



The Influence of Leadership and Work Environment on Employee Performance Mediated by Job Satisfaction and Work Motivation in Pegunungan Bintang Regency's Regional Apparatus Organizations

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

Aims: Understanding the links between leadership, job satisfaction, work motivation, and employee performance is vital. Effective leadership shapes culture, direction, and employee engagement. Analyzing how leadership influences these factors helps identify areas for improvement, fostering stronger leadership practices and enhancing organizational outcomes. This study aims to

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comprehensively examine the intricate interplay between leadership, job satisfaction, work motivation, and employee performance within the context of the workplace environment. By investigating the direct and indirect effects of leadership, job satisfaction, and work motivation on employee performance, the research seeks to shed light on the underlying mechanisms that shape organizational outcomes. Furthermore, this study intends to explore how the work environment influences job satisfaction, work motivation, and ultimately, employee performance, offering valuable insights for enhancing workplace dynamics and fostering employee well-being and productivity.

Study Design: Mention the design of the study here.

Place and Duration of Study: Location to research eight Regional Apparatus Organizations of Pegunungan Bintang Regency whose office address is Jl. Kutdol, Oksibil, Kotdol, Oksibil, Pegunungan Bintang Regency, Papua. the object studied is an employee / ASN who works in the work environment of the Regional Equipment Organization of Pegunungan Bintang Regency. This research will be conducted in 2023 at the Regional Apparatus Organization of Pegunungan Bintang District.

Methodology: The data analysis method used in explaining is obtained from field research, based on the proposed hypothesis there are two analytical methods to be used, namely descriptive statistical analysis methods and inferential statistical analysis through the use of *Structural Equation Modeling* (SEM).

Results: The study conducted in regional apparatus organizations in Pegunungan Bintang Regency revealed significant findings. Firstly, it demonstrated that effective leadership positively influences employee job satisfaction. This influence extends to job motivation, wherein leadership plays a pivotal role in fostering a conducive work environment. Moreover, the research emphasized the crucial link between the work environment and employee job satisfaction. A clean and comfortable workspace not only enhances job satisfaction but also stimulates work motivation, thereby improving overall employee performance.

Conclusion: Furthermore, job satisfaction was identified as a key determinant of employee motivation within the organizational context. This motivation, in turn, catalyzes enhanced performance. The study underscores the intricate interplay between job satisfaction, work motivation, and employee performance, highlighting the importance of a supportive work environment and effective leadership in driving organizational success in Pegunungan Bintang Regency's regional apparatus organizations.

Keywords: Leadership; Job satisfaction; work motivation; employee performance and work environment.

1. INTRODUCTION

Leadership has an important role in improving employee performance in an organization. In the book Human Resource Management [1] It is explained that in an organization the role of a leader is needed in achieving goals. The role of the leader is to motivate individuals to a group of people to be able to act and manage and organize an organization to achieving a common goal [2-7]. Therefore, a leader must have a clear vision and mission in managing an organization. In addition, leadership in an organization must have careful strategic planning, and integrity in every work it carries out so that it can provide examples to subordinates so that they become trustworthy leaders as described in the book [8]. Based on this, it can be concluded that leaders must be able to develop themselves and be oriented to the goals that have been set in an

organization. In addition, it must collaborate effectively and efficiently with subordinates to achieve the expected organizational goals. With the achievement of the expected goals, this is an indicator that the assessment of employee performance in the organization is good [9-13].

Furthermore, superior leadership can increase the work motivation of employees. This was conveyed by (Larosa Y, et al, 2022). The research stated that this leadership style can increase employee motivation and performance because they feel valued and have control over their work. Leaders who use a transactional leadership style tend to reward subordinates who successfully meet predetermined targets. So that the results of his research state that leadership can affect employee work motivation [14-33]. In the results of research (Djumadiono, et al, 2021), and (Anggun Parassuci AkAdely, 2018) they

mentioned that leadership can increase employee motivation. In the leadership process, motivation needs an important essence so leadership is motivating. A leader must work together with others or subordinates, for that it requires the ability to motivate subordinates. And the conclusion obtained based on this is that some experts say leadership affects employee performance, employee satisfaction and work motivation [23-33].

