

The influence of leadership style, work environment, and job satisfaction on employee performance through work motivation as a moderating variable in the PT. PLN (Persero) UP3 Bima UIW NTB

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ABSTRACT

The purpose of this study is to determine whether leadership style, work environment, and job satisfaction influence employee performance both directly and indirectly through work motivation during PT. PLN (Persero) UP3 Bima UIW NTB. This study used a quantitative approach by collecting data in the form of numbers. The sample used was 110 respondents, using a saturated sampling technique. In this study, partial least squares (PLS) data analysis was performed using the Smart PLS software. The results of the study indicate that leadership style has a negative and significant effect on employee performance; work environment has a positive and significant effect on employee performance; job satisfaction has a positive and significant effect on employee performance; leadership style through work motivation has a positive and significant effect on employee performance; work environment through work motivation has a negative and significant effect on employee performance; and job satisfaction through work motivation has no effect and is not significant on employee performance at PT. PLN (Persero) UP3 Bima UIW NTB.

Keywords: Leadership Style, Work Environment, Job Satisfaction, Work Motivation, Employee Performance.

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1. INTRODUCTION

Human resources are critical for business success as skilled and motivated employees drive innovation, productivity, and growth. In competitive global environments, companies such as PT. PLN (Persero) UP3 Bima UIW NTB require employees to meet performance standards, evaluated through output assessments. Employee performance, as defined by Wibowo (2018), reflects the execution and results of work tasks, emphasizing productivity, efficiency, and effectiveness. However, some employees at PT. PLN consistently received average performance ratings, highlighting the need for management interventions. Leadership style significantly influences employees' attitudes and behaviors. Effective leaders adapt to organizational conditions and employee maturity to boost performance, particularly in dynamic environments (Nawawi, 2016; Rivai, 2018). While studies such as Akhiriani and Risal (2023) show that leadership style positively affects performance, others report inconclusive findings. Similarly, the work environment affects performance; a conducive setting enhances satisfaction and productivity, whereas poor conditions such as noise or inadequate facilities hinder it (Sedarmayanti, 2016). Research by Sugiarti (2020) and others underscores its significance, although the findings vary. Job satisfaction also influences job effectiveness and motivation. Employees perform better when job aspects align with their personal values (Winarsih et al., 2018). High motivation, as Mangkunegara (2021) notes, drives employee commitment and organizational success. Studies such as Sukaisih et al. (2022) and Putri and Hartono (2023) suggest that motivation moderates the relationship between leadership, environment, and satisfaction with performance, although some studies dispute this. At PT. PLN, supportive coworker relationships, and adequate facilities foster a positive work atmosphere. However, disparities between permanent and outsourced employees and excessive workload have led to dissatisfaction and stress. Addressing leadership style, work environment, job satisfaction, and motivation are essential for improving performance. This study explored the influence of leadership style, work environment, and job satisfaction on employee performance, with work motivation as a moderating variable. PLN (Persero) UP3 Bima UIW NTB.

2. LITERATURE REVIEW

Leadership style, work environment, job satisfaction, and motivation are key factors that shape employee performance and organizational outcomes. Leadership guides workplace culture and employee behavior, while the work environment fosters productivity and satisfaction. Job satisfaction influences emotional engagement and performance, with motivation moderating these relationships and amplifying or diminishing their effects. The literature reveals diverse perspectives on these variables, with some studies emphasizing direct impacts and others highlighting the role of moderating factors, such as motivation. Addressing Challenges in PT. PLN (Persero) UP3 Bima UIW NTB, such as workload stress and employee disparities, requires a deeper understanding of these dynamics. These theories and references are used in this study to examine and analyze more deeply using several variables, including leadership style, work environment, job satisfaction, and motivation.

2.1 Leadership Style

According to Nawawi (2016), leadership style refers to the behavior or approach used by a leader to influence the thoughts, feelings, attitudes, and behaviors of their subordinates. Rivai and Mulyadi (2012) defined leadership style as a set of traits used to persuade subordinates to achieve organizational goals. Essentially, a leader's style is a pattern of behavior and strategies that they have mastered and frequently employed. Leadership style is crucial for organizational success, as it directly affects employee motivation, satisfaction, and productivity. Effective leaders adapt their styles based on situational needs. Robbins and Judge (2015) categorize leadership into four styles: charismatic, transactional,

transformational, and visionary. Charismatic leaders inspire extraordinary performance by setting examples through their behavior. Transactional leaders focus on achieving their targets by clearly defining their roles and tasks. Transformational leaders motivate subordinates to prioritize collective goals over personal interests, which has a lasting impact. Visionary leaders craft and communicate an inspiring, realistic vision of the organization's future. Complementing these styles, Kartono (2016) highlighted essential indicators of effective leadership, including decision-making ability, motivational capacity, clear communication, subordinate control, and emotional regulation. These traits enable leaders to effectively guide their teams and achieve organizational success.

