

## The Effect of Leadership and Work Environment on Job Satisfaction Through Motivation as a Mediation Variables in PT. Trinitan Plastic Industries

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### ABSTRACT

*This study aims to determine the direct influence of leadership and work environment on job satisfaction, to know the direct influence of motivation on job satisfaction, to know the direct influence of leadership and work environment on motivation, and to know the influence of leadership and work environment on job satisfaction through motivation.*

*This study using the path analysis method and the sample of researchers using a random sample of 62 employees.*

*The results showed that leadership and work environment directly influence job satisfaction. Motivation directly affects job satisfaction. Directly leadership and work environment affect motivation, and leadership and work environment affect job satisfaction through motivation.*

**Keywords:** Leadership, Work Environment, Motivation and Job Satisfaction

### Introduction

The era of globalization requires the competence of all organizations or companies to compete with each other to compete for a position as a superior company. Not to be left behind, the company is required to develop better human resources. This is because human resources determine advances in technology, trade, industry, and so on as actors and drivers of all of it. Today, the electronics and automotive sectors cannot ignore the influence of the rapid globalization of advances in technology and information. However, in electronics and automotive, it can be seen from two sides, one side as an opportunity to expand market share and be a challenge in facing competitors in various fields of electronics and automotive to be ready to compete. Competitive advantage is determined, among

other things, by the productivity of a nation's human resources. Thus the availability of quality human resources in terms of knowledge, skills, and work ethic is essential in increasing the competitiveness of the products produced. Productivity can be achieved, among others, if the human resources are obtained by job satisfaction.

Job satisfaction is an individual thing because each individual has a different level of job satisfaction according to the value system that applies to him. The higher the assessment of the activities felt according to individual wishes, the higher the satisfaction with these activities, thus satisfaction is an evaluation that describes a person feeling happy or unhappy, satisfied or dissatisfied at work (Mangkunegara, 2017). Job satisfaction is a pleasant emotional state or general attitude towards the



differences between the rewards received and those that should be received. When someone feels satisfaction at work, of course, he will try as much as possible to the best of his ability to complete his job duties.

Job satisfaction is one of the most important factors to get optimal work results. Therefore, job satisfaction will be seen from the company's leadership, the work environment, and each employee's motivation. It will be seen whether it has been maximal or not at the time of implementation when they worked. The case that happened to PT. Trinitan Plastic Industries in terms of job satisfaction is that there are still many employees who have worked for a long time who are still on contract status. According to Sutrisno (2016) job satisfaction is a feeling of pleasure or displeasure with workers seeing and carrying out their work.

Another element that greatly affects job satisfaction is leadership, according to Rivai (2008) "leadership is the process of influencing in determining organizational goals, motivating, follower behavior to achieve goals, organizing and activities to achieve goals, maintaining cooperative relationships and group work, acquisition, support and cooperation from people outside the organizational group. From the author's preliminary observations, the existing leader case at PT. Trinitan Plastic Industries in terms of leadership because it has not been fully able to direct its people to achieve company goals. Robbins (2008) states that "leadership is the ability to influence a group to achieve a vision or set of goals."

Leaders pay attention to their followers' self-development needs, changing awareness of existing issues by helping others see old problems in new ways. And able to please and inspire his followers to work hard to achieve common goals. Leaders change by motivating followers by making employees more aware of the importance of task results, persuading employees to put their team or organization's interests ahead of their interests, and activating higher employee needs.

The work environment is important for employees and the company because a conducive work environment will provide a sense of security and comfort in working for employees to enable employees to work optimally. The work environment, according to Sedarmayanti (2013) states, "The work environment is the entire tooling and materials faced, the surrounding environment where a person works, the methods of his employees, and his work arrangements both as individuals and as groups. Group. The case is about the work environment that the work environment at PT. Trinitan Plastic Industries has not improved. Job satisfaction is not supportive in terms of cleanliness, lighting, noise, and room layout. The company cannot reflect conditions that support cooperation at the level of superiors and subordinates who have the same position within the company. Nitisemito (2005) defines "the work environment as everything around the workers which can influence him/her in carrying out the assigned tasks." It can be concluded that the work environment is everything around the employee at work, whether it is physical or non-physical, directly or indirectly, which can affect him and his job at work.

