THE ROLE OF JOB SATISFACTION IN MEDIATES LEADERSHIP STYLE AND WORK ENVIRONMENT TO THE EMPLOYEES ' PERFORMANCE
PT POS INDONESIA (PERSERO) MALANG

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Abstract: *The purpose of this research is to know and test whether the leadership styles affect the performance of the employee, the second to know and test whether the work environment affects employee performance, the third one to know and test whether job satisfaction influence on employee performance, the fourth to know and test whether the leadership style do influence on job satisfaction, which is the fifth to know and test whether the work environment affects job satisfaction , and the sixth to know and test which is more dominant among leadership style, work environment and job satisfaction on PT. Pos Indonesia (Persero).*

The type of research used in this study was eksplanatori, or eksplanatori research study to test the hypothesis that asserts a causal relationship between two or more variable. In this study using quantitative methods. Data were collected by means of surveys and data analysis techniques using the method of Partial Least Square (PLS) also do not require a lot of assumptions and sample size. The purpose of Partial Least Square Method (PLS) is to help researchers was latent variables values for purposes of prediction.

The first hypothesis test results showed leadership style has a positive and significant impact on the performance of the employee, the second hypothesis test indicates the work environment has a positive and significant impact on the performance of employees, the results of hypothesis testing to three job satisfaction has a positive and significant impact on the performance of employees, the results of hypothesis testing to the four leadership styles influence positively and significantly to job satisfaction hypothesis testing, the results of the work environment has a positive and significant influence on job satisfaction, results of hypothesis testing to the six large diversity of research data that can be explained by structural model is equal to 94,27%, while the rest was 5.73% explained by other factors outside the model. Based on these results, the structural model on research can be said to have had a goodness of fit is good.

Keywords: *job satisfaction, the role of mediation, leadership style, work environment, performance*

INTRODUCTION

POS Indonesia is a State-owned enterprises Indonesia engaged in service of inter and send mail. Currently, Pos Indonesia form a business entity is a limited liability

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company and is often referred to with PT. Pos Indonesia. And now PT. Pos Indonesia (Persero) not only in the field of service and send mail, but also serve the giro, finance, payments and financial services

The role of leaders in organizations today has changed, and the success of any organization depends on the style of leadership which is done by the leader. According to Mintzberg (2010) true leader to involve others with consideration and humility because they involve themselves for not looking for individual profit.

Though there are various theoretical approaches to the study of leadership styles but transformational and transactional leadership framework has received considerable research support (Bass Avolio&, 1993). Research studies conducted on the leadership of the majority of the emphasis on transformational leadership but several other studies have also provided important transactional leadership. This study showed that transformational leadership has more impact on attitudes toward their jobs ' representatives compared to transactional leadership.

Aziz (2004) describe the important aspects of the organization where the role allotted to individuals who integrate the structure of the Organization as a whole. Through this role that individuals interact and become part of the system. Pareek (1993) described the role as a set function when performing and responding to the expectations of "significant others" and its own expectations from a position of limited quantitative reviews all of the past, the relationship between the role of stress on work achievement is that none of them have been investigated theoretically mediators which means in this connection. As a result, the nature of the process leading from the role of emphasizing job performance has not been systematically explored. For a review of recent studies in meta-analysis, see Gilboa, Shirom, Fried, & Cooper, 2008). We use structural equation modeling (SEM) to compare the fit of some of the alternative role of job satisfaction and propensity to leave the model performance in the job for one set of meta data-analytic. Identify the variables send effects on performance, role stress important work from a theoretical point of view because the mediator is expanding our understanding of the process in which job satisfaction can reduce performance, and also from a practical standpoint because some potential mediators can be influenced by policy design practices such as managerial jobs. Several reasons led us to focus on the possible role of mediation from a tendency to leave and job satisfaction in the role of the performance relationship

Job satisfaction has been considered the concluding evaluation of the workers from the key aspects of their work (Locke, 1976); It is also one of the most important variables and much researched in industrial and organizational psychology has been found in a meta-analysis of studies associated with some important results, including the work achievement (Bowling, 2007). The tendency to leave have been

found to be the single best predictor of actual turnover, and turnover of the individual have been found associated with the performance of the work (for example, Griffith, Hom, &Gaertner, 2000). In addition, from a practical standpoint, we found quite a number of studies on the relationships covered by our research, that does not happen on other potential mediators suggested in the literature

An organization's success in achieving the objectives is also inseparable from the working environment factors. Although these factors are very important but there are still many organizations that are less so. The work environment is everything that exists around the workers and could affect him in the exercise of duties charged. For example hygiene, music and others (Nitisemito, 2001: 183).

