

The Influence of Authentic Leadership and Work Environment with Job Satisfaction as a Mediating Variable on Employee Performance in Construction Company PT. XYZ

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Abstract

The primary objective of this research is to examine the impact of genuine leadership and the working environment on employee productivity, with job contentment as a intervening factor, at PT XYZ, a construction firm. A quantitative method was employed, involving the distribution of questionnaires to 50 PT XYZ employees for data collection. The connection between variables was examined using the PLS-SEM approach. The outcomes indicated that the working environment has a favourable and noteworthy effect on job satisfaction, while genuine leadership does not significantly influence job satisfaction or employee productivity. Moreover, job satisfaction does not serve as a mediator between the two independent variables and employee performance. The implication of this research highlights the significance of enhancing genuine leadership styles to promote a positive working environment and enhance overall employee productivity.

Keywords: Authentic Leadership, Employee Performance, Job Satisfaction, Work Environment.

1. Introduction

Facing strong competition, companies are increasingly focusing on the importance of Human Resources in acquiring, nurturing, and retaining top talent. Based on a questionnaire survey related to work performance, some employees claimed to have experienced a decline in performance in the last three years. This is influenced by several factors, the first is the leadership factor from superiors who do not give trust to the team and the way of communication is not good also causes employee performance. When leaders do not give their employees the trust to develop and be responsible for several jobs, this can cause employees to feel unappreciated or ignored so that employee participation becomes passive making them lose their sense of belonging to the company and have an impact on declining performance. Including the way the boss communicates with the team is not good, causing misunderstandings in the workplace. Employees need clear information in order to work effectively (Pre-Research Questionnaire, 2024).

Authentic Leadership is essential for enhancing employee performance within construction company PT XYZ by shaping the workplace atmosphere. Authentic leadership is characterised by honesty, integrity and transparency, which creates a positive work culture. Authentic leaders are able to build trust and strong emotional connections with employees, so



they feel valued and heard. A supportive and open work environment encourages effective communication, allows employees to collaborate better, and reduces stress that can interfere with productivity.

Moreover, Authentic Leadership has the potential to act as a mediator in the connection between the work atmosphere and employee contentment. Leaders who prioritise the personal growth and welfare of their staff members are able to cultivate a more gratifying work environment, subsequently enhancing productivity. Therefore, this research emphasises the significance of Authentic Leadership as a crucial factor in the correlation between the work environment and job satisfaction. Genuine leaders not only offer precise guidance but also nurture a setting that encourages the progress and achievements of their employees.

Including a less conducive work environment, some employees, especially those who have been working for a long time, feel burnout which affects their performance (Mubarak & Sopiah, 2023). Some respondents cited poor leadership and a non-conductive work environment. Both factors make some employees feel that they do not have enough opportunities for career development or skill enhancement (Nurwicaksono et al., 2023). For example, some dissatisfied employees attributed their feelings to a less supportive work culture while others cited a poor work environment. Employees who feel this dissatisfaction often state that an uncollaborative work culture or unhealthy environment increases stress levels and reduces work motivation (Pre-Research Questionnaire, 2024).

Employee performance issues are often a result of the conditions within the workplace. As said by Afandi (2018), a conducive workplace fosters a feeling of safety and enables employees to perform at their best. There are two main aspects to consider in a work environment: the physical and non-physical elements. Previous research has identified various factors that impact employee performance. In order to highlight the importance of this research, a preliminary survey was carried out on 30 employees at PT XYZ. The results of the initial survey revealed issues with employee performance related to leadership, work environment, and job satisfaction at PT XYZ. Specifically, 6 out of 30 respondents showed a decrease in performance, accounting for 16.7% of the sample. As many as 6 respondents with a percentage of 16.7% in the last 3 years felt that the work environment was unhealthy and not conducive. Most of the reasons why respondents were dissatisfied with their jobs were due to burnout, work culture and work environment. In certain descriptions, the potential of employees may have fulfilled the administrative requirements of their jobs, but in actual terms, employees must follow or keep pace with the development of the business world in accordance with the duties they hold or will hold.

This study took place at PT XYZ, a construction company. Presently, PT XYZ has finished various projects such as the Infrastructure at Cendana Peak in Lippo Karawaci, Infrastructure at MHU Coat in Tenggarong East Kalimantan, the Cikampek Utama Highway Gate, and the Cimanggis Highway Gate on the Jagorawi Highway. Not only highways, there are several development projects carried out by PT XYZ such as the Construction of BIJT, TIP, and Fasos Fasum of the Jakarta - Cikampek II Toll Road, Construction of Akhlak Space and VIP Waiting Room at Jasamarga Head Office and Construction of Mosques, Retail Solaria and Starbucks in Rest Area. Currently PT XYZ is working with several clients such as Jasamarga Toll Road Maintenance, Jasamarga Related Business, Siloam Hospitals, Medan Sugar Industry, Waskita, Aetra, Sushi Tei, SNF, and Lippo.

The conditions of work achievement produced by the company PT XYZ have different tasks and levels of work in carrying out their work in teamwork, sometimes employees do not know what to do first related to the amount of work and cases of problems newly encountered by employees regarding what employees must do and solve it in a timely manner. Data about

the demographics and work history of PT XYZ employees was gathered for this study, focusing on factors like age, gender, marital status, tenure, and the impact of leadership and work conditions within the last three years. The age range of employees varies from 20 to 55 years old, reflecting the diversity of generations within the company. The majority of employees are male, with some female respondents. Marital status shows that most younger employees tend to be unmarried, while more experienced employees are usually married. Length of service also shows variation, ranging from less than one year to more than 20 years, with most employees having more than 10 years of experience (Pre-Research Questionnaire, 2024).

