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Analysis of Pelangi Mart Employee Performance in terms of Leadership and Work Environment with Job Satisfaction as a Mediator Variable

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Abstract

This study aims to determine and analyse the effect of leadership and work environment on job satisfaction and its impact on Pelangi Mart employees' performance either directly or indirectly. To answer these objectives, this research uses quantitative research with questionnaires as the main data collector with 93 employees. The data analysis used is path analysis. The results showed that: (1). Leadership has a significant effect on job satisfaction; (2). The work environment has no significant effect on job satisfaction; (3). Job satisfaction has a significant effect on employee performance; (4). Leadership has no significant effect on performance; (5). Work environment has no effect on employee performance; (6). Leadership has a significant effect on performance through employee job satisfaction, and (7) the work environment has no significant effect on performance through employee job satisfaction. For this reason, Pelangi Mart management in improving employee performance in terms of leadership must pay attention to employee job satisfaction.

Keywords: Leadership; work environment; job satisfaction; employee performance.

INTRODUCTION

In an organisation or company, human resources are very important. According to Samsudin (2006) human resources are the people who design and manufacture goods or services, monitor quality, market products, allocate financial resources, and make overall organisational plans and goals. Organisations cannot achieve their goals without

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a qualified workforce. Companies must have knowledgeable and highly skilled employees for management activities to run well. They should also endeavour to manage the business as much as possible to improve employee performance.

Employee performance is one of the main elements that can be improved if employees know what is expected, know when they can play a role and be assessed for their performance results. Performance appraisal must be done objectively and impartially. Performance is defined as the ability of a person, group, or organisation to achieve predetermined goals (Leksono, 2020). A good organisation always tries to improve the skills of its human resources because this factor is the key to improving employee performance. Improved employee performance will bring progress for the company to survive in an unstable business environment. Therefore, improving employee performance is one of the factors of management difficulties in achieving the desired goals. Factors that affect performance include ability, personality and work interest, job satisfaction clarity and acceptance of a worker, the level of worker motivation, competence, work facilities, work culture work environment, work discipline and leadership (Affandi, 2018: 86-87). In addition, according to Timpe (1992), performance can also be influenced by performance factors consisting of internal factors and external factors. Internal factors are factors related to a person's nature. For example, high ability and hardworking nature make a person perform well, while poor performance is caused by low ability and lack of effort to improve their ability. In addition, motivation and job satisfaction are internal factors that affect an employee's performance. External factors that affect a person's performance are the behaviour, attitudes, and actions of co-workers, subordinates or leaders, work facilities, and the organisational environment.

One of the internal factors that causes an employee's performance to be good or not is employee satisfaction (Affandi, 2018 and Timpe, 1992). According to Handoko (2001) *job satisfaction* is a pleasant or unpleasant emotional state in which employees view their work. With pleasant conditions, it is expected to improve employee performance. Factors that affect employee job satisfaction include leaders and the work environment (Robbin and Judge, 2015; Munandar, 2012 and Luthan in Umar, 2005). The results of research by Harahap and Tirtasari (2020) and Nurlaela and Trianasari (2021) found that job satisfaction has a significant effect on employee performance.

The achievement and success of an institution or organisation is determined by leadership ability. According to Sunyoto & Susanti (2019), leadership is a person's ability to influence the behaviour of others to think and behave in the context of formulating and

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achieving organisational goals in certain situations. Through ability, innovation, ideas, behaviour and leadership a person is able to deliver the organisation to achieve goals. Efforts that can be made by leaders are to direct, improve, and mobilise the potential of themselves and their members together to focus their activities to achieve organisational success. In addition, through creativity, leaders are able to maximise the potential in the organisational environment to increase organisational efficiency so that optimal performance can be achieved. This condition is in line with research conducted by Hasibuan and Bahri (2018), Kumala and Agustina (2018) which shows a significant positive effect of leadership variables on employee performance. Therefore, to realise these goals, good quality human resources (HR) are needed and produce good and maximum performance. However, research by Marjaya and Pasaribu (2019) shows that leadership has no significant effect on employee performance. In addition, research by Ismiasih *et.all* (2002) found that leadership has a significant effect on employee job satisfaction. However, research by Pally and Septyarini (2022) found that leadership has no significant effect on employee job satisfaction.