A REVIEW OF THE LITERATURE

Understanding Leadership Styles

In human resource management leadership style is the behavior or manner chosen and used leaders in influencing the thoughts, feelings, attitudes, and behavior of pre member organizations/subordinate. Relationship management and subordinates can be measured through assessment against worker leadership style leaders in directing and his subordinates to carry out the construction work. (2003 al-Nawawi).

According to Rivai (2008; 64) "style of leadership is defined as a comprehensive pattern of actions a leader, good looks or not seems by his subordinates."

According to Hasibuan (2007; 172), the changes that occur in the style of leadership usually takes place following the situation and conditions in accordance with the objectives of the company.

According to social exchange theory (Blau, 1964) and the theory of expectations (Vroom, 1964) the responsibility of a leader in an organization is to create a fair and healthy setting that meets the needs and expectations of the employees.

According to the theory of equity leaders shouldbe fair because expectations of employees receive in return for their hard work on the basis of Justice (Porter & Lawler, 1986). A balanced and fair relationships between leaders and employees is vital to the success of any organization (Gadot, 2007). By strengthening social exchange relationship of a fair political level within the organization may be reduced, which in turn affects job satisfaction in a positive way.

Job Satisfaction

The generally accepted definition of this concept is that job satisfactionreferring person's cognitive (evaluative), affective (emotional or otherwise), and behaviora

response to someone's job, as judged by one's evaluation of the work features or characteristics, emotional response to events that occur on the job, and the intention of the behavior associated with the job (Locke, 1976).

According to Wexley and Yukl (1997) job satisfaction is called is "is the way his employee fells about her job" This means job satisfaction as a "feeling of a person to a job". Then by Vroom (1964) described as "a reflection of job attitude that is positive."Hoppeck draw conclusions after conducting research on 309 employees at a company in USA Pennysilvania New Hope that job satisfaction is the assessment of workers that is how far the works as a whole satisfy his needs.

According to Tiffin (1958) argued that job satisfaction is closely related to the attitude of the employees towards his own work situation, cooperation among leaders with fellow employees. Later Blum (1956) suggests that job satisfaction is the general attitude was a result of some general attitude is the result of some special attitude toward job factors, adjustments and individual social relationships outside of work.

According to R (2000; 199) understandings or definitions of job satisfaction is an exciting and emotional attitude to love his or her job.This attitude is reflected by the working morale, discipline and work achievement. Enjoy job satisfaction in the work, out of work and the combination of inside and outside work.

Job satisfaction is defined by Wicker (2011) is a sense of pride and fulfillment of inner reached when doing a particular job. Hoppock (1935) presented the idea in his work satisfications invalid constructs theoretically as a mental, physiological, situations and environments that push for someone to express compliance with their work. This is a positive psychological circumstances that arise when individuals evaluate their work and work experience (Poon j. m., 2003).

Spector (1997) developed a "job satisfaction scale of measurement" to evaluate the level of satisfaction of employees about their jobs that include a variety of factors such as pay, benefits, supervision; promotion, the nature of the work, and work colleagues. get the salary, allowances, promotions, nature of work, supervision and their peers like them might be more satisfied and will also want to stay with the organization.

Based on the above, it can be concluded that job satisfaction is an attitude, perceptions or emotions that belong to a person or employee toward his job.

THE WORK ENVIRONMENT

One of the factors that may affect employee productivity is the work environment. Although these factors are very important and great influence, but there are still

many companies that lack of attention to it. "The so-called work environment is everything that exists around the worker and that can affect him in the exercise of duties charged. For example hygiene, music and others ". (Nitisemito, 2001: 183).

According to Sedarmayanti (2001: 96) the physical environment in the sense of all the circumstances surrounding the work, will influence the employee either directly or indirectly.

