

Analysis of Compensation, Leadership Style, Work Environment and its Effect on Employee Performance with Job Satisfaction as Intervening at PT. Mitracomm Ekasarana - Pintraco Group

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ABSTRACT

The research using quantitative approach to employees at PT Mitracomm Ekasarana - Pintraco Group, total population as the sample size. The data obtained was analyzed in SmartPLS 3. Compensation have no significant effect on Job Satisfaction, Compensation not influencing Employee Performance, Leadership style influencing job satisfaction, leadership style not influencing employee performance. Work Environment influencing Job Satisfaction, Work Environment influencing Employee Performance, Job Satisfaction influencing Employee Performance, Compensation indirectly have no significant effect on not influencing Performance through Job satisfaction, Leadership Style indirectly influencing Employee Performance through Job satisfaction, Work environment indirectly have a significant effect on Employee Performance through Job satisfaction

INTRODUCTION

Along with the development of the world, the era of globalization, where every organizational problem in the world will always experience changes, both from within and outside the company, this will have a very direct impact on the life of the organization itself. The new era is accelerating and uncertainty in various fields (Saifuddin and Darwin, 2020). While the survival of the organization is largely determined, how the organization adapts to today's changing world. High-performing people are an organization's main asset, playing an important role as a resource to drive productivity, innovation, and creativity in achieving organizational goals. An organization will not function properly without the role of people as the driving force of organizational development. The high level of competition and greater organizational challenges force organizations to maximize their human resources since it is a competitive advantage that is able to face various challenges. (Indahingwati & Nugroho, 2020). The better the value of human resources owned by the organization, the better the organization will grow. Organizational performance depends on the performance of each individual or in other words, the performance of each individual will bring strength or success to organizational performance. Organizational goals will be achieved through positive employee performance, otherwise the organization will face obstacles in achieving goals when ineffective employee performance means that it is impossible to meet the work needs of the organization. organization. (Syaifuddin et al., 2023). PT Mitracomm Ekasarana was formed in 1999 and is one of Phintraco Group's subsidiaries engaged in services. Excelling in contact center outsourcing, MitraComm Ekasarana is present through one of its business units, MitraComm Ekasarana Business Process Services (MBPS). Many private and corporate companies have worked with MBPS to provide the best contact center services and other positions.

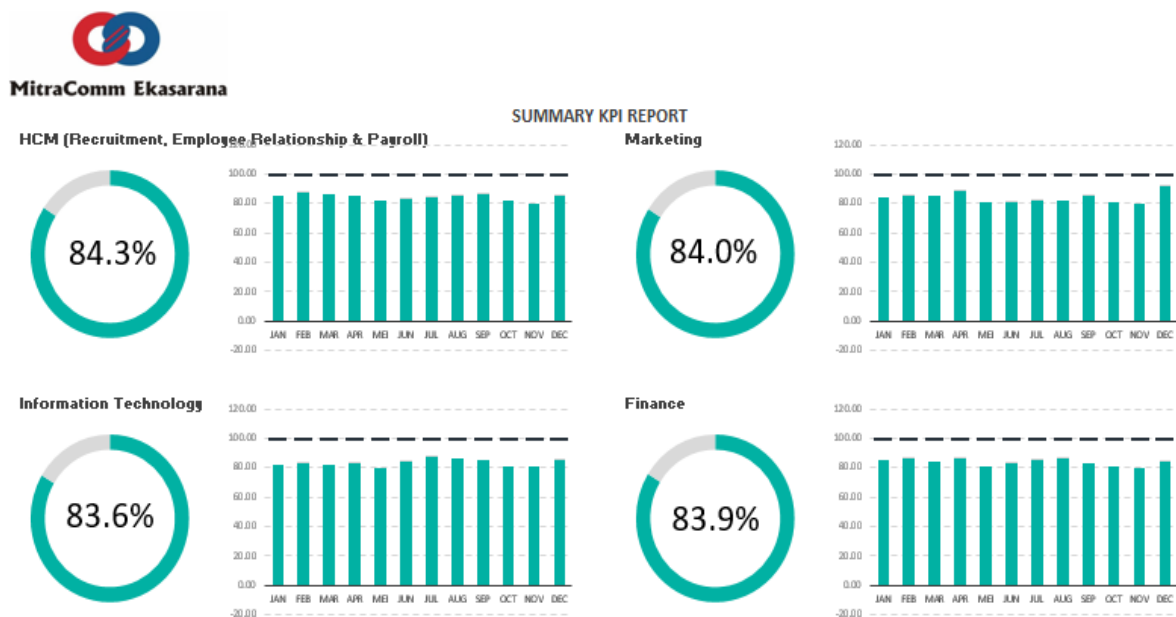


Figure 1. KPI Summary Report Year 2022

Source: Management Report of PT Mitracomm Ekasarana Year 2023

factors that may influencing employee performance is compensation. A good compensation system have a strong relationship with job satisfaction. An adequate compensation plan greatly supports business resilience in a turbulent environment, thereby improving employee performance in doing their jobs and solving the problems they face correctly. (Unaradjan, 2019).