There are many experts said that Leadership and Work Environment influence performance, which is mediated by job satisfaction and work motivation. As conveyed in research conducted by [34] and [35] Where the results of the resulting research are that leadership can influence performance through job satisfaction. Leadership in an organization can make employee performance increase through job satisfaction from each employee. This is also expressed in the book [36] In his book states that operational leadership in the company will be effective if employees have high satisfaction at work. The conclusion obtained is that when an organization wants to improve performance, the organization must also grow leadership leaders in the organization, and besides that must also be able to increase job satisfaction owned by employees. However, the results that depart from this concept in research [37] It is said that job satisfaction cannot mediate leadership over employee performance. Based on these results, there is still no consistency in the underlying relationship of job satisfaction which mediates leadership and employee performance. Based on this, researchers want to reveal more about the relationship between leadership and performance mediated by job satisfaction in an organization.

According to (Papua Province BPS Data for 2018-2022), and also based on data from the

Employee Performance Report (Lakip) of the Regional Government of Pegunungan Bintang Regency for 2018-2022, it can show that several Regional Apparatus Organizations of Pegunungan Bintang Regency in the last five years tend to decline until 2018 by 73%, while in 2019 by 72%, and in 2020 decreased by 71%, and in 2021 up to 70%, and also in 2022 it decreased to reach 69% or the red zone category from five categories in 29 City Districts of Papua Province. According to (Men Pan, 2019) the Ministry of State Apparatus Empowerment, in the Minimum Service Standard Book (SPM) the expected work of employees is a target of 90-100%, but the achievement of employee performance results from several Regional Apparatus Organizations of Pegunungan Bintang Regency is still below standard or does not reach the expected target. Based on the results of initial research, the results of the Employee Work Target Performance Assessment (SKP) obtained from the accumulated employee performance in the last five years are actually many employees who are not satisfied.

In the performance achievement index obtained from performance report data from 2018 to 2022, employee work achievements are still below standard, which is only 5%. The attitude of the apparatus and service is still not professional, the ability and knowledge of ASN's interests are limited / different and contrary to their duties, The number of ASNs with undergraduate education is still minimal (low), The standard time used is still not in reporting work results is still not precise and clear, Limited appropriate technology equipment, Always expect others, There is no good work commitment, Limited manpower, finance, technology, and equipment. OPD government activities have been running but the expected achievements have not been achieved

Table 1. OPD Performance report of Pegunungan Bintang district

No.	Regional Devices	2018	2019	2020	2021	2022
1	Education Office	2,3	2,4	3,1	2,7	2,5
2	Health Office	2,5	2,0	3,2	2,7	2,5
3	Social Services	3,4	2,4	2,5	2,6	2,3
4	Department of Extension	2,5	3,8	2,4	2,5	2,4
5	Population Office	3,1	2,8	2,4	2,4	2,2
6	Public Works Office	2,3	3,0	2,3	2,7	2,4
7	Pemb.Peremp Office	3,6	2,1	3,0	2,5	2,2
8	Dinas Dikpora	3,2	2,5	2,1	2,2	2,2
Number of Percent%		73%	72%	71%	70%	69%

Source: PerLKPP 4/2018, processed, 2023

optimally. And also the leader who has not been able to influence / make a role model, is still minimal in providing direction and solutions to subordinates in carrying out work so that the work cannot be completed properly, and also not supported from workplace conditions or The work environment both physical and non-physical is still limited, as well as in meeting the needs of the work team related to employee comfort and safety, and not yet conducive or less supportive of employee activities / activities, as well as minimal or limited fulfillment of team / employee needs and organizational needs which lead to organizational goals not being achieved, so that satisfaction is also not achieved both employees and the organization, and lack or rarely provide encouragement The thrust that moves employees if there is a conformity of work expectations and the reality of work has not been met appropriately. It can be concluded that employee performance has not been maximized.