Factors that affect the work environment

According to Sedarmayanti (2001: 23-29), there are several factors that affect the work environment, among others (1)..Coloring, (2).Hygiene (3). The exchange of air (4).Information (5).Music. (6).deodorizers, (7.). Temperature, (8). Noise

While according to Nitisemito (2001: 183), the working environment factors include aspects of work environments that give a positive impact on employees include: 1) a working environment that is always clean, cool and shady 2) place of work that provide a sense of security, 3) availability of work tools are adequate, 4) the availability of sufficient working space and adequate as well as a location away from the noise, 5) work which had fairly light

Other notions about work environment revealed by HarisBudionoAmirullah (2004: 51) that the work environment refers to institutions or forces that are inside and outside the Organization and potentially affect the performance of the organization.

According to Wibowo (2007: 65) work environment can motivate employees. Employees will be working with productive or not depends on the conditions of the work either directly or direct not have an impact on the continuity of the company. According to Wibowo (2007: 65) internal environment are components that exist within the scope of your organization or company.

The work environment is something that exists in the vicinity of the workers and which may affect the running of tasks charged (Robbins, 2003) the working environment according to Rivai (2006: 165) is a whole infrastructure that exists around employees who are doing the job itself includes the working environment of the workplace, work tools and facilities, cleanliness, lighting and quiet.

From the above factors, it can be said that the work environment can affect the work being done. So that every company should strive to include factors in the work environment can be achieved in such a way that it would influence a positive for the company.

Performance

Employee performance is an act which is done by employees in carrying out the work in the given company (John Greenwood, 2008). Every company always expect employees to have accomplishments, because by having employees perform will provide optimum contribution to the company. In addition, by having employees who are high achieving companies can improve the performance of its employees.

According to Siagian (2002) that the performance of employees on the influence by a number of factors, namely: the work environment, organizational culture, salaries, work friends, job satisfaction and other factors. Efforts to improve employee job satisfaction, among them having regard to the working environment, the working environment is everything that exists around the workers that can affect him in the exercise of the tasks that will be loaded in (nitisemito, 2000).

According to Anwar PrabuMangkunegara (2005), the success of the company's demanding performance improvements goals work. If target performance at grow from within the employee will form a force of self and if the situation of the working environment to support the achievement of the performance would be easier.

According to Moekijat (2002), a company that has a good working environment and will provide the motivation for its employees to improve their performance in addition to good working conditions may help reduce the saturation and fatigue, so the d expect can improve the performance of employees.

Previous studies have examined the relationship between employee job satisfaction and leadership behavior in a variety of settings such as health care, military, educational and business organizations (Cook, Wall, Hepworth, &Warr, 1989; Bass, 1990; Chen &Silversthorne, 2005). These studies generally show that job satisfaction of employees in the public sector is as important as it is in the private sector.

FRAMEWORK OF THOUGHT

Framework of thought research has described below how the role of job satisfaction in Leadership Style and mediate the work environment on performance of employees. Framework of thought this relationship between intervening job satisfaction variables (Z) with free variables, the leadership style (X 1) work environment (X 2), and variable performance of employees (Y).

RESEARCH METHODS

This research type is explanatory research and this research using a quantitative approach to the survey method. According to Singarimbun, (1995) a survey of the

Figure 2.1
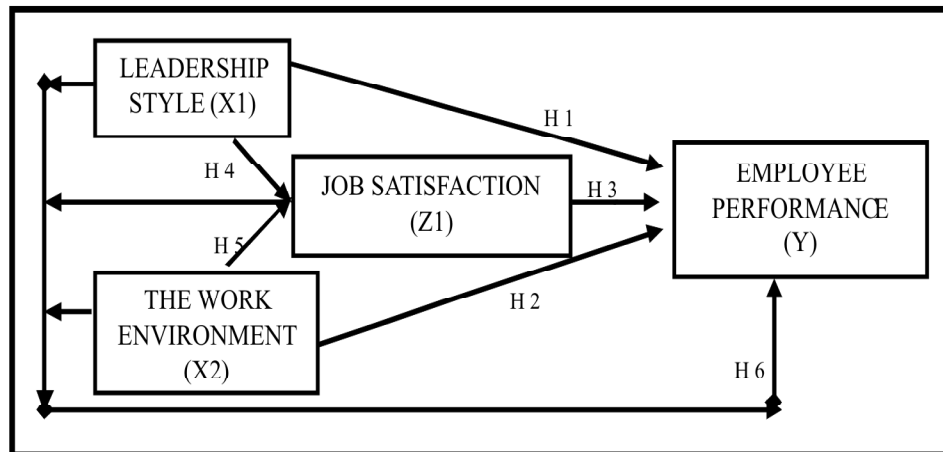
Source: from a variety of sources processed 2015