LITERATURE REVIEW

Compensation

According to (Wibowo, 2017: 289) suggests that compensation is a reply given in return for the utilization of energy that provided by employer. Compensation reflects what workers get in exchange for their role to organization. According to Werther and Davis in (Wibowo, 2017). According to (Unaradjan, 2019) suggests that compensation is the reward received by employees as a substitute for the services they provide in their work. According to (Marnisah, 2019: 102) suggests that compensation is reward given by the employer to employees in order to meet their life needs. According to (Dessler, 2015: 421) suggests that the factors that affect compensation are skills/ Abilities, efforts, responsibility and working conditions. According to (Marnisah, 2019: 108) basically the compensation received by workers is divided into two types.

- Financial Compensation, consist of:
 - a. Salaries
 - b. Bonuses Premiums,
 - c. Holiday Allowances,
 - d. Pension Benefits.
- Nonfinancial Compensation (the job pleasure received by a person that can come from the job itself or from the psychological conditions in the work environment, including implementation of work-related tasks).

Leadership Style

According to Gary Yukl (in Wirawan, 2017: 6) defines that leadership is the steps of influencing individuals so that they understand and agree on the steps that need to be taken, and how to carry them out. It also involves guidance in individual and group efforts to achieve common goals. According to (Lussier, 2023:6) suggests that Leadership is the skill to influence individuals. According to Siagian in (Indahingwati & Nugroho, 2020: 193) suggests that Leadership is a power to influence others, especially subordinates, in a way that makes them willing to carry out the leader's wishes, even though they may not personally agree. According to Sunyoto in (Unaradjan, 2019: 49) explains that Leadership is any attempt by someone to influence the behavior of individuals or groups, with the intention of achieving individual, group, or organizational goals, whether these goals are in line or different.

Work Environment

According to (Unaradjan, 2019: 58) suggests that the work environment refers to all elements around workers that have the potential to affect the performance of their duties, such as cleanliness, lighting, and other factors. According to (Nimran & Amirullah, 2020: 99) suggests that the work environment is a place and dynamic elements around individuals who work. The work environment not only includes physical aspects in the workplace, but also involves psychological elements that occur during work.

Job Satisfaction

According to Greenberg and Baron (in Wibowo, 2017) suggests that individuals' attitudes towards their jobs, which can be positive or negative, are referred to as job satisfaction. According to (Indahingwati & Nugroho, 2020: 153) suggests that job satisfaction is a series of feelings that an employee have related to his job, whether it is considered pleasant or unpleasant. This arises as a result of employee interactions with their work environment, includes perceptions of mental attitudes, and is the result of employee assessments of their work. According to (Unaradjan, 2019: 41) suggests that job satisfaction is an emotional condition that is considered pleasant or unpleasant by employees related to their views on work.

Employee Performance

According to (Masram & Mu'ah, 2018: 134) suggests that performance is the overall achievement or level of individual achievement during a period, scale to various odds like performance standards and targets that previously set and approved. According to Luthans in the book (Masram & Mu'ah, 2018) suggests that performance is how much or how well the results or services produced by someone who does the job. According to (Busro 2018), employee performance includes the results of work obtained both individually and in groups.

Hypothesis

- H1: Compensation influencing job satisfaction at PT Mitracomm Ekasarana - Pintraco Group.
- H2: Compensation influencing employee performance at PT Mitracomm Ekasarana - Pintraco Group.
- H3: Leadership style influencing job satisfaction at PT Mitracomm Ekasarana - Pintraco Group.
- H4: Leadership style influencing employee performance at PT Mitracomm Ekasarana - Pintraco Group.
- H5: Work environment influencing job satisfaction at PT Mitracomm Ekasarana - Pintraco Group.
- H6: Work environment influencing employee performance at PT Mitracomm Ekasarana - Pintaco Group.
- H7: Job satisfaction influencing employee performance at PT Mitracomm Ekasarana - Pintraco Group.
- H8: Compensation through job satisfaction influencing employee performance at PT Mitracomm Ekasarana - Pintraco Group.
- H9: Leadership style through job satisfaction influencing employee performance at PT Mitracomm Ekasarana - Pintraco Group.