Job satisfaction arises as a result of working conditions in the company environment. It reflects employees' personal evaluation of the level of satisfaction, comfort, or dissatisfaction with the work environment in which they work. Robbin and Judge (2015); Munandar (2012) and Luthan *in* Umar (2005) that the work environment is one of the factors that cause an employee to be comfortable or uncomfortable at work. This opinion is in line with the results of research by Nurlaela and Trianasari (2021), Suhali and Amelia (2022), and Irma and Yusuf (2020) that the work environment has a significant effect on employee job satisfaction.

According to Wibowo (2014), work environment is a workplace that makes employees feel comfortable so that they can improve their performance. One factor that must be considered from many factors that determine the success of an employee is the work environment. The work environment helps smooth the work process and provides comfort and safety for employees. This is in line with the research of Hasibun and Bahri (2018), Ahmad et.al (2022) which shows that the work environment has a significant effect on employee performance. However, research by Siahaan and Bahri (2019), Sinollah and Amin (2021) shows that the work environment has no significant effect on employee performance.

In the current era of globalisation, the level of competition for companies is getting tougher to survive in the business world, this is a very tough challenge for companies to

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overcome. In order for the company to survive, in a company there must be a firm decision between leaders and subordinates to jointly improve company performance.

One company that requires and applies leadership, work environment, and job satisfaction variables is Pelangi Mart. Pelangi Mart is one of the minimarkets in South Malang which was established on 10 May 2008 which serves wholesale and retail sales. The Pelangi Mart in Blitar City sells clothes. At the beginning of the establishment of the minimarket, the main vision was to become a minimarket that was able to compete at the global level and act locally and provide the best service. In addition to focusing on selling goods, this minimarket also focuses on service to customers or consumers so that interest in becoming regular customers and continues to grow. To improve these services, Pelangi Mart must rely on employee satisfaction to provide the best service. Here the role of a supervisor (leader) and a comfortable work environment is needed to be able to increase employee satisfaction and improve company performance.

The phenomenon that occurred at Pelangi Mart, the reason the author conducted research with the title "The Effect of Leadership and Work Environment on Job Satisfaction and its Impact on Employee Performance at Pelangi Mart" was not only because of the author's interest in the title but also because the author happened to have done Field Work Practices (PKL) at Pelangi Mart which according to the author where some of the employees did not feel they were working properly, because there was still a lack of opportunities given by superiors (*managers)* to subordinates (employees) to be creative. The tendency of leaders to provide opportunities is only limited to staff (employees). In addition, employees feel a lack of communication between leaders and subordinates so that there is a lack of opportunity for employees to provide ideas or suggestions for the improvement or progress of minimarkets, which are expected to improve performance.

Based on the description above, it shows that empirically there are still many research gaps in previous studies related to the variables studied in this study, besides that the real conditions at the research site make the authors interested in conducting research with the title "**The Effect of Leadership and Work Environment on Job Satisfaction and its Impact on Pelangi Mart Employee Performance**". The purpose of this study is to determine and explain the effect of leadership and work environment on employee performance both directly and indirectly through employee job satisfaction.

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Objectives

This article intends

1. To understand the important facets of negotiation

This study uses a quantitative approach, which is a study conducted to determine the existence of one or more independent variables which are then compared with other variables (Sugiyono, 2016). Leadership variables (X) use the opinion of Hasibuan (2010), leadership is the way in which a leader influences the behaviour of his subordinates so that they want to work productively to achieve organisational goals. With indicators: Analytical ability, Exemplary, Rationality and objectivity, Work instructions, Ability to listen to suggestions, Communication skills, Division of tasks, and Firmness in action. The work environment variable (X2) uses the opinion of Afandi (2018), stating that in general the work environment is divided into two (2), namely, the physical work environment and the psychological work environment. The mediator variable job satisfaction (Z) uses the opinion of Robbins & Judge (2015: 46), job satisfaction refers to a person's positive evaluation of his job, which is influenced by its characteristics. Employee performance variable (Y) uses the opinion of Wirawan (2012), which is the result or achievement produced by certain activities or parameters of a job or profession during a certain period of time.