This study seeks to investigate how authentic leadership and the work environment impact employee performance, with job satisfaction serving as a mediator, in light of the discussed phenomena and issues.

2. Literature Review

2.1. The Effect of Authentic Leadership on Job Satisfaction

Authentic Leadership focuses on being genuine, honest, and open in the interactions between leaders and followers. It is more than just a way of leading, it is also about prioritising the cultivation of ethical values and principles within individual leaders (Fadhilah et al., 2023). Authentic leadership has a strong relationship with job satisfaction. Authentic leaders who are honest, open, and consistent build trust and emotional connections with employees. This increases employees' perceived sense of security, engagement, as well as appreciation, all of which contribute to job satisfaction.

Research by Goestjahjanti et al. (2020) shows that an original leadership approach has the potential to enhance employee involvement and raise retention levels. As such, genuine leadership is crucial in fostering greater job contentment and establishing a favourable work environment. From this explanation, the hypothesis for this research emerges:

H_1 = Authentic Leadership Positively Affects Job Satisfaction

2.2. The Effect of Work Environment on Job Satisfaction

The physical aspects of the workplace, including noise levels, security measures, lighting, air quality, facilities, and aesthetic appeal, need to be carefully managed to ensure a safe, comfortable, and peaceful environment. A pleasant atmosphere can boost employee morale, encouraging them to work enthusiastically for the benefit of the company. Similarly, it is important to foster positive relationships among employees, including between managers, staff, and colleagues, to create a harmonious environment conducive to collaboration and productivity. The dynamic work climate, corporate culture, company policies, and regulations must also be well structured in order to provide job satisfaction to employees.

This aligns with studies undertaken by Irma and Yusuf (2020) which indicated a strong link between the workplace atmosphere and employee satisfaction with their job. This is further backed up by findings from Raziq and Maulabakhsh (2015) which says that the Work Environment does affect Job Satisfaction. Having a quality air source and maintaining clear communication between employees and supervisors has been found to boost job satisfaction among workers, as shown by studies conducted by Aruan and Fakhri (2015) which demonstrates that the workplace atmosphere plays a role in boosting employee satisfaction with their jobs. Consistent with studies conducted by Wibowo et al. (2022) which states that employee job satisfaction is greatly influenced by both the physical and non-physical aspects of the work environment. Research also backs up the positive impact of the physical work

environment on employee job satisfaction. Aoliso and Lao (2018) which shows that The job satisfaction of employees can be greatly impacted by the conditions in which they work.

H₂ = Work Environment Has a Positive Effect on Job Satisfaction

2.3. The Effect of Authentic Leadership on Employee Performance

True leadership is marked by being genuine, having integrity and being open in the relationship between the leader and followers, which can enhance the performance of employees by fostering their involvement and dedication to the company. As stated by Nasab and Afshari (2019), authentic leadership can improve employee performance through organisational commitment, where authentic leaders are able to build trust and a positive work environment, thus maximising the overall potential of employees.

Khan et al. (2022) explained that authentic leadership involves a person who has strong convictions in their values, the self-assurance to express themselves confidently, and the ability to follow their own instincts and beliefs. The goal of authentic leadership, as outlined in the work of the individual mentioned, is to lead with truthfulness and integrity (Wang & Xie 2020) and to increase relational energy. Relational energy fosters stronger connections between colleagues and encourages them to excel in their work (Owens et al., 2016). Hence, the connection between individuals can enhance work productivity, as suggested by Owens et al. (2016). The purpose of genuine leadership as outlined by Malik (2018) reveals that authentic leadership contributes to building hope and trust in employees and creating a conducive work environment.

H₃: Authentic Leadership has a positive influence on employee performance.

2.4. The Effect of Work Environment on Employee Performance

Srivastava (2008) says that the work environment is a significant factor that can impact both the output and behaviour of employees. A positive work environment fosters a pleasant atmosphere where employees are likely to perform optimally. Kasmir (2016) argues that a comfortable and peaceful work environment can enhance work results by minimizing distractions. Conversely, a subpar work environment can hinder employee performance if it fails to provide comfort and support.

The discomfort in the workplace may lead employees to become unmotivated and result in a decrease in their enthusiasm for work. Studies by Yuliyanti and Nadya (2024) have also found evidence to support this notion which states that the work environment has a positive effect on employee performance. This means that the better the work environment, the better the employee performance. Hence, it is essential for a company to consistently uphold the atmosphere of the workplace, including both the physical and non-physical aspects. Additionally, a separate research project was carried out by Rizal (2019) mentioned that employee performance is greatly influenced by the quality of their work environment. When provided with a positive work environment, employees are more likely to stay committed to their job in the company or organization.

Additionally backed by Ferawati's research (2017) demonstrates that the performance of individuals is strongly influenced by their surrounding work environment. This is further backed up by a study conducted by Nabawi (2021) which suggests that both the physical and non-physical work environments play a crucial role in influencing employee performance. This is backed up by studies conducted by Yanuari (2019) which show that the work environment greatly impacts employee performance in a positive way.