Other problems that exist in PT. Trinitan Plastic Industry is that some employees do not get promotion to move up to a group of positions in a relatively long period in their work. So that it causes saturation for employees, which has an impact on job satisfaction. Robbins and Judge (2015) define that "motivation as a process that explains the strength and direction of one's persistence to achieve goals. Meanwhile, according to Hasibuan (2016), the notion of motivation is the provision of movement that creates a person's excitement so that they are willing to cooperate, work effectively, and are integrated with all efforts to achieve satisfaction. So that with this motivation will arise work spirit which can create job satisfaction for employees.

### Literature Review

#### *Leadership*

Robbins (2008) explains "leadership as the ability to influence a group towards achieving goals." Meanwhile, Robbins and Judge (2015) state, "leadership is the ability to influence a group towards achieving a vision or set of goals." Meanwhile, Kreitner and Kinicki (2010) define "leadership as a process by which an individual influences other to achieve common goals."

Furthermore, Colquitt et al. (2011) define "leadership as the use of power and influence to mobilize follower activities towards achieving goals. This direction can influence the interpretation of followers' incidents, the organization of their work activities, their commitment to the main goal, their relationship with followers, or their access to the cooperation and support of other workers".

According to Gibson et al. (2012), leadership is "an attempt to use influence to motivate individuals to complete several goals. This definition implies that leadership involves the use of impact and all interpersonal relationships, the importance of being an agent of change, and focusing on accomplishing goals.

By referring to these experts' various opinions, it can be concluded that leadership is essentially an individual's ability to use his power to influence, motivate, and support efforts that allow others to contribute to the achievement of organizational goals.

Dessler (2011) identifies four types of leadership behavior as follows: 1). Directive leadership involves letting subordinates know precisely what is expected of a leader through giving direction (directors). Subordinates are expected to follow rules and policies. 2). Supportive leadership involves a friendly and embracing way of leaders over subordinates by showing concern for subordinates' needs and welfare. 3). Participatory leadership involves holding a consultative process with subordinates and tends to use evaluation that comes from subordinates' opinions and suggestions before managers make decisions. 4). Achievement Oriented Leadership involves designing challenging goals for subordinates, seeking improvements to their performance, and showing confidence that associates can perform well.

Rivai and Mulyadi (2012) suggest that a leader in implementing his leadership must mature in maturity to his agency or organization. Leadership is divided into five



dimensions and nine indicators, namely: 1). "Ability to foster good cooperation and relationships; a). Fostering cooperation and good relations with subordinates in carrying out tasks that are their respective responsibilities. b). The ability of a leader to motivate his subordinates. 2). Ability effectiveness; a). Being able to complete tasks beyond their ability. b). Complete assignments on time. c). Be on time and not late. 3). Participatory leadership; a). Consultative decision-making. b). Can solve problems precisely. c). Able to research issues that occur at work. 4). Ability to delegate tasks or time; a). Willing to bring personal and organizational interests to broader interests, namely the organization's interests to use the remaining time for personal needs. b). Able to complete tasks according to the target. 5). Ability to delegate tasks or authorities; a). A leader's responsibility in completing which tasks must be handled alone and which must be handled as a group. b). Provide guidance and training in decision-making.

#### **Work Environment**

The work environment in a company is very important for management to pay attention to. Even though the work environment does not carry out the production process in a company, the work environment directly influences the employees who carry out the production process. A comfortable environment for employees can improve performance. Conversely, an inadequate work environment will reduce performance, say good or appropriate if humans can carry out activities in an optimal, healthy, safe, and comfortable manner. NitiseMITO (2005) defines "the work environment as everything that is around the workers which can influence him/her in carrying out the assigned tasks".

