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The Effect of Leadership and Work Environment to Employee Performance through Job Satisfaction at the Employment Training Center West Java Province

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Abstract:

This study aims to determine the influence of leadership, environment and job satisfaction on the performance of employees simultaneously and partially, and to know the influence of leadership and work environment on performance through job satisfaction. Population and sample of research conducted on employee Employment Training Center of West Java Province. The sampling technique used a saturated sample involving 78 employees. Data analysis using path analysis. The results showed that the variables of leadership and work environment have an effect on job satisfaction simultaneously. Leadership variables, work environment and job satisfaction affect the performance of employees partially. Job satisfaction is not an intervening variable between leadership variables and work environment on employee performance.

Keywords: Leadership, work environment, job satisfaction, employee performance

1. Introduction

Every organization wants to have a reliable employee. Employees are one of the organizational resources considering that employees are resources that can carry out daily activities and as an organization developer. Employees working in the organization are expected to perform reliably.

Based on previous research, employee performance is influenced by many factors such as leadership, environment and job satisfaction of employees.

Leadership is needed not only to be able to direct and influence subordinates to carry out their duties but also in order to generate employee morale. The existence of a leader who is able to direct employees requires a leader to have good skills in order to carry out heavy daily tasks.

If leadership can be understood and executed by every employee then it is expected will be able to achieve employee performance well. According Mangkunegara (2000), performance (work performance) is the result of work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Sulistiyani (2003) states that a person's performance is a combination of ability, effort and opportunity that can be assessed from his work.

In addition to leadership factors, the work environment also contributes to the achievement of good employee performance. According to Nitisemito (1992), the work environment is the internal and external conditions that can affect the morale so that the work can be expected to finish faster and better. According Sedarmayanti (2003) working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable.

Research Linawati and Suhaji (2013) states there are environmental influences on personal performance on employees of PT. Herculon Carpet Semarang. The results suggest that organizations should be able to create an environment well so that their performance will be achieved. In this case the need to develop a good working environment that supports the work of employees and staff.

Job satisfaction also affects employee performance. Job satisfaction is a condition where employees feel fulfilled with their needs. If the needs of employees fulfilled it will cause job satisfaction on the employee.

2. Literature Review

2.1. Leadership

Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, as well as willingness to be the main responsibility of the activities of the group he leads.

According to Rivai (2005: 2), in his book entitled "Leadership and Organizational Behavior" states that the definition of leadership is broad, is to include the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influence the interpretation of the events of his followers, organizing and activities to achieve goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside groups or organizations.

According Hasibuan (2003: 170) "Leadership is the way a leader affects the behavior of subordinates to want to work together and work effectively and efficiently to achieve organizational goals.

2.1.1. Leadership Function

According to Hanafi (2002) there are five essential leadership functions:

- Function determinants of direction, which is how the leader in managing the organization effectively by determining strategies and tactics that leaders to achieve the goal to be achieved and by optimizing the utilization of all existing facilities.
- Function as spokesperson, this function requires a leader to act as a liaison between the organization with an outsider interested parties such as shareholders, suppliers, dealers, financial institutions and government agencies concerned.
- Function as a communicator, the function as a communicator is more emphasis on the ability to communicate goals.
- Function as a mediator to tackle and solve problems within the organization.
- Function as an integrator is the attitude to prevent behavior and actions are boxed.

2.2. Work Environment

According to Nitisemito (1992: 159), the work environment is the internal and external conditions that can affect the morale so that the work can be expected to finish faster and better.

According Sedarmayanti (2003: 12) working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the working environment can be seen as a result in the long term furthermore poor work environments may demand more labor and time and do not support the efficient design of work systems.

The type of work environment is divided into two, namely: (a) The physical work environment is a physical condition that is located around the workplace that can affect the personal either directly or indirectly (b) Non physical work environment is all the circumstances that occur related to work relations , both relationships with superiors or with peer relationships, or with subordinates.

2.2.1. Factors Affecting the Work Environment

Work environment is influenced by several factors that can affect the formation of work environment according Sedarmayanti (2003: 46) are as follows:

- Lighting / Light
- Light or illumination is very beneficial for the personal to get safety and smooth work.
- Air temperature
- The air around is said to be dirty when the oxygen levels, in the air have been reduced and have been mixed with gas or odors that are harmful to the health of the body
- Noise
- One of the things to note in the work environment is noise, which is the sound that is not desired by the ear.
- 4. Work Security
- One of the efforts to maintain security in the workplace, can take advantage of the Security Personnel Unit (SATPAM).

