

Analysis Of Leadership And Colleagues On Employee Job Satisfaction With The Work Environment As An Intervening Variable In CV. ANUGERAH PRIMA METALINDO

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ABSTRACT

The success of an organization depends heavily on the quality of human resources in it. Competency-based human resource development aims to improve productivity, work quality, and customer satisfaction, which ultimately benefits the organization. Employees who are satisfied with their work will be more committed, productive, and highly dedicated to the company, while employees who are dissatisfied with their work tend to experience turnover and decreased productivity. This study aims to analyze the influence of leadership and co-worker relationships on employee job satisfaction through work environment factors. The results of the study show that leadership has a positive and significant effect on the work environment in CV. Anugerah Prima Metalindo, as well as colleagues who have a positive and significant influence on the work environment. In addition, leadership and colleague relationships also have a positive and significant effect on employee job satisfaction. The work environment also has a positive and significant influence on employee job satisfaction. This study also reveals that leadership and colleague relationships have a positive and significant influence on employee job satisfaction through the work environment as a connecting variable in CV. Anugerah Prima Metalindo.

Keywords:

leadership, co-workers, employee job satisfaction, work environment

INTRODUCTION

People are a key element in an organization that plays an active role in achieving company goals. The success of an organization depends heavily on the quality of human resources in it. Competency-based human resource development aims to increase productivity, work quality, and customer satisfaction, which will benefit organizations (Pitasari and Perdhana, 2018). Employees with a high level of job

satisfaction will be more committed, more productive, and highly dedicated to the company, while employees with low job satisfaction tend to experience turnover and decreased productivity (Pratiwi and Rizky, 2024).

Some factors that affect job satisfaction include job content, autonomy, compensation, salary, work environment, relationships with superiors and colleagues, and promotions and training (Isma and Dipoatmodjo, 2022). A conducive work environment, both physical and non-physical, plays an important role in increasing job satisfaction and employee productivity (Hasibuan and Robain, 2024). A poor work environment can reduce concentration and decrease work motivation, while a good work environment increases morale and productivity (Hermawan and Rahadi, 2021).

In addition, leadership plays an important role in shaping organizational culture and creating a productive work environment. Leaders who are able to motivate and provide clear direction can increase employee job satisfaction (Iskandar, et al., 2024). Fair, communicative, and supportive leadership in achieving organizational goals has the potential to improve employee performance and job satisfaction (Rahmawati, et al., 2023).

Colleagues also affect job satisfaction, where harmonious and mutually supportive relationships between colleagues can create a positive work atmosphere and increase productivity. Employees tend to be more satisfied with their jobs when they have colleagues who support each other and are friendly (Mahaputra, et al., 2023; Ristami, et al., 2022).

CV. Anugerah Prima Metalindo, which is engaged in foundry, faces challenges in the form of low employee discipline, which can affect work productivity. Therefore, this study aims to analyze the influence of leadership and colleagues on employee job satisfaction with the work environment as an intervening variable. Effective leadership factors and good relationships between colleagues are believed to create a conducive work environment, which in turn increases employee job satisfaction on CVs. Anugerah Prima Metalindo.

LITERATURE REVIEW

Leadership

According to Kartono in Isvandiari (2018), leadership is the traits, habits, temperament, disposition, and personality that distinguish a leader in interacting with others. According to Sutikno (2018), leadership is a very important factor for an organization. Leadership is the process by which a person can influence others and



inspire, encourage, motivate, and direct their activities to achieve the goals of the group or organization (Prayudi, et al., 2022). Leadership can also be interpreted as a process of influencing not only from the leader to his followers, or in one direction, but also in each other, or in two directions. Good followers can also develop leadership skills by following existing leadership and providing feedback at a certain level to leaders (Solikin, et al., 2017).

Kartono in Isvandiari (2018) states that there are several indicators of leadership, namely:

1. The nature and nature of the leader have a significant influence on the leadership style, which is determined by the leader's personal ability.
2. Habits, leadership habits are the determining factors of a leader's behavior and represent all actions taken by a good leader.
3. Temperament, a style of behavior with a special emphasis on giving feedback when dealing with others
4. Character, a more subjective disposition of a leader can determine a leader's superiority, affecting confidence, perseverance, perseverance, and courage.
5. Personality, the personality of a leader determines his success, which in turn is determined by the personality traits and traits of the leader.