research method is the research that takes samples from a population and use questionnaireas the principal means of data collection. This research will be to know and test the influence among variables that have been defined that explain the influence of leadership styles on performance, the work environment affects employee performance, job satisfaction influence on employee performance, leadership styles influence on job satisfaction, work environment influence on job satisfaction, job satisfaction is more dominant against the performance of employees.

This research was conducted at the Office of PT Pos Indonesia (Persero), the number of the population in this study as many as 35 people. Samples taken as many as 35 people, with techniques of proportional stratified random sampling procedures.Engineering data collection method survey using a questionnaire.

The instruments that are used in collecting data must meet two conditions, namely the validity and reliability. And the results were all valid and reliability. So that the instrument can be used in the research. Methods of analysis in this research is descriptive and statistical analysis analysis of inferensial using Partial Least Squares (PLS)

Variable

In this study there are three variables in research, namely the free variable (the independent variable) (X), variable (the dependent variable) (Y). Intervening variables (intervening variable) (Z).

Free variables

Leadership style (X 1), with the indicator of authoritarian, participatory, Delegatif

Work environment (X 2) with the indicator, Lighting, temperature or humidity, Noisy, Room Setup, security.

Job Satisfaction (X 3).As intervening Variable.

Variables bound

Employee performance (Y), As indicators of Employee Performance are: Quantity, quality, timeliness

Intervening variables in this study is the job satisfaction (Z), according to the MalayuHasibuan (2006; 202) job satisfaction is an exciting emotional attitude and loves his job. As for indicators of job satisfaction: as for job satisfaction indicators are: salary, type of work, relations between employees, Quality supervision, working conditions.

RESULTS OF THE RESEARCH AND THE DISCUSSION

Karekteristik Respondents

Characteristics of respondents most respondents were male with the number of respondents (26 percent), while were 79.1 for women amounted to 9 respondents (20.9 percent). Data characteristics of respondents based on the range at most ages 41-50 years old with as many as 10 men was 36.4 percent), followed by (respondents aged up to 30 years as many as 11 people (25%) and the rest by as much as 7%) of respondents (15.9 aged 31-40 years old and 7 respondents (22.7%) were aged over 50 years. Educational level of respondents researched is diverse ranging from upper level secondary school (SLTA) to graduate S-2. The uneven composition of education respondents with HIGH SCHOOL education at the level of dominance that totaled 17 people (58.6%) and Bachelor S-1 with the number of respondents (34,1%) were 15. An educated and S-2 of 3 people (7.3%) were

Data Analysis

Data processing techniques with SEM-based method using Partial Least Square (PLS). Software PLS on research uses software developed at the University of Hamburg Germany named smart PLS version 2.0 M3. In PLS need 2 stages to assess the Fit of the Model is amodel research. The stages are as follows:

Assessing the Outer Model or Measurement Model

There are three criteria in the use of data analysis techniques with SmartPLS for assessing Convergent Validity model i.e. outer, DiscriminantValidity and

Composite Reliability. Convergent validity of measurement models with reflexive indicators assessed based on the correlation between the score of an item being estimated with componentscore/Soflware PLS. individual reflexive Size is said to be high if correlated over 0.70 with invalid constructs being measured. However, according to Chin, 1998 (in Ghozali, 2006) to study the early stages of developing a scale of measurement value loading 0.5 to 0.6 is considered quite adequate. In this research will be used to limit the loading factor of 0.60.