Based on the description of the background, phenomenon, gap research, with the results of the research review can conclude that there is indeed no consistent relationship between each variable that occurred in the previous study, then this study researchers want to clarify and also uncover how the influence of leadership and work environment on employee performance mediated by job satisfaction and work motivation that occurs in the Pegunungan Bintang Regency's Regional Apparatus Organizations. With a little description that has been found in the field and also a review of research that has been done, the subject of discussion focuses on the factors of Leadership, Work Environment, Work Motivation, and Job Satisfaction where some of these factors are considered as supporting factors for improving employee performance in the Regional Equipment Organization of Pegunungan Bintang Regency. Given the importance of these factors related to employee performance of OPD employees in Pegunungan Bintang Regency whose orientation is to improve employee performance through Leadership, Work Environment, Job Satisfaction and Work Motivation in the regional apparatus organization of Pegunungan Bintang Regency.

The researcher's objectives are clear and focused on understanding various factors affecting employee satisfaction, motivation, and performance within regional apparatus organizations in Pegunungan Bintang Regency. Firstly, it aims to examine the impact of leadership on job satisfaction. Then, it intends to

analyze how leadership influences both job satisfaction and subsequently work motivation, which further affects employee performance. Similarly, this research seeks to investigate the influence of the work environment on job satisfaction and how it indirectly affects work motivation and performance through satisfaction. Additionally, it aims to explore the direct relationship between job satisfaction and work motivation, and how this affects employee performance. Overall, the objectives align with a comprehensive understanding of the dynamics between leadership, the work environment, job satisfaction, motivation, and performance within the organizational context.

2. MATERIALS AND METHODS

This research was conducted in 2023 at the Regional Apparatus Organization of Gunung Bintang District, located in Pegunungan Bintang Regency, Papua, with its office address at Jl. Kuldol, Oksibil, Kuldol, Oksibil. The study aimed to investigate the relationship between leadership, work environment, job satisfaction, work motivation, and employee performance among the employees of the Regional Apparatus Organization of Pegunungan Bintang Regency.

The population of the study comprised all employees within the Regional Apparatus Organization of Pegunungan Bintang Regency, totalling 776 individuals. Through proportional random sampling, 264 employees were selected as the sample size based on the calculation results using the Slovin formula. Data were collected through questionnaires containing Likert scale items to measure variables such as leadership, work environment, job satisfaction, work motivation, and employee performance. Additionally, in-depth interviews and interactive open discussions were conducted with key personnel selected based on predetermined criteria. These discussions took place in the informants' workspace to gather supplementary insights and refine the indicators used to measure the research variables.

The questionnaire assessed various indicators representing each variable, with scores ranging from 1 (lowest) to 5 (highest) on the Likert scale. Data analysis involved both descriptive statistical analysis and inferential statistical analysis using Structural Equation Modeling (SEM), which allowed for a comprehensive examination of the proposed hypotheses and relationships among the variables. Through this research approach,

the study aimed to provide valuable insights into the factors influencing employee performance within the organizational context of the Regional Apparatus Organization of Pegunungan Bintang Regency.

- ζ_1 = Other factors affecting variables Y1
- ζ_2 = Other factors affecting variables Y2
- ζ_3 = Other factors affecting variables Z

3. RESULTS AND DISCUSSION

3.1 Structural Model Evaluation

A structural model is a model that relates exogenous latent variables (*exogenous*) to endogenous latent variables (*endogenous*) or the relationship of endogenous variables to other endogenous variables. Based on the research paradigm, 3 structural models will be tested in the study, where mathematically the three structural models are formulated as follows:

- (i) $Y1 = \gamma_{1.1}X1 + \gamma_{1.2}X2 + \zeta_1$
- (ii) $Y2 = \gamma_{2.1}X1 + \gamma_{2.2}X2 + \beta_{2.1}Y1 + \zeta_2$
- (iii) $Z = \gamma_{3.1}X1 + \gamma_{3.2}X2 + \beta_{3.1}Y1 + \beta_{3.2}Y2 + \zeta_3$

Information:

- γ = exogenous latent variable path coefficients
- β = path coefficients between endogenous latent variables
- X1 = Leadership variables
- X2 = Work environment variables
- Y1 = Job satisfaction variables
- Y2 = Work motivation variables
- Z = Performance variables

Based on the results of data processing using AMOS 20, the results of the structural model are obtained as follows.

