

Leadership Style and Work Environment Influence on Job Satisfaction Through Work Motivation

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Abstract

This study aims to examine the influence of leadership style and work environment on job satisfaction, with work motivation as a mediating variable. The research was conducted at PT Bintang Segara Mas in Jakarta, involving 181 employees. Data were collected through an online questionnaire distributed via Google Form. As all employees participated, this study employed a census method rather than sampling. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The findings reveal that leadership style does not have a significant direct effect on either job satisfaction or work motivation. Furthermore, leadership style does not exert an indirect influence on job satisfaction through work motivation, indicating its limited role in enhancing employee outcomes within this organizational context. On the other hand, the work environment shows a positive and significant effect on work motivation. It also indirectly affects job satisfaction through the mediating role of motivation. These results underscore the critical importance of a supportive and well-structured work environment in fostering employee motivation and overall job satisfaction. The study contributes to the understanding of how contextual organizational factors, particularly work environment, outweigh leadership style in influencing key psychological and performance-related outcomes in the workplace.

I. INTRODUCTION

In the era of globalization, which is marked by the increasing intensity of business competition (Sitanggang et al., 2025), companies are required to manage human resources optimally in order to maintain competitiveness and business sustainability. Employees as valuable assets of the company have a strategic role in achieving organizational goals. Therefore, understanding and meeting employee needs to increase job satisfaction is a top priority for company management (Khan et al., 2020).

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Job satisfaction is one of the important aspects that can affect employee productivity and performance in an organization (Nabella et al., 2021). Job satisfaction is also defined as a feeling that supports or does not support employees at work. Satisfied employees tend to be more loyal because they feel that the company has succeeded in meeting their work-related needs (Budiono et al., 2021). And employee job satisfaction is an emotional condition that can be positive or negative, depending on the extent to which employees' expectations of their jobs are met (Jasmine & Edalmen, 2020).

According to Syam & Berliyanti (2025) leadership style is a leader or someone who can carry out management functions and has a great responsibility for the company or institution he leads. Leadership style has a vital role in influencing employee perceptions of the organization and their work. However, research by Subagio & Putri (2024) found that leadership style and work environment did not have a significant influence on employee job satisfaction at PT Aneka Mandiri Sejahtera.

According to Ramli (2019) the work environment is everything around the workplace that interacts with employees and has the potential to influence their attitudes and behavior while carrying out their duties. Tran (2021) shows that organizational culture, along with work environment conditions, has an impact on the level of job satisfaction. However, there are a number of factors that do not affect job satisfaction such as leadership style, job stress and compensation.

Therefore, this study will add the mediating variable of work motivation (Pang & Lu, 2018) which can increase job satisfaction in employees because if employees feel motivated, such as appropriate basic salary, bonuses / commissions, allowances, comfortable work environment and get recognition and appreciation.

This research is expected to make a meaningful contribution to the development of science, especially in the realm of human resource management. By enriching the literature on job satisfaction, this research will add insight into the influence of work environment, leadership style, and work motivation, and produce a conceptual model that describes the relationship between these variables. The results of this study can also be a reference for other researchers who want to conduct further research on job satisfaction in different contexts or with wider variables.

From a practical perspective, this research is expected to provide benefits for companies in developing more optimal strategies to improve employee job satisfaction, which in turn has a positive impact on improving organizational performance.

II. METHODS

Research by Specchia et al. (2021) that transformational leadership style has a significant positive effect on nurses' job satisfaction in hospitals in Italy, which is mediated by the creation of effective communication, the growth of mutual trust, and the practice of empowering employees. Riyadi (2020) found that transformational leadership style has a positive impact on job satisfaction by increasing employee confidence and motivation.

Research by Basalamah & As'ad (2021) A conducive work environment - characterized by a comfortable atmosphere, harmonious interactions between employees, and a balance between professional responsibilities and personal life - has been shown to contribute to increasing employee job satisfaction. Research by Kabir et al. (2019) shows that work environment factors are significant to employee job satisfaction in the Saudi Arabian

Industry in the Oil and Gas Industry. Research by The et al. (2019) shows that conducive working environment factors are significant to employee job satisfaction in Indonesian private universities.