Another definition of Sedarmayanti (2013) states that "The work environment is the entire tooling tool and materials faced, the surrounding environment in which a person works, his work methods, and work arrangements both as an individual and as a group." From some of the above opinions, it can be concluded that the work environment is everything that is around the employee at work, whether physical or non-physical, directly or indirectly, which can affect him and his job while working. According to Kusrianto (1991), "the work environment is one of the factors that affect the performance of an employee." An employee who works in a work environment that supports him to work optimally will produce a good performance. Conversely, if an employee works in an inadequate work environment and does not support him to work optimally, it will result in a good performance, preferably if an employee works in an inadequate and unsupportive work environment to work optimally will make the employee concerned become lazy, tire quickly so that the employee's performance will be below.

According to Ishak and Tanjung (2003), the work environment's benefits are "creating work enthusiasm, so that productivity and work performance increase". Meanwhile, the benefit of working with motivated people is that the job gets done correctly, which means that the work is completed according to the correct standards and within the specified time scale. His work performance will be monitored by the individual concerned

and will not result in too much supervision and his morale will be high.

According to Sedarmayanti (2013), the employee work environment indicator states that the type of work environment is divided into two, namely: 1). Physical work environment; Physical work environment is all physical conditions that exist around the workplace that can affect employees directly or indirectly. The physical work environment can be divided into two categories, namely: a). An environment directly related to employees such as work centers, chairs, desks, and so on. b). The intermediate environment or general environment can also be called the work environment, which can affect the human condition, for example, temperature, humidity, air circulation, lighting, noise, mechanical vibrations, unpleasant odors, colors, and so on. To be able to minimize the influence of the physical environment on employees, the first step is to study the human, both physical and behavior, then use it as a basis for thinking about the appropriate physical environment. 2). Non-physical Work Environment; Non-physical work environment is all conditions related to work relationships, relationships with superiors and relationships with colleagues, or relationships with subordinates. "Companies should be able to reflect conditions that support cooperation between the levels of superiors, subordinates, and those who have the same position in the company. The conditions that should be created are a family atmosphere, good communication, and self-control" (NitiseMITO, 2005). So, this non-physical work environment is also a group work environment that cannot be ignored.

#### **Motivation**

Motivation or motivation to work is very determining for the achievement of a goal. Therefore, the leader must foster the highest work motivation for the employees in the company. The notion of motivation is closely related to the emergence of a tendency to do something to achieve goals. There is a strong relationship between need, motivation, actions and behavior, goals, and satisfaction because every change is always thanks to a motivational boost. Motivation arises because of a need and therefore, the action is directed at achieving certain goals. If the goal has been achieved, satisfaction will be achieved and will tend to be repeated so that it is stronger and more stable. Work motivation is a condition that moves employees to be able to achieve their goals, and motivation starts from unfulfilled needs.

Hasibuan (2016) "motivation is the provision of a driving force that creates a person's enthusiasm for work so that they want to work together, work effectively and are integrated with everything and their efforts to achieve satisfaction" Heller (1998) "motivation is the desire to act. Everyone can be motivated by several different strengths". Being hired, we need to influence subordinates to align their motivation with organizational needs. Work motivation is "the result of a pool of internal and external forces that cause workers to choose the appropriate way of acting and adopt certain behaviors. Ideally, this behavior will be directed at achieving organizational goals" (Newstrom, 2011).

Other opinions include that motivation is a process that considers the intensity, direction, and persistence of individual



efforts towards achieving goals. Motivation is generally related to each goal, while organizational goals focus on work-related behavior (Robbins and Judge, 2015). McShane and Glinow (2010) state that motivation is a force in people that affects the direction, intensity, and strength of voluntary behavior. A motivated worker is willing to use a certain level of effort for a certain amount of time towards a specific goal. Motivation is one of the four important drivers of individual behavior and performance.