Based on the value of the coefficient of determination (R-square) contained in the Table 2, it can be seen that leadership and work environment have an influence of 29.3% on job satisfaction. Then leadership, work environment, and job satisfaction have an influence of 36.8% on work motivation. Finally, leadership, work environment, job satisfaction and work motivation have an influence of 47.8% on employee performance. Furthermore, hypothesis testing was carried out to prove the presence or absence of the influence of leadership and work environment on job satisfaction and its impact on performance moderated by work motivation.

3.2 The Influence of Leadership on Job Satisfaction

Based on the test results, it can be concluded that leadership has a positive effect on employee job satisfaction in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that better leadership will increase employee job satisfaction. The results of the

Table 2. Summary of statistical test results

Structure	Line	Coefficient	CR*	p-value	R-Square
First	X1→Y1	0,410	5,504	< 0.001	0,293
	X2→Y1	0,353	5,053	< 0.001	
Second	X1→Y2	0,157	2,305	0,021	0,368
	X2→Y2	0,301	4,231	< 0.001	
	Y1→Y2	0,360	4,383	< 0.001	
Third	X1→Z	0,246	3,492	< 0.001	0,478
	X2→Z	0,236	3,340	< 0.001	
	Y1→Z	0,293	3,536	< 0.001	
	Y2→Z	0,195	2,516	0,012	
Indirect effect	X1→Y1→Y2	0,148	3,424	< 0.001	
	X2→Y1→Y2	0,127	3,317	< 0.001	
	X1→Y1→Z	0,120	2,969	0,001	
	X2→Y1→Z	0,103	2,899	0,002	
	X1→Y2→Z	0,031	1,698	0,045	
	X2→Y2→Z	0,059	2,157	0,016	
	Y1→Y2→Z	0,070	2,177	0,015	

*critical = 1.645

Source: data processed, 2023

description of respondents' answers, it shows that the leader's ability to develop themselves and the careers of all staff or employees is strongest in reflecting leadership variables. Conversely, leaders have a Vision and Mission to be achieved in carrying out duties and responsibilities is the weakest indicator in reflecting leadership variables. Workloads that match their respective capacities and objectives are strongest in reflecting job satisfaction variables. Conversely, getting a fair service reward is the weakest indicator in reflecting the variable of job satisfaction. Based on hypothesis testing, it is proven that leadership variables have a positive and significant influence on the job satisfaction of the National Professional Certification Board.

3.3 The Direct and Indirect Influence of Leadership on Work Motivation through Job Satisfaction

3.3.1 The direct influence of leadership on work motivation

Based on the test results, it can be concluded that leadership has a positive effect on employee motivation in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that better leadership will increase employee motivation. Challenging work is strongest in reflecting the variables of work motivation. Conversely, high responsibility in completing work well is the weakest indicator in reflecting the variable of work motivation.

3.3.2 Indirect influence of leadership on work motivation through job satisfaction

It can be concluded that Leadership directly through job satisfaction has a positive effect on employee motivation in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that Leadership A good one if supported by high job satisfaction will increase employee work motivation. The results of this study are supported by several previous studies by [38], [39], (S. Boset, 2020), [40], (Hanafi & Yohana, 2017), [41,42], [43], (Pariesti, 2021), [44], states that the influence of leadership, work environment on performance through job satisfaction and motivation has a positive and significant effect so that it can be concluded that satisfaction and motivation can mediate leadership and work environment on employee performance. But in another study conducted by (Susyanto, 2019), (Rifkhan, 2018), Nelizulfa,

[15] (Primary, 2018), states that Leadership and work environment do not affect Performance mediated by Job Satisfaction and Motivation. Based on these contradictory findings, researchers will examine more deeply the relationship of the work environment to performance.

