee job satisfaction. 7) motivation can mediate or mediate the influence of leadership style variables on employee job satisfaction. 3) the work environment has a positive and insignificant effect on motivation. 4) leadership style has a positive and significant effect on motivation. 5) motivation has a positive and significant effect on employee job satisfaction. 6) motivation cannot mediate or mediate the effect of work environment variables on employee job satisfaction. 7) motivation can mediate or mediate the influence of leadership style variables on employee job satisfaction.

Keywords: Work Environment, Leadership Style, Employee Job Satisfaction, Motivation

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

INTRODUCTION

Human resources are one of the important factors in a company to achieve its goals and objectives, because human resources are one of the determining factors for the success or failure of a company in achieving its goals. Competition between companies in the era of globalization is getting sharper, so that human resources (HR) are required to continuously be able to develop themselves proactively. Human resources who consider work as a burden can be said to have a low work ethic. One way that can be done by the company so that employees do not perceive work as a burden is to create a strategy so that employees are satisfied with the work system implemented by the company.

Employee job satisfaction is an expression of one's feelings about the well-being of doing the job. This attitude comes from their perception of work, that perception is a cognitive process (giving meaning) used by someone to interpret and understand individual perspectives in seeing the same thing in different ways.(Azhar et al., 2020). There are several factors that affect job satisfaction, one of which is the work environment created by the company for the company itself in a way that can make it comfortable for all human resources in the company.

The work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission(Sedarmayanti, 2013). A good work environment can improve employee performance, whereas an inadequate work environment can reduce morale. This can be seen from the mutual indifference between employees with one another, making the work environment feel uncomfortable at the office. Of course this affects the leadership style applied to PT. Telekomunikasi Indonesia Tbk, Witel Medan.

Leadership style is the way or technique used by leaders in influencing their employees.(Tirtayasa & Andayani, 2019)Stated "The quality of the leader is considered as the most important factor in the success or failure, as well as the success or failure of an organization or institution is usually perceived as the success or failure of the leader. However, this must be balanced with the motivation given by leaders and the company so that employees feel enthusiastic and challenged in their work.

Motivation questions how to encourage subordinates' work enthusiasm, so that they want to work hard by giving all of their abilities. According to(Jufizen, 2018)Motivation can be interpreted as a mental state and human mental attitude that provides energy, encourages activities, and directs or channels behavior toward achieving needs that provide satisfaction or reduce imbalances.

However, other opinions suggest that motivation is the process by which behavior is energized and directed, which means that motivation is something that creates enthusiasm or encouragement to work. At Pt Telekomunikasi Indonesia Witel Medan, the motivation given is still not optimal, so there is still a lack of encouragement for some employees to be more active in creating new innovations.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

THEORITICAL REVIEW**Employee Job Satisfaction**

Understanding that views job satisfaction as a complex emotional reaction. Basically job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the values that apply to each individual. The more aspects of work that are in accordance with individual wishes, the higher the level of satisfaction felt (Indrasari, 2018).

Another opinion says, according to (SP Robbins & Judge, 2008) in (Prayogi et al., 2019) Job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics.

In essence, job satisfaction is a feeling of pleasure or pleasure in seeing and carrying out their work. If someone is happy with his job, then that person is satisfied with his job.

According to (Indrasari, 2018) states that job satisfaction can be affected by several factors, namely:

1. Mentally Challenging Work, illustrates that employees prefer jobs that provide opportunities for them to use all their abilities in completing work that is given freely.
2. Equitable Rewards, employees want organizational policies in the payment system and promotion opportunities that are fair and as expected.
3. Supportive Working Conditions, Employees will always pay attention to the work environment to get a sense of comfort.
4. Supportive Collagues, Employees do not only work for money or physical rewards, for most employees work basically is to meet the needs of social interaction.