Co workers

According to Yowono and Khazar in Ramadan (2021), a colleague is a working group that supports each other in facilitating the completion of tasks, while according to Nitisemito in Napitupulu (2022), a colleague or colleague is a person or group of people who work together equally to support the work assigned to them. According to Suharso and Retnoningsih in Napitupulu (2022), coworkers are people who interact with each other at work. Based on the opinions of the experts above, it can be concluded that co-workers are people who have a mutual relationship in the workplace.

Yowono and Khazar in Ramadan (2021), stated that the indicators of co-workers consist of:

1. Healthy competition, competition for the top spot among peers. In this competition, no one hits each other or badmouths other colleagues. Therefore, everyone had to fight with all their might to get a certain position.
2. Employees respect each other, mutual respect is an attitude of respect for fellow colleagues. This mutual respect creates a sense of security and allows work to run smoothly.



3. Employees work together to solve problems, the actions of an employee to solve a problem that is considered very complex, both that occurs in one employee and all employees.
4. The existing family atmosphere, the condition where fellow colleagues maintain a family atmosphere in the workplace can be harmoniously established. This can be realized by each party respecting each other both at work and outside of work.

Work Environment

According to Kasmir (2019), the work environment is the atmosphere or circumstances around the workplace, which can be in the form of rooms, plans, facilities and infrastructure, as well as working relationships with colleagues. The work environment is the state that exists around the worker when he or she carries out his or her duties, and because the work environment has an important influence, this situation can affect the way the worker runs his company. The work environment is a very important factor when employees carry out work activities. The work environment refers to the environment in which employees perform their daily work. A supportive work environment provides a sense of security and increases employees' ability to work to the fullest.

According to Ansyari and Kasmir (2018), work environment indicators include:

1. The working environment of physical conditions, can be measured through indicators:
 - a. Workplace lighting
 - b. Workplace color scheme
 - c. Furniture at work
 - d. Ventilation and room temperature
 - e. Workplace interiors
 - f. Noise
 - g. Air circulation
 - h. Facilities and technological infrastructure
 - i. Work equipment
2. The work environment of non-physical conditions, can be measured through indicators:
 - a. Fatigue

- b. Boredom
- c. Relationship with superiors
- d. Relationships with colleagues
- e. Work *team work*

Employee Job Satisfaction

According to Winardi in Febriana, et al. (2020), job satisfaction is an end stated condition that arises due to the achievement of certain goals as previously expected. Job satisfaction is a feeling of pleasure or joy, or a feeling of liking a person before and after doing work (Kasmir, 2019). Sypniewska in Suryani (2022) defines job satisfaction as the comfort of employees working as a result of the support of their work environment. The satisfaction experienced is a sense of comfort caused by the existence of good interpersonal relationship factors in the organization such as good relationships with co-workers, relationships with superiors, and communication created with people in the organization where they work.

According to Winardi (2015), the indicators of employee job satisfaction are as follows:

1. Employee salaries and benefits
2. Work environment
3. Physical and psychological conditions of the workplace
4. Social relationships between colleagues
5. Organizational leadership
6. Employee career development opportunities

RESEARCH METHODS

Type of Research

This research is a quantitative approach. Sugiyono (2020) Stated that the quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to research on a specific population or sample, sampling techniques are generally carried out randomly. This research uses a verifiable method, namely research that uses the presentation of answers from the results of thinking whose truth is provisional (hypothetical).

Population and Sample

1. Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2020). The population in this



study is all employees in several companies in CV. Anugerah Prima Metalindo with a total population of 54 employees.

2. Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2020).

According to Arikunto (2016), if the total population is less than 100 people, then the number of samples is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken.

Because the population is not greater than 100 respondents, the author takes 100% of the population on the CV. Anugerah Prima Metalindo is 54 respondents. Thus, the use of the entire population without having to draw a research sample as an observation unit is called the saturated sample technique.

Types and Data Sources

In collecting data sources, researchers collect data sources in the form of primary data and secondary data.

1. Primary Data

The primary data in this study is obtained directly from informants through observation and questionnaires. The distribution of the questionnaire in this case was carried out online through *a google form* and observation was carried out by making direct observations of the data source, namely CV employees. Anugerah Prima Metalindo.

2. Secondary Data

Secondary data is supporting data from primary data that is needed to complete previously obtained information. Secondary data is research information that is not directly obtained from intermediary media such as books, journals, articles, websites or other supporting sources, as well as records related to the object of research.

