

ANALYSIS OF LEADERSHIP, PERSONALITY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN THE DIRECTORATE OF TRADE ORDER, MINISTRY OF TRADE, WITH JOB SATISFACTION AS A MEDIATION VARIABLE

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Abstract

The study aims to analyze the influence of leadership, personality, and environment on employee performance with job satisfaction as a mediating variable. This study involved a sample of 141 employees at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. This study uses a quantitative approach, with primary data through questionnaires distributed to respondents, with a Likert scale ranging from 1 to 5. The analysis tool uses a path analysis model with Structural Equation Modeling (SEM) with AMOS-20 software (Analysis of Moment Structure). The research findings indicate that leadership, personality, and environment have a positive and significant effect on employee satisfaction and performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. Satisfaction partially mediates the influence of leadership, personality, and environment on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.

Keywords: *Leadership, Personality, Work Environment, Job Satisfaction, Performance.*

INTRODUCTION

The success of an organization is greatly influenced by reliable human resources, namely optimal performance. Good performance is one of the main indicators of an organization's success. High performance enables an organization to achieve its strategic goals and objectives. When individuals and teams function optimally, the organization can meet its short-term and long-term targets. Leadership, personality, work environment, and job satisfaction are the main pillars that influence performance. According to Kashmir (2016), there are factors that influence employee performance, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. As previously mentioned, leadership is one factor that can influence employee performance. Effective leadership is crucial in directing and motivating a team. Leaders who communicate well and listen to team members' input can create a collaborative work environment. According to a study by Zhang et al. (2022), adaptive leaders can improve team performance. Bolden (2022) defines leadership as the ability to create a clear vision and inspire others to achieve that vision.

Besides leadership, individual personality also plays a crucial role in employee performance. Characteristics such as openness, self-confidence, and emotional intelligence contribute to performance. Research by Johnson & Lee (2023) shows that individuals with high emotional intelligence tend to be better at collaborating and resolving conflicts, which positively impacts team performance. Mischel (2020) argues that personality is how an individual responds to different situations, with an emphasis on the social and environmental contexts that influence behavior. Another factor that can influence employee performance is the work environment. A supportive work environment can increase employee productivity and satisfaction. Factors such as workspace design, organizational culture, and support from coworkers have a significant impact. According to Smith & Wang (2023), organizations that create an inclusive and flexible work environment can increase employee engagement, which leads to higher performance. Job satisfaction plays an equally important role in creating high employee performance. Employees who are satisfied with their jobs tend to perform better (Judge & Bono, 2022; Harter, Schmidt & Hayes, 2021; Saks, 2020). Job satisfaction encompasses "the alignment between employees' expectations and the reality they experience in the workplace" (Judge & Klinger, 2022). The Directorate of Trade Order is a unit within the Ministry of Trade of the

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Republic of Indonesia responsible for overseeing and enforcing trade law. Its role is to oversee trade practices to ensure they comply with applicable regulations. However, a pre-survey conducted by researchers on 30 employees revealed that employee performance is still suboptimal. This is evident from the fact that employees are still unable to achieve work targets. Furthermore, there are employee complaints about unclear delegation of tasks from their superiors. Regarding personality, there are still employees who are found to be less responsive in addressing work problems, coworkers who are less supportive of employee work, and subjective rewards.

LITERATURE REVIEW

Leadership

Maxwell (2021) defines leadership as "influence." He states that leadership is the ability to influence others to achieve common goals. Furthermore, Northouse (2021) defines leadership as the process by which an individual influences a group of individuals to achieve common goals. Another definition, from Goleman (2020), suggests that effective leadership involves the ability to understand and manage one's own and others' emotions, as well as to build strong relationships.

Personality

According to Goldberg (2021), in his work on the International Personality Item Pool (IPIP), published in 2021, personality is defined as a relatively consistent pattern in how an individual thinks, feels, and behaves. Goldberg (2021) emphasizes that personality encompasses measurable and identifiable characteristics and how these characteristics interact in social and situational contexts.