2.2.1.1. Personal relationships

A pleasant work environment for personal through harmonious relationship ties with superiors, colleagues, and subordinates and supported by adequate facilities and infrastructure that exist in the workplace will bring a positive impact on the personal, so that personal performance can increase.

2.3. Job Satisfaction

Job satisfaction, according to Martoyo (1992: 115), is basically one of the psychological aspects that reflects a person's feelings toward his work, he will be satisfied with the suitability of his skills, skills and expectations with the work he faces. Satisfaction is actually a subjective condition that is the result of a conclusion based on a comparison of what the employee

receives from his job than expected, desired, and thought of as appropriate or entitled to it. While every employer / employee subjectively determines how the job is satisfactory.

According to Tiffin (1958) in As'ad (1995: 104) job satisfaction is closely related to attitudes of employees to their own work, work situation, cooperation between leaders and employees. Meanwhile, according to Blum (1956) in As'ad (1995: 104) suggests that job satisfaction is a general attitude that is the result of some special attitudes toward work factors, adjustments and individual social relationships outside the workplace.

From these limitations on job satisfaction, it can be concluded simply that job satisfaction is a person's feelings toward his work. This means that the conception of job satisfaction sees it as the result of human interaction with the work environment.

2.3.1. Dimensions of Job Satisfaction

According to Robbins (2003: 101) there are two approaches that can be used to measure employee job satisfaction, namely:

- Single global values

The single global rating method is nothing more than asking individuals to answer a single question, such as "When all things are considered, how satisfied are you with your work?". Then respondents answer by circling a number between 1-5 matching with the answer from "Very Satisfied" to "Very Unsatisfied".

- Sum Score

This method identifies key elements in a job and asks employees' feelings about each element. Commonly included factors are the nature of work, supervision, current wages, promotional opportunities and relationships with co-workers. These factors are assessed on a standard scale and then summed to create an overall job satisfaction score.

2.4. Employee Performance

Understanding performance according Siswanto (2002: 235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him.

Rivai (2005: 309) said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. Result of work or activity of an employee in quality and quantity in an organization to achieve goal in carrying out task and work given to him.

2.4.1. Employee Performance Measurement Indicators

Measuring employee performance according to Dharma (2003: 355) should consider the following matters:

- Quantity, i.e. the amount to be completed or achieved.
- Quality, namely the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
- Timeliness, i.e. whether or not the planned time.

Meanwhile, according to Mathis (2002: 78) which became an indicator in measuring the performance or achievement of employees are as follows:

- Quantity of work, i.e. the volume of work produced under normal conditions.
- Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.
- Utilization of time, i.e. the use of working periods adjusted to the discretion of the company or government agency.
- 4. Cooperation, namely the ability to handle relationships with others in the work.

3. Research Methods

3.1. Research Design

The research was conducted on the employees of West Java Provincial Manpower Training Center. This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

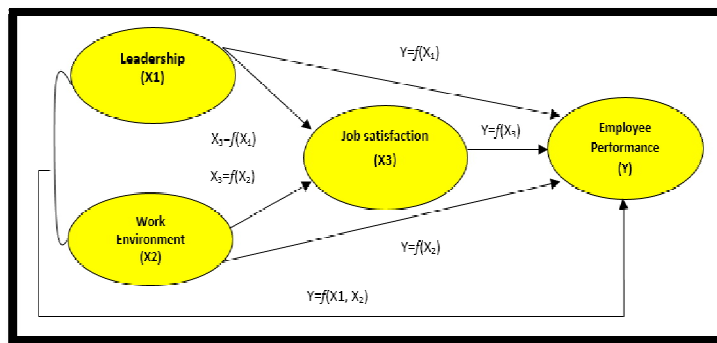


Figure 1: Research Design

3.2. Population and Sample

The sample used in this study is the number of employees of the organization that is as many as 78 people. The number of samples is taken entirely on the basis of the existing population and sampling is called a saturated sample.

