

Original Research Article

The Effect of Work Environment, Compensation, and Leadership on Job Satisfaction through Work Motivation as a Mediating Variable

ABSTRACT

Aims: This study aims to examine the effect of work environment, compensation, and leadership on job satisfaction mediated by work motivation in employees of PT. Pelita Satria Perkasa Depo Pelita Sokaraja.

Study design: This study uses work environment, compensation, and leadership as independent variables, job satisfaction as the dependent variable, and work motivation as the mediating variable.

Place and Duration of Study: This research was conducted at retail companies in Banyumas with a population of PT employees. Pelita Satria Perkasa Depo Pelita Sokaraja. The research data used data in 2024

Methodology: This type of research is qualitative—data analysis using *Smart Partial Least Square* (Smart-PLS) 3.2.9. The population in this study consisted of 200 employees of PT Pelita Satria Perkasa Depo Pelita Sokaraja, who used purposive sampling. The sample of this study amounted to 120 employees based on the Slovin sample size determination formula. This research instrument uses a questionnaire in the form of Google Forms.

Results: The results of this study prove that the work environment and compensation significantly affect work motivation. Leadership does not affect work motivation. Work motivation, work environment, and leadership significantly affect job satisfaction. Compensation does not affect job satisfaction. Work motivation can mediate the effect of work environment and compensation on job satisfaction. Work motivation cannot mediate the effect of leadership on job satisfaction.

Conclusion: The findings provide valuable insights for stakeholders, emphasizing the importance of improving the quality of the work environment, compensation, and employee job satisfaction. These efforts can support the company's operational efficiency while increasing employee productivity, which positively impacts the company's sustainability and profitability.

Keywords: [Work Environment, Compensation, Leadership, Job Satisfaction, Work Motivation]

1. INTRODUCTION

Indonesia's economy recorded growth of 5,11% in the first quarter of 2024, supported by the manufacturing, construction, and mining sectors.(Statistics Indonesia, 2024). Meanwhile, the unemployment rate continued declining, with the largest employers in the agriculture, manufacturing, and trade industries. One of the sectors is the wholesale and retail trade in Banyumas, such as PT. Pelita Satria Perkasa Depo Pelita Banyumas. The company management informed researchers that PT Pelita Satria Perkasa Depo Pelita Sokaraja faces

challenges in high levels of employee work intention at certain moments each year. This demonstrates the significance of considering elements like work environment, salary, leadership, and motivation impact job satisfaction. To increase work motivation and job satisfaction to help reduce employee retention rates. Job satisfaction is one of the main elements affecting employee performance. Job satisfaction is an important element in driving company performance. Job satisfaction contributes significantly to the achievement of profits and business success (Laila & Sanjaya, 2023). Indonesia has a high level of job satisfaction at 75%, exceeding the Asia Pacific average (Pricewaterhouse Coopers Internasional, 2023). High employee retention suggests leadership, compensation, and work environment are important considerations that influence job satisfaction through work motivation as a mediating variable.

The workplace is one factor affecting an employee's motivation at work. Prior studies have indicated that employee motivation is positively also significantly impacted by the work environment (Purnama et al., 2020). As per some study, there is no discernible relationship between work environment also motivation (Manao, 2022). Workplace motivation is significantly also favorably impacted by compensation (Hulu et al., 2021). However, as per other study, pay has no discernible impact on employees' motivation at work (Nurhayat & Wahyuni, 2021). As per earlier studies, leadership traits can significantly also favorably impact employee engagement at work (Senen et al., 2021). Furthermore, additional study demonstrates that leadership has a negligible also detrimental impact on employee engagement at work (Huda & Abdullah, 2022).

