THE INFLUENCE OF LEADERSHIP AND WORK ENVIRONMENT ON EMPLOYEE JOB SATISFACTION AT PT JNE MEDAN BRANCH WITH MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

The aim of this research was to examine the influence of leadership and work environment on job satisfaction among employees at PT JNE Medan Branch, while also investigating the mediating role of motivation. The study employed a quantitative research design using Smart PLS 3.0 software and explanatory research methodology. The study selected a sample of 57 participants using saturated sampling technique. The results indicated that leadership (X1) had a significant effect on motivation (Z), as did work environment (X2) on motivation (Z). However, leadership (X1) did not have a significant effect on job satisfaction (Y), while work environment (X2) had a significant positive effect on job satisfaction (Y). Furthermore, motivation (Z) had a significant positive effect on job satisfaction (Y). The study also found that motivation did not mediate the relationship between leadership (X1) or work environment (X2) and job satisfaction (Y).

I. Introduction

PT Jalur Nugraha Ekakurir, also known as PT JNE, is a prominent freight forwarding company in Indonesia that values human resources and technology as part of their development. The survival strategy of PT JNE in the competitive freight forwarding service providers' market relies heavily on productive, innovative, creative, enthusiastic, and loyal employees. Good human resource management theories and techniques with support from the surrounding environment are crucial for achieving this goal. Human resources are essential in any company, and high productivity is generally expected from them (Apdillah et al., 2022). Employee job satisfaction is one of the factors that can affect employee productivity.

According to Davis (as cited in (Sinambela, 2012)), job satisfaction is a set of employee feelings about whether or not their job is enjoyable. Satisfied employees tend to be more loyal to the company and have higher work morale, enthusiasm, and discipline (Taufiq et al., 2023). Based on interviews conducted by the researchers, employee job satisfaction at PT JNE Medan Branch is considered suboptimal due to heavy working conditions that cause physical and mental fatigue for employees. This results in the work-life balance of employees not being fully achieved, causing them to be less focused and enthusiastic about their job.

Effective leadership is a crucial factor that influences employee job satisfaction. In order to achieve job satisfaction, it is important for leaders to possess the ability to influence and motivate individuals and groups to work towards common goals. As stated by Bangun (2012), a good leader should be fair and have a deep understanding of what their team members aim to achieve, in order to foster a sense of camaraderie and shared purpose. In addition to leadership, the work environment is also a key factor in determining job satisfaction. Nabawi (2019) defines the work environment as the sum total of everything that surrounds workers, both physically and non-physically, that affects their assigned tasks. This encompasses factors such as the physical layout of the workspace, availability of resources and facilities, and the overall atmosphere of the workplace. A positive work environment that enables employees to carry out their activities in a healthy, safe, and comfortable manner can contribute greatly to overall job satisfaction.

Based on observations and interviews conducted by researchers, the physical work environment at PT JNE Medan Branch, especially the outbound unit, looks unfavorable. This can be seen from the inadequate workspace area and relatively narrow space for operational activities in the unit, where JTR (JNE Trucking) goods processing activities are still carried out in the same room as domestic goods, so this makes it difficult for employees to work due to limited space for maneuver considering the relatively large volume of JTR goods. The limited area of this space

can cause employee errors in work, one of which is causing un-manifest cases or the passage of goods in the manifest process to the intended destination.

This is because HR did not perform manual calculations during the process of putting goods into sacks, so the number of goods forwarded did not match what was recorded in the My Orion system. Another problem regarding the work environment is regarding inadequate work facilities, ranging from work equipment that is often lacking, slow computer connections, and frequent errors in the My Orion system. This has implications for delays in the departure of the shipment to the airport and must be diverted to other flights, so that the shipment reaches its destination in a longer time than planned. Apart from that, cleanliness is still the main topic today, where food and drink waste are still often found scattered around.

2. Research Method

This research analyzed the relationship between variables at PT JNE Medan Main Branch Office using an explanatory research method. The sample consisted of 57 outbound unit employees selected through a saturated sampling technique. The data collection techniques used were interviews, observations, and questionnaires. The data were analyzed using the Partial Least Square (PLS) based Structural Equation Model (SEM) method. PLS was used to obtain latent variables, and two modeling evaluations were conducted to test validity, reliability, and hypotheses. A conceptual framework of the research is provided in a figure below.