To achieve the objectives, this research was conducted on 53 employees of Pelangi Mart with questionnaires as the main data collector. Path analysis (Ghozali, 2011) was used to test the hypothesis. Previously, the data was measured by validity (Arikunto, 2013) and reliability (Ghozali, 2011) criteria. The path analysis model in this study is as follows:

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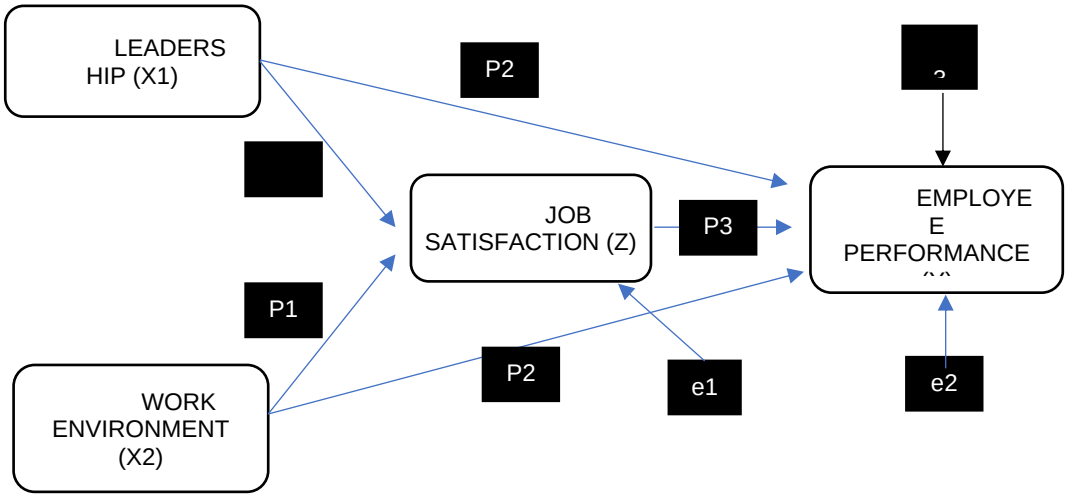


Figure 1. Path Analysis Model

Table 1 Contribution of Direct Effect and Indirect Effect

Influence	Calculations
Direct Effect	= p1, p2, p3
Indirect *effect of* leadership on employee performance through job satisfaction (*indirect effect*)	= (p1.X1) x p3
Indirect *effect of* work environment on employee performance through job satisfaction (*indirect effect*)	= (p1X2) x p3

Source: Ghozali, 2011

DISCUSSION

Overview of Research Sites

Trade name : Rainbow Minimarket
Type : Individual business
Established : 10 May 2008
Owner : Dwi Ani Setyowati and Bakhtiar Jauhari
Address : Sumbermanjingkulon RT 018 RW 005 Sumbermanjingkulon Village, Pagak sub-district, Malang district

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TIN : 95.614.744.1-654.000
Business Activities : Trading of goods
Institutionalisation : Wholesalers and retailers
Types of Goods/Services: Palen, groceries, cosmetics, stationery, apparel, headscarves, dolls, sandals, accessories and others.

Pelangi Mart Malang is located in Krajan Hamlet RT 018 RW 005 Sumbermanjingkulon Village, Pagak District, Malang Regency. Pelangi Minimarket is one of the shopping places that provides daily needs and serves wholesale and retail. Its transactions use a computerised system. To manage sales using accounting software from eSAS-software. This software provides convenience in conducting sales bookkeeping and other activities. Pelangi Mart Blitar City is located on Jalan Merdeka Number 75 A-B Kepanjen Lor - Blitar City. Pelangi Mart sells men's / women's fashion goods, complete baby, Muslim clothes, kebaya, batik, fabrics, cosmetics products (amway, oriflame), all types of carpets, curtains (along with installation), serving retail and wholesale.

In a minimarket, of course, vision and mission are important because it can be said that it is a guideline and goal. Without a vision and mission in a minimarket, of course, it will not survive and does not know what the minimarket should do. The vision and mission of Pelangi Mart Minimarket are as follows:

Vision: To be a minimarket that is able to fulfil the needs and expectations of consumers at the local level and be able to compete at the global level and provide the best quality of service. Mission: To provide customer satisfaction by focusing on quality products and services. To participate in the development of the country by fostering entrepreneurial spirit and business partnership.

To build a locally-acting and globally-minded Pelangi convenience store that is trusted, healthiest and continues to grow and benefit customers, suppliers, employees and the wider community.