H10: Work environment through job satisfaction influencing employee performance at PT. Mitracomm Ekasarana - Pintraco Group

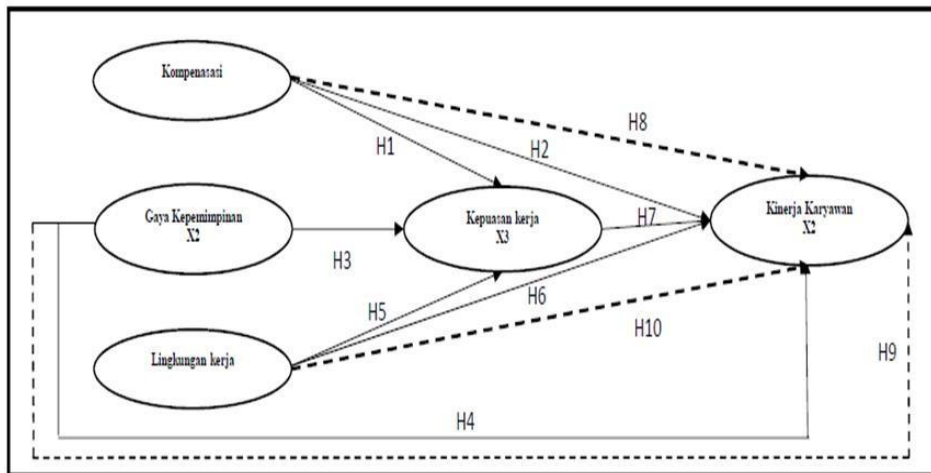


Figure 2. Framework

METHODOLOGY

Population and Sample

Table 1. Population and Research Sample

No.	Division	Population	Sample
1	HCM	90	90
2	Marketing	25	25
3	<i>Information Technology</i>	30	30
4	Finance	20	20
Total Quantity		165	165

Source: PT Mitracomm Ekasarana - Pintraco Group

The sample used was 165 people who met these criteria, so the researchers used this number to be given a questionnaire and then processed

Description of Research Data

Respondents who became research subjects consisted of employees with gender, generation, education level, and tenure in the company.

- Gender and Generation

According to the gender data, the subjects of this study consisted of 76 men (Gen X = 4 people, Millennials = 70 people & Gen Z = 2 people) and 89 women (Gen X = 14 people, Millennials = 50 people & Gen Z = 25 people) with a total of 165 respondents. Shows that the Millennials generation with a total of 120 employees with a percentage of 73%.

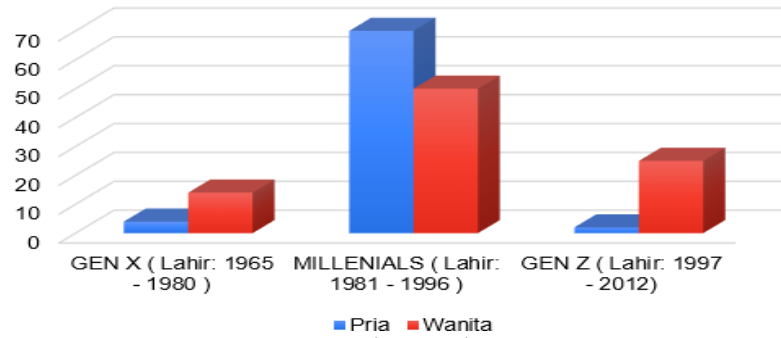


Figure 3. Gender and Generation

- Gender and education level

According to the data on gender and education level which is the subject of this study with a total of 165 respondents. Shows that the highest level of Bachelor's education (S1) in male and female gender is 134 employees with a percentage of 81%.

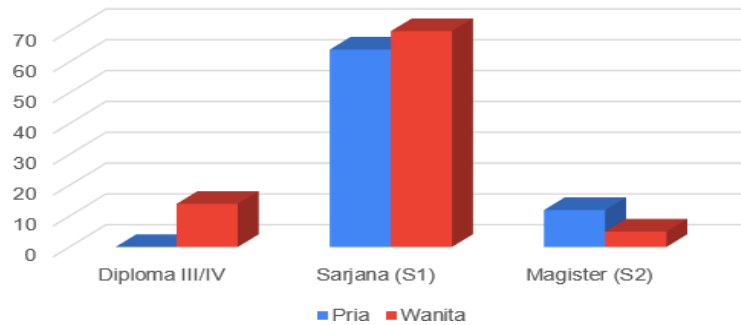


Figure 4. Gender and Education Level

- Gender and Length of Service

In accordance with the data on gender and length of service who became the subject of this study with a total of 165 respondents. Shows that the length of service above 5 years is mostly in men and female 75 people (45%).



Figure 5. Gender and Tenure

Data Analysis

This research applies analysis by calculating the Outer Model, Inner Model, and conducting Hypothesis Tests. The purpose of this research is so that the results of several formulations can be seen more clearly. Using Smart PLS. The framework have been explained in Chapter II and then implemented in an first model including all indicators

Outer Model (Measurement Model)

This model showing relation among blocks and their respective latent variables. Confirmatory research focuses on verifying whether each construct indicator is valid as forming the latent construct. There are three criteria for evaluating the use of data analysis techniques in the outer model, Convergent Validity, Discriminant Validity, and Composite Reliability. This evaluation is based on the relation among the types of scores estimated using PLS software.

Convergent Validity

Reflective standards will be reliable if a correlation value > 0.7 with the construct to be measured.