Research by Raisal et al. (2021) found that high work motivation is positively related to job satisfaction of public sector employees in Southeast Asia. According to Afuan et al. (2024), one of the main factors affecting job satisfaction is motivation. In this context, motivation is positioned as a variable that encourages increased job satisfaction (Anshori et al., 2023).

Leadership style has an important role in influencing work motivation. Igwe & Ligaya (2025) showed a clear positive correlation between leadership style and motivation, indicating that supportive and inspirational leadership styles directly increase motivation. Subhaktiyasa et al. (2024) also showed a positive relationship, where spiritual leadership styles boosted work motivation, suggesting that leadership approaches that emphasize values and purpose significantly influence employee drive and commitment.

Mohamed et al. (2024). A collaborative and supportive work environment increases work motivation by 31.2%, where social support and facilities play a key role. Budiono et al. (2021) A work environment that provides both physical and social support can encourage increased employee motivation, which in turn contributes positively to their job satisfaction.

By distributing questionnaires to employees of PT Bintang Segara Mas in Jakarta, researchers used quantitative research methods with a descriptive approach used to collect structured data and ensure consistency of results over time (Ghanad, 2023). This study involves four key variables that are central to understanding employee behavior and organizational outcomes: leadership style and work environment as independent variables, job satisfaction as the dependent variable, and work motivation as a mediating variable. The focus of this research is to empirically examine the relationships among these variables within the context of a specific organizational setting. By positioning work motivation as a mediator, the study seeks to explore the underlying mechanisms through which leadership style and work environment influence job satisfaction. This approach allows for a more nuanced analysis beyond direct effects, offering insights into the psychological processes that may explain variations in employee satisfaction.

Furthermore, the study is meticulously designed to empirically test a set of hypotheses that are firmly grounded in observable organizational phenomena. These hypotheses are developed based on a comprehensive review of existing theories and prior empirical studies in the fields of organizational behavior and human resource management. Utilizing real-world data collected directly from employees through structured instruments, the study seeks to establish statistically valid relationships among key organizational and managerial variables namely, leadership style, work environment, work motivation, and job satisfaction.

By employing a rigorous quantitative methodology, this investigation aims to move beyond abstract theorization and instead offer a data-driven account of how these variables interact in actual organizational settings. The constructs measured are both operationally defined and empirically verifiable, ensuring that the findings reflect the real conditions experienced by the respondents, rather than relying on assumptions or generalized models detached from context.

The significance of this study lies not only in its potential contribution to the academic literature particularly in enriching understanding of workplace dynamics in the Indonesian context but also in its practical utility. The results are intended to inform evidence-based managerial interventions that enhance employee well-being, promote intrinsic motivation, and ultimately improve overall organizational performance. In doing so, the study bridges the gap between theory and practice, offering actionable insights for scholars and practitioners alike.