3.3. Method of Collecting Data

To obtain a concrete and objective data then the researchers collect primary and secondary data:

Primary data is data obtained directly from the object of research. In this case the primary data obtained from field research that is data collection method used premises direct research on the object of research in question. Primary data collection using questionnaires. Respondents were asked to fill out the questionnaire answers by checking (✓) on the measurement scale listed below according to the respondents' most correct assessment of the statements in the questionnaire. Measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer increasingly disagree to the next to 5 means the answer strongly agree.

Secondary data is data obtained indirectly from research object. In this case the secondary data obtained from the library research data collecting method that is done by studying and understanding books of literature of the author's work that can be justified theoretical basis.

3.4. Data Processing Technique

3.4.1. Test Data Validity

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 1999). Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each score item. The correlation coefficient used is Product Moment correlation coefficient.

3.4.2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, e.g. 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

3.4.3. Hypothesis Testing

3.4.3.1. Simultaneous Significance Test (F Test)

The simultaneous significance test (Test F) aims to determine the effect of all independent variables on the dependent variable. Determination of acceptance or rejection of the hypothesis as follows:

The null hypothesis (H_0) is accepted if $F_{count} < F_{table}$ or by looking at the value of $P_{Sig} > 0.05$ then the independent variables (Leadership, Work Environment and Job Satisfaction) included in the model have no simultaneous or simultaneous influence on the dependent variable Employee Performance). To find the value in F table use the formula with 2-sided test ($df_1 = k - 1$ and $df_2 = n - k$) with a significance level of 0.05 where k is the number of variables and n is the number of regression-forming samples.

Alternative hypothesis (H_a) is accepted if $F_{count} > F_{table}$ or by seeing the value of $P_{Sig} < 0.05$ then the independent variables (Leadership, Work environment and Job Satisfaction) included in the model have a simultaneous or simultaneous influence on the dependent variable (Performance employee).

3.4.3.2. Partial Significance Test (t Test)

Partial significance test or t test is used to test the partial ability (significance) of each independent variable in explaining the dependent variable. The basis of decision making used in the t test is as follows:

The null hypothesis (H_0) is accepted if $t < t$ table or by looking at the P Sig value greater than 0.05 then each independent variable (Leadership, Work Environment and Job Satisfaction) included in the model has no partial effect on the dependent variable (Performance Employee). According to Supranto (2011: 27) if the value of t is negative, then the test is done on the left side, so the t table value must be negative, then H_0 is accepted if $-T \text{ count} > -t$ table. The negative number t is not minus (count) but has the meaning that hypothesis testing is done on the left side. To find the value in table can be seen from distribution table t (degrees of freedom = $n - 2$, with two-sided test).

Alternative hypothesis (H_a) is accepted if $t \text{ count} > t$ table and if t is negative signified then $-t \text{ count} < -t$ table or by looking at P Sig value less than 0.05 then each independent variable included in the model has partial effect on the dependent variable.

4. Result and Discussion Result

4.1. Validity Test

4.1.1. Analysis of Results of Variables

Leadership variables include 7 questions. The question was then submitted to 78 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Variable	Statement	R arithmetic	R table	Description
Leadership (X1)	Question 1	0,836	0,223	Valid
	Question 2	0,569	0,223	Valid
	Question 3	0,569	0,223	Valid
	Question 4	0,626	0,223	Valid
	Question 5	0,600	0,223	Valid
	Question 6	0,617	0,223	Valid
	Question 7	0,587	0,223	Valid

Table 1: Test Instrument Validity Test Result of Leadership Variables
Source: Primary Data, Processed in 2017

Work environment variables include 6 questions. The question was then submitted to 78 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Variable	Statement	R arithmetic	R table	Description
Work Environment (X2)	Question 1	0,625	0,223	Valid
	Question 2	0,625	0,223	Valid
	Question 3	0,652	0,223	Valid
	Question 4	0,475	0,223	Valid
	Question 5	0,475	0,223	Valid
	Question 6	0,609	0,223	Valid

Table 2: Validity Test Results Instrument Variable Work Environment
Source: Primary Data, Processed in 2017

Job satisfaction variables include 6 questions. The question was then submitted to 78 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Variable	Statement	R arithmetic	R table	Description
Job Satisfaction (X3)	Question 1	0,795	0,223	Valid
	Question 2	0,632	0,223	Valid
	Question 3	0,629	0,223	Valid
	Question 4	0,630	0,223	Valid
	Question 5	0,625	0,223	Valid
	Question 6	0,651	0,223	Valid

Table 3: Validity Test Results Instrument Variable Job Satisfaction
Source: Primary Data, Processed in 2017

Employee performance variable includes 13 questions. The question was then submitted to 78 employees. Before further analyzed the results of the questionnaire is seen the validity. Validity test results can be seen in the following table.