3.4 The Direct and Indirect Influence of Leadership on Employee Performance through Job Satisfaction and Job Motivation

3.4.1 The influence of leadership on employee performance

Based on the test results, it can be concluded that leadership has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that better leadership will improve employee performance.

3.4.2 The influence of leadership on employee performance through Job satisfaction

It can be concluded that leadership indirectly through job satisfaction has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that good leadership if supported by high job satisfaction will improve employee performance.

3.4.3 The influence of leadership on employee performance through work motivation

It can be concluded that leadership indirectly through work motivation has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that good leadership if supported by high work motivation will improve employee performance.

3.5 The Effect of Work Environment on Job Satisfaction

Based on the test results, it can be concluded that the work environment has a positive effect on employee job satisfaction in regional apparatus organizations in Pegunungan Bintang

Regency. The results of this study provide empirical evidence that a more comfortable the work environment will increase employee job satisfaction.

The results of respondents' responses to the work environment showed that the majority of respondents agreed and strongly agreed with the statements submitted regarding the work environment at the regional apparatus organization in Pegunungan Bintang Regency. This data reflects that the physical facilities in the organization of regional apparatus in Pegunungan Bintang Regency are generally adequate.

3.6 Direct and Indirect Influence of Work Environment on Work Motivation Through Job Satisfaction

3.6.1 The influence of the work environment on work motivation

Based on the test results, it can be concluded that the work environment has a positive effect on employee motivation in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that a more comfortable work environment will increase employee work motivation.

The work environment also affects the work motivation of employees. This was conveyed in research conducted by [46], and (Pramudia Fransiska, et al, 2022) as well as in the results of research submitted by (Nurul Amalia, 2021) where the results of the research stated that the work environment greatly influenced the work motivation of employees. A supportive work environment can increase employee motivation. This is because the existence of a pleasant work environment makes employees work more passionately and eager to achieve better performance. In addition to the work environment, motivation is also an important influence on performance. And with the presence of motivation, the desire of employees to work harder is increasing. With the existence of supporting motivation, such as the fulfilment of employees' physiological needs, there is a sense of comfort at work, employees will be enthusiastic at work and this can improve employee performance. Based on this, some experts say that the work environment affects employee performance, employee satisfaction and work motivation.

3.6.2 The influence of work environment on work motivation through job satisfaction

Thus, it can be concluded that the work environment indirectly through job satisfaction has a positive effect on employee motivation in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that a comfortable work environment if supported by high job satisfaction will increase employee work motivation.

“Employees in regional apparatus organizations in Pegunungan Bintang Regency with a comfortable and clean work environment will increase work motivation supported by job satisfaction. A good work environment can provide job satisfaction for morning employees or employees in carrying out work. Hasanudin and Aziz Afandi Budiharjo”. [47]. “The influence of leadership, work environment and organizational commitment on employee performance through job satisfaction (National Professional Certification Agency Study)”. Research Results AkAdely, A. P. [48]. “That leadership and job satisfaction affect employee motivation. Sumanrno's research, 2022, shows that the environment has a significant effect on employee motivation. In addition, the results of Sumarno's research also show that job satisfaction has a significant effect on employee work motivation”. Haeruddin, I., Idris, M., & Sjarlis, S. [49]. The Influence of Work Environment and Leadership on Work Productivity Through Employee Job Satisfaction shows that directly and indirectly the work environment and leadership through satisfaction affect performance.

3.7 The Direct and Indirect Influence of the Work Environment on Employee Performance through job Satisfaction and Work Motivation

3.7.1 The influence of the work environment on employee performance

Based on the test results, it can be concluded that the work environment has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that the more comfortable the work environment will improve employee performance.

Work Environment is a space condition when an employee or employee is carrying out work, or carrying out work activities. The work environment must require special attention because it can reflect the expected level of employee productivity, or reflect the expected environmental conservation. A comfortable and safe environment makes work easier in determining good and satisfying results. If the environment is uncomfortable and disorganized, employees will experience discomfort and boredom that affect the business they run. Then the work environment must be able to maximize performance and provide workers with a comfortable work environment.

