



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

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **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.

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**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 study found that the work environment and compensation significantly impact work motivation, while leadership does not. Work motivation, work environment, and leadership all significantly affect job satisfaction, but compensation does not. Work motivation can mediate the effect of work environment and compensation on job satisfaction, but it cannot mediate the effect of leadership on job satisfaction.

**Conclusion:** The findings highlight the importance of improving the work environment, compensation, and employee satisfaction to boost productivity and contribute to the company's long-term success.

**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 the challenge of high employee turnover, which occurs mainly at certain periods of the year. This shows the importance of factors such as work environment, compensation, and leadership in influencing employees' work motivation and job satisfaction. High employee turnover is often associated with job dissatisfaction, which a mismatch between company policies and employee needs can cause. Thus, understanding the influence of work environment, compensation, and leadership on motivation and job satisfaction can provide solutions to reduce employee turnover rates. Job satisfaction is an important element in driving company performance. Job satisfaction significantly contributes to 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 influencing job satisfaction through work motivation as a mediating variable.

The workplace is one factor affecting an employee's motivation at work. Some studies

show that a good work environment can increase work motivation (Purnama et al., 2020). Although there are also those who do not find a significant relationship (Manao, 2022). Workplace motivation is significantly also favourably impacted by compensation (Hulu et al., 2021). However, as per other studies, 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 studies have 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 studies have shown that the workplace may impact job happiness (Saptono et al., 2020). However, other studies explain that the work environment has no significant effect on job satisfaction (Kumalasari & Efendi, 2022). However, as per other studies, job happiness is not significantly impacted by the workplace (Putri et al., 2021). Other studies, however, explain that pay cannot significantly impact job happiness (Rizky, 2020). Some studies show that leadership positively affects job satisfaction (Aisyaturrido et al., 2021). Although there are also studies that do not find a significant relationship (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, and 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 and job happiness, however, is not mediated by work motivation, as per other studies (Hermani, 2019). Leadership factors also strongly and positively impact job satisfaction through the mediating variable of work motivation. Through work motivation as a mediating variable, leadership factors can significantly and favourably impact job satisfaction (Restuanto & Yuliantini, 2023). Based on these findings, PT. Pelita Satria Perkasa Depo Pelita Sokaraja needs to focus on increasing employee motivation by improving the work environment, compensation, and leadership to respond more to employee needs. This will contribute to increased job satisfaction, which can lower the high employee turnover rate.

## **2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **2.1 Literature Review**

#### **2.1.1 Two factor theory**

Herzberg's Two Factor Theory distinguishes between motivating factors that increase job satisfaction (achievement, recognition, and responsibility) and hygiene factors that focus more on avoiding dissatisfaction (pay, working conditions, and company policies). Although hygiene factors do not directly increase satisfaction, they are important for preventing dissatisfaction that can lower employee motivation and performance (Ramadhanti et al., 2022). Motivating aspects, including accomplishment, acknowledgement, and accountability, can raise job satisfaction. However, insufficient hygienic considerations like pay, working conditions, and corporate police can lead to job discontent (Fitriana et al., 2024).

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 that 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). Effective leadership is important in creating an environment that optimizes motivator and hygiene factors. Leaders who can manage these two aspects well will increase job satisfaction and employee motivation, which in turn encourages better performance (Hartanto & Turangan, 2021).

#### **2.1.2 Situational leadership theory**

Robbins and Judge explain the importance of leaders who can adjust their leadership style to the level of employee readiness to complete tasks, which will be more effective in motivating employees. Leaders who can interact well and provide clear direction will increase employee satisfaction and performance (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 that 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 positive and significant 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:

## 3. METHODS

The study uses work motivation as a mediating variable to investigate how leadership, compensation, and work environment affect job satisfaction among 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.

Purposive sampling ensures that the sample meets relevant criteria and has information that can provide deeper insight into the phenomenon being studied. A Google Forms uploaded questionnaire is used in this study tool. The analysis method uses Structural Equation Modeling (SEM) using the Partial Least Square (PLS) 3.2.9 version program, allowing researchers to identify direct and indirect relationships between variables more effectively, which analyzes both direct and indirect effects and comprises a validity test, reliability test, Average Variance Extracted (AVE), Cronbach Alpha, R-Square test, and hypothesis testing.

Measurement models (outer models) and 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. The study is considered valid or correlated if the loading factor value is more significant than 0.5 and the Average Variance Extracted (AVE) value is more significant than 0.5. 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. It is considered dependable if the composite reliability score is more significant than 0.7 and the Cronbach Alpha value is more significant than 0.6. R-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-Values < 0.05 and T-statistics  $\geq 1.96$  at a significance level of 5%. Two methods are used to test hypotheses: direct and indirect effects measurement (Ghozali, 2021).