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,605	0,223	Valid
	Question 2	0,595	0,223	Valid
	Question 3	0,549	0,223	Valid
	Question 4	0,513	0,223	Valid
	Question 5	0,513	0,223	Valid
	Question 6	0,585	0,223	Valid
	Question 7	0,515	0,223	Valid
	Question 8	0,583	0,223	Valid
	Question 9	0,583	0,223	Valid
	Question 10	0,569	0,223	Valid
	Question 11	0,552	0,223	Valid
	Question 12	0,542	0,223	Valid
	Question 13	0,600	0,223	Valid

Table 4: Validity Test Results Instrument Variable Employee Performance
Source: Primary Data, Processed in 2017

Based on Tables 1,2,3, and 4 it can be seen that all items of variable question used (leadership, work environment, job satisfaction and employee performance variables) the result is valid.

4.1.2. Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In Table the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

Variable	Cronbach Alpha (α)	Description
Leadership (X1)	0,670	Reliable
Work Environment (X2)	0,628	Reliable
Job Satisfaction (X3)	0,711	Reliable
Employee Performance (Y)	0,683	Reliable

Table 5: Reliability Test Results Instrument Variable Research
Source: Primary Data, Processed in 2017

Based on the results of cronbach alpha reliability test Table 5 can be seen that all existing statements form a reliable measure of leadership, work environment, satisfaction and performance of employees variables form a reliable measure of each dimension.

4.2. Hypothesis Testing

4.2.1. The Influence of Leadership and Work Environment to Employee Performance

Linear analysis model can be seen based on calculation by using SPSS program as follows.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,409	4,123		5,678	,000
	Leadership	,468	,143	,318	3,280	,002
	Work Environment	,346	,081	,413	4,258	,000

Table 6: First Equation Analysis Results
Source: Primary Data, processed in 2017
a. Dependent Variable: Employee Performance

Based on Table 6, the simultaneous structural equations can be described as follows: $Y=0,318X_1+0,413X_2$
The value of F arithmetic can be obtained from the following table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	765,947	2	382,973	17,308	,000 ^b
	Residual	1659,502	75	22,127		
	Total	2425,449	77			

Table 7 : Value F Calculate Simultaneous Equations

Source: Primary Data, Processed in 2017

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Work Environment

Based on Table 7 it is known that the value of F arithmetic is 17,308 and the significance is 0,05. This value is less than 0.05. This means that Leadership and Work Environment variables affect the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r square value as follows.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,562 ^a	,316	,298	4,70390	,978

Table 8 : R Value Of Square Of First Regression Model

Source: Primary Data, Processed in 2017

A. Predictors: (Constant), Leadership, Work Environment

B. Dependent Variable: Employee Performance

Based on Table 8 it is known that r square value of 0,316 means Leadership and Work Environment variables affect employee performance of 31.6% while the rest is influenced by other variables that are not included into the equation model.

4.2.2. Analysis of the Effect of Leadership on Performance of Employees Partially

The results of the analysis of leadership influence on performance partially can be seen in the following table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,183	4,211		7,168	,000
	Leadership	,571	,156	,388	3,668	,000

Table 9 : Results of Second Regression Equation Analysis

Source: Primary Data, Processed in 2017

A. Dependent Variable: Employee Performance

The structural equation of the above data can be seen as follows: $Y = 0.388X_1$

Based on Table 9, the above analysis results show that the Leadership coefficient of 0.388. The value of t is 3.668. Value significance of 0.00. This value of significance is smaller than 0.05. This means that Leadership variables affect the performance of employees partially. The amount of influence Leadership on employee performance can be seen in the following table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,388 ^a	,150	,139	5,20716

Table 10 : The R Value of Square of the Second Equation

Source: Primary Data, Processed in 2017

A. Predictors: (Constant), Leadership

Based on Table 10 it can be seen r square value of 0.150. This means the influence of Leadership variables on employee performance of 15.0% and the rest influenced by other variables that are not included into the equation model.