Research delivered by [50] which states that Motivation has a significant effect on employee performance. Employees must have strong motivation to be able to complete the work that has been determined, with the completion of the job well this is a reflection that employee performance is increasing. But The results of different studies were delivered by [51] where the conclusion obtained in his research states that Motivation does not affect the Performance of PT. Surya Yoda Indonesia. This means that motivation cannot improve employee performance. Lack of appreciation in the form of praise or bonuses from superiors to subordinates can result in low employee motivation at work. With differences in the results of the discussion from [50 and 51] There is no consistency about the relationship between motivation and employee performance, departing from the researcher wants to analyze more deeply next.

3.7.2 The influence of the work environment on employee performance through job satisfaction

Thus, it can be concluded that the work environment indirectly through job satisfaction has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that a comfortable work environment if supported by high job satisfaction will improve employee performance.

Based on this, several experts say that the Work Environment has an influence on performance, which is mediated by job satisfaction and work motivation. As conveyed in research conducted by [34 and 35] Where the results of the resulting research are that leadership is able to influence

performance through job satisfaction. Leadership in an organization can make employee performance increase through job satisfaction from each employee. This is also expressed in the book [36] In his book states that operational leadership in the company will be effective if employees have high satisfaction at work. The conclusion obtained is that when an organization wants to improve performance, the organization must also grow leadership leaders in the organization, and besides that must also be able to increase job satisfaction owned by employees. However, the results that depart from this concept in research that [36] It is said that job satisfaction cannot mediate leadership over employee performance. Based on these results, there is still no consistency in the underlying relationship of job satisfaction which mediates leadership and employee performance. Based on this, researchers want to reveal more about the relationship between leadership and performance mediated by job satisfaction in an organization.

3.7.3 The influence of the work environment on employee performance through work motivation

It can be concluded that the work environment indirectly through work motivation has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that a comfortable work environment if supported by high work motivation will improve employee performance.

According to Schultz & Schultz, 2006. The work environment is a condition related to the characteristics of the place where the work is performed and to the behaviour and attitudes of workers when they relate to the process of occurrence of various psychological changes caused by things caused at work or at work. In certain situations where work-bored organizations need more attention, work is always monotonous and exhausting.

Motivation arises because of the desired needs, with the provision of motivation by the leader to his subordinates, his subordinates can carry out tasks in accordance with applicable provisions so that the planned goals are achieved. According to Gitosudarmo in Sutrisno (2016: 109), "Motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a motivating factor for one's behavior".

All activities carried out by a person are determined by the presence of a driving factor. The driving factor in general is to meet the needs and desires of a person. According to Robert Heller in Wibowo (2013: 109) "Motivation is the desire to act. Everyone can be motivated by several different forces. In doing work, we need to influence subordinates to align their motivation with the needs of the organization".

3.8 The Effect of Job Satisfaction on Work Motivation

Corresponding opinions of Davis in Mangkunegara (2013:67) and Saydam in Kadarisman (2012:296) which reveal that the work situation is environmental working conditions, and job satisfaction are factors that influence work motivation. Work motivation is the push or driving force of a person regarding their work in order to achieve company goals. Conventional motivation theory pioneered by F. W. Taylor, which is one of the theories of satisfaction, strengthens the assumption that job satisfaction influences motivation. Job satisfaction affects work motivation (Ismoyo Andi. S.E. M.M. et al, 2009).

Employees with high levels of job satisfaction will show a positive attitude towards motivation. And this is supported in research conducted by (Hasilindah et al., 2020), (Primary, 2018), [12], (Albert & Widjaja, 2021), (Sari, 2021), (Fadhil & Mayowan, 2018). Where the results of research found that job satisfaction will be able to increase work motivation owned by employees. The results show that job satisfaction affects work motivation, which means that if an employee is satisfied, it will increase motivation at work. Based on the test results, it can be concluded that job satisfaction has a positive effect on employee motivation in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that higher job satisfaction will increase employee work motivation.

3.9 Direct and Indirect Effect of Job Satisfaction on Employee Performance through Work Motivation

3.9.1 The effect of job satisfaction on employee performance

Based on the test results, it can be concluded that job satisfaction has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency.