Work motivation is one of the factors determining employee job happiness, since prior study has shown it positively affects job satisfaction (Palendeng & Bernarto, 2021). Nevertheless, other research indicates that job satisfaction is not much impacted by work motivation (Waskito & Sumarni, 2023). Furthermore, earlier study has shown job happiness may be impacted by the workplace (Saptono et al., 2020). However, other studies explain that the work environment has no significant effect on job satisfaction (Kumalasari & Efendi, 2022). But as per other study, job happiness is not significantly impacted by the workplace (Putri et al., 2021). Other study, however, explains pay cannot significantly impact job happiness (Rizky, 2020). Another element that may have an impact on job happiness is leadership; prior research has demonstrated that leadership directly and favorably affects job satisfaction (Aisyaturrido et al., 2021). However, according to other research, leadership has no discernible impact on job happiness (Rivaldo & Ratnasari, 2020).

Previous research indicates that work motivation mediates the positive and significant impact of the work environment on job satisfaction. These studies also demonstrate how job satisfaction is impacted by leadership, pay, also work environment (Ramadhanti et al., 2022). But according to other research, work motivation does not buffer the relationship between job satisfaction and the workplace (Suyono et al., 2021). Compensation has a positive and significant effect on job satisfaction, with work motivation serving as a mediating element (Wibowo et al., 2023). The association between compensation also job happiness, however, is not mediated by work motivation, as per other studies (Hermani, 2019). Leadership factors have a strong also positive impact on job satisfaction through the mediating variable of work motivation. Through work motivation as a mediating variable, leadership factors can significantly and favorably impact job satisfaction (Restuanto & Yuliantini, 2023)

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. LITERATURE REVIEW

2.1.1. Two Factor Theory

The two-factor theory proposed by Frederick Herzberg, states that this theory has two factors that can cause employees to be satisfied and *dissatisfied*, namely *satisfiers* or motivators and *dissatisfiers* or hygiene factors. Motivator factors are the source of job satisfaction, while hygiene factors cause job dissatisfaction. In addition to preventing discontent, a clean also comfortable workplace is crucial for ensuring workers are at ease, boosting job satisfaction, also boosting motivation (Ramadhanti et al., 2022). Two-factor theory can also influence work motivation, such as motivators and hygiene. Motivating aspects, including accomplishment, acknowledgment, and accountability, can raise job satisfaction. However, insufficient hygienic considerations like pay, working conditions, and corporate police can lead to job discontent.

This theory can assist companies in designing effective strategies to increase employee motivation (Waluyo et al., 2024). A conducive work environment also allows employees to complete tasks more efficiently, as well as optimize existing resources to provide high-quality work results, ultimately contributing to job satisfaction, and employee motivation (Hartanto & Turangan, 2021). Employee motivation to perform at their best can be raised by fair compensation. This is consistent with Herzberg's thesis, which holds paying employees well is crucial to fostering a positive work environment (Daroji, 2023). Job satisfaction among employees is positively correlated with competitive compensation. Compensation as a hygienic factor that can prevent employee dissatisfaction (Jasmine & Edalmen, 2020). Leadership influences subordinates to follow the leader's will even though it is not always personally preferred. It is closely related to two categories of factors: motivator and hygiene. Leaders who can utilize both factors well will be able to create a work environment that not only reduces dissatisfaction but also encourages better motivation and performance (Hartanto & Turangan, 2021).

2.1.2. Situational Leadership Theory

Robbins & Judge, explains the importance of leaders adjusting leadership based on the level of readiness of subordinates to carry out tasks. This readiness refers to a combination of subordinates' ability to complete tasks. Leaders who have good character can motivate and influence employees, as well as leaders who can interact well can create a feeling of pleasure in employees and provide a positive response to the leader (Nurhanifah et al., 2023).

2.2. HYPOTHESIS DEVELOPMENT

2.2.1. The influence of work environment on work motivation

One of the factors affects an employee's motivation at work is their workplace. The workplace has a strong bond with the people work there (López. et al., 2022). A happy workplace will increase employee engagement also be advantageous to the company (Jasmine & Edalmen, 2020). This is in line with past studies demonstrate the beneficial effects of the workplace on motivation (Ingsiyah et al., 2019).