Indicators of job satisfaction can be measured in various ways, according to (Rivai, H. Veithzal and Sagala, 2018) indicators of job satisfaction are measured from:

1. Job content, namely the performance of actual job duties and as control over work. Employees will be satisfied if work assignments are considered interesting and provide learning opportunities and accept responsibility.
2. Supervision, namely the attention and good relations from leaders to subordinates, so that employees will feel that they are an important part of the work organization will increase employee job satisfaction. Conversely, poor supervision can increase employee turnover and absenteeism.
3. Organization and management, namely being able to provide a stable work situation, to provide job satisfaction to employees.
4. Opportunity to advance, namely the opportunity to gain experience and improve skills while working will give employees satisfaction with their work.
5. Salary or incentives, namely the amount of payment received by a person as a result of carrying out work, whether it is in accordance with needs and is felt to be fair.
6. Colleagues, namely relationships that are felt to be mutually supportive and mutually caring between co-workers which will create a comfortable and warm work environment so as to lead to good employee job satisfaction.
7. Working conditions, namely conditions that support the availability of adequate work facilities and infrastructure in accordance with the nature of the tasks to be completed.

Work environment

The work environment can also affect employee emotions, if employees like the work environment where they work, then the employee will feel at home at work, to carry out

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

activities so that work time is used effectively and is optimistic that employee performance is also high.

According to (Afandi & Bahri, 2020) The work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, cleanliness of the workplace and the adequacy of work equipment.

Meanwhile according to (Kaswan, 2017) The work environment is everything that exists around workers that can support the activities of the workers themselves. And according to (Marbun & Jufrizen, 2022) The work environment is a place where employees carry out their daily activities. A conducive work environment provides a sense of security and allows employees to work optimally.

From the definition above, it can be concluded that the work environment is everything that exists around workers that can support their activities in carrying out their duties and will influence their work optimally in order to produce good performance.

According to (Sedarmayanti, 2018) Stating that in general, the type of work environment is divided into two factors, namely physical work environment factors and non-physical work environment factors.

1. Physical Work Environment
 - a. Coloring
 - b. Lighting
 - c. Air
 - d. noise
 - e. Space to move
 - f. Security
 - g. Cleanliness
2. Non-Physical Work Environment
 - a. work structure
 - b. work responsibilities
 - c. Leader attention and support
 - d. Cooperation between groups
 - e. Smooth communication

As for opinion according to (mankunegara, 2017) stated that there are several indicators that can affect the work environment, including:

1. Lighting / light in the workplace
Lights are very beneficial for employees to get safety and smooth work, because if the lights are inadequate it will affect the skills of employees in carrying out their duties.
2. Temperature / air temperature in the workplace
Each member of the human body has a different temperature. Humans always maintain their bodies in a normal state, with a perfect body system so that they can adapt to changes that occur outside the body.
3. Humidity at work
Humidity is the amount of water contained in the air, usually expressed as a percentage. This humidity is related to or influenced by air temperature. If the situation with the air

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

temperature is very hot and humidity is high, it will cause a large reduction in body heat, because the system.

4. Air circulation in the workplace

The surrounding air is said to be dirty if the oxygen level in the air has decreased and has been mixed with gases or odors that are harmful to the health of the body. Oxygen is a gas needed by living things to maintain survival, namely the metabolic process.

5. Noise at work

Noise is a sound that is not wanted by the ear, because if in the long run the sound can disturb the peace of mind at work, damage hearing, and cause errors in communication.

6. Employee relations

In this employee relationship, there are two relationships, namely the relationship as an individual and the relationship as a group. Relationships as individuals, the motivation that an employee gets comes from co-workers and superiors.

7. Workplace decoration

Decoration has to do with good color layout, because decoration is not only related to the decoration of the workspace, but also related to how to arrange the layout, color layout, equipment, and so on for work.

8. Music at work

According to experts, music with a soft tone according to the atmosphere, time and place can awaken and stimulate employees to work. Therefore, songs need to be selected selectively to be played in the workplace.

9. Workplace safety

In order to keep the place and working environment in a safe condition, it is necessary to pay attention to security at work. Therefore, the security factor needs to be realized. One of the efforts to maintain security in the workplace is to utilize the Security Officer Unit (SATPAM).

Leadership Style

Leadership style can be said that a process in which a leader through his positive behavior can move, guide, influence and supervise his subordinates to think and act so that they can make a real contribution in order to carry out their duties in order to achieve the goals set. (Tristina & Widagdo, 2019)

Leadership style is basically a style to influence, persuade someone or their subordinates to achieve a common goal in an organization (Winarso, 2019).