It is also stated that motivation is a psychological process that generates, directs, and persistent in taking voluntary actions directed at achieving goals (Kreitner and Kinicki, 2010). Meanwhile, Colquitt et al. (2011) define motivation as a set of energetic forces that start both from within and from outside the worker, starting from work-related efforts and considering direction, intensity, and persistence. Motivation is a critical consideration because effective performance often requires both a high level of ability and motivation.

From the opinions mentioned above, it can be concluded that motivation is an impetus to act on a series of human behavior processes by considering direction, intensity, and persistence in achieving goals. In comparison, the elements in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous, and having a purpose.

### **Job Satisfaction**

Job satisfaction is an individual thing. Each employee will have a different level of satisfaction according to the values that apply to him. The more aspects of the job under individual desires, the higher the level of satisfaction felt and vice versa. Satisfied employees do a better job at fulfilling the obligations as outlined in the job description. The reality shows that positive feelings encourage creativity, improve problem-solving and decision making. Positive feelings also improve task persistence and attract more help and support from colleagues. Job satisfaction refers to the general attitude of an individual towards his job.

A person with a high level of job satisfaction shows a positive attitude towards his job and vice versa if the employee is not satisfied with his job, the employee will show a negative attitude towards his job. Siagian (2013) states that "job satisfaction is a way of looking at someone, both positive and negative about their work". Bangun (2012) states that "job satisfaction is when an employee feels his job is fun or unpleasant to do. Job satisfaction is the level of pleasant feelings obtained from a person's job appraisal or work experience (Coldquitt et al., 2011). In other words, job satisfaction reflects how we feel about our jobs.

Robbins and Judge (2015) define job satisfaction as a positive feeling about work as a result of evaluating its characteristics. Work requires interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and the like. Meanwhile, McShane and Glinow

(2010) view job satisfaction as an evaluation of someone in their work and job context. Is an assessment of job characteristics, work environment, and perceived emotional experiences at work? Another opinion suggests that job satisfaction is an affective or emotional response to various aspects of a person's job (Kreitner and Kinicki, 2010). This definition implies that job satisfaction is not a single concept. Rather, people can be relatively satisfied with one aspect of their job and dissatisfied with one or more aspects. From these various views, it can be concluded that in essence, job satisfaction is the level of a person's happy feelings as a positive assessment of their work and the environment in which they work.

Sutrisno (2016) the factors that affect job satisfaction are 1). Opportunity for advancement. In this case, there is an opportunity to gain experience and increase in ability during work. 2). Willingness to work. This factor is referred to as supporting job satisfaction for employees. Safe conditions greatly affect how employees feel during work. 3). Salary. More pay causes dissatisfaction and people rarely express job satisfaction with the amount of money earned. 4). Companies and Management. Good company and management can provide a stable working situation and conditions. 5). Supervision. As well as his boss. Poor supervision can result in absences and turnover. 6). Intrinsic factors and work. The attributes that exist in a job require certain skills. Difficulty and ease and pride of duty can increase or decrease satisfaction. 7). Working conditions. This includes the conditions of the premises, ventilation, lighting, canteens, and parking lots. 8). Social aspects of work. Is one attitude that is difficult to describe but is seen as a factor that supports satisfaction or dissatisfaction at work. 9). Communication. Smooth communication between employees and management is widely used as an excuse to like their job. In this case, the superiors' willingness to listen, understand, and acknowledge the opinions or achievements of their employees plays a major role in creating a sense of satisfaction with work. 10). Amenities. Hospital, leave, pension or housing facilities are standard in a position and if they can be fulfilled, it will create a sense of satisfaction.

Indicators commonly used to measure the job satisfaction of an employee, according to Sutrisno (2016) are 1). Psychological Factors; It is a factor related to employee psychology, including interests, peace in work, attitudes towards work, talents, and skills. 2). Social Factors; This Is a factor related to social interaction between employers and employees and superiors. 3). Physical Factors; It is a factor related to employees' physical condition, including the type of work, setting time and rest time, work completeness, room conditions, temperature, lighting, air exchange, employee health conditions, age, and so on. 4). Financial factors are factors related to employee health and security, including the system and amount of salary, social security, various benefits, facilities provided, promotions, and so on.