Table 4.7
Outer Loadings (Mean, STDEV, T-Values)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)
X1.1 <- X1	0.720	0.700	0.193	0.193	3.738
X1.2 <- X1	0.711	0.701	0.176	0.176	4.047
X1.3 <- X1	0.817	0.799	0.125	0.125	6.533
X1.4 <- X1	0.569	0.533	0.178	0.178	3.204
X1.5 <- X1	0.589	0.556	0.179	0.179	3.301
X1.6 <- X1	0.565	0.523	0.184	0.184	3.072
X1.7 <- X1	0.773	0.758	0.116	0.116	6.683
X1.8 <- X1	0.768	0.753	0.116	0.116	6.628
X2.1 <- X2	0.763	0.751	0.131	0.131	5.828
X2.10 <-X2	0.482	0.445	0.228	0.228	2.116
X2.2 <- X2	0.777	0.754	0.118	0.118	6.600
X2.3 <- X2	0.567	0.562	0.136	0.136	4.171
X2.4 <- X2	0.716	0.697	0.116	0.116	6.149
X2.5 <- X2	0.625	0.627	0.091	0.091	6.898
X2.6 <- X2	0.589	0.580	0.162	0.162	3.644
X2.7 <- X2	0.551	0.565	0.117	0.117	4.700
X2.8 <- X2	0.600	0.546	0.196	0.196	3.056
X2.9 <- X2	0.813	0.785	0.112	0.112	7.269
Y1 <- Y	0.817	0.794	0.098	0.098	8.354
Y2 <- Y	0.818	0.797	0.141	0.141	5.799
Y3 <- Y	0.729	0.731	0.090	0.090	8.139
Y4 <- Y	0.665	0.659	0.144	0.144	4.626
Y5 <- Y	0.863	0.844	0.117	0.117	7.401
Y6 <- Y	0.840	0.840	0.066	0.066	12.761
Z1 <- Z	0.777	0.776	0.132	0.132	5.899
Z10 <- Z	0.774	0.757	0.112	0.112	6.929
Z2 <- Z	0.801	0.792	0.133	0.133	6.042
Z3 <- Z	0.574	0.528	0.192	0.192	2.997
Z4 <- Z	0.745	0.706	0.201	0.201	3.699
Z5 <- Z	0.775	0.755	0.126	0.126	6.148
Z6 <- Z	0.749	0.724	0.157	0.157	4.764
Z7 <- Z	0.728	0.688	0.158	0.158	4.618
Z8 <- Z	0.559	0.552	0.159	0.159	3.509
Z9 <- Z	0.739	0.721	0.161	0.161	4.586

Source: data processing with PLS, 2015

Tables in the output illustrates the value factor loading (convergent validity) of each indicator. The value of the factor loading > 0.7 can be said to be valid, but the rule of thumbs of many loading factor value > 0.5 can be said to be valid. From this table, it is known that the loading factor value of all indicators of leadership styles (X 1), the working environment (X 2), and job satisfaction (Z) and performance of employees employs (Y) is greater than 0.50. This indicates that indicator – indicators are valid.

Discriminant Validity

After further evaluation of validity, convergen is see discriminant validity with cross loading, value of the square root of the average variance extracted (AVE) and composite realibility. Discriminant validity of the measurement model is assessed based on the measurement of cross loading with invalid constructs. If invalid constructs with the correlation measurements (each charge indicators will) is larger than the size of the other, then the invalid constructs invalid constructs latent predicts the charge indicators will better than the other invalid constructs. The model has a discriminant validity is good if every value of every indicator of loading a latent variables have the greatest loading value with the value of the latent variable to another loading another. Discriminant validity testing results obtained as follows:

Table 4.8
The value of Discriminant Validity (Cross Loading)

Indicator	X1	X2	Y	Z
X1.1	**0.720**	0.581	0.618	0.565
X1.2	**0.711**	0.488	0.540	0.511
X1.3	**0.817**	0.584	0.632	0.620
X1.4	**0.569**	0.342	0.397	0.306
X1.5	**0.589**	0.279	0.377	0.367
X1.6	**0.565**	0.306	0.367	0.444
X1.7	**0.773**	0.450	0.556	0.476
X1.8	**0.768**	0.593	0.719	0.630
X2.1	0.515	**0.763**	0.610	0.575
X2.10	0.373	**0.482**	0.459	0.425
X2.2	0.358	**0.777**	0.571	0.529
X2.3	0.156	**0.567**	0.343	0.396
X2.4	0.428	**0.716**	0.520	0.600
X2.5	0.507	**0.625**	0.507	0.473
X2.6	0.633	**0.589**	0.570	0.557
X2.7	0.304	**0.551**	0.581	0.552