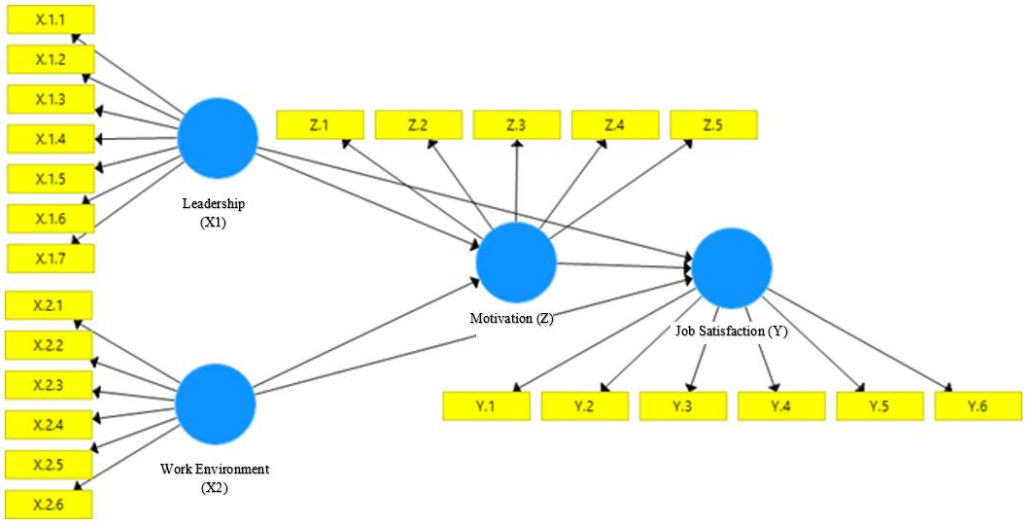


Figure 1. Framework of Thinking

3. Results And Discussion

Result

Table 1. Characteristics of Respondents

Age	Amount	Percentage (%)
20 – 30 Years	28	49,12
31 – 40 Years	26	45,61
41 – 50 Years	3	5,26
Total	57	100
Duration (Year)	**Amount**	**Percentage (%)**
1-5 Years	25	43.5
6-10 Years	31	54,38
11-15 Years	1	1.75
Total	57	100

Table 1 indicates that the majority of respondents in this study were aged 20-30 years, accounting for 49.12% of the total, followed by those aged 31-40 years, with a percentage of 45.61%. The age range of 20-40 years is considered the most productive age for work. Respondents aged over 41 years accounted for 5.26% of the total, as the average age group began to experience organ degeneration, causing some of them to choose to leave the outbound unit because they were no longer capable of performing strenuous activities.

Furthermore, Table 1 also indicates that most of the respondents in this study were employees with 1-5 years of service, accounting for 54.38% of the total, while those with 6-10 years of service accounted for 43.5%. Respondents with 11-15 years of service accounted for 1.75% of the total. Based on the length of service, it can be inferred that employees at PT JNE Medan Branch had sufficient experience and played a critical role in the company's progress.

Table 2. Distribution of Job Satisfaction Variable Item Answers (Y)

Items	1		2		3		4		5		Means
	F	%	F	%	F	%	F	%	F	%	
1	-	-	2	3.5	44	77.2	7	12.3	4	7.0	3,23
2	-	-	9	15.8	37	64.9	7	12.3	4	7.0	3,11
3	-	-	31	54.4	18	31.6	6	10.5	2	3.5	2.63
4	-	-	26	45.6	20	35.1	10	17.5	1	1.8	2.75
5	-	-	15	26.3	31	54.4	10	17.5	1	1.8	2.95
6	6	10.5	25	43.9	18	31.6	8	14.0	-	-	2.49
Means Y											2.86

Based on Table 2, it can be seen that statement (1) shows the result that of the 57 respondents who answered strongly agreed as many as 4 people with a percentage (7%), 7 people answered agree (12.3%), 44 people answered neutral (77.2%), 2 people answered disagree (3.5%) and no respondents answered strongly disagree. In addition, an average score was obtained for item 1 of 3.23, which means that respondents tend to have a neutral opinion and agree that the salary received by

employees is in accordance with the responsibilities of the work given.

In statement (2) shows the results that out of 57 respondents as many as 4 people answered strongly agree with the percentage (7%), 7 people answered agree (12.3%), 37 people answered neutral (64.9%), 9 people answered no agreed (15.8%) and no respondents answered strongly disagree. The average score for item 2 is 3.11 which means that the respondents tend to be neutral and do not agree that the respondent's current job is in accordance with their abilities.

In statement (3) the results show that out of 57 respondents, 2 people answered strongly agree with the percentage (3.5%), 6 people answered that they agreed (10.5%), 18 people answered neutral (31.6%), 31 people answered disagree (54.4%) and no respondents answered strongly disagree. The average score for item 3 is 2.63 so it can be seen that respondents tend to be neutral and do not agree that the workload received is not excessive.

Statement (4) shows the results that out of 57 respondents, 1 person answered strongly agree with the percentage (1.8%), 10 people answered agree (17.5%), 20 people answered neutral (35.1%), 26 people answered disagree (45.6%) and no respondents answered strongly disagree. The average score for item 4 is 2.75 so it can be seen that respondents tend to be neutral and do not agree that the comfortable conditions for working at PT JNE Medan Branch are adequate.