H1: Work environment has a positively and significantly affects work motivation.

2.2.2. The influence of compensation on work motivation

Fair and appropriate compensation keeps financial imbalances at bay and reflects appreciation for employees' contributions. Workers who feel appreciated are typically more driven to deliver superior work. Proper compensation supports the creation of a positive work environment, improves individual and team performance, and helps the company (Sholeh et al., 2024). This is consistent with earlier studies that demonstrate that pay significantly and favorably affects employee motivation at work (Hulu et al., 2021).

H2 : Compensation has a positive and significant effect on work motivation.

2.2.3. The influence of leadership on work motivation

Leadership is the capacity to motivate staff members, plan, direct, and assess decisions for the organization's success, and persuade groups to accomplish a shared vision or objective that is significant to the organization (Hulu et al., 2021). This is consistent with earlier studies that show leadership improves employee engagement at work (Mendrofa et al., 2021)

H3 : Leadership has a positive and significant effect on work motivation.

2.2.4. The influences of work motivation on job satisfaction

One of the elements that influence employee job satisfaction is motivation at work. Motivation is the main driver of activity, output, and a sense of satisfaction and fulfillment in the work completed (Palendeng & Bernarto, 2021). However, previous research found that job satisfaction is negatively impacted by work motivation (Waskito & Sumarni, 2023).

H4 : Work motivation has a negative and insignificant effect on job satisfaction.

2.2.5. The influence of work environment on job satisfaction

The work environment is also one-factor affecting employee job satisfaction. A positive work environment can increase employee morale and overall increase job satisfaction (Prakoso & Supriadi, 2022). Prior studies demonstrate how the workplace can significantly and favorably impact job satisfaction (Saptono et al., 2020)

H5 : The work environment positively and significantly affects job satisfaction.

2.2.6. The influence of compensation on job satisfaction

Adequate compensation is an important component in improving employee performance because it helps motivate and support high-quality employees, it may affect the overall strategic performance of the business (Yani, 2022). This is explained in the conclusion of the research, which shows that compensation has a positive also significant effect on performance (Rizky, 2020).

H5 : Compensation has a positive and significant effect on job satisfaction.

2.2.7. The effect of leadership on job satisfaction

Leadership is the capacity to persuade people to pursue a shared vision or objective is crucial to the business (Hulu et al., 2021). This is consistent with earlier studies show leadership significantly also favorably affects job satisfaction (Aisyaturrido et al., 2021). Effective leaders must also have higher intelligence, motivation, and the ability to build professional relationships recognized by their subordinates to create job satisfaction (Hermani, 2019).

H7 : Leadership has a positive and significant effect on job satisfaction.

2.2.8. The effect of work environment on job satisfaction through work motivation as a mediating variable

A supportive work environment can create a positive atmosphere motivates employees to work better, increasing job satisfaction. A comfortable also conducive work environment is a hygienic factor can prevent job dissatisfaction while increasing employee motivation. Previous study supports this relationship explains a positive work environment can affect job satisfaction, which increases work motivation (Jasmine & Edalmen, 2020).

H8 : Work environment positively and significantly affects job satisfaction through work motivation as a mediating variable.

2.2.9. The effect of compensation on job satisfaction through work motivation as a mediating variable

Compensation is all expenses or costs incurred by the company in return for employee performance. Compensation aims to motivate employees to improve optimal performance and create job satisfaction. (Daroji, 2023). This is consistent with earlier studies that show that pay significantly and favorably affects job satisfaction, which is mediated by work motivation (Wibowo et al., 2023).

H9 : Compensation positively and significantly affects job satisfaction through work motivation as a mediating variable.