Leadership style is very influential on employee performance, therefore, leaders must be able to choose a leadership style according to the existing situation.

effectiveness of leaders include:

1. Charisma, providing a vision and mission that creates a sense of pride, gains respect and trust.
2. Inspiration, communicating high expectations, using symbols to achieve important goals in a simple way.
3. Intellectual simulation, can show intelligence, rational and careful problem solving.
4. Caring for individual staff, can show personal concern, treat employees individually, train and advise.

According to (Parashakti & Setiawan, 2019) indicators that can be seen are as follows:

1. Authoritarian leadership, if the absolute majority of power or authority remains with the

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

leader or if the leader adheres to a centralized system of authority.

2. Delegative leadership, when a leader delegates authority to subordinates completely.
3. Participative leadership, namely when the leadership is carried out in a persuasive way, creating harmonious cooperation, loyalty and participatory subordinates.

Motivation

Motivation comes from the Latin *movere*, which means to move. Whereas in English it is known as the word *motivation* which means encouragement. Thus the notion of motivation is an encouragement that comes from within the individual and outside the individual. With motivation, it is hoped that you will be able to continue to strive to be able to increase your enthusiasm for working in an organization.

According to (Jufizen, 2018) Motivation can be interpreted as a mental state and human mental attitude that provides energy, encourages activities and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalances.

(Sedarmayanti, 2018) also revealed that "Motivation is the willingness to issue a high level of effort towards organizational goals conditioned by the ability of that effort to meet individual needs.

According to Afandi in (Farisi et al., 2020) suggests several factors that influence motivation, namely:

1. The necessities of life, which are included in this need are food, drink, housing, air and so on.
2. The need for a bright and good future so as to create an atmosphere of calm, harmony and optimism.
3. The need for self-esteem and recognition and achievement awards from employees and the surrounding community.
4. The need for recognition of work performance achieved by using optimal abilities, skills and potential to achieve very satisfying work performance.

According to (Farida & Hartono, 2018) motivational indicators can be measured as follows:

1. Provide opportunities for employees to increase knowledge.
2. Conduct periodic or continuous job evaluations.
3. Accustomed to carrying out duties in accordance with applicable rules and regulations.
4. Providing opportunities for employees to take an active role in improving work performance.
5. Encourage employees to improve communication and cooperation.
6. Encouraging employees to work in groups with related units to increase the effectiveness and success of tasks.
7. Adequate facilities and infrastructure.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

CONCEPTUAL FRAMEWORK

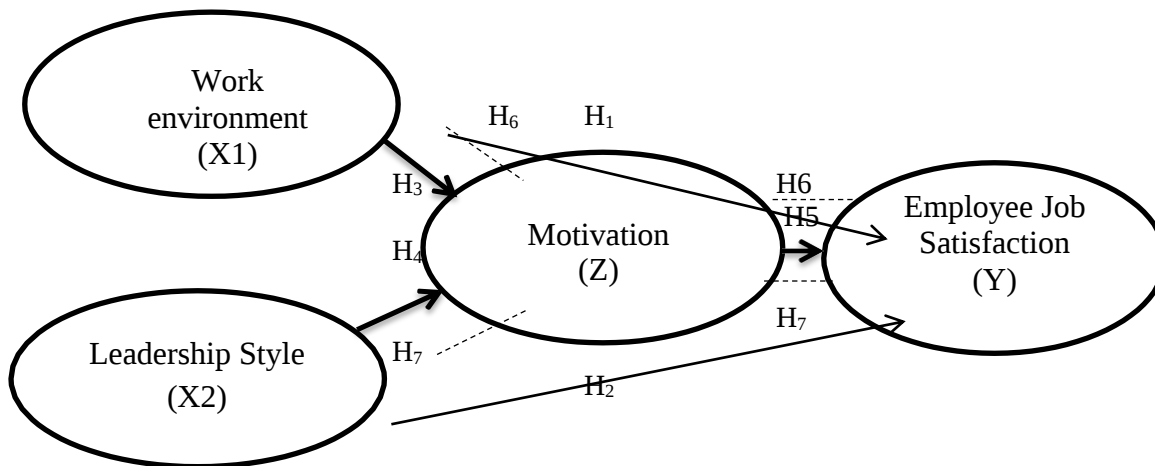


Figure 1. Research paradigm

Hypothesis

The hypothesis is an allegation of a temporary conclusion or a temporary answer, as well as a researcher's construction of a research problem, which states the relationship between two or more variables (Rivai et al., 2018). From the studies contained in the theoretical, problem definition and conceptual framework. The hypotheses that can be put forward in this study are:

1. There is an influence of the Work Environment on Employee Job Satisfaction at PT.Telekomunikasi Indonesia Tbk Witel Medan.
2. There is an influence of Leadership Style on Employee Job Satisfaction at PT.Telekomunikasi Indonesia Tbk Witel Medan.
3. There is an influence of the Work Environment on Motivation at PT.Telekomunikasi Indonesia Tbk Witel Medan.
4. There is an influence of Leadership Style on Motivation at PT.Telekomunikasi Indonesia Tbk Witel Medan.
5. There is an influence of Motivation on Employee Job Satisfaction at PT.Telekomunikasi Indonesia Tbk Witel Medan.
6. There is an influence of the Work Environment on Employee Job Satisfaction through Motivation as an Intervening Variable at PT.Telekomunikasi Indonesia Tbk Witel Medan.
7. There is an influence of Leadership Style on Employee Job Satisfaction through Motivation as an Intervening Variable at PT.Telekomunikasi Indonesia Tbk Witel Medan.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

METHOD

In this research, the type of research used is a quantitative method with an associative approach. The population used in this study were all employees at PT. Telekomunikasi Indonesia Tbk, Witel Medan as many as 70 people. The technique used in this study is saturated sampling because the samples taken are all employees at PT. Telekomunikasi Indonesia Tbk, Witel Medan as many as 70 people to be sampled. The data collection techniques that the authors used in this study were interviews, questionnaires and documentation studies. While the data analysis techniques in this study used Path Analysis Theory, Partial Least Square (PLS), Designing a Structural Model (Inner Model),

RESULT AND DISCUSSION

Data analysis technique

a. Measurement Model Analysis / Mearsurment Model Analysis (Outer Model)

1) Validity test

Validity testing aims to determine the validity of each indicator relationship with constructs or other variables.

A construct indicator is declared valid if it has Convergent Validity and Discriminant Validity values > 0.5 (Haryono, 2017).

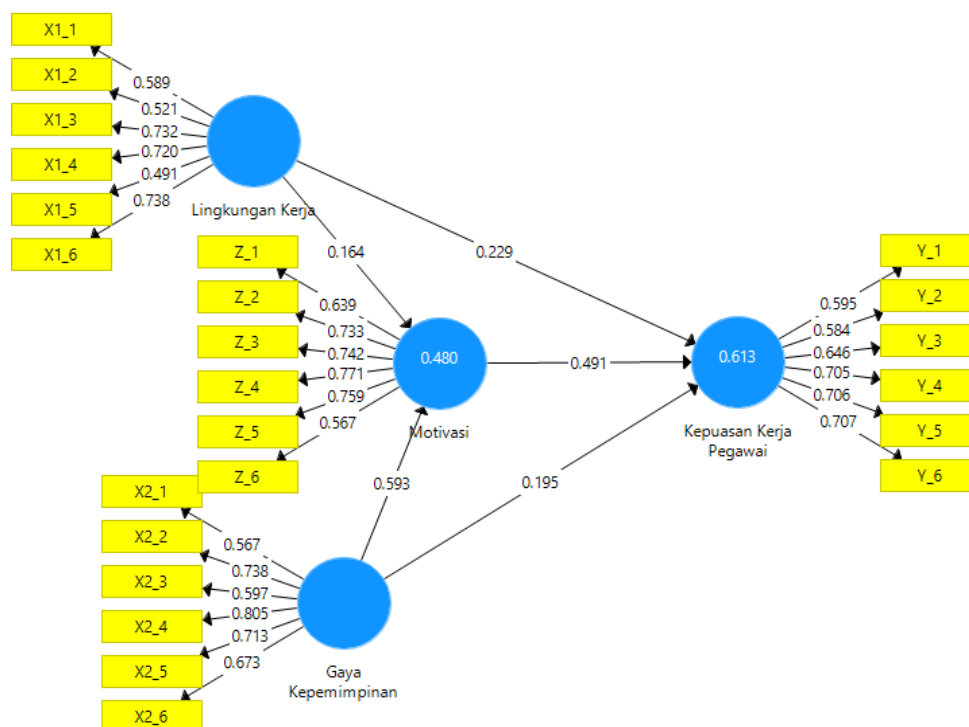


Figure 2. Validity Test Results

The initial management results using Smart PLS can be seen from Figure 2 above. The Outer Model value or the correlation between constructs and variables initially did not meet

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

the Convergent Validity criteria because there were several indicators that had a Loading Factor weight below 0.5.