2.2 Work Environment

Work environment plays a significant role in shaping employee performance by fostering enthusiasm and productivity. Nitisemito (2019) defined it as all elements surrounding employees that influence their ability to perform tasks, while Sedarmayanti (2016) highlighted it as a space equipped with facilities that support organizational goals. Sedarmayanti (2016) categorizes the work environment into physical and non-physical types: the former encompasses workplace conditions, such as lighting, temperature, and air circulation, while the latter involves social dynamics, such as relationships with colleagues and superiors. According to Darmawan (2019), factors such as lighting, temperature, noise, air quality, and aesthetics significantly impact comfort and efficiency. Sedarmayanti (2016) emphasized key indicators for a conducive work environment, including proper lighting, comfortable temperatures, noise control, effective workspace layout, and strong employee relationships. Together, these factors and indicators contribute to the creation of an environment that enhances employee well-being and performance.

2.3 Job Satisfaction

Job satisfaction is vital for a company's success, as it reflects employees' attitudes toward their work. Robbins and Judge (2015) describe it as an individual's overall perception of their job, while Sutrisno (2016) highlights that satisfaction arises when employees feel content with their tasks. Hasibuan (2017) adds that it reflects emotional enjoyment and love for the job, which is evident in morale, discipline, and performance. Factors influencing job satisfaction include need fulfillment, alignment between job outcomes and expectations, value attainment, fairness, and organizational culture (Afandi, 2018). The key indicators of job satisfaction are satisfaction with tasks, salary fairness, opportunities for promotion, supervisory support, and positive relationships with colleagues. Together, these factors and indicators shape employees' positive or negative feelings about their jobs, influencing their overall performance and organizational success.

2.4 Work Motivation

Motivation is a driving force that encourages individuals to fulfill their needs and achieve organizational goals. Fahmi (2016) described it as a behavioral drive originating from internal and external sources, while Mangkunegara (2021) defined it as the energy that propels employees toward organizational objectives. Hasibuan (2017) highlighted motivation as the force that fosters enthusiasm, collaboration, and the effective use of abilities. According to Afandi (2018), key factors influencing motivation include basic needs, future security, esteem, and achievement. Motivation theories such as Maslow's Hierarchy of Needs and McClelland's Theory of Motivation emphasize the progression from physiological needs to self-actualization and the roles of power, affiliation, and achievement. Indicators of work motivation include the desire for achievement, relationships, competence, and control. Together, these elements shape employees' enthusiasm for and commitment to organizational success.

2.5 Employee Performance

Employee performance refers to the outcomes and behaviors demonstrated by individuals in completing tasks and responsibilities within a given timeframe (Kasmir, 2019; Mangkunegara, 2021). It encompasses both the quality and quantity of work produced. Key factors influencing performance include an employee's ability—comprising potential (IQ) and actual skills—and motivation shaped by attitudes toward the work environment (Mangkunegara, 2021). Robbins and Judge (2015) identify six dimensions for evaluating performance: quality of work, quantity of output, timeliness in meeting deadlines, effectiveness in resource utilization, and independence in completing tasks autonomously. These factors collectively determine an employee's contribution to organizational success.

3. MODEL FRAMEWORK

3.1 Conceptual Framework

According to Sugiyono (2018), a conceptual framework represents the relationship between variables, based on various theories that have been described. This study's framework illustrates significant relationships between the variables examined, as outlined in the supporting theories, as follows:

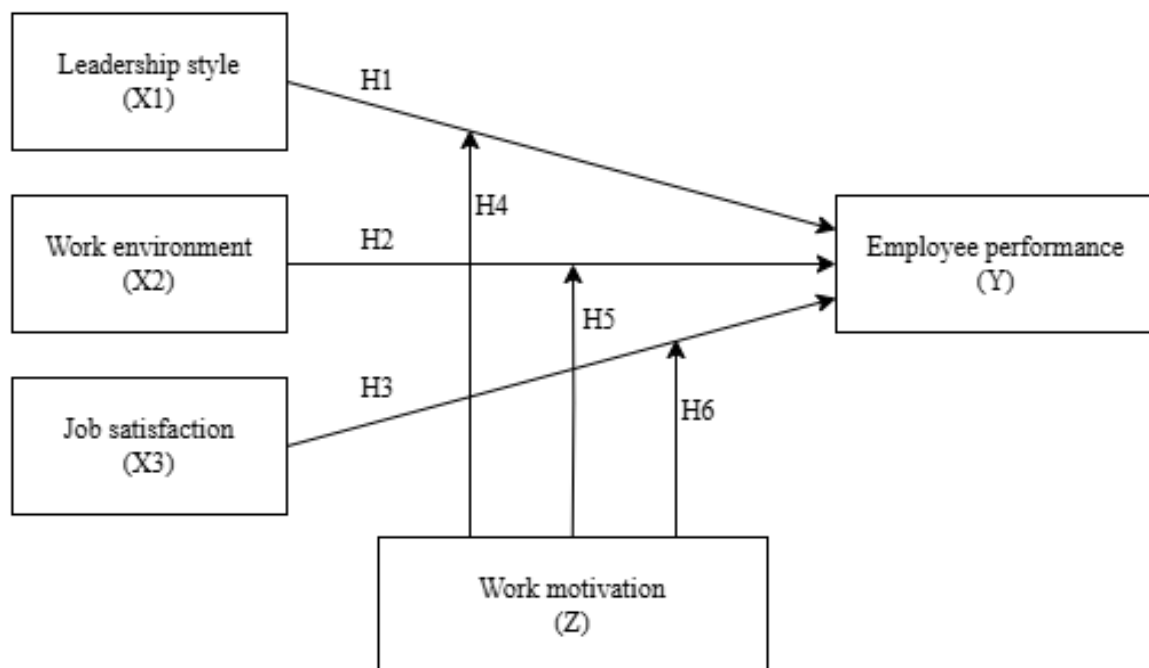


Figure 1 Research Conceptual Framework

This framework links theoretical variables with prior studies to validate their relationships. This study examines Leadership Style (X1), Work Environment (X2), Job Satisfaction (X3), and Work Motivation as moderators, forming six hypotheses.

3.2 Hypotheses

According to Sugiyono (2018), a research hypothesis is a temporary answer to the research problem, based on relevant theories and prior studies, rather than data collected. The hypotheses of this study are as follows:

H1 Leadership style significantly influences employee performance in PT. PLN (Persero) UP3 Bima UIW NTB.

Leadership involves influencing subordinates to collaborate and achieve organizational goals.

Effective leaders establish rules that mutually agree and follow. Good communication, including two-way communication, helps to prevent excessive stress. Subordinates willingly and wholeheartedly follow their leaders' direction. Thus, a leader who creates a comfortable and worry-free work environment by valuing employees is crucial. Turay et al. (2019) suggest that leadership style can impact employee performance. This is supported by Guterres et al. (2020), who found a significant relationship between leadership style and employee performance at PDAM Samarinda. Similar findings have been reported by Efendi and Hardiyanto (2021) and Putri and Hartono (2023).

H2 *The work environment significantly influences employee performance in PT. PLN (Persero) UP3 Bima UIW NTB.*

A comfortable and peaceful work environment leads to better performance as employees can focus without distractions. By contrast, an uncomfortable or disruptive environment negatively affects employee productivity. Jayaweera (2015) found that factors such as humidity, lighting, temperature, noise, dust, and light significantly impacted employee productivity. These findings align with those of Efendi and Hardiyanto (2021), Sukaisih et al. (2022), and Putri and Hartono (2023), who confirm that the work environment has a direct effect on employee performance.

H3 *Job satisfaction significantly influences employee performance in PT. PLN (Persero) UP3 Bima UIW NTB.*

Job satisfaction reflects how employees view their work. A person may feel satisfied or dissatisfied based on their perspective of the work environment, which can influence their attitude and behavior. If employees enjoy work, their performance is likely to improve. Conversely, dissatisfaction can lead to poor performance. Sugita et al. (2024) and Yani et al. (2022) indicated that job satisfaction significantly affects employee performance.

H4 *Leadership style significantly influences employee performance through work motivation in PT. PLN (Persero) UP3 Bima UIW NTB.*

Guterres et al. (2020) found that effective leadership motivates employees, leading to optimal performance. Good support from leaders can boost motivation, which enhances employee performance. This is supported by studies by Sugiyono and Rahajeng (2022) and Purnamasari (2021), who demonstrate that work motivation mediates the relationship between leadership style and employee performance.

H5 *The work environment significantly influences employee performance through work motivation in PT. PLN (Persero) UP3 Bima UIW NTB.*

Nitisemito (2019) states that the surrounding environment can influence employee performance. A comfortable work environment with adequate facilities can improve employee performance, especially when employees are motivated. Jayaweera (2015) highlights that a good leadership style and strong work ethics improve employee performance, with work motivation mediating the relationship between leadership style and performance. Tolu et al. (2021) found that a better work environment boosts motivation, thereby enhancing employee performance. Studies by Sukaisih et al. (2022) and Putri and Hartono (2023) support this view, suggesting that work motivation mediates the impact of work environment on employee performance.

H6 *Job satisfaction significantly influences employee performance through work motivation in PT. PLN (Persero) UP3 Bima UIW NTB.*

Job satisfaction refers to an employee's attitude towards their work, including working conditions, collaboration with colleagues, rewards, and other physical and psychological factors. On the other hand, motivation is the internal drive that encourages employees to work diligently and responsibly. When employees are motivated and satisfied with their rewards, a comfortable work environment and good collaboration positively impact their performance. Conversely, dissatisfaction and a lack of motivation can lead to negative behavior and reduced performance. Sugita et al. (2024) indicate that work motivation partially mediates the relationship between job satisfaction and employee performance. Sugiyono and Rahajeng (2022) and Sukaisih et al. (2022) supported this finding, confirming that job satisfaction influences employee performance through work motivation.