Hypothesis Testing

The results of the path analysis test, both for path 1 and path 2 using SPSS version 22 for windows, obtained the results as shown in the following table:

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Table 2. Results of Path Analysis Test 1 and 2

No.	Dependent Variable	Independent Variable	Standardised Coefficients	Significance	Conclusion
1	Employee Job Satisfaction (Z)	Leadership (X1)	0.697	0.000	Significant
		Work Environment (X2)	0.227	0.063	Not Significant
2	Employee Performance (Y)	Leadership (X1)	-0.152	0.476	Not Significant
		Work Environment (X2)	0.064	0.708	Not Significant
		Employee Job Satisfaction (Z)	0.885	0.000	Significant

Source: Primary data processed, 2024

Direct Effect

The data in table 1 shows that for the direct effect:

1. For path 1 with the formula: Z = p1x1+p1x2+e1

   Data in table 1. Shows:

   a. That the p1x1 path is significant because the resulting significance is smaller than 0.05, so hypothesis 1 accepts H1, which means that the leadership variable has a significant effect on employee job satisfaction at Pelangi Mart.
   b. that the p1x2 path is not significant because the resulting significance is greater than 0.05, so hypothesis 2 accepts H0, which means that the work environment variable has no significant effect on employee job satisfaction at Pelangi Mart.

   So that in path 1 this can be formulated Z = 0.697X1 + e1

2. For path 2 with the formula: Y = p2x1+p2x2+p2Z+e2

   The data in table 1 shows:

   a. That the p2x1 path is not significant because the resulting significance is greater than 0.05, so hypothesis 3 accepts H0, which means that the leadership variable has no significant effect on employee performance at Pelangi Mart.

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b. that the p2x2 path is not significant because the resulting significance is greater than 0.05, so hypothesis 4 accepts H0, which means that the work environment variable has no significant effect on employee performance at Pelangi Mart.
c. that the p2Z path is significant because the resulting significance is smaller than 0.05, so hypothesis 5 accepts H1, which means that the job satisfaction variable has a significant effect on employee performance at Pelangi Mart.

So that in path 2 this can be formulated Y = 0.885Z + e2

Indirect Effect

The data in table 1 shows that for indirect effects:

1. The indirect effect of leadership variables on employee performance through employee job satisfaction shows that this path is significant, because basically the path from leadership variables to employee job satisfaction is significant and the path from employee job satisfaction to employee performance is also significant. So this data shows that hypothesis 6 accepts H1, which means that it is proven that leadership variables have a significant effect on employee performance through job satisfaction of Pelangi Mart employees. The resulting regression coefficient is 0.697 x 0.885 = 0.617.
2. The indirect effect of work environment variables on employee performance through job satisfaction shows that this path is not significant, because basically the path from work environment variables to employee job satisfaction is not significant even though the path from employee job satisfaction to employee performance is also significant. So this data shows that hypothesis 7 accepts H0, which means that it is not proven that work environment variables do not have a significant effect on employee performance through job satisfaction of Pelangi Mart employees

The Effect of Leadership on Employee Job Satisfaction

The data in table 2 shows that leadership has a significant effect on employee job satisfaction. It can be concluded that the leadership run by the head of Pelangi Mart has been able to influence his subordinates and cause employees to be satisfied. Because the regression coefficient is positive, the more the leadership of the head of Pelangi Mart is improved, the more employee satisfaction will increase. This is in accordance with Sutrisno's opinion (2023) that leadership is the process of a person's activities to move others by leading, guiding, influencing others to do something in order to achieve the

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expected results. With increased employee job satisfaction, it will have an impact on their work productivity and the minimum employee absence rate, so that employee loyalty can be maintained (Robbins, 2005). This condition is in line with the data where respondents' opinions say that the leadership at Pelangi Mart has the ability to communicate well and can provide a good division of tasks. These two indicators are the main shapers of leadership character at Pelang Mart with a mean value of 4.74 from 1 - 5 measurements so that they can affect employee job satisfaction. This is also in line with the data in table 12 that the shaper of employee satisfaction is satisfaction with the supervisor with a mean value of 4.43.

The results of this study support the results of Pratama et.al (2022) which show that leadership has a positive and significant effect on employee job satisfaction. However, this study is not in line with the research of Pally and Septyarini (2022) which shows that leadership has no significant effect on employee job satisfaction.