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS software version 3. *Partial Least Squares* (PLS) is a statistical analysis method used to model the relationship between measurable variables (manifest) and latent variables (directly unmeasured). PLS is a variance-based approach in structural equation modeling that allows researchers to estimate complex relationships between variables, including latent variables that cannot be

measured directly but are indicated by manifest variables (Mohammad, et al., 2019; Wisnalmawati, 2023).

RESEARCH RESULTS

Characteristics of Respondents

1. Respondent Characteristics by Gender

The data regarding the gender of the respondents in this study can be described in the table below, which is as follows:

Table 1 Respondent Characteristics by Gender

Description	Category	Sum	Percentage (%)
Gender	Man	53	98,1
	Woman	1	1,9
Total		54	100

Based on the table above, it can be concluded that the respondents in this study about the gender of the respondents, namely 1 female (1.9%) while the rest of the male respondents were 35 people (98.1%).

2. Characteristics of Respondents by Age

The data regarding the age of the respondents in this study can be described in the table below, which is as follows:

Table 2 Characteristics of Respondents by Age

Description	Category	Sum	Percentage (%)
Age	16 – 25 years old	26	48,1
	26 – 35 years old	18	33,4
	36 – 45 years old	6	11,1
	46 years – 55 years old	3	5,55
	> 55 years	1	1,85
Total		54	100

Based on data on the age of the respondents in this study, it shows that the majority of respondents are in the age range of 16-25 years, namely 26 people (48.1%), respondents in the age range of 26-35 years are 18 people (33.4%). Furthermore, the age group of 36-45 years consists of 6 people (11.1%), the age group of 46-55 years consists of 3 people (5.55%) and finally the respondents over 55 years old are 1 person (1.85%).

3. Characteristics of Respondents Based on Length of Work



The data regarding the length of work of the respondents in this study can be described in the table below, which is as follows:

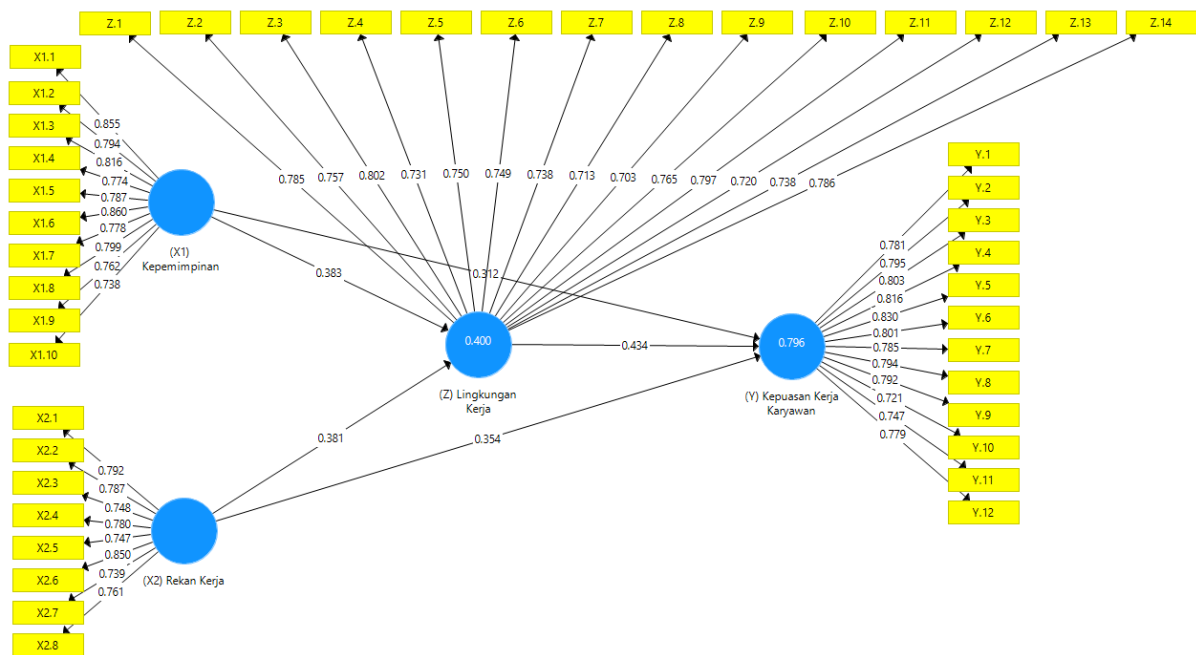
Table 3 Respondent Characteristics Based on Occupation