4. RESEARCH METHODOLOGY

Based on the hypotheses developed above, this study aimed to explore the relationships between leadership style, work environment, job satisfaction, and employee performance, with a particular focus on the mediating role of work motivation. To investigate these relationships, this study utilized the following information and methods:

4.1. Research Location and Duration

This study was conducted at the PT. PLN (Persero) UP3 Bima UIW NTB, located in Bima, West Nusa Tenggara. The company is responsible for maintaining the electricity transaction meters, protection systems, and distribution installations in the area. Given diverse employee behaviors, this study examines the influence of leadership style, work environment, and job satisfaction on employee performance, with work motivation as a moderator. The research was conducted over six months, from May 2, 2024, to October 29, 2024.

4.2. Research Method

This study uses a quantitative approach (Sugiyono, 2018) based on positivism and aims to investigate a specific population or sample. Data collection was performed using research instruments, and data analysis was conducted quantitatively or statistically to test predefined hypotheses. The research design is cross-sectional (Notoatmodjo, 2018), and examines risk factors and effects through observation at a single point in time. The design aims to identify the relationships between the independent, dependent, and mediating variables. This study included five variables: three independent variables (X) — leadership style, work environment, and job satisfaction—one dependent variable (Y) — employee performance, and one mediating variable (Z) — work motivation.

4.3. Data Collection

This research utilizes primary data collected through Likert-scale questionnaires distributed to employees of PT. PLN (Persero) UP3 Bima UIW NTB. The data are quantitative and represented by numerical values derived from the respondents' answers. The study population consisted of 151 employees, including 89 PLN UP3 Bima staff, six OJT students, 21 P2TL Power Experts, 11 Billman Power Experts, 15 Cleaning Service staff, and nine Security Unit members. A purposive sampling method was employed to intentionally select respondents based on specific characteristics relevant to the research objectives, ensuring the inclusion of individuals with necessary information to support the study. The sampling technique used in this study was purposive sampling, which was included in the non-probability sampling category. Purposive sampling is a technique in which sample selection is deliberately performed based on certain criteria relevant to the research objectives. This method is usually applied when the researcher wants to ensure that the selected sample has specific characteristics that can provide in-depth information and are in accordance with the research focus. The number of samples was determined using the Slovin Formula, which can estimate the minimum number of samples needed to achieve the expected margin of error. The Slovin formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

where n is the number of samples required, N is the total population, and e is the error margin. For a margin of error of 5%, the minimum sample size that must be used is

$$n = \frac{N}{1 + Ne^2} = \frac{151}{1 + 151 \times 0.05^2} = 109.61 \sim 110 \text{ person}$$

Using purposive sampling, the sample was deliberately selected as many as 110 employees, namely

89 employees of PLN Holding UP3 Bima, 14 employees of power experts in UP3 Bima, two OJT students, three employees of the Security Unit, and two Cleaning Service employees. A total of 110 employees were selected because they were more representative in providing survey answers in the UP3 Bima Office area. With a sample size of 110 employees, the study fulfils the minimum sample requirement.

4.4. Data collection procedures

This study employed a survey method that uses a questionnaire distributed through a personal approach to gather data. The questionnaire provided four response options—Strongly Agree (SA), agree (A), disagree (D), and Strongly Disagree (SD)—to ensure consistency in responses (Mawardi, 2019). The data collection process involved distributing pre-determined questionnaire samples to employees of PT. PLN (Persero) UP3 Bima UIW NTB, the study’s target group using scoring system shown in the Table 1. Responses were measured using a Likert scale, assigning numerical values to assess participants' opinions. Once collected, the data were processed and analyzed using statistical tests to evaluate the dependent, independent, and mediating variables.

Table 1 Questionnaire scoring system

Answer	Code	Score
Strongly Agree	SA	4
Agree	A	3
Disagree	D	2
Strongly Disagree	SD	1

4.5. Data instruments

In terms of research instruments, the leadership style variable had five indicators, work environment had six indicators, job satisfaction had five indicators, employee performance had three indicators, and work motivation had four indicators, as shown in Table 2. All indicators in these variables were measured using a questionnaire and must meet the validity test (convergent validity and discriminant validity) and reliability test (composite reliability and Cronbach’s alpha).