RESULT

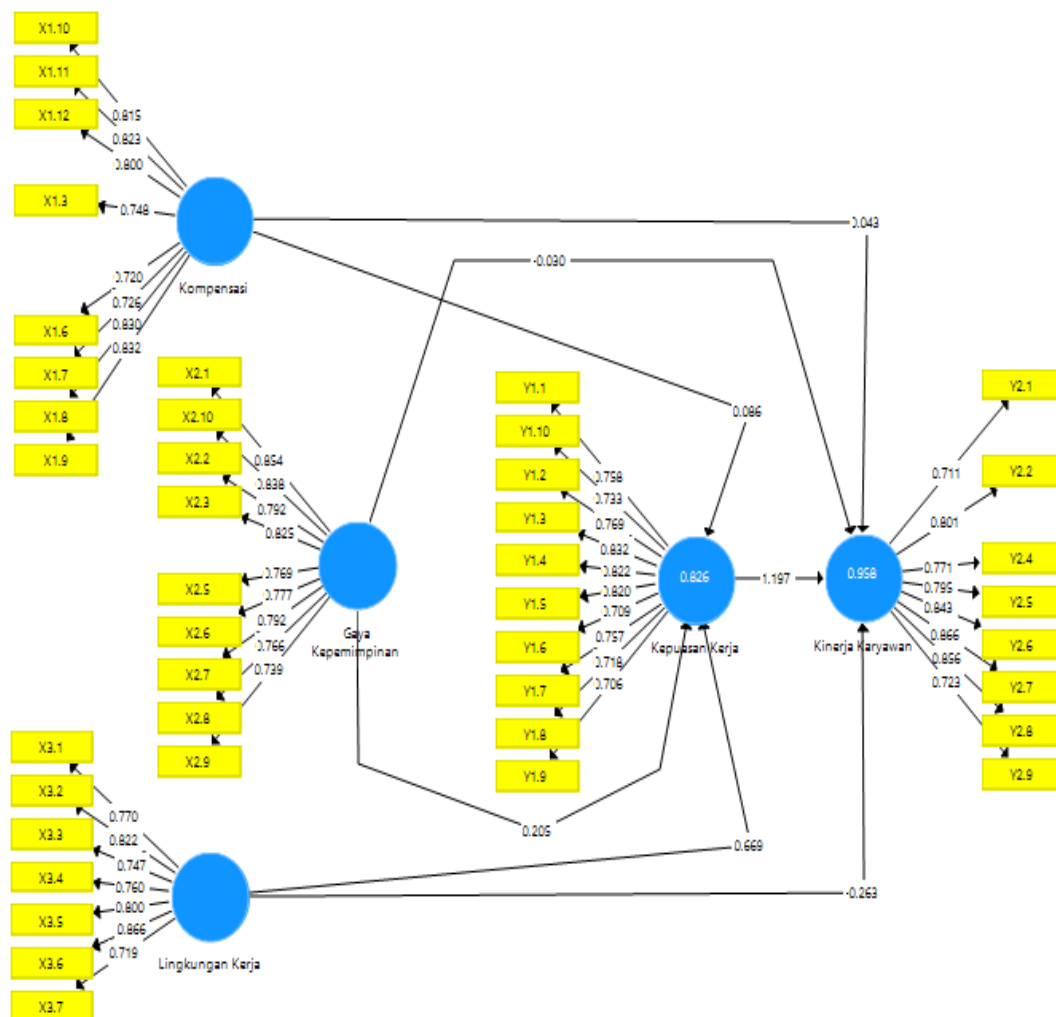


Figure 6. Outer Loading Result

Table 2. Outer Model Scheme

Outer Loadings					
	Gaya Kepemimpinan	Kepuasan Kerja	Kinerja Karyawan	Kompensasi	Lingkungan Kerja
X1.10				0,815	
X1.11				0,823	
X1.12				0,800	
X1.3				0,748	
X1.6				0,720	
X1.7				0,726	
X1.8				0,830	
X1.9				0,832	
X2.1	0,854				
X2.10	0,838				
X2.2	0,792				
X2.3	0,825				
X2.5	0,769				
X2.6	0,777				
X2.7	0,792				
X2.8	0,766				
X2.9	0,739				
X3.1					0,770
X3.2					0,822
X3.3					0,747
X3.4					0,760
X3.5					0,800
X3.6					0,866
X3.7					0,719
Y1.1		0,758			
Y1.10		0,733			
Y1.2		0,769			
Y1.3		0,832			
Y1.4		0,822			
Y1.5		0,820			
Y1.6		0,709			
Y1.7		0,757			
Y1.8		0,718			
Y1.9		0,706			
Y2.1			0,711		
Y2.2			0,801		
Y2.4			0,771		
Y2.5			0,795		
Y2.6			0,843		
Y2.7			0,866		
Y2.8			0,856		
Y2.9			0,723		

Convergent Validity

The outer loading value of variables including Compensation, Leadership Style, Work Environment and Employee Performance already have an outer loading value > 0.7. This value shows that the relationship between indicators to the construct model is valid.