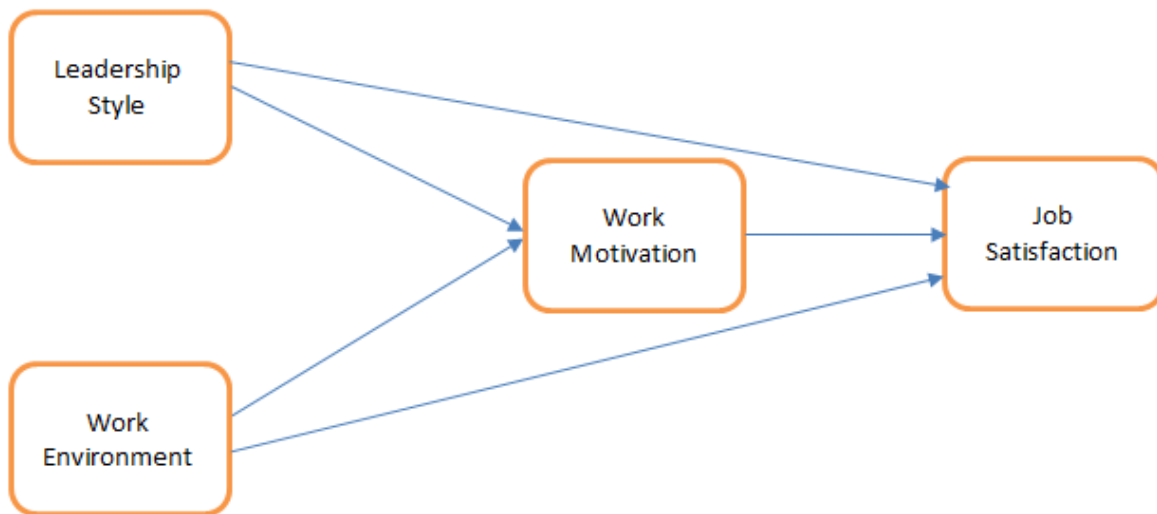


Figure 1 Research Model

Source: Research design by the researcher

The data findings of the independent variable and the generalized dependent variable remain unchanged. In this study, researchers aim to explain and show empirically the relationship between leadership style factors, and the work environment by using work motivation as a mediating variable that plays a role in influencing the level of job satisfaction. The population in this study refers to the entire set of subjects or entities that share similar characteristics or possess significant relevance to the research problem, as defined by Susanto et al. (2024). Based on this definition, the population in this research comprises all employees of PT Bintang Segara Mas in Jakarta, totaling 181 individuals.

To measure the latent variables in this study, the researcher employed a set of indicators developed from prior theoretical frameworks and empirical findings from previous studies. Each variable consists of a number of statement items, which are measured using a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree". The selection of indicators took into account construct validity and the organizational context in which the research was conducted. The detailed indicators for each variable in the research model are presented in the following table:

Table 1 Indicator

Variable Code	Indicator	Theoretical Sources
X1	X1.1 The leader inspires employees in their work.	(Riyadi, 2020; Specchia et al., 2021)
	X1.2 The leader acts fairly and consistently.	
	X1.3 The leader provides recognition for performance.	

	X1.4 Employees are involved in decision-making processes.	
	X1.5 The leader provides clear directions.	
	X1.6 The leader serves as a role model for subordinates.	
X2	X2.1 The physical work environment is comfortable.	(Budiono et al., 2021; Ramli, 2019)
	X2.2 Social relationships among coworkers are positive.	
	X2.3 Work facilities support job performance.	
	X2.4 The work environment is safe from hazards.	
	X2.5 Supervisors create a harmonious work atmosphere.	
M	M1 I feel motivated because my salary is appropriate.	(Afuan et al., 2024; Pang & Lu, 2018)
	M2 I feel appreciated for my contributions.	
	M3 I have opportunities for personal and professional development.	
	M4 I receive satisfactory performance bonuses.	
	M5 My work environment supports my enthusiasm to work.	
	M6 I receive recognition for my achievements.	
Y	Y1 I am satisfied with my job overall.	(Basalamah & As'ad, 2021; Jasmine & Edalmen, 2020)
	Y2 I am satisfied with my relationship with my supervisor.	
	Y3 I am satisfied with the salary I receive.	
	Y4 I am satisfied with promotion opportunities.	
	Y5 I am satisfied with the stability of my job.	
	Y6 I am satisfied with my work environment.	

Note: Reliabel: X1= Leadership Style, X2= Work Environment, M= Work Motivation, Y= Job Satisfaction

This study applies the Partial Least Squares - Structural Equation Modeling (PLS-SEM) approach to analyze the relationship between latent constructs and their indicators. PLS-SEM analysis is generally divided into two main stages, namely measurement model evaluation (outer model) and structural model evaluation (inner model). Outer model evaluation focuses on the validity and reliability of indicators that reflect latent constructs, while the inner model is used to assess the relationship between latent constructs in the research model (Sarstedt et al., 2021).

Of the 181 respondents who filled out the questionnaire, it is known that the majority of respondents in this survey were men as many as 70.7% or 128 people, while women amounted to 29.3% or 53 people, the age distribution of respondents shows that the majority are in the productive age range. 36 years old is the largest group with 32 people (17.7%), followed by 32 years old (14.4%) and 34 years old (13.8%). there is a majority of respondents have a Bachelor's degree (S1) educational background as many as 98 people (54.1%), reflecting a relatively high level of education in the respondent's environment.