contd. table

Indicator	X1	X2	Y	Z
X2.8	0.421	**0.600**	0.440	0.504
X2.9	0.625	**0.813**	0.649	0.586
Y1	0.559	0.694	**0.817**	0.676
Y2	0.678	0.582	**0.818**	0.746
Y3	0.440	0.513	**0.729**	0.631
Y4	0.603	0.607	**0.665**	0.508
Y5	0.768	0.764	**0.863**	0.749
Y6	0.619	0.685	**0.840**	0.684
Z1	0.631	0.586	0.761	**0.777**
Z10	0.539	0.737	0.627	**0.774**
Z2	0.567	0.545	0.722	**0.801**
Z3	0.265	0.369	0.401	**0.574**
Z4	0.580	0.648	0.665	**0.745**
Z5	0.515	0.583	0.570	**0.775**
Z6	0.443	0.602	0.562	**0.749**
Z7	0.504	0.568	0.566	**0.728**
Z8	0.512	0.532	0.638	**0.559**
Z9	0.606	0.584	0.533	**0.739**

Source: data processing with PLS, 2015

Based on the value of cross loading, it can be noted that all indicators which make up each of the variables in this study (the value in bold) discriminant validity have satisfied because it has the value of the largest loading to outer variables that the establishment and not on other variables. Thereby all indicators in each variable in this study have met the discriminant validity.

Evaluating Reliability of Composite, the Average Variance Extracted (AVE) and Cronbach Alpha

Evaluation model of measurement with the square root of the average variance extracted root value is to compare the correlation between invalid constructs with AVE. If the value of the root value higher than AVE correlation between invalid constructs, then the discriminant validity of good achieved. In addition, a value greater than 0.5 AVE is highly recommended:

Table 4.9
Goodness of Fit

Variable	AVE	Composite Reliability	Cronbachs Alpha
X1	0.584	0.880	0.845
X2	0.532	0.881	0.847
Y	0.627	0.909	0.879
Z	0.528	0.917	0.899

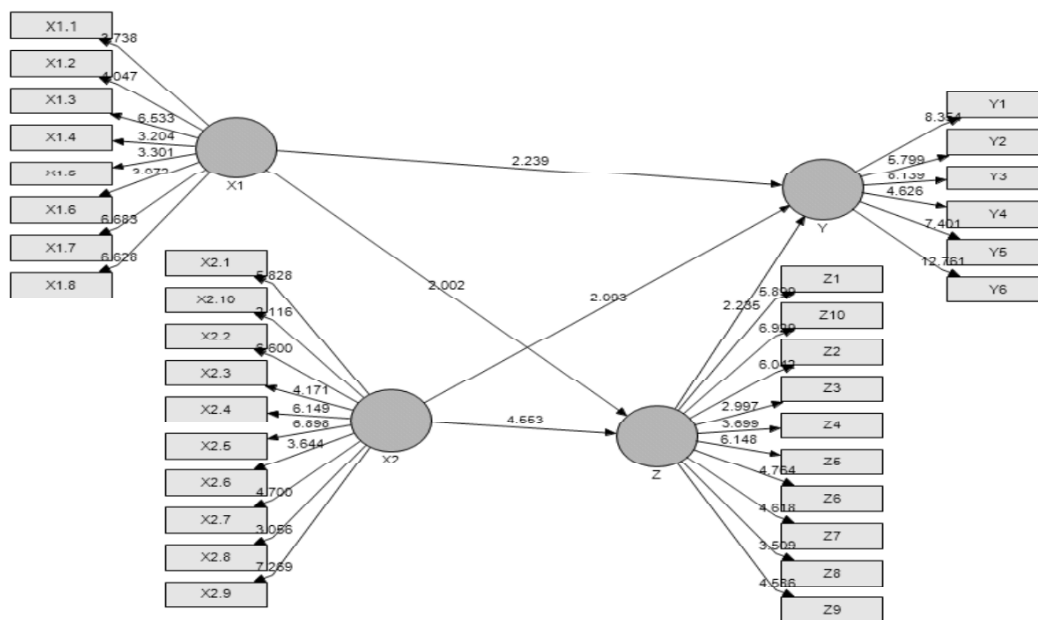*Source:* data processing with PLS, 2015

The value of the invalid constructs for the fourth AVE greater than 0.5 so it can be inferred that the evaluation of discriminant validity model has a measurement is good.