Table 3. Average Variance Extracted Table

Construct Reliability and Validity				
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Gaya Kepemimpinan	0,927	0,930	0,939	0,633
Kepuasan Kerja	0,920	0,922	0,933	0,583
Kinerja Karyawan	0,917	0,921	0,933	0,636
Kompensasi	0,912	0,918	0,929	0,621
Lingkungan Kerja	0,895	0,898	0,918	0,616

Source: Data Processing Results

Convergent validity parameters seen as the AVE value where the value should >0.50. average variance extracted value of each variable is >0.5, so its valid.

Discriminaty Validity

The parameter in Discriminant Validity is cross loading, value should >0.70 for each variable cross loading value are >0.70 and there is a construct correlation with indicators that is bigger than the size of the other constructs, thus indicating latent construct predicts a better size than the size of other blocks.

Table 4. Cross Loading

Discriminant Validity					
Cross Loadings					
	Leadership Style	Satisfaction	Performance	Compensation	Work Environment
X1.10	0,608	0,542	0,541	0,815	0,560
X1.11	0,702	0,595	0,590	0,823	0,558
X1.12	0,685	0,649	0,639	0,800	0,578
X1.3	0,633	0,520	0,520	0,748	0,512
X1.6	0,689	0,536	0,520	0,720	0,476
X1.7	0,634	0,516	0,479	0,726	0,513
X1.8	0,751	0,714	0,653	0,830	0,750
X1.9	0,622	0,616	0,585	0,832	0,631
X2.1	0,854	0,699	0,711	0,750	0,616
X2.10	0,838	0,699	0,655	0,718	0,681
X2.2	0,792	0,669	0,636	0,740	0,617
X2.3	0,825	0,589	0,552	0,745	0,613
X2.5	0,769	0,591	0,546	0,552	0,644
X2.6	0,777	0,588	0,561	0,611	0,565
X2.7	0,792	0,642	0,597	0,726	0,612
X2.8	0,766	0,596	0,552	0,573	0,577
X2.9	0,739	0,635	0,602	0,616	0,665
X3.1	0,692	0,636	0,581	0,675	0,770
X3.2	0,790	0,757	0,699	0,754	0,822
X3.3	0,562	0,718	0,609	0,518	0,747
X3.4	0,561	0,706	0,604	0,521	0,760
X3.5	0,596	0,733	0,621	0,496	0,800
X3.6	0,668	0,718	0,711	0,607	0,866
X3.7	0,401	0,620	0,634	0,445	0,719
Y1.1	0,597	0,758	0,771	0,465	0,602
Y1.10	0,596	0,733	0,621	0,496	0,800
Y1.2	0,556	0,769	0,795	0,526	0,520
Y1.3	0,602	0,832	0,843	0,538	0,630
Y1.4	0,567	0,822	0,866	0,559	0,639
Y1.5	0,623	0,820	0,856	0,657	0,722
Y1.6	0,648	0,709	0,723	0,675	0,569
Y1.7	0,790	0,757	0,699	0,754	0,822
Y1.8	0,562	0,718	0,609	0,518	0,747
Y1.9	0,561	0,706	0,604	0,521	0,760
Y2.1	0,668	0,718	0,711	0,607	0,866
Y2.2	0,620	0,762	0,801	0,620	0,695
Y2.4	0,597	0,758	0,771	0,465	0,602
Y2.5	0,556	0,769	0,795	0,526	0,520
Y2.6	0,602	0,832	0,843	0,538	0,630
Y2.7	0,567	0,822	0,866	0,559	0,639
Y2.8	0,623	0,820	0,856	0,657	0,722
Y2.9	0,648	0,709	0,723	0,675	0,569

Composite Reliability

Reliability testing use two parameters, Cronbach's Alpha with Composite Reliability. The variable reliable if each Cronbach's Alpha with Composite Reliability >0.70.

Table 5. Reliability & Validity Test

Construct Reliability and Validity				
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style	0,927	0,930	0,939	0,633
Satisfaction	0,920	0,922	0,933	0,583
Perfomance	0,917	0,921	0,933	0,636
Compensation	0,912	0,918	0,929	0,621
Work Environment	0,895	0,898	0,918	0,616

Source: Data Processing Results

Reliability test of Cronbach's Alpha with Composite Reliability >0.70 that means reliable.