Table 2 Research Instruments

No	Variable	Indicators
1	Leadership style (X1)	<ol style="list-style-type: none"> 1. Decision-making ability 2. Motivational skills 3. Communication skills 4. Ability to manage subordinates 5. Emotional control
2	Work Environment (X2)	<ol style="list-style-type: none"> 1. Lighting 2. Air temperature 3. Noise levels 4. Adequate space 5. Work capacity 6. Interpersonal relationships
3	Job Satisfaction (X3)	<ol style="list-style-type: none"> 1. Job itself 2. Salary 3. Promotion opportunities 4. Supervision

No	Variable	Indicators
		5. Coworker relationships
4	Employee Performance (Y)	1. Quality 2. Quantity 3. Timeliness
5	Work Motivation (Z)	1. Need for achievement 2. Need for affiliation 3. Need for competence 4. Need for power

Data analysis techniques include descriptive, inferential, and hypothesis testing. The descriptive analysis describes the individual variables. Inferential analysis uses SmartPLS (Partial Least Square) software by evaluating the outer model and inner model. Hypothesis testing is used to determine whether a hypothesis is accepted or rejected (Haryono, 2017).

5. RESULT OF HYPOTHESIS TEST

Based on the survey distribution of 110 respondents, 90.9% were male, 41.8% were 26-30 years old, and 46.4% had the latest D3 education, as shown in Figure 2.

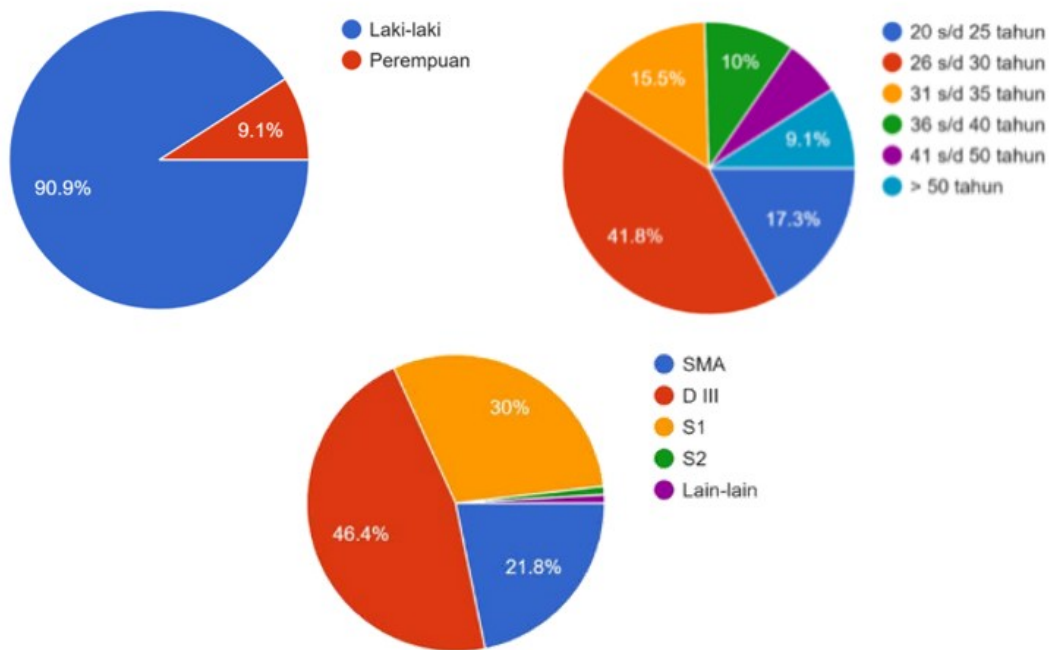


Figure 2 Respondent Identity Charts

The average respondent's answer regarding the leadership style variable is 3.60, which indicates that the leader has a collaborative and adaptive leadership style; the work environment variable is 3.51, which indicates that the work environment is quite comfortable; the job satisfaction variable is 3.64, which indicates that respondents have a relatively high level of job satisfaction; the employee performance variable is 3.56, which indicates that the respondent's performance is quite good; and work motivation is

3.51, which indicates that respondents have high motivation. The test results obtained using Smart PLS are as follows:

5.1. Outer Model

Outer Model testing consists of Convergent Validity, Discriminant Validity, and Reliability Testing. Convergent validity was used to test the relationship between the reflective items and latent variables. Discriminant Validity Measures how much the items that measure a variable are different from the items used to measure other variables and whether the items used to measure a variable accidentally measure other variables that are not intended to be measured. Meanwhile, consistency reliability measures how much the indicator variable increases when the latent variable increases using Cronbach's alpha criteria and Composite Reliability. The recommended value is greater than 0.7 (Indrawati et al., 2017). Based on convergent validity testing, not all indicators have a loading factor value above 0.70. Therefore, the authors removed the indicators with a loading factor value below 0.7 in the model. Thus, the reliability of this model is improved, because an indicator can be said to be good if it has a loading factor above 0.7. Based on discriminant validity testing, it can be seen that each item has a cross-loading value that is greater than the cross loading on other latent variables. Thus, it can be concluded that the results of this research instrument are discriminantly valid. From the results in Table 3, it can be seen that the Cronbach's alpha (CA) and Composite Reliability (CR) values are above 0.7, and even above 0.8. Thus, it can be concluded that the 57 questionnaires in this study fulfilled the reliability criteria, meaning that the indicators consistently and reliably represent the latent variables.