H₄ = Work Environment Positively Affects Employee Performance

2.5. The Effect of Job Satisfaction on Employee Performance

Job satisfaction is the feeling of contentment or dissatisfaction that comes directly from the employee themselves. The key to achieving job satisfaction is through performing well in order to maximize performance. A leader should motivate their employees to advance their careers by supporting formal and informal education opportunities, like training programs that enhance their skills. This will enhance their knowledge and abilities, leading to higher levels of job satisfaction.

Employee performance is greatly affected by job satisfaction as it reflects the capabilities of employees in completing tasks to achieve contentment. Research has also found a correlation between job satisfaction and employee satisfaction by Fajri et al. (2022) which demonstrated the impact of job satisfaction on employee performance. This is further corroborated by studies conducted by other researchers. Similarly backed up by studies conducted by Fitriya and Kustini (2023) which demonstrates that employee performance is enhanced by job satisfaction.

Research by Steven and Arif (2020) further bolsters the idea that job satisfaction greatly enhances employee performance. Consistent with studies carried out by Rosmaini and Tanjung (2019) which demonstrates that employee performance is greatly influenced by job satisfaction. A connection that is further reinforced by the fact that Susanto et al. (2022) who stated that job contentment can impact how well employees perform.

H₅ = Job Satisfaction Positively Affects Employee Performance

2.6. The Effect of Authentic Leadership on Employee Performance with Job Satisfaction as a Mediating Variable

Leaders who demonstrate authenticity by being sincere, transparent, and showing respect towards their team members have the ability to establish trust and foster a pleasant working atmosphere, leading to a boost in employee satisfaction. Content employees tend to be more driven, efficient, and deeply devoted to their roles within the company. Therefore, authentic leadership not only positively influences the performance of employees, but also enhances their job satisfaction levels. Wang and Xie (2020) aim at enhancing relational energy, which enhances the emotional connection to work and encourages employees to excel (Owens et al., 2016).

Therefore, the connection between individuals results in enhanced work productivity (Owens et al., 2016). Malik (2018) argues that authentic leadership serves to foster optimism and confidence among employees, ultimately establishing a favourable workplace atmosphere. Goestjahjanti et al. (2020) further support this notion by highlighting that authentic leadership has the potential to boost employee contentment. As well as research from Nasab and Afshari (2019), Yasmin et al. (2023) adopting an authentic leadership approach has the potential to enhance employee productivity.

H₆ = Authentic Leadership Positively Affects Employee Performance with Job Satisfaction as a Mediating Variable

2.7. The Effect of Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable

It is crucial for management to focus on the work atmosphere within a company, despite the fact that it doesn't directly impact production. A comfortable work environment can enhance employee productivity, whereas an unsatisfactory one can hinder it. The work environment refers to the setting in which individuals fulfil their responsibilities and can influence how effectively employees carry out their tasks. Elements of the work environment

encompass factors such as colour schemes, cleanliness, ventilation, lighting, background music, security measures, and noise levels.

Having a conducive work environment means that individuals are able to perform their tasks effectively, with a focus on their health, safety and comfort. On the other hand, an inadequate work environment can lead to increased labor and time requirements, hindering the development of an efficient work system (Sedarmayanti, 2018). Job satisfaction is one of the determinants of an employee's organisational citizenship behaviour. More satisfied employees will say positive things about the company, help other colleagues, and go beyond normal work expectations. Employees who consider or feel that supervisors, organisational procedures, or salary policies are fair, these employees will have more trust in the company and are more willing to voluntarily do something that goes beyond normal work demands. so that organisational citizenship behaviour has a positive impact on the organisation.

As indicated in the findings of a study carried out by Siagian and Khair (2018) which also confirms that job satisfaction plays a role in how the work environment impacts employee performance variables. This is further backed up by studies conducted by Hanafi (2016) which shows that job satisfaction positively mediates the relationship between work environment and employee performance. Also supported by research from Nugrahaningsih and Julaela (2017) which indicates a strong correlation between the work environment and employee performance, which is mediated by job satisfaction. Then in line with the results of research conducted by Jopanda (2021) which the work environment plays a significant role in employee performance by affecting their job satisfaction. This finding is supported by additional evidence by Solihatun et al. (2021) which says that employee performance is influenced by job satisfaction, which is in turn shaped by the work environment.

H₇ = Work Environment Positively Affects Employee Performance with Job Satisfaction as a Mediating Variable

With the explanation of the above hypothesis based on previous studies, this research can describe a new research model. In this research model there are four (4) variables with (7) hypothesis paths which can be seen from the arrow lines in the figure below.

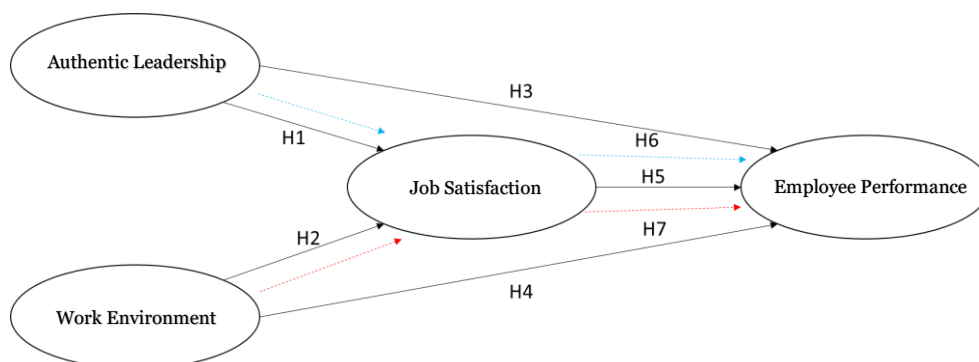


Figure 1. Conceptual Framework

Source:

Modified from Hendayana et al. (2020), Saputra and Sudharma (2017), Goestjahjanti et al (2020), Salim et al. (2024), Mastur (2022), Astuti et al. (2023), Fadhillah et al. (2023)

3. Methods

3.1. Object of Research

This research focuses on authentic leadership and work environment as the main factors. Employee performance is the primary outcome being studied. Job satisfaction is also taken into account as a variable that influences employee performance. The aim of this study is to investigate how authentic leadership and work environment impact employee performance through the mediation of job satisfaction.