In addition to testing the validity of invalid constructs the test done also, invalid constructs being measured with reliability test criteria i.e. composite reliability and cronbach alpha of the indicator which measures the block invalid constructs. Invalid constructs revealed reliable if the value of cronbach alpha compositing as well as reliability above 0.70. So it can be concluded that the invalid constructs have a good reliability.

Structural Model Testing (Inner Models)

Testing inner structural model or models do to look at the relationship between significance and value of invalid constructs an R-square of model research. The structural model is evaluated by using the R-square for the dependent t-test invalid constructs as well as the significance of the structural parameters of line coefficients.

Figure 4.1: Structural Models (Inner models)

Source: data processing with PLS, 2015

Testing of the structural model is done by looking at the value of R-square which is a test for goodness-fit model.

Table 4.10
Rated R-Square

Variable	R Square
Z	0.705
Y	0.806

Source: data processing with PLS, 2012

In principle this study uses two variables that are affected by other variables namely variables job satisfaction (Z) that is affected by the variable style of leadership (X 1), the working environment (X 2), as well as the performance variables (Y) that is affected by the variable style of leadership (X 1), the working environment (X 2), and job satisfaction variables (Z). Table 4.11 shows the value of R-square for the variable Z acquired for 0,705 and for variable Y acquired for 0,806. The R-square value for Z \$ 0,705 showed that 70.5% job satisfaction variables (Z) can be influenced by the style of leadership of the variables (X 1), the working environment (X 2)). As for the R-square value Y of 0,806 shows the performance variable (Y) is affected by the variable style of leadership (X 1), (x 2) work environment and job satisfaction (Z) of 80,6% 19.4% while the rest in influence by other variables outside of the researched.

Hypothesis Testing

The significance of the parameter being estimated very usefulprovides information about the relationship between research variables. In a statistically testing PLS any relationships that are hypothesized to be done by using simulation. In this case the bootstrap method of sampling is done. Testing with the bootstrap also meant to minimize the problems of disorders research data. The test results with the bootstrapping of the analysis of PLS are as follows:

Table 4.11
Path Coefficient (Mean, STDEV, T-Values)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)
X1 -> Y	0.292	0.301	0.130	0.130	2.239
X2 -> Y	0.305	0.287	0.146	0.146	2.093
Z -> Y	0.389	0.390	0.174	0.174	2.235
X1 -> Z	0.336	0.329	0.168	0.168	2.002
X2 -> Z	0.575	0.571	0.126	0.126	4.553

Source: data processing with PLS, 2015

Based on Table 4.11 in the get the following results:

Equation structural obtained is

Z = 0.336X1+0.575X2

Y = 0.292X1+0.305X2+0.389Z

Hypothesis testing 1 (In guess Leadership styleinfluential significantly to the performance of employees)

The first hypothesis test results indicating that the variable relations leadership style (X 1) and performance (Y) indicates the value of path coefficient with a value of t 0,292 2,239. The greater value from the t table (1,960). This result means that leadership style has a positive and significant influence on performance of employees which means according to the hypothesis ofFirst, whereleadership styles influence positive and significantly to the performance of employees. So the hypothesis that says the alleged leadership styles influence on job satisfaction of PT. Pos Indonesia (Persero) Hapless accepted.

The test Hypothesis 2 (In guess work environment influence significantly to performance)

The second hypothesis test results indicate that the work environment variables relationship (X 2) and the performance of employees (Y) indicates the value of path coefficient with a value of t 0,305 2,093. The greater value from the t table (1,960). This result means that the work environment has a positive and significant impact on the performance of employees. So the hypothesis that says it is thought that the work environment affects employee performance PT Pos Indonesia (Persero) Hapless accepted.