Statement (5) shows the results that out of 57 respondents, 1 person answered strongly agree with the percentage (1.8%), 10 people answered agree (17.5%), 31 people answered neutral (54.4%), 15 people answered disagree (26.3%) and no respondents answered strongly disagree. The average score for item 5 is 2.95 so it can be seen that respondents tend to be neutral, that superiors are very strict in enforcing discipline.

Statement (6) shows the results that out of 57 respondents none answered strongly agree, as many as 8 people answered agree with a percentage (14.0%), 18 people answered neutral (31.6%), 25 people answered disagree (43, 9%) and 6 people answered strongly disagree (10.5%). The average score for item 6 is 2.49 so it can be seen that respondents tend to disagree that respondents do not feel bored while doing their work.

Of all the statement items regarding the Job Satisfaction Variable (Y) presented in Table 2, the average score of respondents' answers is 2.86. This shows that the majority of respondents are neutral with each item statement variable Y 1-6. From the results it can be seen that respondents considered that superiors in enforcing discipline were very firm.

Table 3. Distribution of Motivation Variable Item Answers (Z)

Items	1		2		3		4		5		Means
	F	%	F	%	F	%	F	%	F	%	
1	-	-	7	12,3	37	64,9	7	12,3	6	10.5	3,21
2	-	-	21	36,8	25	43,9	7	12,3	4	7.0	2.89
3	-	-	10	17.5	36	63,2	11	19,3	-	-	3.02
4	-	-	11	19,3	37	64,9	9	15,8	-	-	2.96
5	-	-	13	22,8	30	52,6	13	22,8	1	1,8	3.04
Means Z											**3.02**

Based on Table 3, it can be seen that statement (1) shows the result that out of 57 respondents who answered strongly agree as many as 6 people with a percentage (10.5%), 7 people answered agree (12.3%), 37 people answered neutral (64.9%), 7 people answered disagree (12.37%), and no respondents answered strongly disagree. In addition, an average score for item 1 was obtained of 3.21, which means that respondents tend to have a neutral opinion that the respondents' needs are properly met while working at PT JNE Medan Branch.

In statement (2), the results show that out of 57 respondents, as many as 4 people answered strongly agree with the percentage (7.0%), 7 people answered agree (12.3%), 25 people answered neutral (43.9%), 21 people answered disagree (36.8%), and no respondents answered strongly disagree. The average score for item 2 is 2.89, which means that respondents tend to be neutral that the work environment at PT JNE Medan Branch is safe and comfortable.

Statement (3) shows the results that out of 57 respondents, 11 people answered agree with the percentage (19.3%), 36 people answered neutral (63.2%), 10 people answered disagree (17.5%), and no respondents answered strongly disagree or strongly agree. The average score for item 3 is 3.02 so it can be seen that respondents tend to be neutral, that relationships with superiors and co-workers are good and harmonious.

Statement (4) shows the results that out of 57 respondents, as many as 9 people answered agree (15.8%), 37 people answered neutral (64.9%), 11 people answered disagree (19.3%), and no respondents answered strongly disagree or strongly agree. The average score for item 4 is 2.96, so it can be seen that respondents tend to be neutral that companies reward employees with good performance.

Statement (5) shows the results that out of 57 respondents, only 1 person answered strongly agree (1.8%), 13 people answered agree (22.8%), 30 people answered neutral (52.6%), 13 people answered no agreed (22.8%), and no respondents answered strongly disagree. The average score for item 5 is 3.04, so it can be seen that respondents tend to be neutral that employees have the opportunity to attend education and training to support achievement.

Of all the statement items regarding the perceived ease of use variable presented in

Table 3, the average score of respondents' answers is 3.02. This shows that the majority of respondents are neutral with each item statement variable Z 1-5. From the results, it can be seen that the respondents considered their needs properly met while working at PT JNE Medan Branch.

Table 4. Distribution of Leadership Variable Item Answers (X1)

Items	1		2		3		4		5		Means
	F	%	F	%	F	%	F	%	F	%	
1	1	1,8	12	21,1	34	59,6	7	12,3	3	5,3	2.98
2	1	1,8	19	33,3	30	52,6	5	8,8	2	3,5	2.79
3	1	1,8	15	26,3	31	54,4	10	17.5	-	-	2.88
4	2	3,5	20	35,1	25	43,9	9	15,8	1	1,8	2.77
5	1	1,8	23	40,4	23	40,4	9	15,8	1	1,8	2.75
6	1	1,8	16	28,1	31	54,4	9	15,8	-	-	2.84
7	1	1,8	23	40,4	26	45,6	7	12,3	-	-	2.68
Means X1											2.81

Based on Table 4, it can be seen that statement (1) shows the result that out of the 57 respondents, 3 people (5.3%) strongly agreed, 7 people (12.3%) agreed, 34 people (59.6%) answered neutral, 12 people (21.1%) agreed, and only 1 person (1.8%) strongly disagreed. In addition, an average score of 2.98 was obtained for item 1, which means that respondents tend to have a neutral opinion that superiors give authority to solving problems at work.