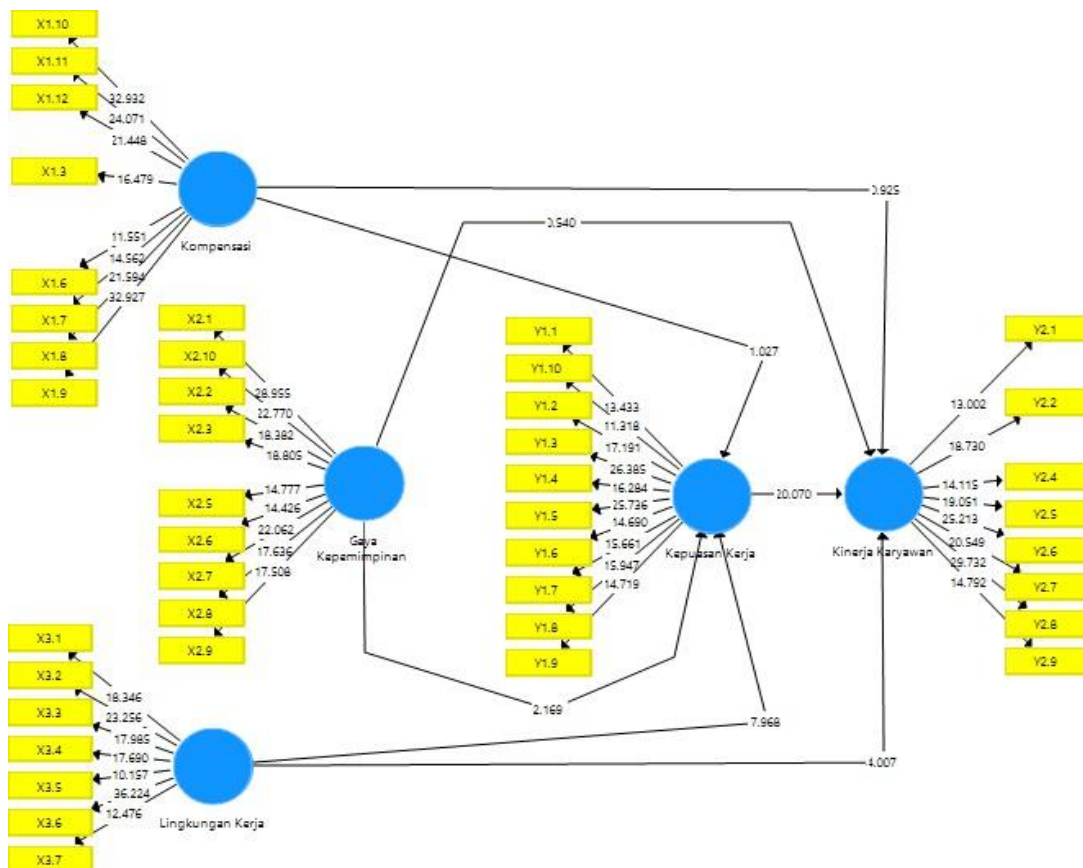


Figure 7. Final Model Table of PLS Testing after Bootstrapping
 Source: Data Process Results

Research in conducting model assessment using smartPLS which starts from paying attention to the R-square for each independent latent variable. The R-square value is divided into 3 -> 0.67 (strong), 2.33 (moderate) and 0.19 (weak).

- Test Coefficient Determination (R Square)

Table 6. R Square

	R Square	R Square Adjusted
Satisfaction	0,825	0,822
Performance	0,958	0,957

Source: Data Processing Results

R-square value of Job Satisfaction is 0.825 means variable dimensions of Compensation, Leadership Style and Work Environment on Job Satisfaction serve an R-square value of 0.825 or 82.5% and 17.5% influenced by variables outside the study. That way the Job Satisfaction variable is categorized as Strong.

R-square value of Employee Performance is 0.958 means variable dimensions of Compensation, Leadership Style and Work Environment on Employee Performance serve an R-square value of 0.958 or 95.8% and 4.2% is influenced by variables outside the study. Employee Performance variable can be categorized as Strong.

Hypothesis Test

- Path Coefficient Test

T-statistic value and probability value can be searched by looking at the output of bootstrapping in the Original Sample section which is marked by positive and negative influences, seeing the strong influence of relation among variables seen in the T-Statistics >1.96 Section with a strong level of influence and T-Statistics < 1.96 have a weak influence and to find out the significant level, it can be seen in the P-Value section with a significance level of 0.05.

Table 7. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style -> Satisfaction	0,205	0,198	0,095	2,169	0,031
Leadership Style -> Performance	-0,030	-0,027	0,055	0,540	0,590
Satisfaction -> Performance	1,197	1,205	0,060	20,070	0,000
Compensation-> Satisfaction	0,086	0,091	0,084	1,027	0,306
Compensation -> Performance	0,043	0,048	0,047	0,925	0,356
Work Environment -	0,669	0,674	0,084	7,968	0,000

> Satisfaction					
Work Environment - > Performance	-0,263	-0,277	0,066	4,007	0,000