3.2. Research Subject

The focus of this study is on the staff members of PT XYZ based in Jakarta. The eligibility requirements for participation include being employed by PT XYZ and having a minimum of one year of tenure with the company. The target population for this research consists of all permanent and contract workers at PT XYZ, amounting to a total of 50 individuals. According to Arikunto (2010) if the population is fewer than 100 individuals, the entire population is used as the sample size. However, if the population exceeds 100 people, a sample size of 10%-15% or 20%-25% can be chosen. In this particular research, the sample size was determined based on a population of 50 individuals. By following these guidelines, it is believed that respondents will be able to comprehend the questions provided in the distributed questionnaire.

3.3. Research Type

This research is quantitative research with hypothesis testing. This research is a correlation analysis which conducts statistical tests to determine whether there is a significance of the relationship between variables, the direction of influence between variables, and the relationship between variables in the research model (Bougie & Sekaran, 2019).

3.4. Variable Measurement Scale

In this study, latent variable indicators are assessed using a Likert scale, which is commonly employed to gauge opinion and behaviour. The Likert scale utilised in this research consists of 5 points, delineating attitudes across 5 different levels. The levels are in order from number one (1) to five (5) starting from the choices strongly disagree, disagree, neutral, and strongly agree (Bougie & Sekaran, 2019). In answering the questionnaire, respondents are only allowed to choose one answer from five answer options for each question indicator. Respondents' answers will later be measured and placed to assess each indicator in the study.

3.5. Population and Sample

The study focused on individuals employed by PT XYZ in Jakarta. The target group comprised of both permanent and contracted employees of PT XYZ, with a total of 50 individuals. The study specifically looked at employees working at PT XYZ.

The employees involved in this research were specifically from PT XYZ. The criteria for selecting participants were as follows: firstly, they had to be contract or permanent employees actively engaged at PT XYZ. Secondly, they needed to have been working at the company for at least one year. Arikunto (2010) suggested that if the population size is under 100, the entire population should be included in the sample, but if it surpasses 100, 10%-15% or 20%-25% of the population can be sampled. Therefore, in this study, the sample size was determined based on the population of 50 individuals. The authors opted for non-probabilistic sampling method employing the saturated sampling technique for this study.

3.6. Data Collection Methods

Various methods can be used for primary data collection, such as conducting interviews, making observations, or distributing questionnaires to individuals (Bougie & Sekaran, 2019). For this particular study, primary data was gathered through the distribution of questionnaires. The chosen target group consists of both male and female participants aged between 20 and 55 years, who have been employed for at least one year.

On the other hand, secondary data is sourced from statistical information, government reports, published and unpublished materials from external sources, company websites, and the internet (Bougie & Sekaran, 2019).

3.7. Data Analysis Method

Techniques used to process, organise and interpret data that has been collected in research to draw conclusions. This measurement model is the first stage carried out in the analysis with PLS-SEM. There are two types of data testing in the outer model, namely reliability test and validity test (Hair et al., 2019).

4. Results and Discussion

4.1. Research Result

4.1.1. Demographic Profile of Respondents

This research data is in the form of a questionnaire distributed online in December 2024 in the form of a google form where the questionnaire link is only given to respondents who meet the predetermined requirements. Respondents who fill out this questionnaire are employees who are actively working for at least 1 year at PT XYZ. Through the administration of surveys, 50 participants were identified who matched the set criteria.

After analysing the data, it was revealed that the majority of participants were male, totaling 37 individuals (74%), while 13 participants were female (26%). In terms of age, the highest number of participants fell in the 20-30 age group with 19 individuals (38%), followed by the 31-40 age group with 15 individuals (30%). The 41-50 age group consisted of 10 participants (20%), the 51-55 age group had 4 participants (8%), and those above 55 years old made up 2 participants (4%).

Regarding years of service, the majority of participants had been working for over 10 years, amounting to 11 individuals (22%). Additionally, 10 participants (20%) had worked between 3 to 5 years. Furthermore, 9 individuals had been working for over 20 years, while 12 individuals had worked between 1 to 2 years and over 5 years, making up 24% each. Based on department/division, 50 respondents are members of the administration, purchasing administration, architect, director, drafter, engineer, finance, HRD, infrastructure inspector, implementer, supervisor, planner, project leader, project, purchasing, QS, site manager, staff, supervisor, surveyor, engineering, and expert division.

4.1.2. Outer Model Results

A. Indicator Reliability

In PLS-SEM, an indicator can be said to be reliable if it has an outer loading value of more than 0.708 (Hair & Sarstedt, 2019). According to the test findings, it has been discovered that each of the 65 variables in the research model exceeds the necessary limit with an outer loading value of above 0.708. From the outer loading information, one can infer that all the indicators in this research model are dependable in assessing their designated constructs.