In statement (2), the results show that out of 57 respondents, 2 people (3.5%) strongly agreed, 5 people (8.8%) agreed, 30 people (52.6%) answered neutral, 19 people (33.3%) agreed, and only 1 person (1.8%) strongly disagreed. An average score of 2.79 was obtained for item 2, which means that respondents tend to have a neutral opinion that superiors give appreciation for ideas given by subordinates.

In statement (3), the results show that out of 57 respondents, none answered strongly agree, 10 people (17.5%) agreed, 31 people (54.4%) answered neutral, 15 people (26.3%) agreed, and only 1 person (1.8%) strongly disagreed. An average score of 2.88 was obtained for item 3, which means that respondents tend to have a neutral opinion that superiors are willing to listen to the difficulties and complaints experienced by employees.

In statement (4), the results show that out of 57 respondents, 1 person (1.8%) strongly agreed, 9 people (15.8%) agreed, 25 people (43.9%) answered neutral, 20 people (35.1%) agreed, and 2 people (3.5%) strongly disagreed. An average score of 2.77 was obtained for item 4, which means that respondents tend to have a neutral opinion that the boss puts aside his personal interests for the convenience of completing work.

In statement (5), the results show that out of 57 respondents, 1 person (1.8%) strongly agreed, 9 people (15.8%) agreed, 23 people (40.4%) answered neutral, 23

people (40.4%) agreed, and 1 person (1.8%) strongly disagreed. An average score of 2.75 was obtained for item 5, which means that respondents tend to have a neutral opinion that superiors pay attention to facilities that support the welfare of subordinates.

Statement (6) shows the results that out of 57 respondents, none answered strongly agree, 9 people (15.8%) agreed, 31 people (54.4%) answered neutral, 16 people (28.1%), and 1 person (1.8%) strongly disagreed. An average score of 2.84 was obtained for item 6, which means that respondents tend to have a neutral opinion that superiors give praise for the success of their subordinates.

Statement (7) shows the results that out of 57 respondents, none answered strongly agree, 7 people (12.3%) agreed, 26 people (45.6%) answered neutral, 23 people (40.4%), and 1 person (1.8%) strongly disagreed. An average score of 2.68 was obtained for item 7, which means that respondents tend to have a neutral opinion that the superior's way of working supports the achievement of the job satisfaction of their subordinates.

Of all the statement items regarding the Leadership Variable (X1) presented in Table 4, the average score of respondents' answers is 2.81. This shows that the majority of respondents are neutral with each item statement variable X1 1-7. From the results, it can be seen that superiors give authority to solving problems in work.

Table 5. Distribution of Work Environment Variable Item Answers (X2)

Items	1		2		3		4		5		Means
	F	%	F	%	F	%	F	%	F	%	
1	10	17.5	34	59,6	4	7.0	5	8,8	4	7.0	2,28
2	6	10.5	39	68.4	2	3,5	5	8,8	5	8,8	2.37
3	8	14.0	29	50,9	10	17.5	6	10.5	4	7.0	2.46
4	4	7.0	28	49,1	13	22,8	12	21,1	-	-	2.58
5	4	7.0	28	49,1	14	24,6	11	19,3	-	-	2.56
6	8	14.0	35	61,4	6	10.5	8	14.0	-	-	2.25
Means X2											2,42

Based on Table 5, it can be seen that statement (1) shows the result that out of 57 respondents who answered strongly agree as many as 4 people with a percentage (7.0%), 5 people answered agree (8.8%), 4 people answered neutral (7.0 %), 34 people answered disagree (59.6%) and 10 people answered strongly disagree (17.5%). In addition, an average score was obtained for item 1 of 2.28, which means that respondents tend to disagree that the work space has sufficient area so that it is not difficult to do work. In statement (2) shows the results that out of 57 respondents as many as 5 people answered strongly agree with the percentage (8.8%), 5 people answered agree (8.8%), 2 people answered neutral (3.5%), 39 people answered disagree (68.4%), 6 people answered disagree (10.5%).

In statement (3) the results show that out of 57 respondents as many as 4 people answered strongly agree with the percentage (7%), 6 people answered agree (10.5%), 10 people answered neutral (17.5%), 29 people answered no agree (50.9%), 8 people answered strongly disagree (14.0%). The average score for item 3 is 2.46 so it can be seen that respondents tend to disagree that the work facilities provided are quite complete in supporting work activities.