III. RESULTS

To assess the convergent validity of the latent constructs in this research model, the Average Variance Extracted (AVE) and Composite Reliability (CR) values were calculated. AVE indicates the proportion of variance in the observed indicators that is accounted for by the latent construct, thereby serving as a measure of the construct's explanatory power. In contrast, Composite Reliability reflects the internal consistency among the indicators associated with a given construct. According to Hair et al. (2021) an AVE value of at least 0.50 is considered acceptable, signifying that the construct explains at least 50% of the variance in its indicators. Meanwhile, a Composite Reliability score of ≥ 0.70 is generally deemed satisfactory, indicating a reliable measure of internal consistency across items within the construct. Based on the estimated number of indicators and the assumption of

standardized loading values (≥ 0.70), the following table presents the estimated AVE and Composite Reliability values for each latent construct included in this study:

Table 2 AVE

Variable	Composite Reliability (estimasi)	AVE
(X1)	0.850	0.590
(X2)	0.880	0.563
(M)	0.900	0.608
(Y)	0.910	0.640

Note: Reliabel: X1= Leadership Style, X2= Work Environment, M= Work Motivation, Y= Job Satisfaction.

The table above presents the results of composite reliability and convergent validity testing for each construct in the research model. All Composite Reliability (CR) values exceed the recommended threshold of 0.70, as suggested by Hair et al. (2021). This indicates that the indicators associated with each latent construct demonstrate high internal consistency and are therefore considered reliable for measuring the respective latent variables. Furthermore, all Average Variance Extracted (AVE) values surpass the minimum acceptable level of 0.50, signifying that the constructs meet the criteria for convergent validity. This implies that the proportion of variance in the indicators explained by the construct is greater than the proportion attributable to measurement error. Accordingly, it can be concluded that the measurement instrument used in this model demonstrates robust psychometric properties, both in terms of internal consistency and construct validity.

To evaluate the quality of the structural model (inner model), the R Square (R^2) and Adjusted R Square (R^2 Adjusted) values are utilized. R^2 represents the proportion of variance in the endogenous (dependent) constructs that can be explained by the exogenous (independent) constructs within the model. Meanwhile, the Adjusted R^2 accounts for the number of predictive constructs and the sample size, thereby offering a more conservative and accurate estimation of the model's explanatory power. Based on the results of data processing using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, the R^2 and Adjusted R^2 values obtained are as follows:

Table 3 Coefficient of Determination (R Square)

Variabel Endogen	R Square	R Square Adjusted
(M)	0.109	0.099
(Y)	0.376	0.364

Note: Reliabel: M= Work Motivation, Y= Job Satisfaction.

The table above shows that the variable Work Motivation (M) has an R Square value of 0.109 and an Adjusted R Square value of 0.099, which means that the combination of exogenous variables, namely Leadership Style (X1) and Work Environment (X2), is only able to explain approximately 10.9% of the variance in work motivation. This indicates that the contribution of these two variables to the formation of work motivation is relatively weak, suggesting the possibility that other variables outside the model may have a more dominant influence on employee motivation.

Meanwhile, for the variable Job Satisfaction (Y), the R Square value is 0.376 and the Adjusted R Square value is 0.364, indicating that Leadership Style, Work Environment, and Work Motivation collectively explain 37.6% of the variance in job satisfaction. According to

the classification by Hair et al. (2021), this value falls within the moderate category, suggesting that the three predictor constructs in the model possess a reasonably adequate explanatory power for job satisfaction. Among them, Work Motivation emerges as the dominant predictor, as demonstrated in the results of the previous hypothesis testing.