B. Construct Reliability

The Cronbach's alpha and composite reliability values must be higher than 0.7 to serve as a benchmark limit (Hair et al., 2019).

Table 1. Cronbach Alpha and Composite Reliability Values

| Variables | Cronbach's Alpha | Composite Reliability | Results |
|----------------------|------------------|-----------------------|----------|
| Authentic Leadership | 0,936 | 0,945 | Reliable |
| Job Satisfaction | 0,971 | 0,973 | Reliable |
| Employee Performance | 0,962 | 0,965 | Reliable |
| Work Environment | 0,941 | 0,944 | Reliable |

Source: Results of PLS-SEM Data Processing Research (2024)

The table indicates that both the Cronbach's alpha value and the composite reliability value for all variables exceed the minimum threshold of 0.7 (Hair & Sarstedt, 2019). Based on the findings from the reliability test, it is apparent that all measures exhibit internal consistency, thus confirming their reliability for assessing their respective constructs.

C. Construct Validity

If the Average Variance Extracted (AVE) value is greater than 0.50, a latent variable or construct can be considered to be valid (Hair et al., 2019).

Table 2. Average Variance Extracted (AVE) Value

| Variables | AVE |
|----------------------|-------|
| Authentic Leadership | 0,691 |
| Job Satisfaction | 0,672 |
| Employee Performance | 0,691 |
| Work Environment | 0,631 |

Source: Results of PLS-SEM Data Processing Research (2024)

In the table provided, the AVE value for each variable is displayed, with all variables meeting the minimum requirement of 0.50, indicating that the indicators are valid for measuring their respective constructs in the research model.

D. Discriminant Validity

This research utilises a method for assessing discriminant validity by examining the Heterotrait-Monotrait ratio (HT / MT Ratio) as suggested by Henseler et al. (2015).

Table 3. Heterotrait/Monotrait Ratio Value

| Variables | Authentic Leadership | Job Satisfaction | Employee Performance | Work Environment |
|----------------------|----------------------|------------------|----------------------|------------------|
| Authentic Leadership | 0,831 | | | |
| Job Satisfaction | 0,576 | 0,820 | | |
| Employee Performance | 0,721 | 0,754 | 0,831 | |
| Work Environment | 0,637 | 0,663 | 0,765 | 0,795 |

Source: Results of PLS-SEM Data Processing Research 2024

The HT / MT ratio values for the discriminant validity test are presented in Table 3 above, with each variable having a ratio value below 0.9. These data indicate that all indicators in the research model have been effectively distinguished. Utilizing the outer model data from PLS-SEM, we can confidently state that all indicators in the research model are reliable and valid for measuring their respective constructs. Consequently, we can proceed to the next stage of analysis, which is the inner model test (structural model).

4.1.3. Inner Model Results (Structural Model)

A. Multicollinearity

In regression models where multicollinearity is high, the standard errors tend to be large, which in turn decreases the accuracy of the model. According to Hair et al. (2019), a VIF value falling within the range of 3-5 suggests an acceptable level of multicollinearity, or at the very least, a level that is still tolerable.

Table 4. Inner VIF Value

| Variables | Job Satisfaction | Employee Performance |
|----------------------|------------------|----------------------|
| Authentic Leadership | 2,818 | 2,939 |
| Work Environment | 2,069 | 2,535 |
| Job Satisfaction | | 1,920 |

Source: Results of PLS-SEM Data Processing Research (2024)

The above table displays the Variance Inflation Factor (VIF) values from the research model test, indicating that all variables have a VIF value lower than 3. This suggests that each variable in the research model has an optimal VIF value internally. As a result, it can be concluded that there is no issue of multicollinearity among the variables in the research model, indicating that the quality of the model is satisfactory without any multicollinearity problems.

B. Determinant Coefficient (R-Squared)

The strength of the R-squared value can be described as significant or robust if it equals or exceeds 0.75. When the value falls between 0.50-0.75, the R-squared value is considered to be moderate to substantial. If the value ranges from 0.25-0.50, the R-squared value is perceived as weak. Nonetheless, if the R-squared value surpasses 0.9, the model may be deemed as overfitted according to Hair et al. (2019).

Table 5. R-Squared Value

| Variables | R-square | R-square adjusted |
|----------------------|----------|-------------------|
| Job Satisfaction | 0,479 | 0,478 |
| Employee Performance | 0,752 | 0,751 |

Source: Results of PLS-SEM data processing research (2024)

In the Table provided, it is evident that the R² value for the employee performance variable is 0.752, indicating a moderate to strong relationship. This research model shows a decent ability to forecast employee performance. The employee performance variable, being the focus of the study, can be explained by 75.2% by the independent variables, leaving 24.8% unexplained by factors outside the model. Unlike other models, the number of predictor variables does not directly impact job satisfaction, as seen in the R² value. In Table 6, the R-squared value for the mediating variable of job satisfaction is 0.479. Therefore, the research model tested on employees of PT XYZ can be applied in future studies concerning employee

performance with different demographics. Moreover, the model can be enhanced by testing a larger sample size and incorporating additional employees to compare the R-squared value.

