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THE ROLE OF JOB SATISFACTION IN MEDIATING PHYSICAL WORK ENVIRONMENT AND SPIRITUAL LEADERSHIP ON EMPLOYEE PERFORMANCE

(Study at PT BPR BKK Jateng Pemalang)

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ABSTRACT

The goal of this research is to examine how the environment affects things. Employ physical and spiritual leadership to influence staff performance, whether directly or indirectly, by fostering a sense of contentment working at the People's Credit Bank (BPR) BKK Jateng Pemalang. All of the study participants were workers at BPR BKK Jateng Pemalang, totaling 51 individuals. The engineering used census or sample saturation to collect the sample, and the number of samples used was 51. Primary data, gathered using a questionnaire data collecting technique, served as the data source. The analysis method used was Partial Least Square. According to the study's findings, spiritual leadership and environment Work physique have a beneficial and substantial impact on employee performance, while satisfaction Work has a beneficial and significant impact on environment Work physique and spiritual leadership. The mediation test results demonstrate that satisfaction Work can mediate the influence of environment Work physique and spiritual leadership on employee performance.

KEYWORDS: *Environment Work Physical , Spiritual Leadership , Satisfaction Employee Work and Performance*

INTRODUCTION

Rural Credit Banks (BPR) are financial institutions that function not only to channel credit to micro, small, and medium-sized businesses but also to collect funds in the form of savings, time deposits, and other deposits. Rural Credit Banks can be found everywhere, both in urban and rural areas, which means that BPR growth has been increasingly rapid. The increasing growth of BPRs rapidly can cause level increasing competition tight . Competition the make every BPR must be able to repair all aspects related to BPR operations so that can survive and thrive . One of the aspect important things that BPR must pay attention to in order to be able to support success his business is Human Resources (HR) .

Human Resources (HR) in company own role important remember objective company can realized depending on factors human beings who can planning , implementing and supervising all activity company . HR becomes element most important in determine growth and development something company . Human Resources (HR) that match the needs company and have the ability to carry out the tasks that have been determined by the company needed to achieve objective company (Sitepu *et al.,* 2020) .

Every Companies must pay attention to their human resources , or what are usually called their employees . Human Resources as factor main in determine level success the company must be managed well and optimally, so that employees owned can become driving force main activity company to produce optimal performance when carry out his work duties (Adhyasa & Noermijati, 2020) . Problems that often occur appear is when The quality and competence of the human resources owned by the company is less than optimal, so that need better human resource management . Efforts to manage human resources to become qualified and competent employees is not matter easy , remember its management involving all existing elements , including employees , leaders , and the systems within it . A combination of these elements the in HR management is expected capable create quality and competence employee in carry out work , so that will can resulting in better performance (Lilyana et *al.,* 2021) .

Employee performance is the result of work in a way quality and quantity achieved by employees in carry out his job in accordance with the responsibilities given to him (Mangkunegara, 2019) . Performance is basically focus on the problem in planning , implementation , and also the results obtained after carry out work . Performance is

very important , because as gauge measuring quality the most important company . A employee it is said have good performance if capable produce the same job or exceed standard or established criteria together (Sitepu *et al.,* 2020) .

Every company always hope his employees have good performance, because with this performance can reach effectiveness so that can give donation more optimal for company . Optimizing performance in something company is not matter easy , remember Lots factors that can influence employee performance that companies need to be aware of . Factors that can influence on improving employee performance including the environment Work physical (Arianto & Septiani, 2021) , as well as spiritual leadership and satisfaction work (Radhania & Gael, 2022) .

Environment Work physique is all circumstances shaped physical things that are around place work that can influence employees both in terms of direct or indirectly (Sedarmayanti, 2017) . At one time company , environment Work physique is one of the factor important things to pay attention to . Environment Work conducive physical can provide a sense of comfort and security , so that in a way direct directly or indirectly have a positive impact on the people in it . The environment Work good and conducive physical condition make optimization Work employee can achieved well, on the contrary If environment perceived work still less conducive and less comfortable , can reduce employee performance (Astuti & Mulyadin, 2022) .

second factor that influences employee performance is style spiritual leadership , namely leadership that makes spiritual values as core beliefs , core values and philosophy in behavior his leadership (Azmy et al., 2021) . Spiritual leadership as believed concept can become solution to the crisis leadership that results in a decline values humanity consequence ethics professional and behavior ethical . Leaders who emphasize spiritual values are often capable awaken motivation buried in other people who actually increase satisfaction and achievement his work (Rachmawan & Aryani, 2020) .

next factor that influences employee performance is satisfaction work , namely feeling a person 's work resulting from his efforts itself and supported by things outside himself on condition work , the results of work , and work itself (Sinambela, 2017) . The company has role important in push satisfaction Work its employees whose impact will influence on employee performance . Satisfaction Work employee fulfilled if needs , both in terms of salary and opportunities promotion , supervision superiors , and others . Satisfaction perceived work in self believed will motivating employees to work better , so expected employee performance will increase (Adhyasa & Noermijati, 2020) .

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Management Human Resources

Management Human Resources (HR) as row activity organizations that are driven to identify , develop , and maintain connection effective work . Manager have great responsibility in motivate people who work in something organization to achieve its purpose . This includes about How make HR team can functioning more effective and efficient . In fact , maximizing satisfaction work for management company has develop become objective comprehensive from the HR unit to be more positive can influence mark organization in term short and long term long .