Description	Category	Sum	Percentage (%)
Length of Work	0 – 5 years	36	66,7
	6 – 10 years	13	24
	11 - 15 years	1	1,9
	> 15 years	4	7,4
Total		54	100

Based on data on the work of the respondents in this study, it shows that the majority of respondents have worked between 0 – 5 years, namely 36 people (66.7%). Furthermore, as many as 13 respondents (24%) have work experience between 6 – 10 years, while 1 respondent (1.9%) has worked for 11 – 15 years. The respondents who had more than 15 years of work experience amounted to 4 people (7.4%).

Outer Model Testing

The initial stage of the two stages of model evaluation is very important to ensure whether the indicators used in this research model are reliable and valid. This step aims to ensure the suitability of indicators in measuring the latent variables or constructs in question. Therefore, this stage is often referred to as the measurement model, which in PLS-SEM is known as the outer model.



Picture 1 Outer Model

1. Convergen Validity

Convergent Validity is carried out by looking at reliability items (validity indicators) indicated by the value of the *loading factor*. *Loading factor* is a number that shows the correlation between the score of a question item and the score of the indicator construct indicator that measures the construct of the indicator. A *loading factor* value greater than 0.7 is said to be valid. In this study, the *loading factor* limit used was 0.7. After data processing using SmartPLS 3.0, the *loading factor* results can be shown as in the table below.

Table 4 Loading Factor Results

	Leadership (X1)	Coworkers (x2)	Employee Job Satisfaction (Y)	Work Environment (Z)
X1.1	0,855			
X1.2	0,794			
X1.3	0,816			
X1.4	0,774			
X1.5	0,787			
X1.6	0,860			
X1.7	0,778			
X1.8	0,799			
X1.9	0,762			

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X1.10	0,738			
X2.1		0,792		
X2.2		0,787		
X2.3		0,748		
X2.4		0,780		
X2.5		0,747		
X2.6		0,850		
X2.7		0,739		
X2.8		0,761		
Y.1			0,781	
Y.11			0,747	
Y.12			0,779	
Y.2			0,795	
Y.3			0,803	
Y.4			0,816	
Y.5			0,830	
Y.6			0,801	
Y.7			0,785	
Y.8			0,794	
Y.9			0,792	
Y.10			0,721	
Z.1				0,785
Z.2				0,757
Z.3				0,802
Z.4				0,731
Z.5				0,750
Z.6				0,749
Z.7				0,738
Z.8				0,713
Z.9				0,703
Z.10				0,765
Z.11				0,797
Z.12				0,720
Z.13				0,738
Z.14				0,786



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Based on the results of data analysis using SmartPLS presented in the table, the majority of indicators in each variable show a *loading factor* value above 0.70, which indicates the strong validity of these indicators in measuring the constructs they represent.

2. Discriminant Validity

Discriminant Validity is carried out by looking at the *cross loading value* of the construction measurement. The *cross loading value* shows the magnitude of the correlation between each construct and its indicator and the indicators of other block constructs. A measurement model has *good discriminant validity* if the correlation between the construct and its indicator is higher than the correlation with the indicator of the construct of other blocks. After data processing using SmartPLS 3.0, the results of *cross loading* can be shown in the table below.

Table 5 Test Results *Cross Loading*

	Leadership (X1)	Coworkers (x2)	Employee Job Satisfaction (Y)	Work Environment (Z)
X1.1	0,855	0,356	0,653	0,542
X1.2	0,794	0,479	0,628	0,451
X1.3	0,816	0,268	0,557	0,474
X1.4	0,774	0,187	0,449	0,438
X1.5	0,787	0,177	0,406	0,326
X1.6	0,860	0,320	0,517	0,393
X1.7	0,778	0,325	0,527	0,411
X1.8	0,799	0,276	0,617	0,425
X1.9	0,762	0,281	0,445	0,316
X1.10	0,738	0,225	0,449	0,321
X2.1	0,369	0,792	0,606	0,377
X2.2	0,392	0,787	0,626	0,553
X2.3	0,146	0,748	0,492	0,367
X2.4	0,355	0,780	0,550	0,428
X2.5	0,217	0,747	0,445	0,222
X2.6	0,298	0,850	0,656	0,490
X2.7	0,190	0,739	0,415	0,320
X2.8	0,270	0,761	0,441	0,382
Y.1	0,509	0,634	0,781	0,680