Table 1. Research Variable Validity Value

Variable								
Work environment			Leadership Style		Motivation		Employee Job Satisfaction	
No.	Mark	validity	Mark	validity	Mark	validity	Mark	validity
1.	0.589	Valid	0.567	Valid	0.639	Valid	0.595	Valid
2.	0.521	Valid	0.738	Valid	0.733	Valid	0.584	Valid
3.	0.732	Valid	0.597	Valid	0.742	Valid	0.646	Valid
4.	0.720	Valid	0.805	Valid	0.771	Valid	0.705	Valid
5.	0.491	Invalid	0.713	Valid	0.759	Valid	0.706	Valid
6.	0.738	Valid	0.673	Valid	0.567	Valid	0.707	Valid

Source: Processed data, 2022

Table 2. Discriminant Validity Value

Variable	Mark
Work environment	0.640
Leadership Style	0.687
Motivation	0.706
Employee Job Satisfaction	0.659

Source: Processed data, 2022

Model modification is carried out by removing indicators that have a Loading Factor value below 0.5. In the modified model in Figure 2 and Table 2 it shows that the value in the construct has exceeded 0.5, so nothing has been eliminated from the model. It can be concluded that the construct meets the criteria.

2) Reliability Test

Measuring the reliability of a construct can be done in two ways, namely, Composite Reliability and Cronbach's Alpha. Composite Reliability and Cronbach's Alpha are used to measure the lower bound of the actual value of reliability in a construct.

Composite Reliability and Cronbach's Alpha values must be greater than 0.7 although a value of 0.6 is still acceptable (Abdillah & Hartono, 2015).

Table 3. Composite Reliability

Variable	Mark
Work environment	0.802
Leadership Style	0.841
Motivation	0.855
Employee Job Satisfaction	0.821

Source: Processed data, 2022

Table 3. above shows the Composite Reliability values for all constructs are above or greater than 0.7. Thus it can be concluded that each construct has very good reliability.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Table 4 Cronbach's Alpha

Variable	Mark
Work environment	0.717
Leadership Style	0.774
Motivation	0.795
Employee Job Satisfaction	0.745

Source: Processed data, 2022

By looking at the Cronbach's Alpha value, the construct is declared reliable if the Cronbach's Alpha value is greater than 0.60. Thus it can be concluded from table 4.12 that each construct can be said to be reliable.

b. Structural Model Analysis (Inner Model)

1. R-Square

The R-Square value is used to assess how much influence certain latent variables (X) have on the dependent latent variable (Y)(Juliandi, 2018). The criteria for R-Square are:

- If the value of R-Square = 0.75 the model is substantial (Strong).
- If the value of R-Square = 0.50 the model is moderate (moderate).
- If the value of R-Square = 0.25 the model is weak (bad).

Table 5 R-Square value

Variable	R-Square	R-Square Adjusted
Motivation	0.480	0.596
Employee Job Satisfaction	0.613	0.465

Source: Processed data, 2022

The conclusion from testing the R-Square value in table 4.13 above is as follows:

- R-Squareline model I = 0.480. That is, the motivation of the work environment variable (X1) and leadership style (X2) in explaining motivation is $0.480 \times 100\% = 48$, thus the model is classified as moderate (moderate).
- R-Squareline II model = 0.613. That is, the work environment (X1) and leadership style (X2) in explaining employee job satisfaction is $0.613 \times 100\% = 61.3$. Thus this model belongs to the substantial (strong) model.