2.2.10. The effect of leadership on job satisfaction through work motivation as a mediating variable

The ability to influence people, organizations, or subordinates and guide their conduct to accomplish organizational or group goals is known as leadership. A good leader can provide direction and influence employees to increase job satisfaction and work motivation. This is consistent with other study show work motivation mediates the favorable also significant impact of leadership on job satisfaction (Restuanto & Yuliantini, 2023).

H10 : Leadership positively and significantly affects job satisfaction with work motivation as a mediating variable.

Based on the hypothesis that has been formulated, the following is a framework explains the relationship between variables in this study:

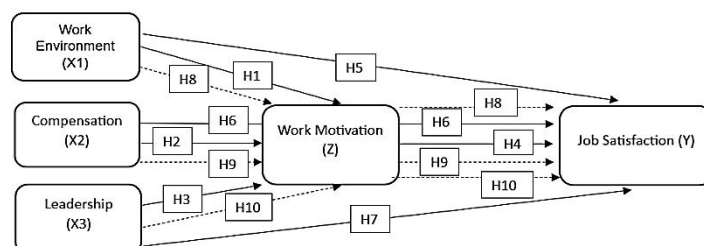


Figure 1. Framework Conceptual

3. METHODS

The study uses work motivation as a mediating variable to investigate how leadership, compensation, and work environment affect job satisfaction. The 200 employees of PT. Pelita Satria Perkasa Depo Pelita Sokaraja constitute the study's population, which employs a qualitative methodology. The sample of this study amounted to 120 employees based on the Slovin sample size determination formula. The sampling strategy will be purposeful sampling. A Google Forms uploaded questionnaire is used in this study tool. The analysis method makes use of Smart Partial Least Square (Smart-PLS) 3.2.9, which analyzes both direct and indirect effects and also comprises a validity test, reliability test, Average Variance Extracted (AVE), Cronbach Alpha, R-Square test, and hypothesis testing.

Measurement models (outer models) also structural models (inner models) are used in data analysis approaches. The test includes a validity test to assess the reliability of the indicators. Convergent validity can be applied in two different ways. If the loading factor value is greater than 0.5 also the Average Variance Extracted (AVE) value is greater than 0.5, the study is considered valid or correlated. Validity of Discriminants If each variable's construct value is higher than the values of the other constructs, it can be considered valid. Reliability tests are used to gauge stability and consistency. If the composite reliability score is greater than 0.7 also the Cronbach Alpha value is greater than 0.6, it is considered dependable. $R\text{-Square} > 0.67$ is considered a strong model; this number aids in evaluating the study model's prediction ability. R-Square is a test that measures how much the independent variable can explain the dependent variable. As per hypothesis testing, a statistically significant link between variables is shown by $P\text{-Values} < 0.05$ also $T\text{-statistics} \geq 1.96$ at a significance level of 5%. Two methods are used to test hypotheses: direct also indirect effects measurement (Ghozali, 2021).

4. RESULT AND DISCUSSION

4.1. Outer Loadings

In the outer loadings test process, the researcher tested twice. In the first test, there were several table statement items with a value < 0.7 , so the value below 0.7 was corrected by discarding the item. In detail, it can be seen in the figure of the outer loadings test results before and after being removed from the model. From the outer loadings output, it can be seen that before being corrected, several statement items had an outer loadings value < 0.7 , namely item WM.6, 0.691 < 0.7 which means invalid. However, after making improvements by discarding invalid items from the model and the results of all variables have > 0.7 , it can be concluded that each variable's statement is deemed valid (Ghozali, 2021).