**Research Method**

*Research Design*

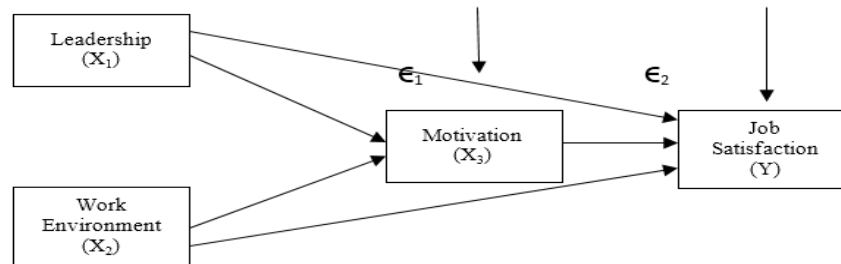


Figure 1. Research Model

This type of research is causal research which analyzes the causal relationship between variables in the study. The approach used in this research is a quantitative approach based on statistical and empirical data. The population in this study were employees of PT. Trinitan Plastic Industries with many 62 people and the sampling technique in this study using random sampling. The data collection technique used was a questionnaire. The instrument testing technique used was validity and reliability tests, the data analysis technique used was path analysis, using the mediation of motivation variables, where leadership and work environment variables had a direct impact on job satisfaction and leadership and work environment variables had an indirect effect or variable mediation, motivation for job satisfaction.

**Results and Discussion**

*Validity Test*

The validity test is a measure that indicates the levels of validity and validity of an instrument. An instrument that is valid

and valid has high validity, on the other hand, an instrument that is less valid means low validity (Suharsimi, 2006).

The validity test calculation is done by comparing the calculated r-value with the r table for the 5 percent significance level of the degree of freedom (df) = n-2; (62-2 = 60) get the value of r table = 254. If r count > r table, then the question or indicator is declared valid. Conversely, if r count < r table then the question or indicator is declared valid.

*Validity Test of Data Instruments*

From the results of the calculation of the correlation score for each item of the leadership statement, work environment, work motivation, and work satisfaction of 62 respondents with the number of statements for each variable, eight statements for the leadership variable, and 10 questions for the work environment, motivation and job satisfaction variables with a total score of each respondent obtained results are presented in the table as follows:

**Table 1: Test the Validity of Data Instruments**

Statement	R-count				R-Table	Conclusion
	Leadership	Work Environment	Motivation	Job Satisfaction		
Inst. No. 1	0.500	0.686	0.631	0.478	0,254	Valid
Inst. No. 2	0.511	0.769	0.311	0.672	0,254	Valid
Inst. No. 3	0.506	0.717	0.381	0.396	0,254	Valid
Inst. No. 4	0.498	0.364	0.547	0.578	0,254	Valid
Inst. No. 5	0.472	0.630	0.454	0.522	0,254	Valid
Inst. No. 6	0.464	0.641	0.566	0.407	0,254	Valid
Inst. No. 7	0.496	0.735	0.625	0.702	0,254	Valid
Inst. No. 8	0.685	0.563	0.565	0.369	0,254	Valid
Inst. No. 9	-	0.413	0.474	0.386	0,254	Valid
Inst. No. 10	-	0.270	0.426	0.596	0,254	Valid

Source: Primary data, processed in 2020

Based on Table 1, it can be seen that of all the statement items from the variables of leadership, work environment, motivation and employee job satisfaction, the results are valid.

*Reliability Test*

The measurement of reliability is carried out using one shot or one measurement only. A variable is said to be realistic if it provides a Cronbach Alpha value > 0.60 (Ghozali, 2016).

**Table 2: Reliability Test Results**

Variable	Cronbach Alpha	Cutt off (α) = 5%	Information
Leadership	0.611	0.600	Reliable
Work Environment	0.790	0.600	Reliable
Motivation	0.617	0.600	Reliable
Job Satisfaction	0.627	0.600	Reliable

Source: Primary data, processed in 2020

Based on Cronbach's alpha reliability figures from Table 2, the variables of leadership, work environment, motivation, and job satisfaction form a realistic measure of each dimension.