2. F-Square

The definition of F-Square is a measure used to assess the relative impact of an influencing variable (exogenous) on an affected variable (endogenous). F-Square testing criteria according to(Cohen, 2018)are as follows :

- If the value of F-Square = 0.02 the small effect of exogenous variables on endogenous variables.
- If the F-Square value = 0.15, the moderate effect of the exogenous variables on the endogenous variables.
- If the F-Square value = 0.35, the large effect of the exogenous variables on the endogenous variables.

Table 6. F-Square

Variable	F-Square value			
	X1	X2	Z	Y
Work environment			0.038	0.095
Leadership Style			0.492	0.048
Motivation				0.324

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Employee Job Satisfaction				
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Source: Processed data, 2022

The conclusion of the F-Square value can be seen from table 4.13 as follows:

- Variable X1 (work environment) on Z (motivation) has a value of $f^2 = 0.038$, so the small effect of the inter-variable X1 (work environment) on Z (motivation).
- Variable X1 (work environment) on Y (employee job satisfaction) has a value of $f^2 = 0.095$, so the effect obtained is small from the inter-variable X1 (work environment) on Y (employee job satisfaction).
- Variable X2 (leadership style) on Z (motivation) has a value of $f^2 = 0.492$, so the effect obtained is large from the inter-variable X2 (leadership style) on Z (motivation).
- Variable X2 (leadership style) on Y (employee job satisfaction) has a value of $f^2 = 0.048$, so the effect obtained is small from the inter-variable X2 (leadership style) on Y (employee job satisfaction).
- Variable Z (motivation) to Y (employee job satisfaction) has a value of $f^2 = 0.324$, so the effect obtained is large from the inter-variable Z (motivation) to Y (employee job satisfaction).

3. Direct Effects

The purpose of direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that influences (exogenous) on the variable that is influenced (endogenous). (Juliandi, 2018)

The criteria for testing the direct effect hypothesis are as follows:

First, the path coefficient: (a) if the path coefficient value is positive, then the influence of a variable with other variables is unidirectional, if the value of a variable increases, then the value of the variable also increases/increases; (b) if the value of the path coefficient (path coefficient) is negative, then the influence of a variable with other variables is in the opposite direction, if the value of a variable increases/increases, then the value of other variables will decrease/lower.

Second, the profitability/significant value (P-Value) if the P-Value < 0.05 , then it is significant; and if the P-Value is > 0.05 , then it is not significant.

Table 7. Direct Effects

	Original Sample	Sample Means	Standard Deviation	T Statistics	P Values
Work Environment (X1) -> Employee Job Satisfaction (Y)	0.123	0.164	0.127	0.968	0.334
Leadership Style (X2) -> Employee Job Satisfaction (Y)	0.271	0.266	0.137	0.1977	0.049
Work Environment (X1) -> Motivation (Z)	0.204	0.236	0.147	1,383	0.167
Leadership Style (X2) -> Motivation (Z)	0.536	0.541	0.115	4,656	0.000
Motivation (Z) -> Employee Job Satisfaction (Y)	0.451	0.433	0.159	2,828	0.005

Source: Processed data, 2022

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

If seen in table 4.7, it can be seen that the results of data processing using the Direct Effect are as follows:

- Work environment variable (X1) on employee job satisfaction (Y) path coefficient = 0.123 and P-Values $0.334 > 0.05$ means that the effect of work environment variable (X1) on employee job satisfaction (Y) is not significant.
- Leadership style variable (X2) on employee job satisfaction (Y) path coefficient = 0.271 and P-Values $0.049 < 0.05$ means that the effect of work environment variable (X1) on employee job satisfaction (Y) is positive and significant.
- Work environment variable (X1) on motivation (Z) path coefficient = 0.204 and P-Values $0.167 > 0.05$ means that the effect of work environment variable (X1) on motivation (Z) is not significant.
- Leadership style variable (X2) on motivation (Z) path coefficient = 0.536 and P-Values $0.000 < 0.05$ means that the effect of the work environment variable (X2) on motivation (Z) is positive and significant.
- Motivational variable (Z) on employee job satisfaction (Y) path coefficient = 0.451 and P-Values $0.005 < 0.05$ means that the effect of motivational variable (Z) on job satisfaction (Y) is positive and significant.

4. Indirect Effects

The purpose of the indirect effect analysis is useful for testing the hypothesis of the direct or indirect influence of an influencing variable (exogenous) on an influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediating variable). (Juliandi, 2018).