Work environment

The work environment encompasses all physical and social conditions in which employees perform their work, including physical, interpersonal, and organizational factors that influence performance (Robbins & Judge, 2021). The work environment is also defined as the cultural and social system that influences individual behavior in the workplace. This environment includes the values, norms, and practices that exist within the organization (Schein, 2010). Another definition states that the work environment is the context in which interactions between individuals, groups, and organizations occur, which can influence work outcomes and organizational culture (Schermerhorn et al., 2014).

Job satisfaction

Job satisfaction is an emotional state resulting from the fulfillment of individual needs within a work context (Huang, J., et al., 2023). Furthermore, Judge and Klinger (2022) state that job satisfaction involves an individual's assessment of their work experience, which impacts psychological well-being and performance. Furthermore, Locke and Latham (2019) state that job satisfaction involves an individual's perception of various elements of their job, which contribute to their overall work experience.

Performance

Performance is a measure of how well an individual, team, or organization achieves its stated goals or objectives. Performance is typically evaluated based on effectiveness, efficiency, quality, and productivity (Robinson & Judge, 2019; Khan & Khan, 2021; Kaplan & Norton, 2021). Dessler (2020) defines performance as the results achieved by individuals or groups within an organization, relating to the effectiveness, efficiency, and quality of their work in achieving organizational goals. Performance encompasses how employees carry out their tasks and their impact on the company's overall objectives. Dessler (2020) emphasizes that performance is measured not only by the final result but also by the process and means by which those results are achieved, including the skills, effort, and commitment demonstrated by employees.

Factors that Influence

The two-factor theory was initiated by Frederick Herzberg. The two-factor theory states that employee job satisfaction can be influenced by two factors: hygiene factors and motivational factors. Hygiene factors focus more on factors that can demotivate employees and lead to job dissatisfaction when these factors are not met. Meanwhile, motivational factors focus on factors that can increase employee motivation and job satisfaction. Motivational factors include work performance, recognition from others, the work itself, responsibility, self-development, and career advancement. Hygiene factors, on the other hand, include company policies, supervision, interpersonal relationships,

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the work environment, compensation, status, job security, and personal life (Lee et al., 2022). According to Kashmir (2016) there are factors that influence employee performance, namely: ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Based on the above theories, the conceptual framework in this research can be described as follows:

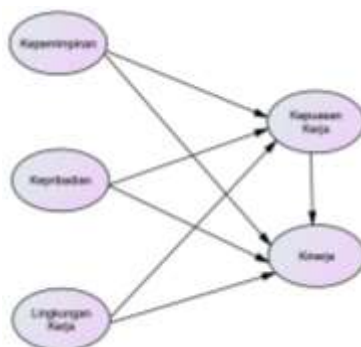


Figure 1. Conceptual Framework

The hypothesis in this study can be described as follows:

- H1: Leadership has a positive and significant influence on employee job satisfaction at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H2: Personality has a positive and significant influence on employee job satisfaction at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H3: The work environment has a positive and significant influence on employee job satisfaction at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H4: Leadership has a positive and significant influence on employee performance in the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H5: Personality has a positive and significant influence on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H6: The work environment has a positive and significant influence on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H7: Job satisfaction has a positive and significant effect on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H8: Job satisfaction mediates the influence of leadership on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H9: Job satisfaction mediates the influence of personality on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
- H10: Job satisfaction mediates the influence of the work environment on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.