**Correlation Analysis**

**Table 3: Correlation Analysis**

		Leadership	Work Environment	Motivation
Leadership	Pearson Correlation	1	.705**	.606**
	Sig. (2-tailed)		.000	.000
	N	62	62	62
Work Environment	Pearson Correlation	.705**	1	.631**
	Sig. (2-tailed)	.000		.000
	N	62	62	62
Motivation	Pearson Correlation	.606**	.631**	1
	Sig. (2-tailed)	.000	.000	
	N	62	62	62

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, processed in 2020

Based on the calculation of Table 3, the correlation figure between leadership and work environment variables is 0.705. The correlation of 0.705 means that the relationship between leadership and the work environment is strong and unidirectional (positive), meaning that if the leadership variable is high, the work environment is also high. The correlation between the two variables is significant at  $0.000 < 0.05$  because the significance value (sig) is above 0.05, the relationship between the two variables can be said to be significant, while the correlation between the leadership and motivation variables is 0.606. Spread correlation 0.606 means that the relationship between leadership and motivation is quite strong and unidirectional (positive), meaning that if the leadership variable is high then motivation is

also high. The correlation between the two variables is significant at  $0.000 < 0.05$  because the significance value (sig) is above 0.05, the relationship between the two variables can be said to be significant, and the correlation between work environment variables and motivation is 0.631. The correlation of 0.631 means that the relationship between leadership and the work environment is quite strong and unidirectional (positive). If the work environment variable is high, the motivation is also high. The correlation of the two variables is significant at  $0.000 < 0.05$  because the significance value (sig) is above 0.05, the relationship between the two variables can be said to be significant.

**Path Analysis**

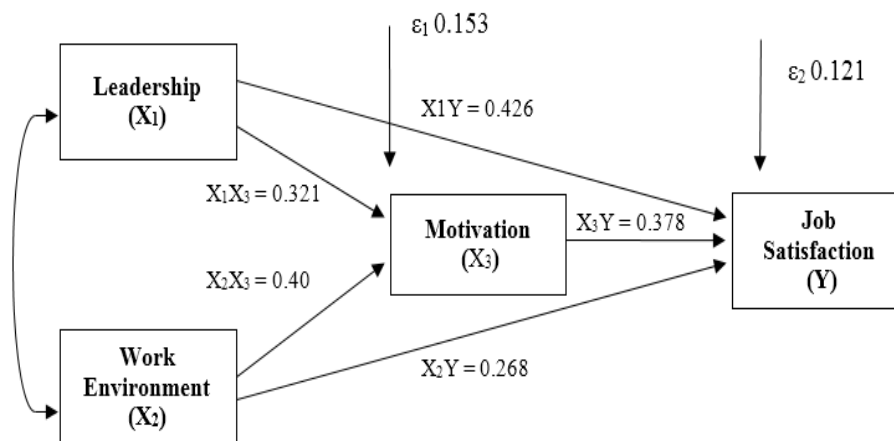


Figure 2. Results of the Research Model

**Direct Effect**

To calculate the direct effect, the following formula is used:

- The influence of leadership variables on job satisfaction  
 $X1 \rightarrow Y = 0.426$
- The influence of work environment variables on job satisfaction  
 $X2 \rightarrow Y = 0.268$

- The influence of motivation variables on job satisfaction  
 $X3 \rightarrow Y = 0.378$
- The influence of leadership variables on motivation  
 $X1 \rightarrow X3 = 0.321$
- The influence of work environment variables on motivation  
 $X2 \rightarrow X3 = 0.404$
- The influence of motivation variables on job satisfaction  
 $X3 \rightarrow Y = 0.378$

**Indirect Effect**

To calculate the indirect effect, the following formula is used:

1. The influence of leadership variables on job satisfaction through motivation

$$X1 \rightarrow X3 \rightarrow Y = (0.321 \times 0.378) = 0.121$$

2. The influence of work environment variables on job satisfaction through motivation

$$X2 \rightarrow X3 \rightarrow Y = (0.404 \times 0.378) = 0.153$$

**Total Effect**

1. The influence of leadership variables on job satisfaction through motivation

$$X1 \rightarrow X3 \rightarrow Y = (0.321 + 0.378) = 0.699$$

2. The influence of work environment variables on job satisfaction through motivation

$$X2 \rightarrow X3 \rightarrow Y = (0.404 + 0.378) = 0.782$$

3. The influence of leadership on job satisfaction

$$X1 \rightarrow Y = 0.426$$

4. The influence of work environment on job satisfaction

$$X2 \rightarrow Y = 0.268$$

5. The influence of motivation on job satisfaction

$$X3 \rightarrow Y = 0.378$$

The structural equation for the equation model is:

$$\text{Sub structure equation 1 : } X_3 = 0,321X_1 + 0,404X_2 + 0,378 + \varepsilon_1$$

$$\text{Sub structure equation 2 : } Y = 0,426X_1 + 0,268X_2 + 0,378X_3 + \varepsilon_2$$

**Discussion****The Effect of Leadership on Job Satisfaction**

$X1 \rightarrow Y = 0.426$ , the results of the leadership research on direct job satisfaction amounted to 0.426 (positive) and a significance of 0.000 less than 0.05 (0.000 < 0.05). This means that there is a positive and significant effect directly from leadership on job satisfaction at PT. Trinitan Plastic Industries. Based on the research, leadership directs its subordinates to maintain good relations with each other in giving tasks and responsibilities running well according to the leadership assessment statement on job satisfaction. This was reinforced by (Suharto, Subagja, I. K., & Rusdah, 2020); Kurniawan (2012), which states that leadership has a positive and significant effect on job satisfaction. With this influence will increase job satisfaction in doing the job as well as possible.

**The Effect of Work Environment on Job Satisfaction**

$X2 \rightarrow Y = 0.264$ , the results of the work environment research on direct job satisfaction amounted to 0.264 (positive) and a significance of 0.000 less than 0.05 (0.000 < 0.05). This means that there is a positive and significant effect directly from the work environment on job satisfaction at PT. Trinitan Plastic Industries. Based on research, the physical work environment, such as the workplace lighting, is good according to the work environment assessment statement on job satisfaction. This is confirmed by Yulianti (2008), who states that the work environment has a positive and significant effect on job satisfaction. Where with this influence will increase employee job satisfaction in doing their job.

**The Effect of Motivation on Job Satisfaction**

$X3 \rightarrow Y = 0.378$ , from the results of the study the motivation to direct job satisfaction is 0.378 (positive) and a

significance of 0.000 is less than 0.5 (0.000 < 0.05). This means that there is a positive and significant effect directly from motivation on job satisfaction at PT. Trinitan Plastic Industries. Based on the research that the company provides occupational accident insurance in the form of BPIs for employment is fulfilled properly, work safety is number one for employees according to the motivation assessment statement for job satisfaction. This is confirmed by Brahmasari and Suprayetno (2008); (Munawaroh, M., Suharto, & Subagja, I. K., 2020), which states that motivation has a positive effect on job satisfaction. Wherewith this influence will increase job satisfaction by doing work in accordance with the company's vision and mission.

**The Effect of Leadership on Motivation**

$X1 \rightarrow X3 = 0.321$ , the result of direct leadership research on motivation is 0.321 (positive) and a significance of 0.022 is less than 0.5 (0.000 < 0.05). This means that there is a positive and significant effect directly from leadership on motivation at PT. Trinitan Plastic Industries. Based on the research, the leader directs his subordinates to be present on time and goes well following the leadership assessment statement on motivation. This is confirmed by Suprpta et al (2015); (Suharto, S., Subagja, I. K., & Rusdah, 2020);, which states that leadership has a positive and significant effect on motivation. This influence will increase the work satisfaction of employees present promptly exemplified by superiors or leaders.