Y.2	0,635	0,612	0,795	0,619
Y.3	0,556	0,616	0,803	0,635
Y.4	0,590	0,593	0,816	0,649
Y.5	0,543	0,448	0,830	0,755
Y.6	0,446	0,593	0,801	0,614
Y.7	0,454	0,497	0,785	0,579
Y.8	0,433	0,614	0,794	0,576
Y.9	0,527	0,513	0,792	0,550
Y.10	0,439	0,488	0,721	0,626
Y.11	0,465	0,481	0,747	0,520
Y.12	0,711	0,473	0,779	0,566
Z.1	0,365	0,476	0,655	0,785
Z.2	0,390	0,266	0,527	0,757
Z.3	0,504	0,416	0,664	0,802
Z.4	0,253	0,393	0,541	0,731
Z.5	0,378	0,316	0,557	0,750
Z.6	0,475	0,444	0,593	0,749
Z.7	0,518	0,317	0,640	0,738
Z.8	0,369	0,287	0,451	0,713
Z.9	0,247	0,443	0,538	0,703
Z.10	0,404	0,578	0,679	0,765
Z.11	0,402	0,370	0,640	0,797
Z.12	0,418	0,434	0,567	0,720
Z.13	0,346	0,344	0,555	0,738
Z.14	0,396	0,355	0,568	0,786

The results of *cross loading* in the table above show that the correlation value between the construct and its indicator is greater than the correlation value with other constructs. This shows that all constructs or latent variables have good *discriminant validity*, where the indicators in the construction block are better than the indicators in other blocks.

The next evaluation is carried out by looking at the AVE value between constructs. A good AVE score is required to have a value greater than 0.50. In this study, the AVE value for each construct can be seen in the table below.

Table 6 AVE Test Results

Variable	Average Variance Extracted (AVE)
Leadership (X1)	0,635
Coworkers (x2)	0,602
Employee Job Satisfaction (Y)	0,620
Work Environment (Z)	0,567

Based on the table above, all the constructs in this study show an *Average Variance Extracted* (AVE) value greater than 0.50, which indicates adequate convergence validity. Leadership (X1) has an AVE value of 0.635, Co-Workers (X2) show an AVE value of 0.602, Employee Job Satisfaction (Y) has an AVE value of 0.620, and Work Environment (Z) shows an AVE value of 0.567. Overall, these values confirm that all the constructs in this study have good convergent validity, so that the model used can be relied on to analyze the relationship between variables.

3. *Composite Reliability*

The outer model can also be measured by assessing *convergent validity* and *discriminant validity* by looking at the reliability of the construct or latent variables measured by the *composite reliability value*. The construct is declared reliable if the *composite reliability* has a value of > 0.7 , then the construct is declared reliable. The output results of SmartPLS for *composite reliability* values can be shown in Table 4.10.

Table 7 Composite Reliability Value

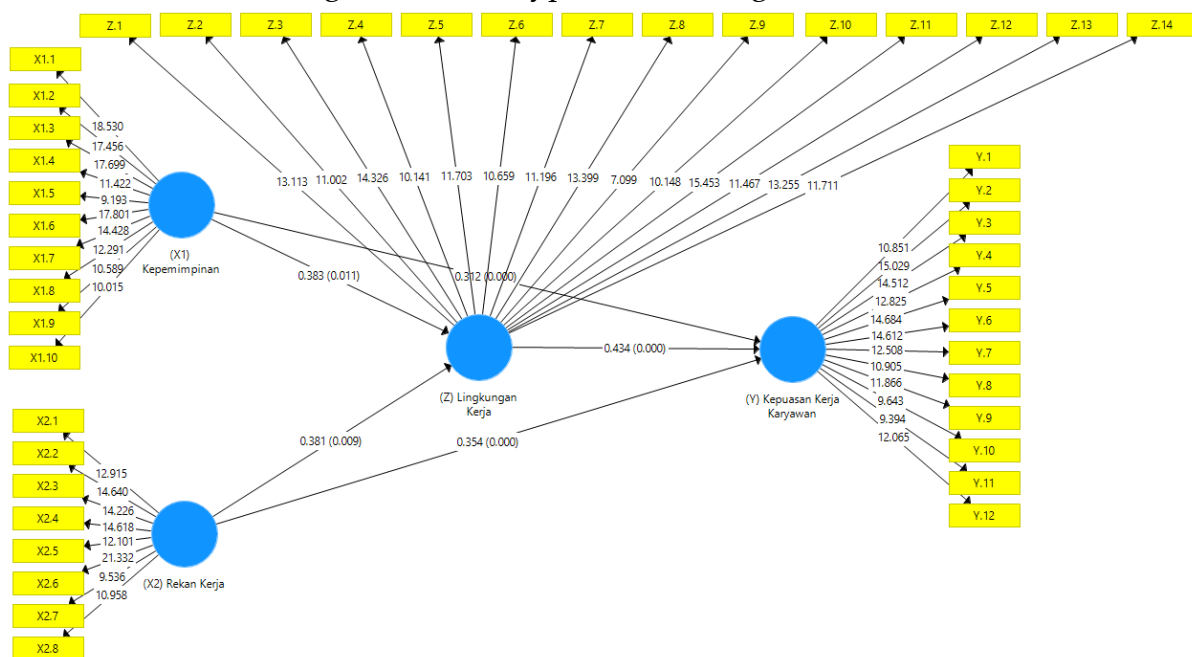
Variable	Composite Reliability	Result
Leadership (X1)	0,946	Reliable
Coworkers (x2)	0,924	Reliable
Employee Job Satisfaction (Y)	0,951	Reliable
Work Environment (Z)	0,948	Reliable