METHODOLOGY

The type of research used by the researcher is quantitative research. Quantitative research uses a systematic approach to collecting and analyzing numerical data, aiming to explain phenomena, test theories, and produce statistically reliable conclusions. The research location was conducted at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia, Jalan Jenderal Sudirman Number 10, Medan, North Sumatra, Indonesia. The research model used in this study is the Structural Equation Modeling (SEM) model, where in SEM the ideal sample size is between 100-200 (Hair et al., 2009) and must also consider the number of indicators in the model. Hair et al. (2009) further stated that the sample size can be 5-10 of the number of indicators. In this study, there are 28 indicators so the sample size can range between 140-280 respondents. The sample size is determined by multiplying the number of indicators by 5, so the total sample is $28 \times 5 = 140$ respondents. Since the number of employees in the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia is 141 employees, all 141 employees were used as samples in this study. The sampling technique was carried out using the census method (census sampling) or another term is saturated sampling, which is a sampling technique when all members of the population are used as samples

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(Sugiyono, 2011). The data analysis technique used in this study was SEM (Structural Equation Modeling) with the AMOS (Analysis of Moment Structure) program. SEM combines two statistical concepts: factor analysis, which is included in the measurement model, and regression, which is included in the structural model.

Stages in SEM modeling:

1) Developing a Theory-Based Model in SEM

2) Development of Path Diagram or Flowchart

The full model with mediation in this study can be described as follows:

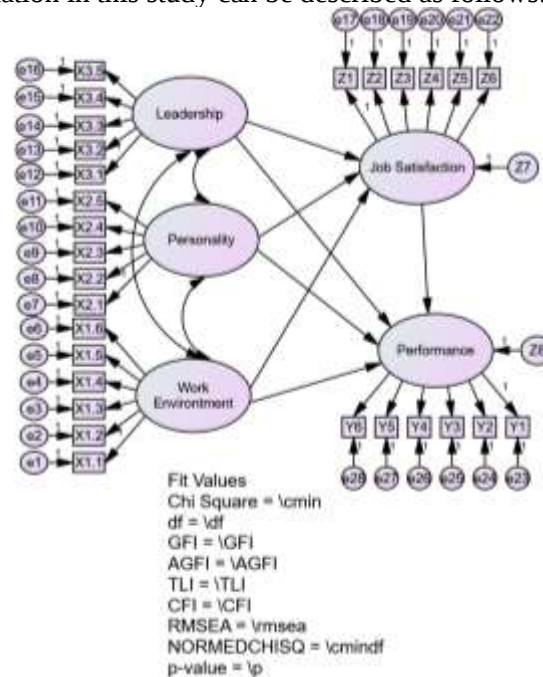


Figure 2. Full Research Model

3) Compiling Structural Equations

The developed equation is shown below:

$$Z = b_1X_1 + b_2X_2 + b_3X_3 + Z_7 \dots\dots\dots (1)$$

$$Y = b_4X_1 + b_5X_2 + b_6X_3 + b_7Z + Z_8 \dots\dots\dots (2)$$

Where:

- X1 = Work environment
- X2 = Personality
- X3 = Leadership
- Z = Job satisfaction
- Y = Performance
- b1-b7 = Estimation Coefficient
- Z1, Z2 = Residual value

4) Input Matrix and Model Estimation

5) Analyze the possibility of identification problems arising

6) Evaluation of Goodness of Fit Criteria

The indexes used to test the suitability of the model are:

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Table 1. Model Feasibility Testing Index

Goodness Of Fit Index	Cut-off Value
χ^2 C-square Statistics	df, $\alpha = 5\%$
Probability	$\geq 0,05$
CMIN/DF	$\leq 2,00$
GFI	$\geq 0,90$
AGFI	$\geq 0,90$
TLI	$\geq 0,95$
CFI	$\geq 0,95$
RMSEA	$\leq 0,08$

Sumber: Ghozali (2013)

7) Model Interpretation and Modification

Statistical analysis was performed by testing the significance of the relationship between variables using the Critical Ratio (CR) value, which is equivalent to the t-test in regression, and the probability (P) value. According to Ferdinand (2014), a relationship is considered significant if the CR value is greater than 2.58 and the P value is less than 0.05. Furthermore, the influence of moderating variables was analyzed using the Sobel Test theory proposed by Baron and Kenny (1986).