Source: Data Processing Results

Variables that have a direct influence for the compensation variable on job satisfaction have a T-Statistic of $1.027 < 1.96$, so it have a weak direct effect and for a P-Value of $0.306 > 0.05$ means no significant effect, for the compensation variable on employee performance have a T-Statistic of $0.925 < 1.96$, then it have a weak direct effect and for a P-Value of $0.356 > 0.05$ means no significant effect, for the leadership style variable on job satisfaction have a T-Statistic of $2.169 > 1.96$, then it have a strong direct effect and for a P-Value of $0.031 < 0.05$ means a significant effect, for the leadership style variable on employee performance have a T-Statistic of $0.540 < 1.96$, then it have a weak direct effect and for a P-Value of $0.59 > 0.05$ means no significant effect, for the work environment variable on job satisfaction have a T-Statistic of $7.968 > 1.96$, then it have a strong direct effect and for a P-Value of $0.00 < 0.05$ means a significant effect, for the work environment variable on employee performance have a T-Statistic of $4.007 > 1.96$, then it have a strong direct effect and for a P-Value of $0.000 < 0.05$ indicates a significant effect, for job satisfaction variables on employee performance have a T-Statistics of $20.070 > 1.96$, then it have a strong direct effect and for a P-Value of $0.00 < 0.05$ indicates a significant effect.

- Specific Indirect effect

Table 8. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style - Satisfaction - Performance	0,246	0,238	0,114	2,158	0,032
Compensation - Satisfaction - Performance	0,103	0,109	0,100	1,024	0,307
Work Environment - Satisfaction - Performance	0,801	0,814	0,116	6,883	0,000

Source: Data Processing Results

Variables that have a direct influence for the compensation variable on employee performance through job satisfaction have a T-Statistic of $1.024 < 1.96$, so it have a weak influence and for a P-Value of $0.307 > 0.05$ means no significant effect, for the leadership style variable on employee performance through job satisfaction have a T-Statistic of $2.158 > 1.96$, then it have a strong influence and for a P-Value of $0.032 < 0.05$ indicates a significant effect and for environmental

variables on employee performance through job satisfaction have a T-Statistics of $6.883 > 1.96$, then it have a strong influence and for a P-Value of $0.000 < 0.05$ indicates a significant effect.

DISCUSSION

A complete explanation of the results of the hypotheses is as follows:

Hypothesis 1: The higher the compensation, the less significant the effects on job satisfaction.

(Septerina & Irawati, 2018) said the same, in their research explains that compensation have no effects on job satisfaction. On the other hand, there are different research results (research gap) where (Pradita, 2016), (Subakti & Mildawani, 2023) and (Tengku Ariffadillah & Siti Safaria, 2023) explained that Compensation have significant effects on Job Satisfaction.

Hypothesis 2: Compensation have no significant effects on employee performance.

(Cleopatra, 2016), (Aly & Basuki, 2019) and (Rinny et al., 2022) said the same, in their research explain that compensation have no effects on employee performance. On the other hand, there are different research results (research gap) meanwhile (Setiawan & Mujiati, 2016), (Kumalasari & Efendi, 2022), (Reddy, 2020) and (Sari & Safaria, 2023) explained that Compensation have a significant effects on Employee Performance.

Hypothesis 3: The higher the leadership style, the significant effects on job satisfaction.

(Saragih, 2020) said the same, in his research explains that Leadership Style have a significant effects on job satisfaction. On the other hand, there are different research results (research gap) where (Basit et al., 2017) & (Sari & Safaria, 2023) explain that Leadership Style have no significant effects on Job Satisfaction.

Hypothesis 4: Leadership style have no significant effects on employee performance.

(Sugiono et al., 2022) & (Dastane, 2020) said the same, in their research explained that Leadership Style have no significant effects on employee performance. On the other hand, there are different research results (research gap) where (Setiawan & Mujiati, 2016), (Basit et al., 2017) and (Sari & Safaria, 2023) explained that Leadership Style have a significant effects on Employee Performance.

Hypothesis 5: The higher the work environment, the significant effects on job satisfaction.

(Saputra, 2021) and (Subakti & Mildawani, 2023) said the same, in their research explain that Work Environment have a significant effects on Job Satisfaction. On the other hand, there are different research results (research gap) where (Dhani & Surya, 2023) explains that the work environment have no significant effects on Employee Performance.

Hypothesis 6: The higher work environment, the significant effects on employee performance.

(Cleopatra, 2016), (Josephine & Harjanti, 2017), (Pawirosumarto et al., 2017) and (Fahrhan & Sadana, 2019) said the same, in their research explained that the Work Environment have a significant effects on Employee Performance. On the other hand, there are different research results (research gap) where (Raditya & Pranata, 2019), (Cahyaningrum & Budiarmo, 2019) & (Arbyan & Riyanto, 2022) explained that the work environment have no significant effects on employee performance.

Hypothesis 7: The higher the job satisfaction, the significant effects on employee performance.

(Sutrisno et al., 2022), (Steven & Prasetyo, 2020) and (Basri & Rauf, 2021) said the same, in their research explain that Job Satisfaction have a significant effects on Employee Performance. On the other hand, there are different research results (research gap) where (Wirya & Andiani, 2020) and (Paparang et al., 2021) explain that Job Satisfaction have no significant effects on Employee Performance.

Hypothesis 8: Compensation indirectly have no significant effects on employee performance through job satisfaction.