Before being improved from the model :

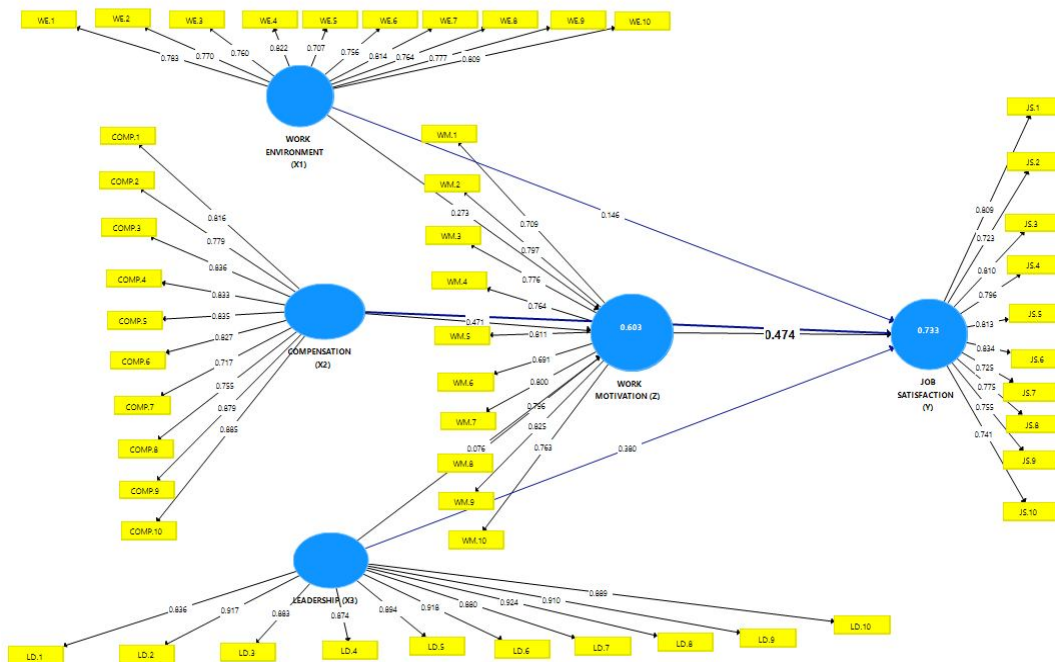


Figure 2. Outer Loadings Output (Before)

After being corrected from the model :

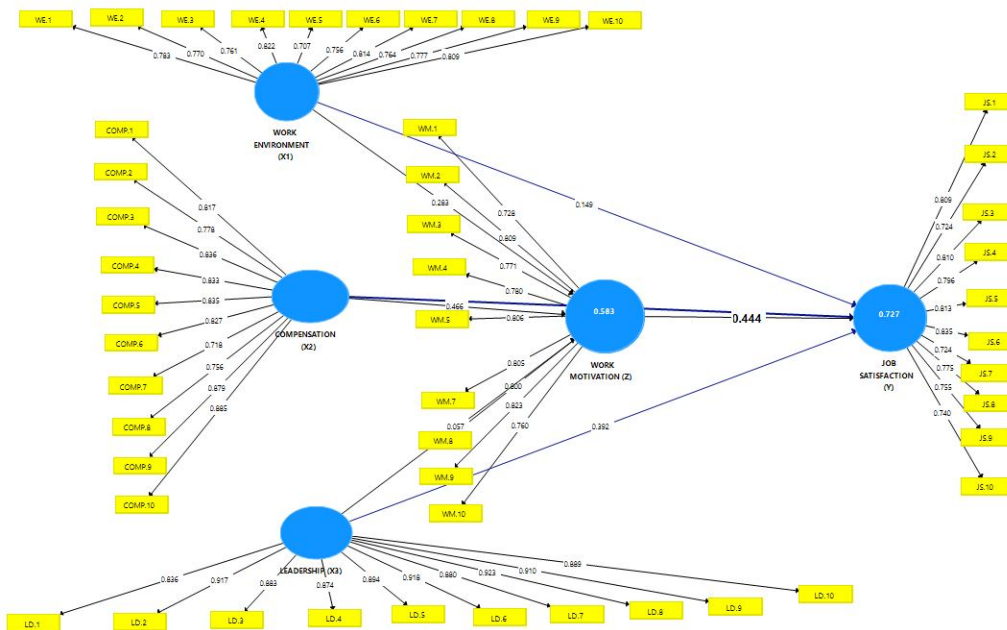


Figure 3. Outer Loading Output (After)

4.2. Composite Reliability, Cronbach's Alpha

Composite reliability is considered good if the value is > 0.7 . It can be seen from Table 1. Composite Reliability Variables are processed using Smart PLS 3.2.9, where all values are > 0.7 , indicating the variable model has a reliable level if the AVE value of each variable shows all variables have $AVE > 0.5$.