Based on the table above, the *Composite Reliability* values for all constructs in this study show excellent results. Leadership (X1) has a *Composite Reliability* value of 0.946, Colleagues (X2) of 0.924, Employee Job Satisfaction (Y) of 0.951,

and Work Environment (Z) of 0.948. All of these values are above the 0.70 threshold, which indicates that the constructs have very high reliability. In other words, each construct in this model exhibits excellent internal consistency, so it can be trusted to measure the variable in question. The high value of *Composite Reliability* confirms that the measurement model used in this study is reliable and provides consistent results.

Inner Model Testing (Structural Model)

After testing the outer model that has been fulfilled, the next step is to test the inner model (structural model). The inner model is evaluated by looking at the r-square value (indicator reliability) for the dependent construct and the t-statistical value from the path coefficient test. The higher the r-square value, the better the prediction model of the proposed research model. The value of path coefficients indicates the level of significance in hypothesis testing.



Picture 2 Inner Model

1. R-Square Test

The coefficient of determination, often referred to as *the R-square*, is a measure used in regression analysis to evaluate how well the variability in a dependent variable can be explained by an independent variable incorporated into the regression model. *The value of the R-square* ranges from 0 to 1, and the closer to 1 it is indicating that the independent variable in the model explains the

variation in the dependent variable well. In other words, *R-square* provides information about how well the regression model matches the observed data.

Table 8 Determinant Coefficient (R-Squared)

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Job Satisfaction (Y)	0,796	0,784
Work Environment (Z)	0,400	0,377

Based on the data presented, the *R-Square* value for Employee Job Satisfaction (Y) is 0.796, which means that about 79.6% of the variation in employee job satisfaction can be explained by the independent variables observed in the model. After adjusting for the number of independent variables and sample size, the *R-Square Adjusted* value is 0.784. This value shows that about 78.4% of the variation in employee job satisfaction can still be explained after considering the complexity of the model.

As for the *R-Square* value of the Working Environment variable (Z) is 0.400, which means that about 40% of the variation in the working environment can be explained by the independent variables observed in the model. After adjusting for the number of independent variables and sample size, the *R-Square Adjusted* value of the working environment variable was 0.377. This value shows that about 37.7% of the variation in the work environment can still be explained after considering the complexity of the model.

The high *R-Square* and *R-Square Adjusted values* show that the independent variables in this study have good predictive power over the dependent variables. In other words, this model is quite effective in explaining the factors that affect Employee Job Satisfaction (Y) and Work Environment (Z). However, keep in mind that while most of the variations can be explained, there are still some variations that cannot be explained by the independent variables used in this study. Other factors that are not taken into account may contribute and could be a topic for further research.

2. Path Coefficients

Path coefficient, *t-statistic* and *p-values* are used as determinants in this test. Through the SmartPLS 3.0 software, the bootstrapping test results show that the general rule applied is *t-statistic* > 1.96 and *p-values* < 0.05. Based on these criteria, the results of the analysis will be described below.