C. Effect Size (F-Squared)

From the bootstrapping process, the f^2 value in this research model is obtained as follows

Table 6. F-squared values

| Variables | Job Satisfaction | Employee Performance |
|----------------------|------------------|----------------------|
| Authentic Leadership | 0,043 | 0,059 |
| Work Environment | 0,225 | 0,127 |
| Job Satisfaction | | 0,267 |

Source: Results of PLS-SEM Data Processing Research (2024)

In Table above, it is found that the authentic leadership, work environment, and job satisfaction variables have a significant effect size with an f -squared value above 0.02. These variables can be categorised as having a weak effect size to influence employee performance.

D. Predictive Relevance Value (Q^2 and Q^2 Predictive)

In analysing the quality of the model in PLS-SEM, the next step is through the Q -squared test. Table 7 below presents the value of Q^2 -predict, which can be compared with the Q^2 value of the blindfolding output. The Q^2_{predict} value for employee performance is known to be higher when compared to the Q^2 value as well as for job satisfaction. The Q^2 -predict value for job satisfaction is 0.627 and is classified as large predictive relevance. Therefore, it can be said that this research model has a strong ability to predict employee performance.

Table 7. Q-Squared and Q-Squared Predict Values

| Variables | Q-Squared | Q-Squared Predict |
|----------------------|-----------|-------------------|
| Job Satisfaction | 0,303 | 0,627 |
| Employee Performance | 0,492 | 0,630 |

Source: PLS-SEM Data Processing Results (2024)

4.1.4. Research Hypothesis Test Results

Table 8. Hypothesis Test Results

| Hypothesis | Variable | Original sample | T-Statistics | P values | Results |
|------------|----------------------------------------------|-----------------|--------------|----------|---------------|
| H1 | Authentic Leadership -> Job Satisfaction | 0,251 | 1,058 | 0,290 | Not Supported |
| H2 | Work Environment -> Job Satisfaction | 0,493 | 2,968 | 0,003 | Supported |
| H3 | Authentic Leadership -> Employee Performance | 0,207 | 1,419 | 0,156 | Not Supported |
| H4 | Work Environment -> Employee Performance | 0,283 | 1,641 | 0,101 | Not Supported |
| H5 | Job Satisfaction -> Employee Performance | 0,357 | 1,790 | 0,073 | Not Supported |

Source: Results of PLS-SEM Data Processing Research (2024)

From Table 8 above, it can be seen that of the seven hypotheses proposed in this study, only H2 is supported.

4.1.5. Mediation Analysis

Table 9. Specific Indirect Effect Value

| Hypothesis | Path | Original Samples | T-Statistics | P-Values | Results |
|------------|------------------------------------------------------------------|------------------|--------------|----------|---------------|
| H6 | Authentic Leadership -> Job Satisfaction -> Employee Performance | 0,089 | 0,793 | 0,428 | Not Supported |
| H7 | Work Environment -> Job Satisfaction -> Employee Performance | 0,176 | 1,408 | 0,159 | Not Supported |

Source: Results of PLS-SEM Data Processing Research (2024)

The data presented in the above table indicates that the pathway with the most significant impact from the independent variable to the dependent variable is the one from authentic leadership through job satisfaction, with an indirect effect coefficient of 0.089. The significant value of the indirect effect is 0.428, suggesting that job satisfaction does not play a mediating role in the relationship between authentic leadership and employee performance. None of the other pathways are significantly mediated by job satisfaction, as their significant values exceed 0.05.

Overall, the results suggest that the mediating variable in this research model does not effectively mediate the effects of the three independent variables. This implies that job satisfaction does not mediate the impact of authentic leadership and work environment on employee performance. It appears that authentic leadership and work environment do not directly lead to job satisfaction, and therefore do not enhance employee performance. According to the responses from the participants, employee job satisfaction is primarily influenced by mutual assistance among colleagues and the alignment of the job with the respondent's expertise.

4.1.6. Importance-Performance Analysis

IPMA analysis was conducted using a combination of descriptive analysis (mean performance) and inferential analysis (total effect).

Table 10. Importance and Performance Value of Constructs

| Variables | Construct Importance for Employee Performance | Construct Performance for Employee Performance |
|----------------------|-----------------------------------------------|------------------------------------------------|
| Authentic Leadership | 0,297 | 80,557 |
| Job Satisfaction | 0,357 | 74,532 |
| Work Environment | 0,458 | 72,918 |
| Mean | 0,319 | 74,187 |

Source: PLS-SEM Data Processing Results (2024)

From Table 9, it can be seen the mean value for the importance and performance of the employee performance construct. The mean for importance is 0.319 and the mean for performance is 4.187, the value below this mean can be considered low while above the mean is considered high. Through this IPMA analysis, it can be seen what variables have shown good performance and need to be maintained and what factors still need to be improved. By knowing the position of the variables in each quadrant below, suggestions can be given on what should be prioritised by the management of PT XYZ so as to improve employee performance.

More in-depth analysis can be done at the IPMA Indicator level. In Table 10, it can be seen the average value (mean) for the importance and performance of employee performance constructs for each indicator. The indicator mean for importance is 0.030 and the mean for performance is 73.333, the value below the mean of this indicator can be considered low while above the mean is considered high.