In statement (4) the results show that out of 57 respondents no one answered strongly agree, 12 people answered agree (21.1%), 13 people answered neutral (22.8%), 28 people answered disagree (49.1%), 4 people answered strongly disagree (7.0%). The average score for item 4 is 2.58 so that it can be seen that respondents tend to be neutral, that good communication is established with coworkers to increase solidarity and good cooperation.

In statement (5) the results show that out of 57 respondents no one answered strongly agree, 11 people answered agree (19.3%), 14 people answered neutral (24.6%), 28 people answered disagree (49.1%), 4 people answered strongly disagree (7.0%). The average score for item 5 is 2.56 so that it can be seen that respondents tend to be neutral that good communication has been established with superiors to motivate them to work enthusiastically.

In statement (6) the results show that out of 57 respondents no one answered strongly agree, 8 people answered agree (14.0%), 6 people answered neutral (10.5%), 35 people answered disagree (61.4%), 8 people answered strongly disagree (14.0%). The average score for item 6 is 2.25 so it can be seen that respondents tend to disagree that there is good cooperation so that work can be completed quickly.

Of all the statement items regarding the Work Environment Variable (X2) presented in Table 5, the average score of respondents' answers is 2.42. This shows that the majority of respondents disagree with each item statement variable X2 1-6. From the results it can be seen that the respondents thought that the communication that existed between colleagues was not good, so that solidarity and good cooperation were still being pursued.

Evaluation of the Measurement Model (Outer Model)



Figure 2. Outer Model

The Chow test findings suggest that the Chi-square cross section's probability value is 0.1281 > 0.05, indicating that the Common Effect Model (CEM) outperforms the Fixed Effect Model (FEM).

Table 6. Instrument Validity Test Results Using Loading Factor

	Loading Factor			
X1. 1	0.755			
X1. 2	0.857			
X1. 3	0.874			
X1. 4	0.873			
X1. 5	0.871			
X1. 6	0.839			
X1. 7	0.847			
X2. 1			0.881	
X2. 2			0.879	
X2. 3			0.909	
X2. 4			0.860	
X2. 5			0.904	
X2. 6			0.861	
Z. 1				0.825
Z. 2				0.871
Z. 3				0.879
Z. 4				0.806
Z. 5				0.767
Y. 1		0.901		
Y.2		0.848		
Y.3		0.892		
Y.4		0.897		
Y.5		0.841		
Y.6		0.770		

The loading factor values in Table 6 have all exceeded the 0.5 limit, indicating that each indicator used in this study is valid. As a result, these indicators can be reliably used to measure the research variables.

Table 7. Instrument Validity Test Results Using Cross Loading

Items	X1	X2	Z	Y
X1. 1	0.755	0.567	0.596	0.558
X1. 2	0.857	0.724	0.730	0.749
X1. 3	0.874	0.715	0.698	0.706
X1. 4	0.873	0.699	0.735	0.677
X1. 5	0.871	0.757	0.747	0.702
X1. 6	0.839	0.607	0.628	0.607
X1. 7	0.847	0.672	0.727	0.718
X2. 1	0.757	0.835	0.881	0.786
X2. 2	0.671	0.798	0.879	0.749
X2. 3	0.785	0.806	0.909	0.704
X2. 4	0.654	0.654	0.860	0.621
X2. 5	0.721	0.684	0.904	0.675
X2. 6	0.762	0.753	0.861	0.745
Z. 1	0.670	0.725	0.733	0.825
Z. 2	0.645	0.765	0.696	0.871
Z. 3	0.713	0.735	0.703	0.879
Z. 4	0.668	0.639	0.643	0.806
Z. 5	0.630	0.669	0.594	0.767
Y. 1	0.745	0.901	0.796	0.838
Y.2	0.624	0.848	0.747	0.758
Y.3	0.704	0.892	0.743	0.740
Y.4	0.709	0.897	0.736	0.730
Y.5	0.629	0.841	0.685	0.638
Y.6	0.732	0.770	0.723	0.669

The analysis of Table 7 shows that all cross-loading values of each of the targeted indicators have a higher correlation with their respective variable compared to other variables. This indicates that the indicators are valid as a whole.

Table 8. Calculation of AVE, Cronbach Alpha, and Composite Reliability

Variable	Cronbach'sAlpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Y)	0.928	0.931	0.944	0.738
Motivation (Z)	0.887	0.890	0.917	0.690
Leadership (X1)	0.934	0.938	0.946	0.716
Work Environment (X2)	0.943	0.946	0.955	0.779

Based on Table 8, the Cronbach Alpha values for the Job Satisfaction Variable (Y), Motivation Variable (Z), Leadership Variable (X1), and Work Environment Variable (X2) are 0.928, 0.887, 0.934, and 0.943, respectively. These results indicate that all indicators are reliable in measuring their respective latent variables.