Table 9 Hypothesis Test Results

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P- value s	Conclusio n
H 1	Leadership (X1) > Work Environme nt (Z)	0,383	0,380	0,149	2,565	0,011	Accepted
H 2	Coworker (X2) > Work Environme nt (Z)	0,381	0,384	0,145	2,625	0,009	Accepted
H 3	Leadership (X1) > Employee Job Satisfaction (Y)	0,312	0,311	0,078	4,001	0,000	Accepted
H 4	Co-Worker (X2) > Employee Job Satisfaction (Y)	0,354	0,353	0,083	4,244	0,000	Accepted
H 5	Work Environme nt (Z) > Employee Job Satisfaction (Y)	0,434	0,437	0,076	5,687	0,000	Accepted

Based on the results of the hypothesis tests carried out, it can be concluded that all the hypotheses proposed in this study are supported by the analyzed data.



- a. In **Hypothesis 1**, the Influence of Leadership (X1) on the Work Environment (Z), has a *path coefficient* value of 0.383, *t-statistic* 2.565, and *p-value* 0.011. A *t-statistic* value greater than 1.96 and a *p-value* less than 0.05 indicate that this influence is statistically significant, so **Hypothesis 1 is accepted**.
- b. In **Hypothesis 2**, The Influence of Co-Workers (X2) on the Work Environment (Z), has a *path coefficient* value of 0.381, *t-statistic* 2.625, and *p-value* 0.009. A *t-statistic* value greater than 1.96 and a *p-value* less than 0.05 indicate that this influence is statistically significant, so **Hypothesis 2 is accepted**.
- c. In **Hypothesis 3**, the Influence of Leadership (X1) on Employee Job Satisfaction (Y) has a *path coefficient* value of 0.312, *t-statistic* 4.001, and *p-value* 0.000. A *t-statistic* value greater than 1.96 and a *p-value* less than 0.05 indicate that this influence is statistically significant, so **Hypothesis 3 is accepted**.
- d. In **Hypothesis 4**, the Influence of Co-Workers (X2) on Employee Job Satisfaction (Y) has a *path coefficient* value of 0.354, *t-statistic* 4.244, and *p-value* 0.000. A *t-statistic* value greater than 1.96 and a *p-value* less than 0.05 indicate that this influence is statistically significant, so **Hypothesis 4 is accepted**.
- e. In **Hypothesis 5**, the Influence of Work Environment (Z) on Employee Job Satisfaction (Y) has a *path coefficient* value of 0.434, *t-statistic* 5.687, and *p-value* 0.000. A *t-statistic* value greater than 1.96 and a *p-value* less than 0.05 indicate that this influence is statistically significant, so **Hypothesis 5 is accepted**.

3. Indirect Effect Test

Table 10 Indirect Influence Test Results

Hypothesis		<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O /STDEV)</i>	<i>P-values</i>	<i>Conclusion</i>
H 6	Leadership (X1) > Work Environment (Z) >	0,166	0,167	0,074	2,242	0,025	Accepted



	Employee Job Satisfaction (Y)						
H 7	Coworkers (X2) > Work Environme nt (Z) > Employee Job Satisfaction (Y)	0,165	0,169	0,073	2,262	0,024	Accepted

Based on the results of the indirect influence test, it can be concluded that all the hypotheses proposed in this study are supported by the analyzed data.

- a. In **Hypothesis 6**, namely the influence of Leadership (X1) on Employee Job Satisfaction (Y) through the Work Environment (Z) as an intervening variable has a *path coefficient* value of 0.166, *t-statistic* 2.242, and *p-value* 0.025. These results show that the interaction is statistically significant, indicating that the effect of Leadership on Employee Job Satisfaction is influenced by the Work Environment, so in this case **Hypothesis 6 is accepted**.
- b. In **Hypothesis 7**, namely the influence of Co-workers (X2) on Employee Job Satisfaction (Y) through the Work Environment (Z) as an intervening variable has a *path coefficient* value of 0.165, *t-statistic* 2.262, and *p-value* 0.024. These results show that the interaction is statistically significant, indicating that the effect of Co-workers on Employee Job Satisfaction is influenced by the Work Environment, so **Hypothesis 7 is accepted**.

DISCUSSION

The Influence of Leadership (X1) on the Work Environment (Z)

The results of the study show that leadership (X1) has a positive and significant influence on the work environment (Z) in CV. Anugerah Prima Metalindo. This means that the better the leadership style applied in the company, the more conducive the work environment will be created.