RESEARCH RESULT

Model fit testing is conducted using a flowchart in the complete model equation, which combines all variables, both exogenous and endogenous, into a comprehensive path diagram represented by a variance or covariance matrix. This complete representation is referred to as the research model. The complete model test is conducted in two stages:

1. Complete SEM Model Before Modification: This stage evaluates the initial model to determine the extent to which the basic structure meets the fit criteria, allowing it to represent the research phenomenon without any modification.
2. Complete SEM Model After Modification: Adjustments are made to improve the model fit based on the findings from the initial assessment.

1. Complete SEM Model Before Modification

The primary objective of the pre-modification test is to assess whether the baseline model adequately explains the research phenomenon while meeting the established fit criteria. The results of the model test before modification can be seen in Figure 3 below:

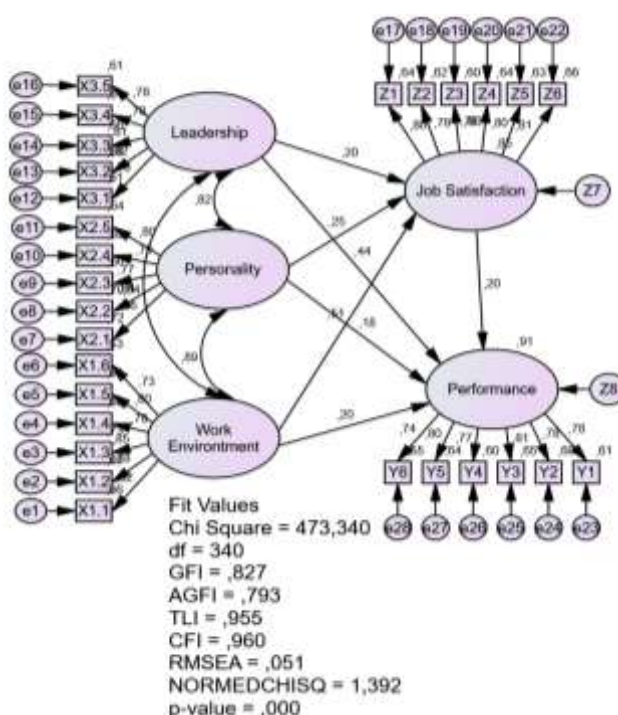


Figure 3. Full Research Model Before Modification

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Based on Figure 3, it can be seen that not all Goodness of Fit (GOF) values meet the required criteria, namely the GFI value is still marginal ($0.827 < 0.90$), the AGFI value is also still marginal ($0.793 < 0.90$) and the p-value is also still poor because it is below 0.05. Thus, the research model is not yet appropriate and has not been able to explain the research model correctly and well, so that the model needs to be modified.

2. Complete SEM Model After Modification

Model fit testing after modification is performed by correlating the errors in each indicator suggested by the system. The goal is to increase the GOF value so that the model is truly fit and accurately explains the research model. The following are the full model results after modification:

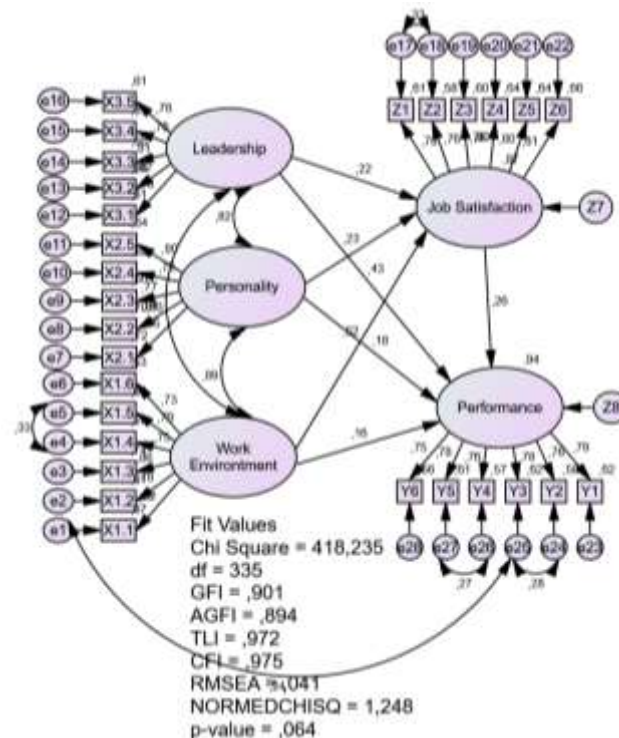


Figure 4. Full Research Model After Modification

The results of data processing as shown in Figure 4 are then entered into Table 2, showing that in general all constructs used to form this research model have met the established goodness of fit index criteria such as chi-square value, GFI value, TLI value, CFI value, RMSEA, CMIN/DF and p-value except for the AGFI value which is still marginal but is approaching good, this can be seen in Table 2.

Table 2. Goodness of Fit Criteria for Full Model After Modification

Goodness of Fit Index	Expected Value	Yield Value	Conclusion
χ^2 C-square Statistics	Expected to be	418,235	Good
GFI	small	0.901	Good
AGFI	≥ 0.90	0.894	Marginal
TLI	≥ 0.90	0.972	Good
CFI	≥ 0.95	0.975	Good
RMSEA	≥ 0.95	0.041	Good
CMIN/DF	≤ 0.08	1,248	Good
P-Value	≤ 2.00	0.064	Good
	≥ 0.05		

DISCUSSION

The discussion in this section will be linked to previous theories and research, and will also emphasize testing the hypotheses that have been formed with the aim of getting answers to the hypothesis statements of this research.

Table 3. Effect of Independent Variables on Dependent Variables

Influence between Variables			Standard Estimate	SE	CR	P	Conclusion
Job Satisfaction	<---	Leadership	,219	,211	,069	3,176	,033 Accepted
Job Satisfaction	<---	Personality	,234	,197	,076	3,081	,040 Accepted
Job Satisfaction	<---	Work Environment	,524	,465	,130	3,570	*** Accepted
Performance	<---	Leadership	,431	,437	,105	4,147	*** Accepted
Performance	<---	Job Satisfaction	,255	,268	,087	2,934	,039 Accepted
Performance	<---	Personality	,175	,155	,060	2,918	,043 Accepted
Performance	<---	Work Environment	,163	,152	,057	2,860	,047 Accepted

Based on the results of data analysis as in Table 3, the structural equations are as follows:

Structural Equation 1: $Z = b_1X_1 + b_2X_2 + b_3X_3 + Z_7$

$$Z = 0.524X_1 + 0.234X_2 + 0.219X_3$$

Structural Equation 2: $Y = b_4X_1 + b_5X_2 + b_6X_3 + b_7Z + Z_8$

$$Y = 0.163X_1 + 0.175X_2 + 0.431X_3 + 0.255Z$$

1. The Influence of Leadership on Job Satisfaction

The influence of leadership on job satisfaction is positive and significant with a standardized regression weight coefficient of 0.219 (21.9%), a probability or significance value of 0.033 (significant), and a CR value of 3.176 (accept H1). In other words, leadership has a positive and significant influence on job satisfaction. employee at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. Leadership is the ability to influence, motivate, and direct others toward a common goal. It involves guiding, inspiring, and empowering individuals or groups to work together toward a desired outcome. A leader not only issues orders but also builds relationships, sets an example, and creates a positive environment for achieving organizational or group goals. The results of this study are in line with research from Zhang et al. (2022) and Bolden (2022). This indicates that leadership has a positive and significant effect on job satisfaction and performance. This means that if leadership improves, employee job satisfaction and performance will also improve.

2. The Influence of Personality on Job Satisfaction

The influence of personality on job satisfaction is positive and significant with a standardized regression weight coefficient value of 0.234 (23.4%), a probability or significance value of 0.040 (significant), and a CR value of 3.081 (accept H2). In other words, personality has a positive and significant influence on job satisfaction. employee at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. An individual's personality can influence how they react to the work environment, tasks, and interactions with coworkers, which will ultimately impact their level of job satisfaction. Personality directly impacts job satisfaction. This research aligns with research by Johnson & Lee (2023), Sartika et al. (2024), and Septenti and Budiarti (2024), which show that personality has a positive and significant effect on employee job satisfaction. Higher employee job satisfaction depends on a person's personality.