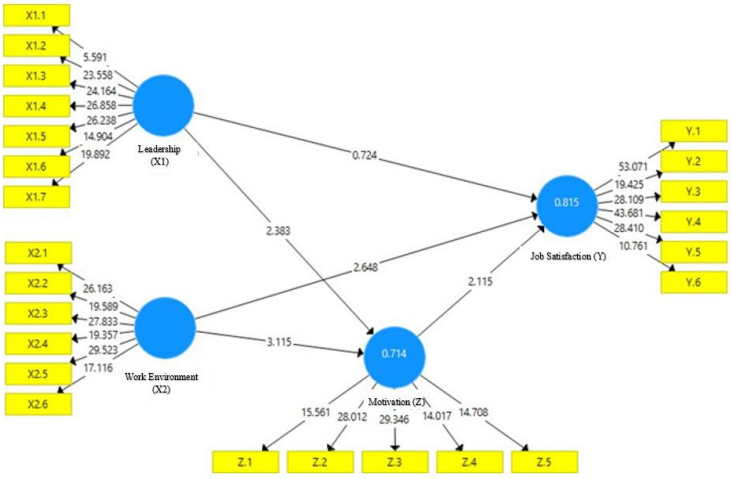


Figure 3. Outer Model

Table 9. Correlation Value (r^2)

Variable	r^2
Z	0.704
Y	0.805

According to the bootstrapping calculations shown in Table 9, the Motivation Variable (Z) is influenced by the Leadership Variable (X1) and the Work Environment Variable (X2) by 70.4%, with the remaining 29.6% being attributed to other variables like Career Development and Compensation. The Job Satisfaction Variable (Y) is influenced by the Leadership Variable (X1), Work Environment Variable (X2), and Motivation Variable (Z) by 80.5%, with the remaining 19.5% being attributed to other variables such as Individual Capability, Work Stress, and Organizational Commitment.

The results of calculating the Goodness of Fit Model in this study are presented below:

Q2= 1 – (1 – r12) (1 – r22)

Q2= 1 – (1 – 0.704) (1 – 0.805)

Q2= 1 – (0.296) (0.805)

Q2= 1 – (0.238)

Q2 = 0.761

Based on the calculation above, the Q-square predictive relevance (Q2) value is 0.761 or 76.1%, indicating that the diversity of the Job Satisfaction Variable (Y) can be explained by the overall model of 76.1%. This can also be interpreted as the contribution of the Leadership Variable (X1), Work Environment Variable (X2), and Motivation Variable (Z) to the Job Satisfaction Variable (Y) as a whole is 76.1%, while the remaining 23.9% is the contribution of the Job Satisfaction Variable (Y) not discussed in this study.

Hypothesis test

Direct Effect Testing

Table 10. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
X1 -> Z	0.408	0.382	0.171	2,383	0.018
X2 -> Z	0.477	0.499	0.153	3,115	0.002
X1 -> Y	0.135	0.103	0.187	0.724	0.469
X2 -> Y	0.427	0.427	0.161	2,648	0.008
Z -> Y	0.397	0.425	0.187	2.115	0.035

Based on Table 10, the test results obtained for each hypothesis are as follows:

Hypothesis 1:

H1: “Leadership Influences Motivation.”

Table 10 shows that the test results reveal a significant influence between the Leadership Variable (X1) and the Motivation Variable (Z) with a t-statistic value of 2.383 and a significance level of 0.018. The findings support hypothesis 1, indicating that the Leadership Variable (X1) has a significant impact on the Motivation Variable (Z). This result is consistent with the study conducted by Khair (2019) titled "The Influence of Leadership and Compensation on Job Satisfaction Through Work Motivation," which found that leadership significantly affects work motivation.

Hypothesis 2:

H2: “Work Environment Influences Motivation.”

The results in Table 10 show that the relationship between the Work Environment Variable (X2) and the Motivation Variable (Z) is significant, with a t-statistic value of 3.115 and a significance level of 0.002. This indicates that the Work Environment Variable (X2) has a significant influence on the Motivation Variable (Z), as the t-statistic value is greater than 1.96 and the significance level is less than the level of significance (α = 5%). Hence, we accept hypothesis 2, which suggests a significant influence between the Work Environment Variable (X2) and the Motivation Variable (Z). These findings are consistent with Jasmine & Edalmen (2020) study on "The Influence of the Work Environment on Job Satisfaction with Motivation as Mediation," which found that the work environment has a significant impact on motivation.