The Effect of Leadership on Employee Performance

The data in table 1 shows that leadership has no significant effect on employee performance. It can be concluded that the leadership carried out by the head of Pelangi Mart has not been able to influence his subordinates to improve performance, meaning that the leadership of the head of Pelangi Mart has not been able to influence the behaviour of his employees. This is not in line with the opinion of Robbin (2016) and Mangkunegara (2017) that leadership is one of the factors that can improve employee performance. From the results of the regression coefficient shows a minus value (-) which means that if the Head of Pelangi Mart increases his leadership, it will reduce employee performance. For this reason, the Head of Pelangi Mart must make other efforts such as discussing with subordinates, what kind of leadership is desired by his subordinates in order to improve employee performance.

Of course, employee performance is not only influenced by leadership, many factors both internal and external to employees that affect their performance. In this case, the factors of work discipline, professionalism, and cooperation with a mean of 4.47. This shows that employees at Pelangi Mart have high discipline, are professional in their respective fields and can cooperate with colleagues.

The results of this study support the results of research by Marjaya and Pasaribu (2019) which show that leadership has a positive and significant effect on employee

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performance. However, this study is not in line with the research of Hasibuan and Bahri (2018) which shows that leadership has no significant effect on employee performance.

The Effect of Work Environment on Employee Job Satisfaction

The data in table 2 shows that the work environment has no significant effect on employee satisfaction at Pelangi Mart. This means that for employees at Pelangi Mart, the environment where they work is not related to their satisfaction, they already feel happy to work there, this is evident from the small employee *turnover* rate where for 2 years there has never been an employee *turnover*. This is in line with the opinion of Handoko (2001) and Munandar (2012) that job satisfaction is related to a pleasant or unpleasant emotional state, where employees view their work. When referring to the data, it shows that the shaper of the work environment of Pelangi Mart employees that makes them comfortable and happy is the non-physical work environment in the form of relationships between employees (mean = 4.53) and relationships with superiors. (mean: 4.77). Of course, this comfortable condition makes employees satisfied so that they feel at home working at Pelang Mart. However, Pelangi Mart management needs to pay attention to the noisy atmosphere, because according to employee perceptions they are not satisfied and uncomfortable with these conditions with the smallest mean acquisition of 3.83 from other work environment indicators. Because if this is left unchecked, it will have an impact on employee satisfaction.

The results of this study are not in line with the research of Suhali and Amelia (2022) and Irma and Yusuf (2020) which show that the work environment has a significant effect on employee performance.

The Effect of Work Environment on Employee Performance

The data in table 1 shows that the work environment has no significant effect on the performance of Pelangi Mart employees, where the resulting significance value is smaller than 0.05. This condition is not in line with Hanipah's (2020) opinion that the work environment has a crucial role in encouraging employees to work more effectively in achieving company goals. Although the work environment itself is not directly involved in the company's production process, it has a significant impact on the employees involved in the process. A work environment that focuses also on employees will provide an increase in the quality of employees to be more optimal. However, a poor work environment will reduce performance levels. In addition, according to Herman (2015), the

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work environment is a series of factors that affect the performance of HR functions and activities consisting of internal factors originating from within the organisation in the implementation of daily work. When examining the data in table 13, related to respondents' answers regarding their performance, their good performance is created because of their discipline, professionalism, knowledge of work and their goals at work. This shows that it is not because of the environment in the workplace. However, the management of Pelangi Mart must still pay attention to this work environment to create a sense of comfort and security for employees so that they feel at home at work.

The results of this study support the results of research by Sinollah and Amin (2021) which show that the work environment has no positive and significant effect on employee performance. However, this study is not in line with the research of Hasibuan and Bahri (2018), Nurlaela and Trianasari (2021) and Ahmad et.al (2022) which show that the work environment has a significant effect on employee performance.