The criteria for an indirect effect are: (a) if the P-Value is < 0.005 , then it is significant, meaning that the mediator variable mediates the influence of (exogenous) variables on (endogenous) variables, in other words, indirect effects; and (b) if the P-Value is > 0.05 , then it is not significant, meaning that the intermediary variable does not mediate the effect of a (exogenous) variable on (endogenous) variables, in other words the effect is direct (Juliandi, 2018). The following data from the Indirect Effect test results from the research results can be seen from the table below:

Table 8. Indirect Effects

	Original Sample	P-Values
X1>Z>Y	0.092	0.209
X2>Z>Y	0.241	0.024

Source: Processed data, 2022

Thus it can be concluded that the indirect effect values shown in table 4.8 show an indirect effect between variables $X1 > Y > Z$ which is 0.092, with p-values $0.209 > 0.05$ (not significant) and the indirect effect value on variable $X2 > Z > Y$ is equal to 0.241 with p-values $0.024 < 0.05$ (significant) then the motivation variable (Z) mediates the effect of the leadership style variable (X2) on employee job satisfaction (Y), in other words, the effect is indirect.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

DISCUSSION

In this discussion will be analyzed regarding the findings in this study based on the suitability of the theory, as well as previous research that will be presented previously. The following are the main sections that will be discussed in the analysis of research findings, namely as follows:

The Influence of the Work Environment on Employee Job Satisfaction

Based on the above research results between the work environment on employee job satisfaction at PT. Telekomunikasi Indonesia Witel Medan which produces a value indicates that the work environment variable is not significant with a path coefficient value = 0.123 and P-Values $0.334 > 0.05$ on employee job satisfaction. An insignificant value indicates that the work environment does not affect employee job satisfaction.

This is because respondents or employees of PT. Telekomunikasi Indonesia Tbk, Witel Medan it can be seen that the work environment that has been implemented is in accordance with employee standards, the work environment felt by employees is quite good.

(Sutrisno, 2013)in(Harahap & Khair, 2019)satisfaction theory that if the needs and satisfaction are increasingly fulfilled, the enthusiasm for work will also be better. So, basically this theory suggests that a person will act to be able to meet his needs and power.

Based on the results of research conducted by(Irma & Yusuf, 2020)and(Andriany, 2019)shows that the work environment has a positive and significant influence on employee job satisfaction.

The Effect of Leadership Style on Employee Job Satisfaction

Based on the results of the above research between leadership style and employee job satisfaction at PT. Telekomunikasi Indonesia, Tbk Witel Medan which produces a positive and significant influence value with a path coefficient value = 0.271 and P-Values 0.049, these findings mean that the influence of leadership style increases or increases so that the variable value of employee job satisfaction will also increase. A significant value indicates that leadership style greatly influences employee job satisfaction.

The results of this study support previous research, leadership style can affect employee job satisfaction, this is also supported by research conducted(Winarso, 2019)who concluded that leadership style partially or simultaneously has a positive and significant effect on employee job satisfaction which shows that the leadership style applied to offices that have been studied by researchers has a good influence on employee job satisfaction.

Thus the results of this study say that leadership style influences employee job satisfaction. The better the leadership style applied to PT. Telekomunikasi Indonesia, Tbk Witel Medan, employees will feel and improve their work ethic and feel employee satisfaction at work.

The Influence of the Work Environment on MotivationBased on the above research results between the work environment on employee job satisfaction at PT. Telekomunikasi Indonesia Witel Medan which produces a path coefficient of 0.204 with p-values of 0.167, the value indicates that the work environment variable is not significant to employee job satisfaction. An insignificant value indicates that the work environment does not affect employee job satisfaction.

This is because respondents or employees of PT. Telekomunikasi Indonesia Tbk, Witel Medan it can be seen that the work environment that has been implemented is in accordance with employee standards, the work environment felt by employees is quite good.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

However, based on the results of research conducted by (Prakoso & Astuti, 2014), (Moulana & Sunuharyo, 2017) and (Saripuddin, 2015) shows that the work environment has a positive and significant influence on motivation.