Table 10. Importance and Performance Indicators

| Indicators | Construct Importance for Employee Performance | Construct Performance for Employee Performance |
|------------|-----------------------------------------------|------------------------------------------------|
| AL1 | 0,038 | 79,500 |
| AL2 | 0,058 | 83,500 |
| AL3 | 0,051 | 83,500 |
| AL4 | 0,044 | 80,500 |
| AL5 | 0,042 | 73,333 |
| AL6 | 0,043 | 80,667 |
| AL7 | 0,035 | 80,500 |
| AL8 | 0,046 | 81,333 |
| KK11 | 0,022 | 65,333 |
| KK12 | 0,024 | 70,000 |
| KK13 | 0,025 | 84,000 |
| KK14 | 0,024 | 84,500 |
| KK15 | 0,024 | 81,500 |
| KK16 | 0,024 | 75,500 |
| KK17 | 0,026 | 80,000 |
| KK21 | 0,025 | 78,500 |
| KK22 | 0,028 | 79,000 |
| KK23 | 0,023 | 70,500 |
| KK24 | 0,021 | 63,500 |
| KK25 | 0,023 | 67,500 |
| KK31 | 0,027 | 75,500 |
| KK32 | 0,027 | 78,500 |
| KK33 | 0,027 | 72,000 |
| KK34 | 0,024 | 72,500 |
| KK35 | 0,025 | 62,000 |
| KK36 | 0,017 | 75,000 |
| LK1 | 0,055 | 71,333 |
| LK10 | 0,053 | 76,667 |
| LK11 | 0,053 | 61,333 |
| LK2 | 0,049 | 74,500 |
| LK3 | 0,060 | 71,333 |
| LK4 | 0,053 | 78,500 |

| Indicators | Construct Importance for Employee Performance | Construct Performance for Employee Performance |
|------------|-----------------------------------------------|------------------------------------------------|
| LK5 | 0,055 | 72,667 |
| LK6 | 0,055 | 77,333 |
| LK7 | 0,033 | 73,500 |
| LK8 | 0,052 | 68,667 |
| LK9 | 0,058 | 76,000 |
| Mean | 0,030 | 73,333 |

Source: PLS-SEM Data Processing Results (2024)

4.2. Discussion

4.2.1. The Effect of Authentic Leadership on Job Satisfaction

According to the study findings, the impact of authentic leadership on job satisfaction is not substantial, leading to the rejection of hypothesis 1. This suggests that the magnitude of authentic leadership does not have an impact on the fluctuations in job satisfaction. The outcomes of this research contradict the findings of Goestjahjanti et al (2020), which demonstrated that adopting an authentic leadership approach can enhance employee engagement and boost retention rates. Therefore, authentic leadership plays a crucial role in promoting greater job satisfaction and fostering a favourable work environment.

The results of this study explain that in some organisations, authentic leadership is not the main factor influencing job satisfaction due to a more results-oriented work culture or hierarchical structure. Under these conditions, employees focus more on rewards, incentives, or job stability than their leader's leadership style. In addition, employees have different needs and expectations. If the authentic leadership style does not meet employees' specific expectations, such as the need for more directive or supportive leadership, then the impact on job satisfaction is weak.

Others explain that employees may not fully understand or appreciate the principles of authentic leadership. If individuals do not resonate with this style of leadership that doesn't align with their preference for authority or clarity, then its impact on job satisfaction is minimal. This can be observed from respondents' responses that scored lowest, particularly in terms of leaders actively seeking opinions from others to enhance interactions and leaders demonstrating their beliefs through actions in line with those beliefs. Consequently, the insignificant effect of authentic leadership on job satisfaction is attributed to the inadequate engagement of leaders with others and their failure to demonstrate beliefs through actions that resonate with employees' job satisfaction.

4.2.2. The Effect of Work Environment on Job Satisfaction

The study revealed that the work setting plays a crucial role in boosting job contentment, thus confirming hypothesis 2. This finding suggests that the extent of genuine leadership does not impact fluctuations in staff performance. The outcomes of this research differ from previous studies by Aruan and Fakhri (2015), Wibowo et al. (2014), and Aoliso and Lao (2018), which indicated a positive relationship between the work environment and employee job satisfaction.

The findings suggest that boosting the positivity in the workplace can enhance employee satisfaction with their jobs. This is because a positive work environment helps meet employees' physical, psychological, and social requirements, ultimately leading to higher job satisfaction. A physically comfortable work environment, such as a clean workplace, adequate lighting, good ventilation, and ergonomic work equipment, makes employees feel more comfortable and productive. When physical needs are met, stress levels decrease, which contributes to

increased job satisfaction. Good relationships with co-workers and superiors create a harmonious and collaborative working atmosphere. This social support increases a sense of belonging, reduces conflict, and provides emotional encouragement, so employees feel valued and satisfied.

In addition, a psychologically safe work environment, free from discrimination, intimidation, or excessive pressure, allows employees to express themselves without fear of negative consequences. This security enhances emotional well-being and job satisfaction. A work environment that values employee contributions, through formal or informal rewards, makes employees feel valued and motivated. This recognition increases a sense of pride in their work, which directly affects satisfaction. Amenities such as break rooms, access to modern technology, and welfare services (such as wellness programmes and counselling) demonstrate the organisation's attention to employee needs. This creates a sense of comfort and satisfaction with the work environment.

A work setting that embodies principles and a culture that corresponds with the personal values of employees enhances their sense of belonging and connection to the company. Job satisfaction levels are elevated when employees believe that their values are upheld in the work environment. Efficiency in task completion is improved by a nurturing work environment. When they feel their productivity is valued and supported by the work environment, their level of satisfaction with work also increases. Overall, a positive work environment meets employees' basic needs and motivations, creating an atmosphere that supports emotional balance and productivity, thereby increasing job satisfaction.