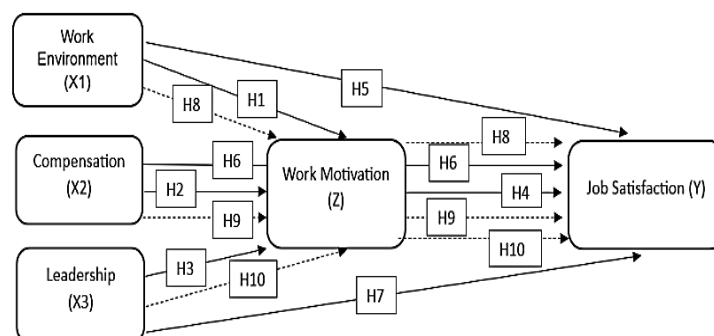


Fig. 1. Framework conceptual

## 4. RESULTS 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).

### 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  $> 0.5$ . The results prove that the research variable model, including work environment, compensation, leadership, job

satisfaction, and work motivation, has a good level of reliability and validity. This ensures that the data used in the study can be trusted to answer research questions and test hypotheses accurately.

### 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. These result indicate that the research model meets the discriminant validity criteria, so that each variable can be identified as a unique entity in the analysis. The guaranteed discriminant validity provides confidence that the measurements made of each variable are accurate and not affected by other variables. This is relevant to support the quality of the research model used in analyzing the effect of work environment, compensation, leadership, and work motivation on employee job satisfaction.

**Table 1. Composite reliability variable**

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 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

**Table 3. R-Square model**

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

Before being improved from the model:

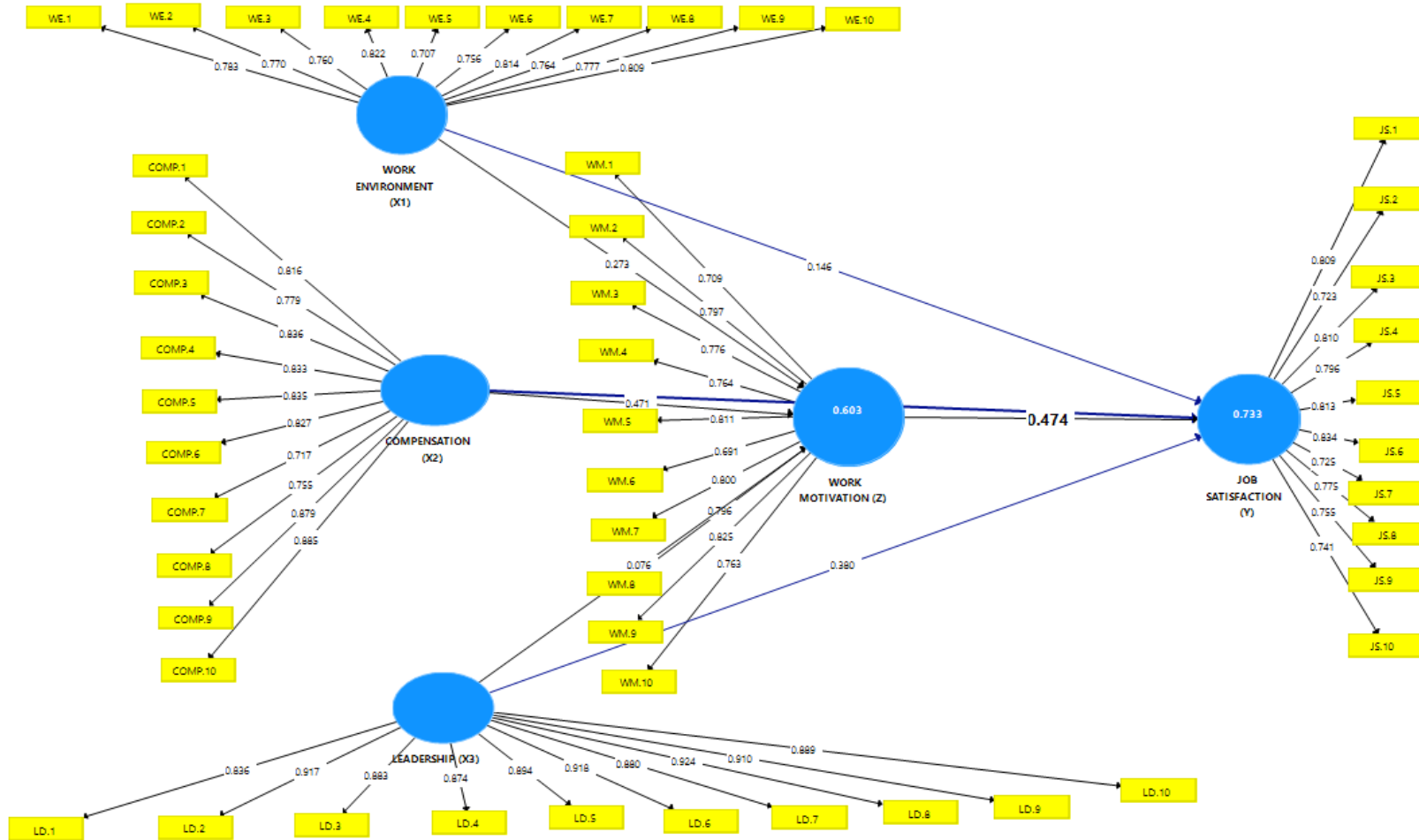


Fig. 2. Outer Loadings Output (Before)

After being corrected from the model:

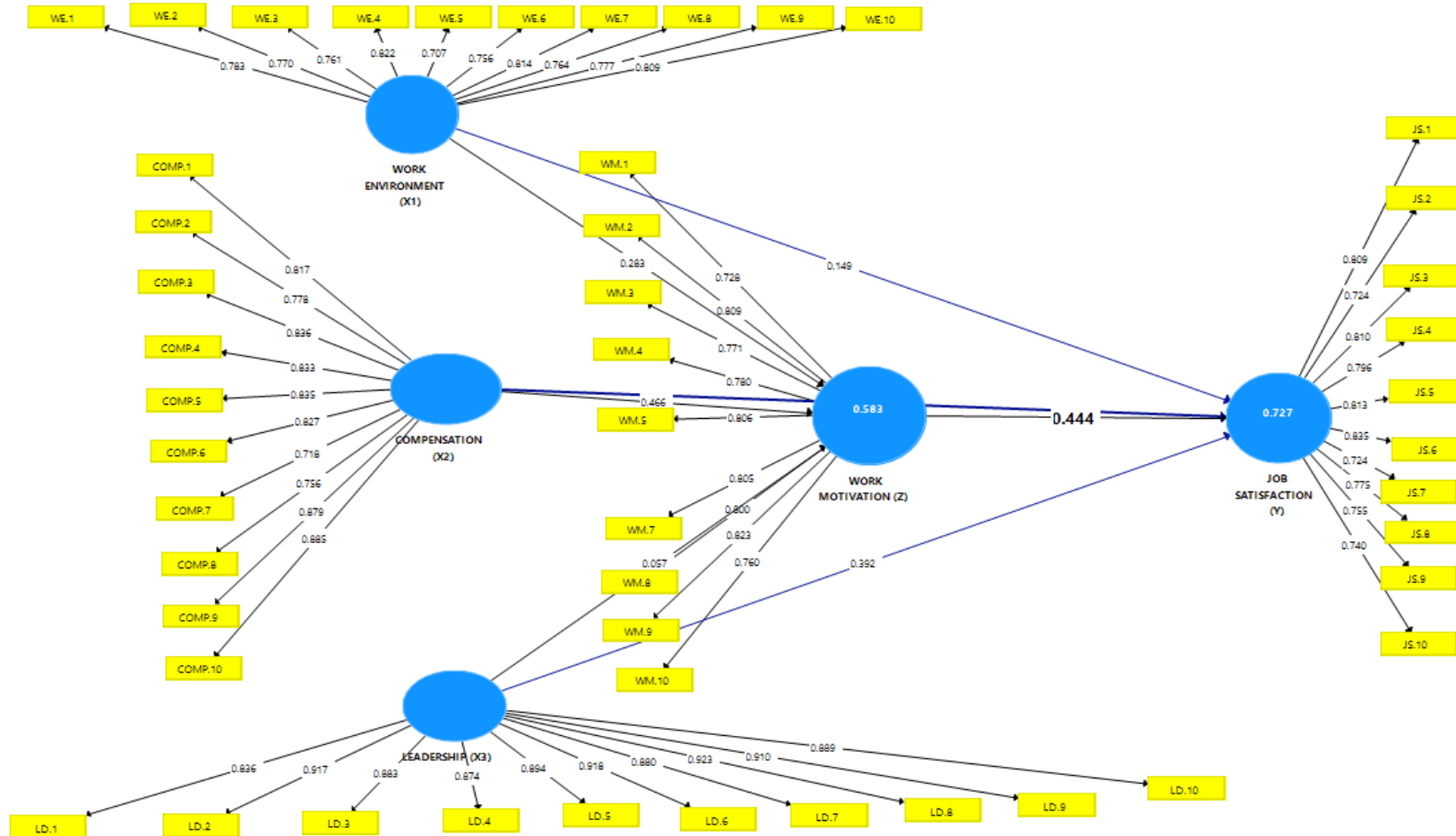


Fig. 3. Outer Loading Output (After)