Table 3. Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability
Leadership Style (X1)	0.953	0.959
Work Environment (X2)	0.955	0.960
Job Satisfaction (X3)	0.951	0.957
Work Motivation (Z)	0.953	0.960
Employee Performance (Y)	0.932	0.944

5.2. Inner Model

The test is carried out by paying attention to the path value to determine whether the effect is significant, as can be seen from the t value. In addition, the effect can also be analyzed through the percentage of variance explained, namely, R-square, for the dependent latent variable influenced by the independent latent variable. The research framework is shown in figure 1, and the output of the R-square is shown in Table 4. Table 4 indicates that the amount of influence on endogenous latent variables is presented by the R2 value for each endogenous latent construct. In this study, the R2 employee performance was 88.8%, meaning that the magnitude of the influence on endogenous latent variables was 88.8%, and the remaining 11.2% was explained by other variables.

Table 4 R-Square Output

Construct	R-Square	Adjusted R-Square
Employee Performance	0.888	0.880

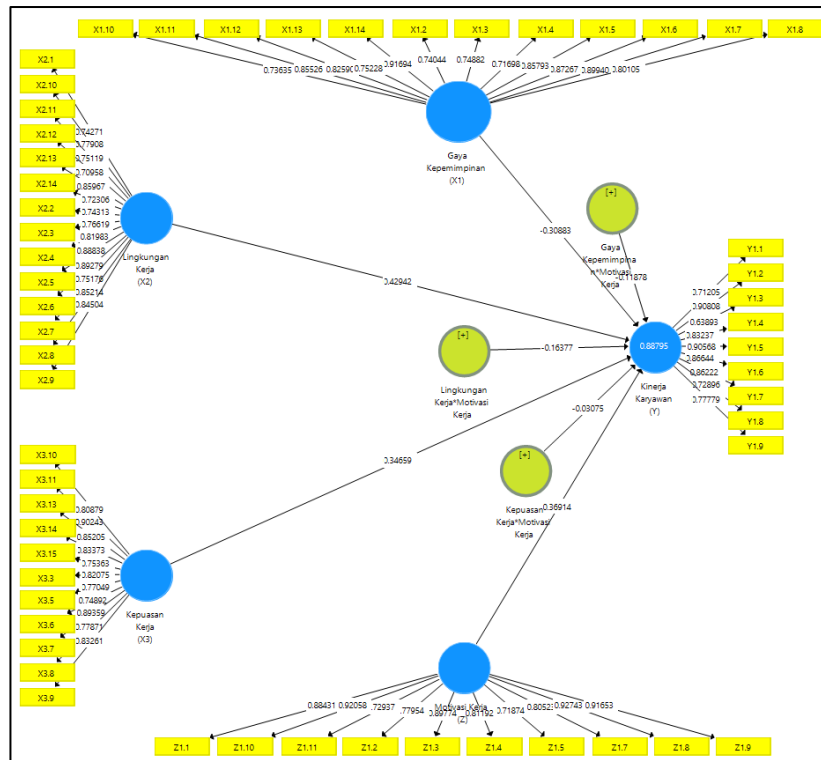


Figure 3. Research Framework

5.3. Hypothesis Testing

To test this hypothesis, the analysis relied on the Path Coefficients obtained through PLS Bootstrapping. The results of this analysis are presented in Tables 5 and 6.

Table 5. PLS Bootstrapping Output (Direct Influence)

Variable	Original Sample	T- statistics	P-value < 0,05
Leadership Style (X1)	-0.309	4.726	0.001
Work Environment (X2)	0.429	5.507	0.001
Job Satisfaction (X3)	0.347	4.231	0.001

Table 6. PLS Bootstrapping output (Non-Direct Influence)

Constructs	Original Sample	T- statistik	P-value < 0,05
Leadership Style-Work Motivation-Employee Performance	0.119	2.013	0.045
Work Environment-Work Motivation-Employee Performance	-0.164	2.117	0.035
Job Satisfaction-Work Motivation-Employee Performance	-0.031	0.330	0.741

Leadership style had a negative effect on performance, with a coefficient of 0.309. This means that every time there is an increase in leadership style by one unit, employee performance decreases by 0.309. The significance value of 0.001 is below 0.05, and the t-statistic is 4.726 above t Table 1.679. It can be concluded that Ho is rejected and Ha is accepted, which means that there is a negative influence of

leadership style on employee performance. Work environment had a positive and significant effect on employee performance, with a p-value <0.05 . This is indicated by the coefficient value of 0.429, which means that every time there is an increase in the work environment by one unit, employee performance increases by 0.429. The significance value of 0.001 is below 0.05, and the t-statistic is 5.507, above 1.679. Then H_a is accepted, which means that there is a positive influence between the work environment and employee performance.