3. The Influence of Work Environment on Job Satisfaction

The influence of personality on job satisfaction is positive and significant with a standardized regression weight coefficient value of 0.234 (23.4%), a probability or significance value of 0.040 (significant), and a CR value of 3.081 (accept H3). In other words, personality has a positive and significant influence on job

satisfaction.employee at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. The work environment is one factor that can influence employee job satisfaction and help achieve company goals. A positive work environment can make employees feel happy, comfortable, and at home in the company. A comfortable work environment can increase employee job satisfaction and increase their productivity. A positive work environment can reduce employee burnout and stress levels. The results of this study align with those of Firli and Kuswinarno (2024), Yuliantini and Santoso (2020), Sitinjak (2018), and Paendong et al. (2019), which showed that the work environment has a positive and significant effect on job satisfaction. This means that a better work environment will also increase employee job satisfaction.

4. The Influence of Leadership on Performance

The influence of leadership on performance is positive and significant with a standardized regression weight coefficient value of 0.431 (43.1%), a probability or significance value of 0.0001 (significant), and a CR value of 4.147 (accept H4). In other words, leadership has a positive and significant influence on performance.employee at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. Leadership has a significant impact on employee performance. An effective leadership style can motivate employees, increase productivity, and help an organization achieve its goals. Conversely, a poor leadership style can negatively impact employee performance and motivation. The results of this study are in line with research fromZhang et al. (2022) and Bolden (2022)This indicates that leadership has a positive and significant effect on job satisfaction and performance. This means that if leadership improves, employee job satisfaction and performance will also improve.

5. The Influence of Personality on Performance

The influence of personality on performance is positive and significant with a standardized regression weight coefficient value of 0.175 (17.5%), a probability or significance value of 0.043 (significant), and a CR value of 2.918 (accept H5). In other words, personality has a positive and significant influence on performance.employee at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. Personality is a crucial factor for an agency in assessing employee performance, as it significantly influences their work outcomes. Personality underpins behavior. In terms of performance, conscientiousness is the strongest predictor across all occupations. This makes sense, as conscientious individuals are more driven, have a higher need for achievement, and are more detail-oriented. The second strongest personality predictor is emotional stability. The results of this study align with research by Amiruddin (2022), Nasyroh and Wikansari (2017), and Wardhani et al. (2024), which showed that personality has a positive and significant effect on performance. This means that if personality improves, employee performance will also improve.

6. The Influence of Personality on Performance

The influence of personality on performance is positive and significant with a standardized regression weight estimate coefficient of 0.163 (16.3%), a probability or significance value of 0.047 (significant), and a CR value of 2.860 (accept H6). In other words, personality has a positive and significant influence on performance.employee at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia. A conducive work environment plays a crucial role in creating a sense of security and enabling employees to perform optimally. Employees who feel comfortable in their work environment tend to feel at home and are more productive in carrying out their duties. Conversely, an inadequate work environment can reduce employee performance. Factors such as cleanliness, adequate facilities, effective communication, support from coworkers and management, and fairness in company policies all play a role in creating a conducive work environment. The results of this study align with those of Smith and Wang (2023), Ahmad et al. (2022), and Armansyah (2024), which show that the work environment has a positive and significant impact on performance. A better work environment for employees will contribute to improved performance.

7. The Influence of Job Satisfaction on Performance

The effect of job satisfaction on performance is positive and significant with a coefficient estimate standardized regression weight of 0.255 (25.5%), a probability or significance value of 0.039 (significant), and a CR value of 2.934 (accept H7). In other words, job satisfaction has a positive and significant effect on performance.employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.