4.2.3. Analysis Of The Effect Of The Environment On Performance Of Employees Partially

The results of the analysis of the influence of the Work environment on the performance of partial can be seen in the following table.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,698	2,411		14,392	,000
	Work Environment	,391	,085	,467	4,598	,000

Table 11: Results Of The Third Regression Equation Analysis

Source: Primary Data, Processed in 2017

A. Dependent Variable: Employee Performance

The structural equation of the above data can be seen as follows: $Y = 0.467 X_2$

Based on the Table 11 above analysis results note that the Work Environmental coefficient of 0.467. The value of t is 4.598. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the environmental variables affect the performance of employees partially. The amount of Work environmental influence on employee performance can be seen in the following table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,467 ^a	,218	,207	4,99672

Table 12: The R Value Of Square Of The Third Equation

Source: Primary Data, Processed in 2017

A. Predictors: (Constant), Work Environment

Based on Table 12 it can be seen r square value of 0.218. This means that the influence of Work environmental variables on employee performance is 21.8% and the rest is influenced by other variables not included in the equation model.

4.2.4. Analysis of the Effect of Job Satisfaction on Partial Employee Performance

The result of job satisfaction analysis to partially employee performance can be seen in following table.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38,955	2,886		13,497	,000
	Job Satisfaction	,288	,124	,256	2,312	,023

Table 13: Results of Fourth Regression Equation Analysis

Source: Primary Data, processed in 2017

a. Dependent Variable: Employee Performance

The structural equation of the above data can be seen as follows: $Y = 0.256 X_3$

Based on Table 13, the results of the above analysis note that the job satisfaction coefficient of 0.256. The value of t is 2,312. The value of significance of 0.023. This value of significance is smaller than 0.05. It means that job satisfaction variable influence to partial employee performance. The amount of influence of job satisfaction on employee performance can be seen in the following table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,256 ^a	,066	,053	5,46040

Table 14: The value of r Square Fourth Equation

Source: Primary Data, processed in 2017

a. Predictors: (Constant), Job Satisfaction

Based on Table 14 it can be seen r square value of 0.066. This means the effect of job satisfaction variables on employee performance of 6.6% and the rest influenced by other variables that are not included into the equation model.

4.2.5. Analysis of the Effect of Leadership on Employee Performance Through Job Satisfaction Variables

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with sub-structure picture as follows.

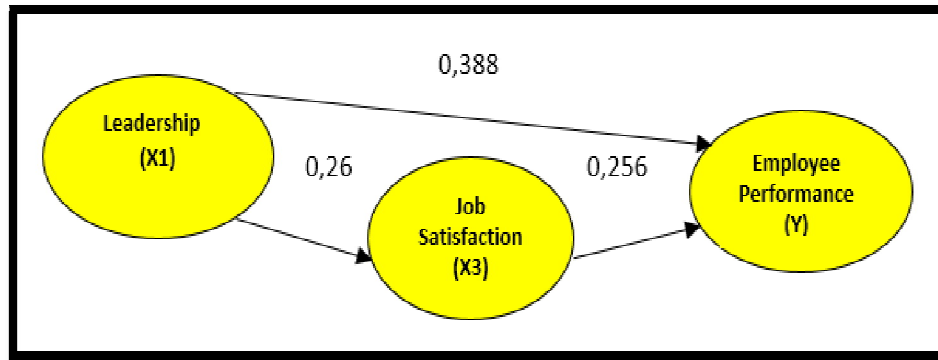


Figure 2 : Analysis of Influence of X1 Line Against Y through X3

The coefficient of leadership influence on the job satisfaction can be seen in the following table:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,351	3,926		3,400	,001
	Leadership	,348	,145	,265	2,396	,019

Table 15 : The Influence of Leadership on Job Satisfaction

Source: Primary Data, processed in 2017

a. Dependent Variable: Job Satisfaction

Based on Figure 2 and Table 15, it can be seen that the effect of Leadership on employee performance is 0.388. The influence of leadership on employee performance through the environment is $0.265 \times 0.256 = 0.0678$. In this case the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as intervening variable.

4.2.6. Analysis Of The Effect Of The Work Environment On The Performance Of Employees Through Job Satisfaction Variables

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with sub-structure picture as follows.