Job satisfaction had a positive and significant effect on employee performance. (p-value <0.05), respectively. This is indicated by the coefficient value of 0.347, which means that every time there is an increase in job satisfaction by one unit, employee performance increases by 0.347, the p-value of 0.001 is below 0.05, and the t-statistic is 4.231 above 1.679. Thus, it can be concluded that H_0 is rejected and H_a is accepted, so that it can be interpreted that there is a positive influence between job satisfaction and employee performance. Work motivation can moderate the influence of leadership style and employee performance. This is indicated by a coefficient value of 0.119, p-value of 0.041, which is smaller than 0.05, and t-statistic of 2.013, which is greater than 1.679. Thus, it can be concluded that H_0 is rejected and H_a is accepted. The better the leadership style, the higher is the employee performance through its influence on work motivation.

Work motivation can negatively moderate the effect of the work environment on employee performance. This is indicated by a coefficient value of -0.164, p-value of 0.035, which is smaller than 0.05, and t-statistic of 2.117, which is greater than 1.679. Thus, it can be concluded that H_0 is rejected and H_a is accepted, which means that work motivation can moderate the effect of work environment on employee performance in a negative direction. The better the work environment, the lower is the employee performance through its influence on work motivation. Work motivation does not moderate the effect of job satisfaction on employee performance. This is indicated by a coefficient value of -0.031, p-value of 0.741, which is greater than 0.05, and t-statistic of 0.330, which is smaller than 1.679. Thus, H_0 is accepted and H_a is rejected, meaning that work motivation cannot moderate the effect of job satisfaction on employee performance.

6. DISCUSSION

The results showed that leadership style had a negative and significant effect on employee performance. Based on the table showing the respondents' answers regarding Leadership Style and Employee Performance variables, the following is an analysis of the negative and significant effect of leadership style on employee performance. Respondents showed low scores related to subordinate involvement in decision-making (3.40). When employees are not actively involved in the decision-making process, they may feel less valued or have less control over their work. This can lead to decreased motivation and ultimately negatively affect employee performance. A score of 3.50 for leadership communication that invites discussion on every issue indicates a lack of openness in communication. If communication between superiors and subordinates is ineffective, employees do not receive adequate feedback or clear direction, which can result in confusion in carrying out tasks and lower performance. Another aspect that requires attention is moral support and supervision from superiors. Despite good scores (for example, 'My leader provides moral support to employees' 3.66), employees still feel under-supervised or insufficiently assisted, especially in overcoming difficulties at work. Without adequate supervision, employees cannot achieve their full performance potential.

The results of the hypothesis testing show the influence of leadership style and employee performance mediated by motivation. This test statistically proved that leadership style has a positive and significant effect on employee performance through motivation. This means that there is an influence between leadership style variables and employee performance mediated by motivation. The better the leadership style applied by the leader to his subordinates, the more it will increase employees' work

motivation, which, in turn, will increase the performance of employees in the company. The results of this study provide evidence that motivation indirectly plays a role in optimizing employee performance. A strong leadership style can increase employee motivation directly. When employees feel motivated by their leaders, they are more likely to work better; thus, performance also increases. Leaders who can provide social rewards to employees and create a respectful work environment can be more effective in motivating employees, which ultimately impacts performance. Employees with good work motivation, especially those driven by a supportive leadership style, tend to be more responsible for carrying out their duties. In this case, work motivation is an important mediator that connects leadership style with employee performance. When motivation increases, employee performance also increases.

The results of the hypothesis testing show that the work environment influences employee performance. This means that the better the work environment available in the company, the higher is the employee performance. A good and supportive work environment creates comfort for employees in carrying out their duties. According to Sedarmayanti (2016), an employee can carry out his/her duties well and achieve optimal results if supported by appropriate work environment conditions. The work environment is said to be good or appropriate if it allows employees to perform their activities optimally, healthily, safely, and comfortably. Based on the respondents' answers, it can be stated that the majority of employees have a positive perception of the work environment. Almost all statements have an average score above 3.50, which indicates that employees feel comfortable and supportive in carrying out their work. The results of this study conclude that the work environment at PT PLN (Persero) UP3 Bima UIW NTB is adequate for improving employee performance.

This test statistically proves that the work environment has a negative and significant effect on employee performance mediated by motivation. In other words, there is a negative influence between work environment variables and employee performance mediated by motivation at PT PLN (Persero) UP3 Bima UIW NTB. Although a good work environment can increase work motivation, an increase in motivation actually reduces employee performance. Several things can be annoying this happens, namely that even though employees are motivated, it turns out that this motivation is not aligned with company goals. For example, employees are motivated to pursue personal targets or gain recognition but neglect the quality of work or teamwork. Supportive work environments and high motivation can put excessive pressure on employees to perform optimally. This can negatively impact performance if employees feel overburdened and stressed. Despite being motivated, employees do not have the competence to perform their tasks well. This can lead to decreased performance despite high motivation. Respondents indicated that they found it difficult to complete tasks on time or felt less supported in the work environment, which ultimately resulted in decreased performance.