Leaders who are able to provide clear direction, support employees, and be fair and transparent will create a comfortable and harmonious working atmosphere. This



positive work environment contributes to increasing employee productivity and well-being at CV. Anugerah Prima Metalindo.

Influence of Coworkers (X2) on the Work Environment (Z)

The results of the study also found that the relationship between colleagues (X2) had a positive and significant effect on the work environment (Z) in CV. Anugerah Prima Metalindo. When colleagues support each other and work well together, the work environment becomes more comfortable, productive, and less conflicted.

Good communication between employees can increase morale and strengthen the team, so that employees are more motivated to give their best performance. With positive interactions among colleagues, the working atmosphere at CV. Anugerah Prima Metalindo has become more conducive.

The Influence of Leadership (X1) on Employee Job Satisfaction (Y)

The results of the study show that leadership (X1) has a positive and significant influence on employee job satisfaction (Y) in CV. Anugerah Prima Metalindo. This means that the better the leadership is applied, the higher the level of employee job satisfaction.

Leaders who can build good communication, provide motivation, and show concern for employees will increase their sense of comfort and involvement at work. In addition, a fair and transparent leader can build employee trust and loyalty to CV. Anugerah Prima Metalindo.

The Influence of Co-Workers (X2) on Employee Job Satisfaction (Y)

The results of the study also revealed that the relationship between colleagues (X2) had a positive and significant influence on employee job satisfaction (Y) in CV. Anugerah Prima Metalindo. Colleagues who support each other and work well together can increase morale and reduce stress in the work environment.

When employees feel valued and supported by their colleagues, they will be more comfortable and satisfied in working on a CV. Anugerah Prima Metalindo. Harmonious relationships among employees also strengthen teamwork, so that work can run more effectively and efficiently.

The Influence of Work Environment (Z) on Employee Job Satisfaction (Y)

This study also proves that the work environment (Z) has a positive and significant influence on the job satisfaction of employees (Y) in CV. Anugerah Prima Metalindo. A comfortable work environment, both physical and non-physical, plays a big role in improving employee well-being.

Adequate work facilities and a harmonious working atmosphere make employees feel safer and valued. When the work environment supports employee productivity and



well-being, their job satisfaction levels also increase in CVs. Anugerah Prima Metalindo.

The Influence of Leadership (X1) on Employee Job Satisfaction (Y) through the Work Environment (Z)

The results of the study show that leadership (X1) does not only have a direct impact on employee job satisfaction (Y) in CV. Anugerah Prima Metalindo, but also has an influence through the work environment (Z) as an intervening variable.

In this case, it means that effective leaders are able to create a positive work environment that ultimately increases employee job satisfaction. By establishing good communication, providing support, and ensuring a harmonious work environment, leaders can help employees feel more comfortable, motivated, and satisfied with their jobs on CVs. Anugerah Prima Metalindo.

The Influence of Co-Workers (X2) on Employee Job Satisfaction (Y) through the Work Environment (Z)

This study also found that the relationship between colleagues (X2) has an effect on employee job satisfaction (Y) in CV. Anugerah Prima Metalindo through the work environment (Z) as an intervening variable.

When the relationship between colleagues goes well, the work environment becomes more comfortable and supportive, which ultimately increases employee job satisfaction. Social support from colleagues, open communication, and solid cooperation contribute to the well-being of employees at CV. Anugerah Prima Metalindo, so that they feel more motivated and satisfied in carrying out their duties.

CONCLUSION

Based on the results of the research and discussion that has been described, several conclusions can be obtained, including the following:

1. Leadership has a positive and significant effect on the work environment at CV. Anugerah Prima Metalindo.
2. Colleagues have a positive and significant influence on the work environment at CV. Anugerah Prima Metalindo.
3. Leadership has a positive and significant effect on employee job satisfaction in CV. Anugerah Prima Metalindo.
4. Colleagues have a positive and significant effect on employee job satisfaction in CV. Anugerah Prima Metalindo.
5. The work environment has a positive and significant effect on employee job satisfaction in CV. Anugerah Prima Metalindo.



6. There is a positive and significant influence of leadership on employee job satisfaction in CV. Anugerah Prima Metalindo through the work environment as an intervening variable
7. There is a positive and significant influence of colleagues on employee job satisfaction in CV. Anugerah Prima Metalindo through the work environment as an intervening variable

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