The Effect of Leadership Style on Motivation

Based on the results of the above research between leadership style and motivation at PT. Telekomunikasi Indonesia, Tbk Witel Medan which produces a positive and significant influence value with a path coefficient value = 0.536 and P-Values 0.000, these findings mean that the influence of leadership style increases or increases so that the value of the motivational variable will also increase. Significant value indicates that leadership style greatly influences motivation.

The results of this study support previous research, leadership style can affect motivation, this is also supported by research and strong opinions by (Ismail & Rahmawati, 2016) which states that Leadership and Motivation are two different things, must have a link in the context of work and interaction between people and Leadership is a human factor that binds a group together and gives it motivation towards certain goals, both in the short and long term. This means that there is a strong relationship between leadership and motivation.

Thus the results of this study say that leadership style influences motivation. The better the leadership style applied to PT. Telekomunikasi Indonesia, Tbk Witel Medan, employees will feel and increase the motivation felt by employees at the company.

The Effect of Motivation on Employee Job Satisfaction

Based on the results of the above research between motivation and employee job satisfaction at PT. Telekomunikasi Indonesia, Tbk Witel Medan which produces a positive and significant influence value with a path coefficient value = 0.451 and P-Values 0.005, these findings mean that the influence of motivation increases or increases so that the variable value of employee job satisfaction will also increase. Significant value indicates that leadership style greatly influences motivation.

The results of this study support previous research, which has been conducted by (Hanafi & Yohana, 2017) and (Frandedy & Sometimes, 2020) which states that motivation has a positive and significant effect on job satisfaction. Thus the results of this study say that motivation influences employee job satisfaction. The better the motivation given by PT. Telekomunikasi Indonesia, Tbk Witel Medan, employees will feel and increase job satisfaction on employees.

The Effect of the Work Environment on Employee Job Satisfaction Through Motivation as an Intervening Variable

Based on the above research results between the work environment on employee job satisfaction at PT. Telekomunikasi Indonesia Witel Medan which produces a path coefficient of 0.092 with p-values of 0.209, here it can be seen that motivation is not an intervening variable. An insignificant value indicates that the work environment does not affect employee job satisfaction and motivation is not an intervening variable.

This is because respondents or employees of PT. Telekomunikasi Indonesia Tbk, Witel Medan it can be seen that the work environment that has been implemented is in accordance with employee standards, the work environment felt by employees is good enough so that employees feel comfortable with it. This is in contrast to previous research by (Personal,

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

2018) and (Wuwungan et al., 2017) which states that the work environment influences employee job satisfaction through motivation as a link.

The Effect of Leadership Style on Employee Job Satisfaction Through Motivation as an Intervening Variable

Based on the results of the above research between leadership style and employee job satisfaction through motivation at PT. Telekomunikasi Indonesia, Tbk Witel Medan which produces positive and significant influence values with path coefficient = 0.241 and P-Values 0.024. The significant value indicates that the leadership style on employee job satisfaction through motivation is unidirectional.

Employee job satisfaction can be influenced by leadership style that uses motivational variables as a connecting variable, this is supported by the results of research that has been done (Alonderiene & Majauskaite, 2016) which states that leadership style has a positive and significant effect on employee job satisfaction through motivation as the connecting variable.

Thus the results of this study say that leadership style influences employee job satisfaction through motivation as a connecting variable at PT. Telekomunikasi Indonesia, Tbk Witel Medan.

CONCLUSION

Conclusion can be drawn from research regarding influence Work Environment and Leadership Style on Employee Job Satisfaction through Motivation as an Intervening Variable (Case Study at PT. Telekomunikasi Indonesia Tbk, Witel Medan) are as follows:

1. Work Environment has a positive and insignificant effect on Employee Job Satisfaction.
2. Leadership Style has a positive and significant effect on Employee Job Satisfaction.
3. Work environment has a positive and not significant effect on motivation.
4. Leadership style has a positive and significant effect on motivation.
5. Motivation has a positive and significant effect on Employee Job Satisfaction.
6. The indirect effect can be concluded that motivation cannot mediate or mediate the influence of the Work Environment variable on Employee Job Satisfaction.
7. The indirect effect can be concluded that motivation can mediate or mediate the influence of the Leadership Style variable on Employee Job Satisfaction.

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Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

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Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

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