Hypothesis 3:

H3: “Leadership Influences Job Satisfaction”

Table 10 presents the test results for the relationship between the Leadership Variable (X1) and the Job Satisfaction Variable (Y). The t-statistic value is 0.724 with a sig. value of 0.469. The test results indicate that the t-statistic is less than 1.96, and the sig. value is greater than the level of significance (α = 5%). Thus, hypothesis 3 is rejected, indicating that there is no significant influence between the Leadership Variable (X1) and the Job Satisfaction Variable (Y). This finding is consistent with Devi (2017), which found that leadership has a negative and insignificant effect on employee job satisfaction.

Hypothesis 4:

H4: “Work Environment Influences Job Satisfaction”

Table 10 depict the test results which indicate that the t-statistic value for the relationship between the Work Environment Variable (X2) and the Job Satisfaction Variable (Y) is 2.648, with a significance level of 0.008. The t-statistic is greater than 1.96, and the significance level is less than the level of significance (α = 5%). Therefore, hypothesis 4 is accepted, revealing a significant influence between the Work Environment Variable (X2) and the Job Satisfaction Variable (Y). These findings are in line with the research conducted by Astuti & Iverizkinawati (2019) on "The Influence of Leadership and Work Environment on Employee Job Satisfaction at PT Agro Nusantara Medan," which found a significant and positive relationship between the Work Environment Variable (X2) and Job Satisfaction Variable (Y).

Hypothesis 5:

H5: “Motivation Influences Job Satisfaction”

According to Table 10, the t-statistic value for the relationship between the Motivation Variable (Z) and the Job Satisfaction Variable (Y) is 2.115, with a significance level of 0.035. The t-statistic value is greater than 1.96 and the significance level is lower than the level of significance (α = 5%). Therefore, hypothesis 5 is accepted, indicating a significant influence between the Motivation Variable (Z) and the Job Satisfaction Variable (Y). These findings align with research conducted by Jasmine & Edalmen (2020) titled "The Influence of the Work Environment on Job Satisfaction with Motivation as Mediation," which found that motivation has a direct positive effect on job satisfaction.

Indirect Effect Testing

Table 11. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P Values
X1 ->Z-> Y	0.162	0.179	0.130	1,242	0.215
X2 -> Z -> Y	0.189	0.204	0.102	1,863	0.063

Hypothesis 6:

H6: “Leadership has a positive and significant influence on job satisfaction through motivation.”

The test results in Table 11 reveal that the t-statistic value of the relationship between the Leadership Variable (X1) and the Job Satisfaction Variable (Y) via the Motivation Variable (Z) is 1.242 with a sig. of 0.215. These results indicate that the t-statistic is less than 1.96 and the sig. value is greater than the level of significance (α = 5%). As a result, hypothesis 6 is rejected, suggesting that the Motivation Variable (Z) does not act as a mediator in the relationship between the Leadership Variable (X1) and the Job Satisfaction Variable (Y). This finding is consistent with the outcomes of a prior study conducted by Khair (2019), which also reported that work motivation does not play a mediating role.

Hypothesis 7

H7: “The work environment has a positive and significant impact on job satisfaction through motivation.”

The t-statistic value of the relationship between the Work Environment Variable (X2) and the Job Satisfaction Variable (Y) through the Motivation Variable (Z) is 1.863 with a sig. of 0.063, based on the test results in Table 11. The t-statistic is <1.96 and the sig. > level of significance (α = 5%). As a result, hypothesis 7 is rejected, indicating that the Motivation Variable (Z) cannot mediate the influence between the Work Environment Variable (X2) and the Job Satisfaction Variable (Y).

Nevertheless, the Motivation Variable (Z) partially mediates the influence between the Leadership Variable (X1) and the Job Satisfaction Variable (Y), according to the VAF value of 0.307 or (30.7%). These findings are supported by Nasution (2018), which found that the direct influence of the work environment on job satisfaction is greater than the indirect influence through motivation.

The results of the hypothesis testing are summarized in the following table:

Table 12. Hypothesis Test Results

	Path Coefficient	P Values	T statistics (|O/STDEV|)	Information	Significance
H1	0.408	0.018	2,383	Accepted	Significant
H2	0.477	0.002	3,115	Accepted	Significant
H3	0.135	0.469	0.724	Rejected	No
H4	0.427	0.008	2,648	Accepted	Significant
H5	0.397	0.035	2.115	Accepted	Significant
H6	0.162	0.215	1,242	Rejected	No
H7	0.189	0.063	1,863	Rejected	No

Discussion

Effect of Leadership Variable (X1) on Motivational Variable (Z)

The analysis of hypothesis 1 indicates that there is a relationship between the Leadership Variable (X1) and the Motivational Variable (Z) at PT JNE Medan Branch. The results suggest that employees are more motivated when their leaders provide support and encouragement, leading to increased job satisfaction. Good leadership also serves as a role model for employees, further enhancing their motivation. However, the findings of the study suggest that the leadership at PT JNE Medan Branch lacks encouragement and morale for employees, leading to decreased motivation among employees.