After evaluating the measurement model (outer model), the next step is to test the relationships among latent constructs within the structural model (inner model) in order to assess both direct and indirect effects among variables. This hypothesis testing was conducted using the bootstrapping procedure in SmartPLS software, which generated values for the path coefficient (Original Sample/O), t-statistic, and p-value as the basis for determining whether the research hypotheses are accepted or rejected. A t-statistic value ≥ 1.96 and a p-value ≤ 0.05 indicate a statistically significant relationship at the 95% confidence level. A summary of the hypothesis testing results is presented in the following table:

Table 4 Structural Model Hypothesis Testing (Inner Model)

Code	Hipotesis	Original Sample (O)	T-Statistics	P Values
H1	X1>Y	0.072	0.587	0.557
H2	X2>Y	0.046	0.396	0.692
H3	X1>M	0.117	0.879	0.379
H4	X2>M	0.251	2.021	0.043
H5	M>Y	0.561	5.454	0.000
H6	X1 > M > Y	0.065	0.849	0.396
H7	X2 > M > Y	0.141	1.956	0.050

Note: Reliabel: X1= Leadership Style. X2= Work Environment, M= Work Motivation, Y= Job Satisfaction.

Based on the results of hypothesis testing, it was found that leadership style (X1) does not have a significant influence on job satisfaction (Y), which is indicated by the low path coefficient value, t-statistic below 1.96, and p-value above 0.05. This indicates that leadership style is not strong enough to influence job satisfaction directly. Similar results were also found in the second hypothesis, where work environment (X2) also had no significant effect directly on job satisfaction. In addition, in the third hypothesis, the effect of leadership style on work motivation (M) was also insignificant. Thus, leadership style does not have an important role either directly or through the mediation of work motivation in increasing employee job satisfaction.

In contrast, the fourth hypothesis found that work environment (X2) has a positive and significant effect on work motivation (M), indicated by t-statistic > 1.96 and p-value < 0.05 . These results indicate that a good work environment is able to encourage work motivation. In the fifth hypothesis, work motivation was shown to have a highly significant influence on job satisfaction, making it the most influential variable in the model. However, the mediation path from leadership style to job satisfaction through motivation (H6) was not significant, indicating that the indirect effect of leadership style on job satisfaction was not proven. Meanwhile, the seventh hypothesis shows a marginally significant relationship, where work environment affects job satisfaction through work motivation. Thus, it can be concluded that work motivation plays an important role as a mediator in the relationship between work environment and job satisfaction, while leadership style does not show a meaningful influence in this model.

Therefore, although theory and previous research show that leadership style and work environment should have a significant effect on motivation as mediation and job satisfaction, the results of this study show insignificance in hypotheses H1, H2, H3, and H6. This can be caused by the work context at PT Bintang Segara Mas, especially in operational areas such as warehouses and loading and unloading, where direct interaction with leaders tends to be limited so that perceptions of leadership style are not formed strongly. In addition, the dominance of other factors such as physical workload, compensation system, and technical working conditions that are not examined in this model may have more influence on employee satisfaction than the variables tested.

IV. CONCLUSIONS

Based on the results of this study, it can be concluded that leadership style and work environment have not been able to provide a significant direct influence on job satisfaction of PT Bintang Segara Mas employees. Similarly, the work environment, which is generally considered adequate, especially in terms of physical and facilities, does not have a significant effect on job satisfaction if it is not supported by internal motivation from the employees themselves.

In terms of influence on motivation, leadership style also did not show significant results, which means that leaders have not been able to be a driving factor for work motivation effectively. In contrast, the work environment proved to have a positive and significant effect on work motivation, indicating that comfort, security, and social relations in the workplace play an important role in increasing employee morale. Meanwhile, work motivation proved to have the strongest influence on job satisfaction, affirming that motivation is a key factor that bridges between working conditions and employee satisfaction with their work.

However, motivation is not able to mediate the relationship between leadership style and job satisfaction, which indicates that the applied leadership style has not been able to foster motivation that leads to job satisfaction. In contrast, work motivation is able to significantly mediate although marginally the relationship between work environment and job satisfaction.

Based on the research findings, PT Bintang Segara Mas needs to prioritize improving the physical and psychosocial work environment as the main strategy to increase employee motivation. The company can renovate operational areas (warehouse and loading and unloading) by paying attention to noise, ventilation, and lighting factors, as well as providing ergonomic facilities to reduce physical fatigue.

Future researchers can expand the model by adding moderator variables such as organizational culture or financial compensation, which might strengthen the relationship between work environment and job satisfaction.

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