(Jufrizen, 2022) said the same, in his research explains that compensation indirectly have no significant effects on employee performance through job satisfaction. On the other hand, there are different research results (research gap) where (Garaika, 2020) and (Kurniawan, 2021) explain that Compensation indirectly have a significant effects on Employee Performance through Job Satisfaction.

Hypothesis 9: The higher the leadership style, indirectly have a significant effects on employee performance through job satisfaction.

(Siagian & Khair, 2018) said the same, in his research explains that Leadership Style indirectly have a significant effects on Employee Performance through Job Satisfaction. On the other hand, there are different research results (research gap) meanwhile (Mukmin, 2021) explains that Leadership Style indirectly have a significant effects on Employee Performance through Job Satisfaction.

Hypothesis 10: The higher the work environment, indirectly have a significant effects on employee performance through job satisfaction

Higher quality work environment, indirectly have significant effects on improving employee performance moreover this effect occurs through increased job satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

1. The Compensation variable have no significant effects on Job Satisfaction with a P- Value of 0.306 where the value is > 0.05 . H1 rejected, which means that based on the analysis or findings, there is no significant relation among compensation variables (such as salary, benefits, or other rewards) and job satisfaction variables. In other words, higher or lower levels or elements of compensation do not significantly affect the level of employee job satisfaction.
2. The Compensation variable does not have a significant effect on Employee Performance with a P-Value of 0.356 where the value is > 0.05 . H2 rejected, which means that based on the analysis or findings, there is no significant relation among compensation variables (such as salary, benefits, or other rewards) and employee performance variables. In other words, higher or lower levels or elements of compensation do not significantly affect the level of employee performance.
3. The Leadership Style variable have a significant effect on Job Satisfaction with a P- Value of 0.031 where the value is < 0.05 . H3 accepted, which means that based on the results of data analysis or findings, there is a significant relation among the leadership style variable and the job satisfaction variable. In other words, the way a leader leads or the leadership style applied significantly affects the level of employee job satisfaction.
4. The Leadership Style variable have no significant effect on Employee Performance with a P-Value of 0.59 where the value is > 0.05 . H4 rejected, which means that based on the results of data analysis or findings, there is no significant relations among the leadership style variable and the employee performance variable. In other words, the way a leader leads or the leadership style applied does not have a significant effects on the level of employee performance.
5. The Work Environment variable have a significant effect on Job Satisfaction with a P-Value of 0.000 where the value is < 0.05 . H5 accepted, which means that based on the results of data analysis or findings, there is a significant relation among work environment variables and job satisfaction variables. In other words, the quality of the work environment perceived by employees have a significant influence on their level of job satisfaction.
6. The Work Environment variable have a significant effect on Employee Performance with a P-Value of 0.000 where the value is < 0.05 . H6 accepted, which means there is a significant relation among work environment variables and employee performance variables. In other words, the quality of the work environment perceived by employees have a significant influence on their level of performance.
7. The Job Satisfaction variable have a significant effect on Employee Performance with a P-Value of 0.000 where the value is < 0.05 . H7 accepted, which means that based on the results of data analysis or findings, there is a significant relation among job satisfaction variables

and employee performance variables. In other words, the level of job satisfaction perceived by employees have a significant influence on their level of performance.

8. The Compensation variable indirectly have no significant effect on Employee Performance through Job Satisfaction with a P-Value of 0.307 where the value is >0.05 . H8 rejected, which means that based on the results of data analysis or findings, there is no significant relation among the compensation variable and the employee performance variable through job satisfaction. In other words, the level of compensation received by employees does not have a significant direct influence on employee performance.
9. The Leadership Style variable indirectly have a significant effects on Employee Performance through Job Satisfaction with a P-Value of 0.032 where the value is <0.05 . H9 accepted, which means that based on the results of data analysis or findings, leadership style have an indirect and significant impact on employee performance through its influence on job satisfaction. Leadership style applied by the leader affects the level of employee job satisfaction, and this level of job satisfaction then have a significant effect on employee performance. In other words, employees who feel satisfied with the leadership style applied by the leader tend to show better performance levels.
10. The work environment variable indirectly have a significant effects on employee performance through job satisfaction with a P-value of 0.000 where the value is <0.05 . H10 accepted, which means that based on the results of data analysis or findings, work environment have an indirect and significant effects on employee performance through its influence on job satisfaction. Good or bad work environment can affects the level of employee job satisfaction, and this job satisfaction then have a significant influence on employee performance. In other words, employees who are satisfied with the work environment they are exposed to tend to show better performance levels.

Research Limitations

The research conducted is not entirely perfect, but there are still limitations, including: The variables studied are quite limited, where in fact there are still several other factors related to employee loyalty. The sample in this study was limited, only 165 employees of PT MITRACOMM.

FURTHER STUDY

This research still has related limitations, so it is necessary to carry out further research on the topics of Compensation Analysis, Leadership Style, Work Environment and Its Influence on Employee Performance with Job Satisfaction as an Intervention in order to perfect this research and increase insight for readers.

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