The Effect of Employee Job Satisfaction on Employee Performance

The data in table 2 shows that job satisfaction has a significant effect on the performance of Pelangi Mart employees. This shows that the existence of satisfaction in employees creates a sense of pleasure for them and they think positively about their work so that their performance increases (Handoko, 2001 and Munandar, 2012). The existence of this satisfaction according to George (2012) is one of the most important job attitudes at work, which has the potential to influence various behaviours in the organisation and contribute to the level of employee welfare. For this reason, the management of Pelangi Mart must maintain the satisfaction condition of its employees so that performance is maintained. Broadly speaking, the data shows the mean value of respondents' satisfaction of 4.40 which shows their satisfaction with their work, rewards, leaders, co-workers and promotional opportunities at Pelangi Mart. With this feeling of satisfaction, employee performance increases. Pelangi Mart management must maintain this condition so that business continuity is maintained.

The results of this study support the results of research by Harahap and Tirtayasa (2020) and Nurlaela and Trianasari (2021) which show that job satisfaction has a positive and significant effect on employee performance. The more employee job satisfaction is improved, the more Pelangi Mart's employee performance will improve.

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The Effect of Leadership on Employee Performance through Employee Job Satisfaction

The data in table 2 shows that leadership has a significant effect on Pelangi Mart employee performance through job satisfaction. This is because both paths from leadership to job satisfaction and from satisfaction to employee performance are significant. The indirect effect obtained from the regression of leadership on performance through job satisfaction is 0.617, which means that if Pelangi Mart management wants to improve employee performance in terms of leadership implementation, it must pay attention to employee job satisfaction by making them happy and comfortable with their work (Handoko, 2001; Munandar, 2012), so they will have a positive attitude towards their work (Sofyandi and Gamiwa, 2007). This condition is in accordance with the Facet Model (Lawler's model) which is closely related to the theory of justice (Adam, 1963), that employees are satisfied with specific aspects of their work, such as co-workers, salary, superiors and others, so that there is a feeling of fairness from employees and of course this will have an impact on positive feelings towards their work which ultimately affects their performance.

The data shows that the average satisfaction of respondents is 4.40 which indicates that they are very satisfied with their job, very satisfied with the rewards they get, very satisfied with the leadership of Pelangi Mart, very satisfied with their co-workers and very satisfied with the promotion opportunities provided by management. With this satisfaction, Pelangi Mart employees are comfortable and safe to work so that they give their best performance for the greatness of Pelangi Mart.

The Effect of Work Environment on Employee Performance through Employee Job Satisfaction

The data in table 2 shows that the work environment does not significantly affect the performance of Pelangi Mart employees through job satisfaction. This is because the path from work environment to job satisfaction is not significant. This situation occurs because satisfaction, especially for Pelangi Mart employees, is more related to employee perceptions of their work, which according to Handoko (2001) and Munandar (2012) is related to their feelings of fairness with the salary earned and good leadership treatment. This condition certainly makes employees at Pelangi Mart not question the existing work environment to be able to have good performance as expected by management. However, whatever the reason, a comfortable work environment will make people feel

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more at home and excited at work because there is a feeling of comfort and security (Pawirosumarto, 2017). For this reason, the management of Pelangi Mart should continue to pay attention to this work environment so that the feeling of security and comfort is still created which will ultimately increase the morale of employees and will ultimately affect their performance.

Final Research Model

Based on the results of the discussion above, it shows that only the leadership path to satisfaction and the satisfaction path to performance are significant. So this study only accepts hypothesis 1, hypothesis 5 and hypothesis 7, so the final model in this study is as follows:



Figure 2. Final Model

Source: Primary data processed, 2024

Figure 2 above shows that leadership has an indirect effect on employee performance with a regression coefficient of 0.617. Because the value is positive, if the leadership is increased, it will increase employee performance on condition that there is job satisfaction from employees. For this reason, the good employee job satisfaction must be maintained by Pelangi Mart management so that employee performance continues to occur and even be improved. Especially in terms of the ability to communicate and the division of tasks by leaders properly and fairly, as well as employee satisfaction with their work, the rewards received, superiors, co-workers and promotional opportunities provided by Pelangi Mart management.

CONCLUSION

From the findings and analyses that have been carried out previously, it can be concluded that: (1). Leadership has a significant effect on employee job satisfaction; (2). The work environment has no significant effect on employee job satisfaction; (3). Job satisfaction has a significant effect on employee performance; (4). Leadership has no significant effect on employee performance; (5). Work environment has no significant

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effect on employee performance; (6). Leadership has a significant effect on employee performance through employee job satisfaction, and; (7). Work environment has no significant effect on employee performance through employee job satisfaction at Pelangi Mart.

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