Variable	Composite Reliability	Cronbach's Alpha	AVE
Work Environment	0.938	0.927	0.604
Compensation	0.953	0.944	0.629
Leadership	0.954	0.935	0.838
Job Satisfaction	0.916	0.944	0.692
Work Motivation	0.936	0.923	0.620

Table 1. Composite Reliability Variable

4.3. Discriminant Test Validity

Fornell-Lacker Criterium shows the results of the discriminant validity test conducted on the research model. The discriminant validity test aims to ensure that each variable in the research model has a high enough level of uniqueness to not overlap with other variables. One method used to test discriminant validity is the Fornell-Lacker Criterium. It can be seen that the square root value of AVE is higher than the correlation value, so it can be concluded that the model is valid because it meets discriminant validity.

Table 2. Fornell-Lacker Criterium

Variable	Compensation	Job Satisfaction	Leadership	Work Environment	Work Motivation
Compensation	0.832				
Job Satisfaction	0.689	0.804			
Leadership	0.828	0.700	0.915		
Work Environment	0.810	0.711	0.795	0.777	
Work Motivation	0.733	0.778	0.660	0.704	0.787

4.4. Inner Model Test (R-Square)

The Adjusted R-Square value shows that the work environment, compensation, and leadership variables can explain job satisfaction by 66.6%, showing results adjusted for the number of variables in the model to provide a more accurate estimate. The R-Square value of 0.677 indicates the factors influencing job satisfaction can be explained by the work environment, pay, also leadership. Other factors not included in the model account for the remaining 32.3%. In contrast, the Adjusted R-Square value of 56.2% for the impact of leadership, pay, also work environment on work motivation indicates a somewhat lower

result because it takes the number of variables in the model into account. This provides assurance the work incentive prediction model is incredibly reliable. The work environment, pay, also leadership factors can account for 57.3% of the variation in work motivation, as per the R-Square value of 0.573. The work environment, pay, also leadership have an impact on 42.7% of other variables, despite the fact these factors contribute significantly to work motivation. However, their impact pales in comparison to work satisfaction.

Table 3. R-Square Model

Variable	R Square	R Square Adjusted
Job Satisfaction	0.677	0.666
Work Motivation	0.573	0.562

4.5. Hypothesis Test

Hypothesis testing shows the value of T-statistics ≥ 1.96 for a significance level of 5%, and P-Values ≤ 0.05 indicate that the relationship between variables is statistically significant. The hypothesis is tested through two paths, namely measuring direct and indirect effects. The following is a table of hypothesis test results:

Table 4. Hypothesis Test

Correlation Between Variables	Original Sample (O)	T Statistics	P Values	Description
Work Environment ->Work Motivation	0.304	2.524	0.006	Retrieved
Compensation->Work Motivation	0.445	3.098	0.001	Retrieved
Leadership ->Work Motivation	0.050	0.329	0.371	Rejected
Work Motivation ->Job Satisfaction	0.516	6.399	0.000	Rejected
Work Environment ->Job Satisfaction	0.189	1.658	0.049	Retrieved
Compensation ->Job Satisfaction	-0.050	0.418	0.338	Rejected
Leadership ->Job Satisfaction	0.250	2.084	0.019	Retrieved
Work Environment ->Job Satisfaction ->Work Motivation	0.157	2.368	0.009	Retrieved
Compensation ->Job Satisfaction ->Work Motivation	0.229	2.790	0.003	Retrieved
Leadership ->Job Satisfaction ->Work Motivation	0.026	0.324	0.373	Rejected