Hypothesis testing 3 (In guessing job satisfaction influence significantly to performance)

The third hypothesis test results showing that job satisfaction variables relationship (Z) with the performance of employees (Y) indicates the value of path coefficient of 0,389 with a value of t of 2,235. The greater value from the t table (1,960). This result means that job satisfaction has a positive and significant influence on performance of employees which means in accordance with the third, wherehypothesis job satisfaction the positive and significant effect on the performance of employees. So the hypothesis that says alleged job satisfaction influence on performance of employees of PT Pos Indonesia (Persero) Hapless accepted

Hypothesis testing 4 (allegedly leadership styles influence significantly to job satisfaction)

The fourth hypothesis test results indicating that the variable relations leadership style (X 1) and job satisfaction (Z) indicates the value of path coefficient of 0,336 with a value of t for 2002. The greater value from the t table (1,960). This result means fourth hypothesis according to which leadership style is positive and significant effect on job satisfaction. So the hypothesis says that the alleged leadership style affects job satisfaction at PT. Pos Indonesia (Persero) Hapless acceptable

Hypothesis testing 5 (allegedly influential workenvironment significantly to job satisfaction)

The fifth hypothesis test results indicate that the work environment variables relationship (X 2) and job satisfaction (Z) indicates the value of path coefficient 0,575 t value of 4,553. The greater value from the t table (1,960). This result means that the work environment has a positive and significant effect on job satisfaction. So the hypothesiswho says suspected work environment influence on job satisfaction at PT. Pos Indonesia (Persero) Hapless accepted.

To know the influence of indirect variable free against variable employee performance through job satisfaction can be seen in table 4.12 here.

Table 4.12
Indirect Influence

Variablesl	Direct Influence	The Influence Does Not Go Directly Through Z	Total Influence
X1 -> Y	0.292	0.131	0.423
X2 -> Y	0.305	0.224	0.529
Z -> Y	0.389		0.389
X1 -> Z	0.336		0.336
X2 -> Z	0.575		0.575

Source: from the data processed, 2015

Based on Table 4.12 above can note that the variable quality of human resources the total path coefficients have the influence of the most high. This shows that the working environment provide the highest influence on performance effort

On the model PLS, an assessment of the overall goodness of fit are known from the value of Q2 (predictive relevance), where the higher Q2, then the model can be said to be the more fit to the data. From table 4.10 Q2 can be calculated as follows:

the value of $Q^2 = 1 - (1 - R^2) \times (1 - R^2)$

the value of $Q^2 = 1 - (1 - 0.705) \times (1 - 0.806) = 0.9427$

From the results of calculation known Q2 at 0.9427, meaning that the magnitude of the diversity of research data that can be explained by structural model is equal to 94,27%, while the rest was 5.73% explained by other factors outside the model. Based on these results, the structural model on research can be said to have had a goodness of fit is good.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of analysis and hypothesis testing that has been done, the conclusion to be drawn as follows:

1. Leadership styles include authoritarian leader, participatory, and delegatif, apparently when a leadership style in the delegatif preserve and improved good will contribute towards job satisfaction PT. Pos Indonesia (Persero). The leadership style of the delegatif is made up of leaders who believe with subordinates, which not many leaders make the rules.

2. Work environment this includes lighting, temperature or humidity, noise and security. When the noise (noise that interferes with employee work activities, and sounds that can be disturbing the peace work of employees) is slightly reduced, it will give you peace and concentration which can support the employee performance be better again.

3. Job satisfaction which consists of salary, type of work, relations between employees, quality supervision, and working conditions. If salaries (granting appropriate salary UMK areas, salaries have always been right on every date) then it will add to the spirit of the employees to improve their performance.

4. Leadership styles which include authoritarian leader, participatory, and delegatif, apparently the leadership style that is participatory and delegatif create job satisfaction increases, but also job satisfaction will plummet if the style of leadership became authoritarian leadership.

5. Overall work environment, such as lighting, air temperature and room Setup. Make employees more satisfied working in pt. Pos Indonesia (Persero)

6. In PT. Pos Indonesia (Persero) Poor employee performance turned out to be much more determined by the work environment, from the style of leadership and job satisfaction.

Advice

Based on the conclusions above, can put forward a few suggestions that hopefully can be beneficial to the company as well as for other parties. As for the advice given, among other things:

1. Expected the company can maintain and improve services to environmental work, because the work environment has a significant effect on performance of employees through job satisfaction, so that the employee's performance will be the better.

2. Considering the leadership style, the work environment and job satisfaction in this research is very important in affecting the performance of the employee's expected results of this research can be used as a reference for further research to develop this research taking into account other variables such as competitors outside the effect on performance and job satisfaction of employees of PT Pos Indonesia (Persero) was unfortunate.

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