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Job satisfaction is an emotional state experienced by employees due to their relationship with their duties and obligations as employees in a company. Employees who achieve job satisfaction will perform their work well in accordance with the organization's goals. Employees with a high level of job satisfaction will be driven to strive to achieve predetermined performance targets regarding time, quality, and quantity in completing their work according to the targets set by the company. Employees who have high enthusiasm and effort will produce maximum performance. Employees who are satisfied with their jobs tend to perform better. This is consistent with research by Judge & Bono (2022), Harter, Schmidt & Hayes (2021), and Saks (2020). Their findings also indicate that job satisfaction has a positive and significant impact on performance. This means that increased employee job satisfaction will also improve employee performance.

8. The Intervening Effect of Job Satisfaction between Leadership and Performance

To answer hypothesis 8 in this study, the researchers used Sobel software. The following are the analysis results:

To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the a , b , s_a , and s_b into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:	Test statistic:	Std. Error:	p-value:
a 0.219	Sobel test: 2.15330523	0.02593455	0.0312947
b 0.255	Aroian test: 2.09784033	0.02662023	0.03591925
s_a 0.069	Goodman test: 2.21341565	0.02523024	0.026869
s_b 0.087	Reset all	Calculate	

Figure 4. Sobel Test Results

The calculation results presented in Figure 4 show that the coefficients of paths -a and -b are significant, path -c is significant, and path -c' is significant. This indicates that job satisfaction mediates partially in the influence between leadership and employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia, thus supporting hypothesis H8.

9. The Intervening Effect of Job Satisfaction between Personality and Performance

To answer hypothesis 9 in this study, the researchers used Sobel software. The following are the analysis results:

To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the a , b , s_a , and s_b into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:	Test statistic:	Std. Error:	p-value:
a 0.234	Sobel test: 2.12291957	0.02810752	0.03376059
b 0.255	Aroian test: 2.0665115	0.02887475	0.03878021
s_a 0.076	Goodman test: 2.18421426	0.02731875	0.02894651
s_b 0.087	Reset all	Calculate	

Figure 5. Sobel Test Results

The calculation results presented in Figure 5 show that the coefficients of the -a and -b paths are significant, the -c path is significant, and the -c' path is significant. This indicates that job satisfaction mediates partially in mediating the influence between personality and employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia, thus supporting hypothesis H9

10. The Intervening Effect of Job Satisfaction between Work Environment and Performance

To answer hypothesis 10 in this study, the researchers used Sobel software. The following are the analysis results:

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To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the a , b , s_a , and s_b into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:	Test statistic:	Std. Error:	p-value:
a 0.524	Sobel test: 2.37055477	0.05636655	0.01776141
b 0.255	Aroian test: 2.32422881	0.05749004	0.02011323
s_a 0.130	Goodman test: 2.41976602	0.05522021	0.0155305
s_b 0.087	Reset all	Calculate	

Figure 6. Sobel Test Results

The calculation results presented in Figure 6 show that the coefficients of the -a and -b paths are significant, the -c path is significant, and the -c' path is significant. This indicates that job satisfaction mediates partially in the influence between the work environment and employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia, thus supporting the hypothesis H10.

CONCLUSIONS

From the results of the analysis it was found that:

1. Leadership has a positive and significant influence on Job Satisfaction of Employees at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
2. Personality has a positive and significant influence on Job Satisfaction of Employees at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
3. Work environment has a positive and significant influence on Job Satisfaction of Employees at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
4. Leadership has a positive and significant influence on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
5. Personality has a positive and significant influence on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
6. The work environment has a positive and significant influence on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
7. Job satisfaction has a positive and significant effect on employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
8. Job satisfaction mediates partially mediation in mediating the influence between leadership and employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
9. Job satisfaction mediates partially mediation in mediating the influence between personality and employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.
10. Job satisfaction mediates partially mediation in mediating the influence between the work environment and employee performance at the Directorate of Trade Order, Ministry of Trade of the Republic of Indonesia.

Advanced Research

This study has several limitations, including the research variables used and the sample size. Therefore, future researchers are expected to add other research variables that can improve employee performance and increase the sample size for a more comprehensive study.

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