4.5.1. The Influence of Work Environment on Work Motivation

The study demonstrates a robust also favorable correlation between motivation also the impact of the workplace. These results are consistent with study indicates a beneficial relationship between workplace motivation also the workplace(Sugiarti, 2021).As per Herzberg's two-factor theory, a positive work atmosphere helps employees finish tasks more quickly also make the most of their resources to produce high-quality work, which in turn boosts employee motivation (Hartanto & Turangan, 2021).Supported by priorstudy, the study's findings offer a greater knowledge of the aspects of the workplace influence employees' motivation at PT Pelita Satria Perkasa Depo Pelita Sokaraja.

4.5.2. The Influence of Compensation on Work Motivation

The results showed that employee work motivation is favorably also strongly impacted by compensation. These results are consistent with past study explaining how compensation affects workers' motivation at work (Erlik et al., 2023). Employee motivation to perform at their best can be raised by fair compensation. This is consistent with Herzberg's thesis, which holds that paying employees well is crucial to fostering a positive work environment (Daroji, 2023). Thus, at PT Pelita Satria Perkasa Depo Pelita Sokaraja, it is necessary to ensure that the compensation applied is fair, competitive, and meets the needs of employees so that work motivation can be maintained and the impact on job satisfaction and company productivity can be optimal

4.5.3. The Effect of Leadership on Work Motivation

The study's findings indicate PT Pelita Satria Perkasa Sokaraja's leadership aspect does not directly influence employee motivation at work. This finding contradicts the premise and is consistent with Herzberg's two-factor theory, which holds that managers who can make use of both elements can create an environment not only lowers employee discontent but also promotes increased motivation also output (Hartanto & Turangan, 2021). This is in line with earlier studies that show leadership has no discernible impact on employee motivation at work (Huda & Abdullah, 2022). Companies shouldn't undervalue the significance of effective leadership, even though it has little effect on employee motivation. Positive relationships also supportive leadership can boost PT. Pelita Satria Perkasa Depo Pelita Sokaraja employees' motivation at work.

4.5.4. The Effect of Work Motivation on Job Satisfaction

Employees at PT Pelita Satria Perkasa Depo Pelita Sokaraja may be more satisfied with their jobs if they are more motivated to work. Put otherwise, the more motivated individuals are at work, the more content they are with their jobs. Both hygiene elements prevent dissatisfaction also motivational variables boost satisfaction have a significant impact on work motivation, making them crucial for the organization (Waluyo et al., 2024). This is consistent with other research that demonstrates that job satisfaction is positively impacted by work motivation (Ibrahim et al., 2023). As a result, PT. Pelita Satria Perkasa Depo Pelita Sokaraja may deliberately boost job satisfaction also employee motivation while also fostering a pleasant workplace culture, which will boost output.

4.5.5. The Effect of Work Environment on Job Satisfaction

Employees at PT Pelita Satria Perkasa Depo Pelita Sokaraja will be more satisfied with their jobs in a better work environment. Herzberg's two-factor theory, which holds facilities, interpersonal interactions, also a supportive work environment all have a major impact on employee job satisfaction, is in line with this. Employee satisfaction is higher when the workplace's fundamental requirements are addressed (Hartanto & Turangan, 2021). This is consistent with earlier studies show how job happiness is positively impacted by the workplace (Arizal et al., 2024). The company is expected to continue improving the work environment's facilities and conditions so that employees feel comfortable and satisfied that it does not interfere with employee productivity at PT. Pelita Satria Perkasa Depo Pelita Sokaraja.