The research by Hasibuan (2016) supports the present finding, indicating that leadership plays a crucial role in influencing the behavior of subordinates, promoting productivity and cooperation to achieve organizational goals. Proper leadership can contribute to high work motivation, while inadequate leadership can have the opposite effect. The findings of this study are consistent with research conducted by Khair (2019), which also found a significant effect of leadership on work motivation.

Effect of Work Environment Variable (X2) on Motivation Variable (Z)

Poor work environment at PT JNE Medan Branch adversely affects employee motivation, as per the study results. A good work environment that includes teamwork, adequate work equipment, and effective communication can significantly

enhance employee motivation. This can result in promoting teamwork and enhancing effectiveness. Consistent with previous research, a better work environment can enhance employee motivation, and motivation serves as a mediator in the relationship between work environment and job satisfaction (Jasmine & Edalmen, 2020).

Effect of Leadership (X1) on Job Satisfaction (Y)

The study shows that leadership has no significant effect on job satisfaction among PT JNE Medan Branch employees. Instead, factors such as relationships with colleagues, work itself, and workspace atmosphere are more important. Nonetheless, employees still follow superiors' workplace rules. This finding aligns with Devi's (2017) study, which found that leadership has a negative and insignificant effect on job satisfaction.

Effect of Work Environment (X2) on Job Satisfaction (Y)

The work environment encompasses physical and non-physical factors that affect employees' tasks. The study demonstrates that a comfortable and harmonious work atmosphere, complete facilities, and positive relationships among colleagues and superiors improve job satisfaction. However, at PT JNE Medan Branch, the work environment has not provided job satisfaction to employees. Adequate work equipment, spacious workspaces, and smooth communication can boost employee job satisfaction. A study by Astuti & Iverizkinawati (2019) on PT Agro Nusantara Medan also supports the positive impact of Work Environment (X2) on Job Satisfaction (Y).

Effect of Motivation Variable (Z) on Job Satisfaction Variable (Y)

The study shows that employees who receive recognition for their performance and have opportunities to develop are more motivated to work and experience job satisfaction. These findings are supported by a study conducted by Jasmine and Edalmen (2020) that found a positive effect of motivation on job satisfaction, with motivation serving as a mediator in the relationship between the work environment and job satisfaction.

Effect of Leadership Variable (X1) on Job Satisfaction Variable (Y) mediated by Motivational Variable (Z)

The study found that motivation was unable to mediate the relationship between leadership and job satisfaction at PT JNE Medan Branch. According to Bangun (2012), motivation is defined as the action of influencing others to behave regularly. The employees of PT JNE Medan Branch are more concerned with other factors, such as the physical and non-physical work environment and workload, in achieving job

satisfaction. The leadership at PT JNE Medan Branch is unable to influence employee job satisfaction, despite motivation from the workplace.

Effect of Work Environment Variable (X2) on Job Satisfaction Variable (Y) mediated by Motivational Variable (Z)

Based on the study conducted, it can be inferred that the variable of work environment (X2) has a direct and substantial effect on the job satisfaction variable (Y) at PT JNE Medan Branch. Furthermore, it was determined that the motivational variable (Z) was not able to mediate the association between the work environment and job satisfaction. This can be attributed to the lack of a satisfactory work environment, which includes factors such as an ergonomic workspace, the provision of complete and modern facilities, as well as healthy and respectful relationships with colleagues, thereby directly impacting job satisfaction. These results correspond with the findings of Nasution's research (2018), which also demonstrated that the direct influence of the work environment on job satisfaction outweighs the theoretical influence of motivation as an intervening variable. As a result, improving the work environment at PT JNE Medan Branch is an effective means of enhancing employee job satisfaction in a direct manner.

4. Conclusion

To summarize, the previous chapter's research findings and discussion in PT JNE Medan Branch provide several key conclusions about motivation, leadership, and job satisfaction. Firstly, the research supports the first hypothesis, showing that leadership has a noticeable impact on employee motivation levels. Secondly, the second hypothesis is confirmed, indicating that the work environment significantly influences motivation within the organization. However, the third hypothesis is disproven, suggesting that leadership does not directly correlate with employee job satisfaction in PT JNE Medan Branch. On the other hand, the fourth hypothesis is supported, revealing a significant correlation between the work environment and employee job satisfaction. Additionally, the fifth hypothesis is validated, highlighting the important role of motivation in shaping employee job satisfaction within the organization. However, the sixth hypothesis is invalidated, indicating that motivation does not act as a mediator in the relationship between leadership and employee job satisfaction. Similarly, the seventh hypothesis is rejected, suggesting that motivation does not mediate the impact of the work environment on employee job satisfaction in PT JNE Medan Branch.

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