The results of this study provide empirical evidence that higher job satisfaction will improve employee performance.

According to Robbins in Triatna (2015: 110), "expressing job satisfaction as a general attitude towards one's job that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive". Handoko in Sutrisno (2016: 75), "stated that job satisfaction is an emotional state of pleasant or unpleasant for employees looking at their work. Job satisfaction reflects a person's feelings towards his job. This is evident in the employee's positive attitude towards work and everything faced in the work environment". Locke in Wijono (2015: 120), "defines job satisfaction as a level of positive and pleasant emotions of individuals. In other words, job satisfaction is an individual's estimate of a job or experience of positive and pleasurable work."

"Employee performance is the result achieved by the employee in his job according to certain criteria that apply to a particular job" (Robbins, 2013). According to Robbins, "employee performance is a function of the interaction between ability and motivation. Performance is the result of a process that refers to and is measured over a certain period based on pre-established terms or agreements". According to Sutrisno (2016: 172) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization."

According to Mangkunegara (2017: 67) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him." According to Fahmi (2017: 188) "Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined terms or agreements." According to Torang (2014: 74) "Performance is the quantity or quality of the work of individuals or groups in the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or applicable in the organization.

3.9.2 The effect of job satisfaction on employee performance through work motivation

Thus, it can be concluded that job satisfaction indirectly through work motivation has a positive

effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that high job satisfaction if supported by high work motivation will improve employee performance.

Job satisfaction can be defined as a person's emotional feelings towards a job that can be pleasant or unpleasant in involving aspects contained in a job. Job satisfaction concerns a person's attitude towards the work environment and also where he works which is positive in carrying out work in accordance with the assessment of each worker so as to improve the performance of the job due to increased job satisfaction in an organization.

One of the things that needs to be done to be able to improve the performance of subordinates is that subordinates need good motivation so that in carrying out every task and work given they can do it with high confidence, accompanied by high morale as well. In this case, indicators according to researchers are defined as variables used to measure any changes that occur in the research process. Indicators are used as a reference used as a basis for seeing changes in the object under study. According to Hasibuan [52] (222) the types of motivation are divided into 2 parts, namely:

- (1) Positive Motivation (*positive incentives*). A manager motivates subordinates by giving rewards to subordinates who have good achievements. With positive motivation, the morale of subordinates will increase because humans are generally happy to accept the okay.
- (2) Negative Motivation (*negative incentives*). A manager motivates his subordinates by punishing those whose work is not good (low performance). With negative motivation the morale of subordinates in the short term will increase, because they are afraid of being punished.

According to Levinson in Marwansyah (2012: 229) "Performance is the achievement / achievement of a person regarding the tasks assigned to him". Meanwhile, according to Sudarmanto (2011: 9) "Performance is something that people do and can be observed. In this sense, the performance includes those actions and behaviors that are relevant to organizational goals. According to Edison (2016: 176) "Performance is the result obtained by an

organization, both the organization is *profit oriented* and *non-profit oriented* produced over some time". In another opinion, Imamora (2015: 339) "Performance refers to the degree of achievement of tasks that make up an employee's job. Performance reflects how well employees meet the requirements of a job. Often misinterpreted as effort, reflecting the energy expended, performance is measured in terms of results. Above, researchers concluded that to achieve success, supporting indicators are needed for employee performance. This indicator plays an important role in the implementation of employee performance whether it will take place optimally or there are still shortcomings in its implementation. This indicator is also one of the tools to achieve the goals of the organization.

3.10 The Effect of Work Motivation on Employee Performance

Based on the test results, it can be concluded that work motivation has a positive effect on employee performance in regional apparatus organizations in Pegunungan Bintang Regency. The results of this study provide empirical evidence that higher work motivation will improve employee performance.