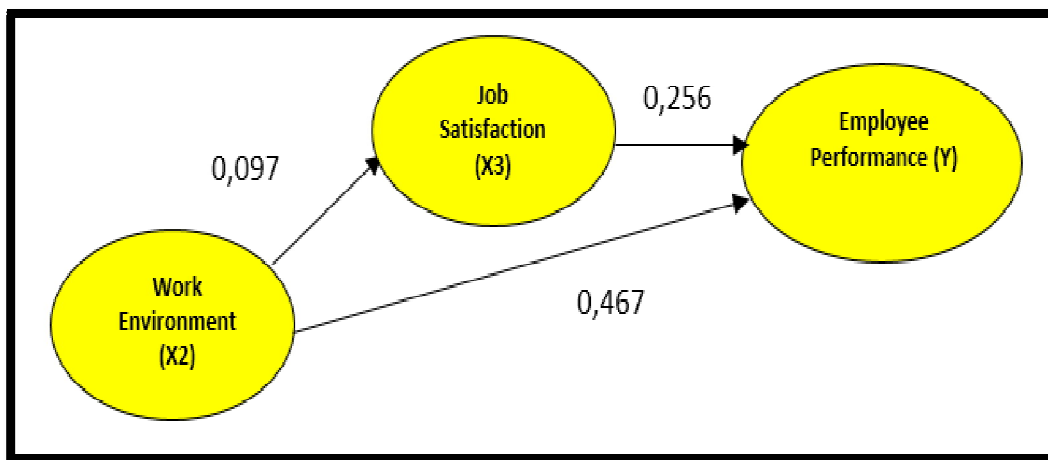


Figure 3 : Path analysis of X2 effect on Y through X3

The value of work environmental coefficient on job satisfaction can be seen in the following table:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,662	2,418		8,544	,000
	Work Environment	,073	,085	,097	,853	,396

Table 16 : Value of Work Environmental Effect Coefficient on Job Satisfaction

Source: Primary Data, processed in 2017

a. Dependent Variable: Job Satisfaction

Based on Figure 3 and Table 16 it can be seen that the direct influence of the Work Environment on employee performance is 0.467. While the influence of the environment on the performance of employees through job satisfaction is $0.097 \times 0.256 = 0.02483$. In this case the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as intervening variable.

5. Conclusions and Suggestions

5.1. Conclusion

Leadership and work environment variables affect the performance of employees simultaneously. The value of F arithmetic is 17,308 and the significance is 0,05. This value is less than 0.05. The r square value of 31.6% means leadership and environment variables affect employee performance of 31.6% while the rest is influenced by other variables that are not included into the equation model.

Leadership variables affect the performance of employees partially. The value of t is 3.668. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.150. This means the influence of leadership variables on employee performance of 15.0% and the rest influenced by other variables that are not included into the equation model.

Work Environmental variables affect the performance of employees partially. The value of t is 4.598. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.218. This means that the influence of environmental variables on employee performance is 21.8% and the rest is influenced by other variables not included in the equation model.

Job satisfaction variable affects the performance of employees partially. The value of t is 2,312. The value of significance of 0.023. This value of significance is smaller than 0.05. The value of r squared is 0.066. This means the effect of environmental variables on employee performance of 6.6% and the rest influenced by other variables that are not included into the equation model.

The influence of leadership on employee performance is 0.388. The influence of leadership on employee performance through job satisfaction is $0.265 \times 0.256 = 0.0678$. In this case the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as intervening variable.

The direct effect of the work environment on employee performance is 0.467. While the influence of environment on employee performance through job satisfaction is $0,097 \times 0,256 = 0,02483$. In this case the direct influence is greater than the indirect effect so it can be said that the variable of job satisfaction is not as intervening variable.

5.2. Suggestion

Leadership carried out on the organization needs to be improved in quality. Leaders are advised to direct employees better in the work so as to oversee the achievement of the vision and mission of the organization. In addition, leaders are expected to provide protection to employees in performing daily tasks.

The work environment of the organization is expected to provide a better atmosphere for employees to work. Environment both physical and nonphysical environment must provide motivation for employees to work. Improved work environment that needs to be done such as repairing work facilities and maintaining them. Non-physical environment such as the development of leadership and subordinate communication is also done. Non-physical improvements that include other environments such as the relationship between employees also need to be addressed so as to create a non-physical environment both to produce high performance.

Job satisfaction also needs to be considered as fulfilling the desire of the employee by paying attention to organizational capability. In addition, the organization also needs to evaluate the salary, the amount of allowances and rewards given to employees.

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