4.5.6. The Effect of Compensation on Job Satisfaction

The data analysis's findings clarify there is little evidence to support the claim pay has an impact on work satisfaction. Even though the association is negative, the effect is not strong enough to be regarded as statistically significant. The study's findings contradict the premise also Herzberg's two-factor theory, which explains how pay may impact job satisfaction among employees (Talashina & Ngatno, 2020). This is in line with earlier studies indicated money had a negligible also detrimental impact on job satisfaction (Bunawan & Turangan, 2021). The established policies on pay also employment satisfaction should be reviewed by PT. Pelita Satria Perkasa Depo Pelita Sokaraja. It is crucial to make sure employee awards are commensurate with their contributions also satisfy their requirements also expectations.

4.5.7. The Effect of Leadership on Job Satisfaction

The study results prove leadership positively also significantly affects job satisfaction. The better the quality of leadership applied by PT Pelita Satria Perkasa Depo Pelita Sokaraja, the higher the level of employee job satisfaction. Companies need to focus on improving the leadership abilities of their managers also leaders to increase overall job satisfaction. This aligns with studies indicating that leadership positively influences job satisfaction (Restuanto & Yuliantini, 2023). Leadership influences subordinates to follow the leader's will even though it is not always personally preferred. It is closely related to two categories of factors: motivation and hygiene. Leaders who can utilize both factors well will be able to create a work environment that not only reduces dissatisfaction but also encourages better motivation and performance (Hartanto & Turangan, 2021).

4.5.8. The Effect of Work Environment on Job Satisfaction through Work Motivation as a Mediating Variable

A conducive work environment not only directly increases job satisfaction but also affects job satisfaction through increasing employee motivation. PT Pelita Satria Perkasa Depo Pelita Sokaraja needs to prioritize creating a work environment that is comfortable and safe and supports work productivity. This effort increases work motivation and directly impacts employee job satisfaction. This is consistent with earlier studies that show that work motivation acts as a mediator variable between the work environment and job satisfaction (Jasmine & Edalmen, 2020; Ramadhanti et al., 2022).

4.5.9. The Impact of Compensation on Job Satisfaction through Work Motivation as a Mediating Variable

The findings demonstrate that compensation positively influences job satisfaction, with work motivation factors mediating. This supports earlier studies that indicate compensation has a significant positive impact on job satisfaction, with work motivation serving as a mediating

variable (Restuanto & Yuliantini, 2023). This strengthens the empirical evidence that increasing compensation can improve job satisfaction, increasing the work motivation of PT Pelita Satria Perkasa Depo Pelita Sokaraja employees.

4.5.10. The Impact of Leadership on Job Satisfaction through Work Motivation as a Mediating Variable

The current leadership at PT Pelita Satria Perkasa Depo Pelita Sokaraja is less successful in raising job satisfaction and staff motivation. . Nonetheless, it has a favorable, albeit negligible, impact suggests room for growth. Businesses should consider training and leadership evaluation to better meet the demands of their workforce and enhance employee relations. As per previous study , leadership plays a moderating role in both job satisfaction and work motivation(Widiastuti et al., 2022).

5. CONCLUSION

Through work motivation as a mediating variable, this study examines the impact of leadership, pay, and work environment on job satisfaction among PT Pelita Satria Perkasa Depo Pelita Sokaraja personnel. The findings demonstrated pay and work environment have a favorable and significant impact on motivation. There is no discernible impact of leadership on employee motivation. Leadership, work environment, and motivation all have a positive and significant impact on job satisfaction. Job satisfaction, however, is not much impacted by pay. The work environment and salary have a mediating effect on job satisfaction, as may work motivation. Job happiness is not much impacted by leadership, and work drive cannot act as a mediator.

PT Pelita Satria Perkasa Depo Pelita Sokaraja might improve the working conditions and pay in order to increase motivation and job satisfaction. Training should enhance leadership in order to foster more favorable working relationships and increased productivity. Since it has a major impact on both job satisfaction and staff productivity, increasing work motivation should be given top priority. Employees will feel content and inspired to grow, which might improve their potential performance and have an effect on the business.

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