In research delivered by [50] states that Motivation has a significant effect on employee performance. Employees must have a strong motivation to be able to complete the work that has been determined, with the completion of the job well this is a reflection that employee performance is increasing. But The results of different studies were delivered by [51] where the conclusion obtained in his research states that Motivation does not affect the Performance of PT. Surya Yoda Indonesia. This means that motivation cannot improve employee performance. Lack of appreciation in the form of praise or bonuses from superiors to subordinates can result in low employee motivation at work. With differences in the results of the discussion from [50 and 51] There is no consistency about the relationship between motivation and employee performance, departing from this the researcher wants to analyze more deeply next.

Motivation theory is a process in influencing and also supporting a person or group in doing work in an organization or group to achieve goals that have been determined and planned in an organization so that these goals are achieved. Motivation is one of the goals to improve employee performance so that employees are

able to be excited and active in achieving the desired results in an organization.

According to Levinson in Marwansyah (2012: 229) "Performance is the achievement / achievement of a person regarding the tasks assigned to him". Meanwhile, according to Sudarmanto (2011: 9) "Performance is something that people do and can be observed. In this sense, the performance includes those actions and behaviors that are relevant to organizational goals. According to Edison (2016: 176) "Performance is the result obtained by an organization, both the organization is *profit-oriented* and *non-profit oriented* produced over some time". In another opinion, Simamora (2015: 339) "Performance refers to the level of achievement of tasks that make up an employee's job. Performance reflects how well employees meet the requirements of a job. Often misinterpreted as an effort, which reflects. Nerves issued, performance is measured in terms of results.

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4. CONCLUSION

In regional apparatus organizations within Pegunungan Bintang Regency, effective leadership emerges as a cornerstone for fostering employee satisfaction, motivation, and performance. Leadership, when executed adeptly, cultivates a positive work environment, thereby enhancing employee job satisfaction. This satisfaction, in turn, becomes a pivotal factor in driving employee motivation, both directly and indirectly through the fulfillment of job satisfaction. A skilled leader not only directly influences motivation but also indirectly by nurturing a work culture where employees feel valued and content.

Moreover, the quality of the work environment plays a significant role in shaping employee satisfaction and motivation. A clean, comfortable workspace correlates positively with job satisfaction, contributing to a sense of contentment among employees. This conducive work environment directly influences motivation and further amplifies it through the fulfillment of job satisfaction. Employees are more motivated when their work environment is conducive to productivity and well-being.

Importantly, the interplay between job satisfaction, motivation, and performance

underscores the critical role each element plays in organizational success. Job satisfaction emerges as a driver of both motivation and performance, directly influencing the latter while also mediating performance through the enhancement of work motivation. Motivated employees, fueled by job satisfaction, exhibit higher levels of performance, contributing to the overall success of regional apparatus organizations.

Ultimately, within the context of Pegunungan Bintang Regency, the synergy between effective leadership, a conducive work environment, job satisfaction, motivation, and performance forms the bedrock of organizational excellence. By prioritizing these factors, organizations can create a workplace culture that not only fosters employee well-being and satisfaction but also drives high performance and achievement of organizational goals.

Based on the conclusions of the study, several suggestions are recommended to the next research and to the object of research are as follows:

1. It is recommended to OPD Pegunungan Bintang District to maintain the leadership dimension that has been practiced, especially inspirational motivational elements that improve teacher performance.
2. It is recommended to OPD Pegunungan Bintang Regency to increase work motivation, especially the dimension of responsibility and recognition of performance, as well as maintain the dimension of challenging work.
3. It is recommended to the OPD of Pegunungan Bintang Regency to increase the job satisfaction of each employee in compensation for the organization, placement of employees to realize their creativity, and the attitude of the leadership of the section of the OPD of Pegunungan Bintang Regency.
4. It is recommended to OPD Pegunungan Bintang Regency to improve the work environment of each employee in the dimension of responsibility.
5. It is recommended in future studies to add other variables, both exogenous variables and endogenous variables (mediation). The variables in question, among others; Work discipline variables, organizational commitment variables that theoretically

and empirically have a relationship with performance variables.

6. It is recommended for future research to add OPD of Pegunungan Bintang District in other lands of Papua outside Pegunungan Bintang Regency, so that the results are more comprehensive.

CONSENT

As per international standards or university standards, Participants' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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