#### 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, and 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.

#### 4.5 Hypothesis Test

Hypothesis testing shows the value of T-statistics  $\geq 1.96$  for a significance level of 5%, and P-Values  $\leq 0.05$  indicate that the relationship between variables is statistically significant. The hypothesis is tested through two paths: measuring direct and indirect effects and supporting the research objectives to understand the factors influencing employee job satisfaction at PT. Pelita Satria Perkasa Depo Pelita Sokaraja. The following is a table of hypothesis test results:

##### 4.5.1 The influence of work environment on work motivation

The study demonstrates a robust and favourable correlation between motivation and the impact of the workplace. These results are consistent with the study indicates a beneficial relationship between workplace motivation and 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 prior studies, the study's findings offer more excellent knowledge of the aspects of the workplace that influence employees' motivation at PT Pelita Satria Perkasa Depo Pelita Sokaraja. Improvements in physical facilities, coworker relationships, and managerial support can increase employee motivation. The impact is not only on improving individual performance but also on improving operational efficiency and the company's long-term sustainability.

##### 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 (Erlık 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 that 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 that not only lowers employee discontent but also promotes increased motivation and 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 and supportive leadership can boost PT. Pelita Satria Perkasa Depo Pelita Sokaraja employees' motivation at work.

**Table 4. Hypothesis test**

<b>Correlation Between Variables</b>	<b>Original Sample (O)</b>	<b>T Statistics</b>	<b>P Values</b>	<b>Description</b>
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	Retrieved
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

#### **4.5.4 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. Companies can improve hygiene factors, and motivate employees by providing development opportunities and rewarding their achievements.

#### **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 that facilities, interpersonal interactions, and a supportive work environment all significantly impact 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 the workplace positively impacts job happiness (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 that there is little evidence to support the claim that pay has an impact on work satisfaction. Even though the association is negative, the effect is not strong enough to be considered statistically significant. The study's findings contradict the premise of 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 indicating money had a negligible also detrimental impact on job satisfaction (Bunawan & Turangan, 2021). PT should review the established policies on pay and employment satisfaction. Pelita Satria Perkasa Depo Pelita Sokaraja. Ensuring employee awards are commensurate with their contributions and satisfy their requirements and expectations is crucial.

#### **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 and 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). By improving leadership quality, companies can significantly increase the job satisfaction of their employees, leading to higher motivation and performance. Therefore, companies must invest in leadership development to create a supportive and productive work environment.

#### **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). To achieve a high level of job satisfaction, companies not only need to

create a comfortable environment and encourage deep motivational factors. This also confirms that companies focusing on increasing employee motivation through a good work environment will be more successful in maintaining employee satisfaction and productivity.

#### **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. Compensation has a positive influence on employee job satisfaction at PT. Pelita Satria Perkasa Depo Pelita Sokaraja, with work motivation as a mediator. Compensation can increase employee motivation and job satisfaction, impacting productivity and loyalty. Therefore, increasing fair compensation can strengthen company performance and sustainability.

#### **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 favourable, albeit negligible, impact, suggesting room for growth. Businesses should consider training and leadership evaluation to meet the demands of their workforce better and enhance employee relations. As per previous study, leadership plays a moderating role in both job satisfaction and work motivation (Widiastuti et al., 2022). By improving the quality of leadership, PT. Pelita Satria Perkasa Depo Pelita Sokaraja can improve employee relations, motivation, and job satisfaction, improving the company's overall performance. This requires investing in leadership development more responsive to employee needs and dynamics.

## **5. CONCLUSION**

This study examines the impact of leadership, pay, and work environment on job satisfaction

among PT Pelita Satria Perkasa Depo Pelita Sokaraja personnel through work motivation as a mediating variable. The findings demonstrated that pay and work environment have a favourable and significant impact on motivation. There is no discernible impact of leadership on employee motivation. Leadership, work environment, and motivation all positively and significantly impact 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. Leadership does not impact job happiness much, and work drive cannot act as a mediator.

PT Pelita Satria Perkasa Depo Pelita Sokaraja might improve the working conditions and pay to increase motivation and job satisfaction. Training should enhance leadership to foster more favourable working relationships and increase productivity. Since it has a significant impact on job satisfaction and staff productivity, increasing work motivation should be prioritised. Employees will feel content and inspired to grow, which might improve their potential performance and affect the business.

## DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of this manuscript.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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