The satisfaction Variable has a positive influence on Employee Performance at PT PLN (Persero) UP3 Bima UIW NTB, which means that job satisfaction is very important in order to encourage employee performance, so it must always be in good condition and always evaluated and improved by providing support, appreciation, and placing work in line with the expertise of each employee in order to encourage an increase in employee performance (Darmawan, 2013). The results of this study indicate that each employee has a varying level of satisfaction according to their own value system that applies in themselves. This difference was caused by the characteristics of each employee. The more aspects of the job that are in accordance with the wishes of employees, the higher is the level of performance achieved, and vice versa. This can be proven by looking at the answers of the respondents; the majority of employees of PT PLN (Persero) UP3 Bima UIW NTB have a relatively high level of job satisfaction. The average respondent's answer to all statements was above 3.50, which indicates that employees of PT PLN (Persero) UP3 Bima UIW NTB were satisfied with various aspects of their work.

Work motivation generally acts as an internal drive that encourages a person to act, including in a work environment. However, in some contexts, motivation does not always function as an effective moderator of the relationship between job satisfaction and employee performance. In accordance with

the theory of satisfaction, a condition that describes a person's feelings or attitudes that are happy or unhappy, satisfied, or dissatisfied at work (Zainal et al. 2014). Although employee work motivation is generally quite good, an average value of 3.51 indicates variations in some aspects of lower motivation. This can be seen in social motivation, and feeling valued (in the statement, 'I personally always want to be respected at work' with a score of 3.18) is quite low. This suggests that although employees of PT PLN (Persero) UP3 Bima UIW NTB are motivated to achieve or develop, they do not fully feel valued or interpersonally encouraged by the work environment. Consequently, this motivation may not be strong enough to moderate the relationship between job satisfaction and performance.

A relatively high level of job satisfaction (3.64) had a direct influence on performance (3.56). When employees are satisfied with their jobs, motivation is no longer a crucial factor in improving their performance. High job satisfaction tends to directly affect performance without needing to be moderated by work motivation. This could explain why motivation did not have a significant additional impact on improving performance. There is a gap between the social aspects of job satisfaction and motivation. For example, the perceived lack of an objective promotion and reward system (3.55) and low motivation to be valued (3.18) suggest that the sub-optimal social aspects in this company may hinder work motivation from playing an important role in improving employee performance.

7. CONCLUSION

Based on the test results using PLS analysis to examine the influence of several variables on employee performance at PT PLN (Persero) UP3 Bima UIW NTB, the following conclusions can be drawn: Although the leadership style is rated quite good overall, there are elements of leadership that show weaknesses, especially in terms of employee involvement in decision making and effective communication. This has a significant negative impact on employee performance. Leaders who do not involve employees and do not provide clear directions tend to reduce employee motivation and efficiency, which in turn has a negative impact on work performance. Therefore, regular involvement of employees in decision-making processes, particularly in areas directly affecting their work, through forums or meetings for idea-sharing and ensuring that leaders can articulate goals, provide feedback, and set expectations. Leadership style had a significant effect on employee performance and was mediated by work motivation. A strong leadership style, with the ability to provide clear direction and motivation, will increase employee motivation, which, in turn, increases their performance.

A comfortable and supportive work environment, both physically and socially, contributes to increased productivity, efficiency of task completion, and job responsibilities. Therefore, regular audits of the physical environment should be conducted to address issues related to lighting, air quality, noise levels, and ergonomics. Monitor and address potential stressors in the work environment, such as workload or interpersonal conflicts, while introducing wellness programs to support employee well-being. Work environment negatively affects employee performance, and this effect is mediated by motivation. When the work environment is suboptimal, such as a lack of physical comfort or poor air quality, employee motivation decreases. This low motivation exacerbates the impact of a nonideal work environment, which ultimately lowers employee performance. Therefore, career growth and skill development opportunities include training, promotions, and cross-functional projects. Recognize and reward employees' achievements publicly to foster appreciation and motivation.

Employee performance was positively and significantly influenced by job satisfaction. Employees who are satisfied with compensation, the work environment, and support from superiors will produce better performance. This sense of satisfaction motivates them to work more efficiently, be responsible for carrying out tasks, and complete work on time. The work motivation in this study does not seem strong enough to moderate the effect of job satisfaction on employee performance. Although job satisfaction and performance are both at a good level, motivation does not have a significant moderating

role due to variations in employee motivation that are not fully aligned with job satisfaction, especially in the social and interpersonal reward aspects.

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