4.2.3. The Effect of Authentic Leadership on Employee Performance

The study revealed that there was no significant relationship between authentic leadership and employee performance, leading to the rejection of hypothesis 3. This contradicts the findings of a previous study by Nasab and Afshari (2019), who concluded that authentic leadership positively impacts employee performance.

These findings suggest that the effectiveness of authentic leadership is not directly linked to fluctuations in employee performance. Individual employees have varying reactions to authentic leadership styles. Those who favour authoritative or prescriptive leadership may not find it aligning well with a leadership approach that places importance on openness, ethics, and personal beliefs. This disconnect can diminish the beneficial effects that authentic leadership typically has on their productivity. Authentic leadership tends to prioritise the development of relationships, trust, and ethical standards, which might not yield immediate results in terms of employee performance. In environments where short-term outcomes or performance targets are the main focus, the impact of authentic leadership may be less evident. In organisations with rigidly hierarchical, norm-driven, or target-driven cultures, the influence of authentic leadership on employee performance could be obscured by stringent work demands and managerial oversight. Certain cultures may place more value on strong, instructional leadership rather than authentic leadership.

This result can also be seen from the results of respondents' answers which get the lowest score, namely the statement that leaders actively ask for the opinions of others to improve interactions with others and leaders show their beliefs through behavioural actions that are in line with these beliefs. Based on these answers, it shows that leaders are still considered less active in asking for opinions and interacting with employees and others. In addition, leaders are still considered less than optimal in the behaviour of actions that are in line with their beliefs so that authentic leadership is not significant to employee performance. The insignificance of authentic leadership on employee performance does not mean that this leadership style is not important. However, its influence may be stronger through indirect

pathways or in certain contexts. Organisations need to understand employee needs, work culture, and combine authentic leadership with other strategies to maximise employee performance.

4.2.4. Work Environment on Employee Performance

The study concluded that the work environment did not have a significant impact on employee performance, leading to the rejection of hypothesis 4. These findings diverge from Ferawati (2017), Nabawi (2019) and Yanuari (2019) discovered that the quality of the workplace has a beneficial impact on the productivity of employees.

The findings from this research suggest that the extent of a positive work atmosphere does not necessarily impact the fluctuations in employee productivity. It is evident that individuals have varying perspectives on their work environment, with one person's ideal conditions possibly being of little importance to someone else. The work environment often functions as a supporting factor (hygiene factor according to Herzberg's theory). That is, a poor environment can reduce performance, but a good environment alone does not necessarily improve performance directly. Furthermore, in some corporate settings, leadership, hierarchy, or targets have a greater impact on performance than the physical work environment. In these cases, the work environment is not considered the most important factor affecting work results.

Based on respondents' answers related to the work environment, the lowest value of respondents' answers is a statement about there are recreational facilities in the workplace and there is no excessive noise in the workplace based on these answers, indicating that the presence of facilities and noise in the workplace does not affect employee performance. This shows that employees are only focused on how they can improve their performance without thinking about any obstacles or supporting facilities in their work environment.

4.2.5. Effect of Job Satisfaction on Employee Performance

The study found that there was no significant correlation between job satisfaction and employee performance, leading to the rejection of hypothesis 5. The findings of this research do not align with previous studies conducted by Steven and Prasetyo (2020), Rosmaini and Tanjung (2019) and Susanto et al. (2022) which say that job satisfaction has an influence on employee performance.

These findings suggest that the level of job satisfaction does not necessarily influence changes in employee performance. It is also indicated that not all content employees will perform exceptionally well. There are employees who may be content with their work environment but lack the drive to exert additional effort. In some organisations, performance depends more on the incentive structure, evaluation system, or pressure from management, rather than the level of employee satisfaction. In addition, job satisfaction is subjective and often reflects how employees feel about their jobs, rather than their ability to achieve work outcomes.

Based on the respondents' answers related to job satisfaction, the lowest answers of respondents from job satisfaction were in the statement that respondents felt that company policies were applied fairly to all employees and respondents were satisfied with the clarity of roles provided by the company. These results reflect that there is still unfair application of company policies and unclear roles given by the company, but these two things do not affect employee performance because employees only focus on how they can improve their performance so that they can get incentives from the company.

4.2.6. Mediation Analysis

The mediating factor in this study's framework is incapable of fully mediating the impacts of the three independent factors, resulting in the rejection of hypotheses 6 and 7. This indicates that job satisfaction is not able to act as a mediator between authentic leadership, work environment, and employee performance. As a result, authentic leadership and work environment do not directly contribute to enhancing job satisfaction leading to improved employee performance. According to the survey responses, employee job satisfaction is influenced by the collaborative support among colleagues during challenging times and the alignment of job responsibilities with the expertise of the individual.

5. Conclusion

The primary focus of this study is on the financial performance of PT XYZ. The research model has been adapted from previous studies, with financial performance as the dependent variable and job satisfaction as a mediating variable, which is also a key construct of interest. The findings from the data analysis suggest that both authentic leadership and job satisfaction positively influence employee performance, although the impact is not statistically significant. The study also revealed that the work environment has a significant positive effect on job satisfaction, but it does not significantly impact employee performance. Furthermore, the mediating role of job satisfaction does not have a significant impact on the relationship between authentic leadership, work environment, and employee performance. These results suggest that although there is a positive relationship between these factors, they do not have a strong influence on either job satisfaction or employee performance.

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