**Effect of Work Environment on Motivation**

$X2 \rightarrow X3 = 0.426$ , the results of the work environment research on direct motivation are 0.426 (positive) and a significance of 0.000 is less than 0.05 (0.000 < 0.05). This means that there is a positive and significant effect directly from the work environment on motivation at PT. Trinitan Plastic Industries. Based on research, the relationship between fellow employees is very helpful in working well following the work environment assessment statement on motivation. This is confirmed by Kurniawan (2012), who states that the work environment positively and significantly affects motivation. Wherewith this influence will increase job satisfaction, employees do the job as well as possible.

**The Influence of Leadership on Job Satisfaction through Motivation**

$X1 \rightarrow X3 \rightarrow Y = (0.321 \times 0.378) = 0.121$ , the multiplication result shows that the indirect effect is smaller than the direct effect (0.212 < 0.378). This indicates that leadership can go through an intervening variable, namely motivation in influencing job satisfaction, but the value of direct influence without going through motivation on job satisfaction is greater. This is confirmed by Suprpta et al. (2015); (Suharto, S., Subagja, I. K., & Rusdah, 2020), which states that leadership has a positive and significant effect on job satisfaction. A leader who delegates tasks or time properly with this influence will increase job satisfaction, and employees will give all their abilities to work for the company.

**Effect of Work Environment on Job Satisfaction through Motivation**

$X_2 \rightarrow X_3 \rightarrow Y = (0.404 \times 0.378) = 0.153$ , the multiplication result shows that the indirect effect is smaller than the direct effect ( $0.153 < 0.404$ ). This indicates that the work environment variable can be through the intervening variable, namely motivation in influencing job satisfaction, but the value of direct influence without going through motivation on job satisfaction is greater. This is confirmed by Yunanda (2016), which states that it has a positive and significant effect that the relationship between fellow employees helps work with this influence which will increase job satisfaction, employees will feel comfortable and at ease at work.

### Conclusion

After conducting this research, the researchers concluded, namely: 1). Leadership has a positive and significant effect directly on job satisfaction at PT. Trinitan Plastic Industries. The leader always provides clear directions regarding the tasks assigned to subordinates, 2). The work environment has a positive and significant effect directly on job satisfaction at PT. Trinitan Plastic Industries. Where with this influence will increase employee job satisfaction in doing their job. 3). Motivation has a direct positive effect on job satisfaction at PT. Trinitan Plastic Industries. This influence will increase job satisfaction, this influences employees to work according to the company's vision and mission. 4). Leadership has a positive and significant effect directly on motivation at PT. Trinitan Plastic Industries. Where this influence will increase employee motivation, namely present on time, exemplified by superiors or leaders. 5). The work

environment has a positive and significant effect directly on motivation at PT. Trinitan Plastic Industries. With this influence, it will increase job satisfaction, employees do their jobs as well as possible. 6). Leadership has a positive and significant effect on job satisfaction through motivation at PT. Trinitan Plastic Industries. 7). Work environment has a positive and significant effect on job satisfaction through motivation at PT. Trinitan Plastic Industries. The result of the indirect effect's value is smaller than the result of the value of the direct effect. Thus motivation as a mediating variable has no role in influencing leadership and work environment on job satisfaction.

### Suggestion

After analyzing the influence of leadership and work environment on job satisfaction at PT. Trinitan Plastic Industries, the researchers, provide suggestions that might be useful for companies and researchers, as for the authors' recommendations as follows: 1) looking at the research results so that the leader provides clearer directions regarding the tasks to be given to subordinates so that mistakes do not occur again in delivery, communication, and work results. 2). It is hoped that the company can improve cleanliness, room temperature, layout, lighting, and noise so that the work environment is more comfortable. 3). It is hoped that the company can carry out promotions to be even more motivated in carrying out their assigned tasks. 4). It is expected that the company can appoint employees in accordance with the applicable labor laws and under the collective working agreement.

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