Management Human Resources is also defined as as the science and art of governing relationships and uses power Work individual so that will more effective and efficient to create company goals , objectives employee as well as community (Hasibuan , 2019). Management Human Resources is something matters relating to utilization man or power Work in do something work to achieve level maximum or effective and efficient to create the goal to be achieved achieved in company , achieved a employees , and also the community (Susan, 2019).

The conclusion that can be drawn taken from several definition above , Management Human Resources is something knowledge or methods related to utilization power Work individual and related to implementation functions management . This is done so that it can carry out work with more effective and efficient , as well as more maximum so that will give positive contribution for companies to be able to reach the goals of the company employees and society .

Environment Work Physique

Environment Work as all something that is around workers who can influence himself Alone in carry out the tasks assigned to him (Sitepu et al., 2020) . Environment work can also interpreted as something the place inside

environment physique organization , environment social , and virtual environments that can used to improve employee performance and company performance in general sustainable (Busro , 2018) . Environment Work is all something that is around the workers who can influence himself in carry out assigned tasks (Nitisemito, 2020) . Environment Work interpreted as environment in which employees work and can affect performance, safety and quality life his job (Heizer & Render, 2015) .

Environment suitable work can support implementation Work so that so that employee own Spirit work and improve employee performance , while mismatch environment Work can create discomfort for employee in carry out his duties (Arianto & Septiani, 2021) . Environment Work involves all aspects that act and react on the body and mind a employees.

Environment Work physique is all circumstances shaped physical things that are around place work that can influence employees both in terms of direct or indirectly (Sedarmayanti , 2017) . Environment Work physical can also interpreted as all something that is around place Work employees who can seen direct form physical and also can influence attitudes and behavior employee in carry out his activities (Arianto & Septiani, 2021) .

Spiritual Leadership

Leadership is ability to influence a group towards achievement A vision or set goals (Robbins & Judge, 2018) . Leadership is the ability that a person has to influence other people, so that they do something in reach something goals and objectives (Utari & Hadi, 2020) . Leadership as ability or skill in self somebody in move or motivating individual or groups to achieve the goals that have been determined (Sinambela et al., 2020) .

Spiritual leadership style is based ethics as following : honesty true , fairness, enthusiasm charity pious , hate formality and organized religion, a little talk Lots work and relax , awakening the best for self oneself and others, openness accept change , beloved leaders , think globally and act locally, discipline but flexible and fixed intelligent as well as full passion, and the last one has characteristic humility heart (Permana et al., 2021) .

Spiritual leadership is leadership that makes spiritual values as core beliefs , core values and philosophy in behavior his leadership (Azmy et al., 2021) . Spiritual leadership is style visionary leadership that provides hope and love Darling to his subordinates or its members to raise awareness they will importance objective organization (Novis et al., 2022) .

Conclusions drawn from several definition said , spiritual leadership is style leadership that directs and upholds tall spiritual values as guidelines in behavior his leadership so that he can motivating its members to have vision term long , superior in mark hope / faith , have Love altruistic , having involvement with self and others and also providing hope and love Darling to his subordinates .

Satisfaction Work

Satisfaction Work is method employee feel himself , his work and the feelings that support it or not support employee work - related or condition . Feelings related work the involving various type aspect like efforts , opportunities development career , employee relations other , placement work and structure organization . While related feelings covering age , condition health , abilities , and education (Sitepu et al., 2020) .

Satisfaction Work is feeling a person 's work resulting from his efforts itself and supported by things outside himself on condition work , the results of work , and work itself (Sinambela , 2017) . Satisfaction Work is the emotional feelings he felt in organization and reflected in actions Work they . Reaction positive atan negative that they give is form real sense of satisfaction or dissatisfied with what they accept or feel on the spot his work (Suryani, 2022) .

Satisfaction Work is condition pleasant emotions resulting from assessment work or experience Work someone . Satisfaction Work reflect feeling a person towards his work . This can seen from the attitude positive employees towards work and everything something to face in the environment place Work (Colquitt et al., 2018) . Satisfaction Work is attitude positive attitude shown by employees towards their work , employees who feel satisfied tend more seldom roll call on the contrary dissatisfied employees show attitude negative towards work may be more often roll call (Simanjuntak & Sitio, 2021) .

Conclusions drawn from several definition above , satisfaction Work is condition emotional shown by attitude positive from employees towards their work as well as environment the place Work on base his business alone and supported by things like condition work.

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Employee performance

Performance as performance or achievement someone related to a given task to him . The work that can be done achieved by someone or a group of people in something organization in accordance with authority and responsibility each answer , in effort reach objective the organization concerned in a way valid , does not violate law and in accordance with moral ethics (Sedarmayanti, 2017) . Performance as a result of work and behavior work that has been achieved in complete the tasks and responsibilities given in something period certain (Kasmir, 2019) . Performance as the achievement of a process that is referred to and measured during a certain period of time and is based on on provision as well as the agreement that has been determined (Edison et al., 2018) .

Employee performance is the result of work in a way the quality and quantity achieved by a person employee in carry out his job in accordance with the responsibilities given to him (Mangkunegara , 2019) . Employee performance is a result or level the success of what employees do in carry out given responsibilities to him during a certain period of time by paying attention to standard work , goals or targets that have been determined previously so that There is uniformity in performance levels (Sigalingging & Pakpahan , 2021) .

RELATIONSHIP BETWEEN VARIABLES

Influence Environment Work Physical Impact on Employee Performance

Environment Work physique as environment in the form of physique in the form of space , layout physical , level noise , equipment on site work , which can influence attitudes and behavior employee moment carry out good job in general direct or indirectly . A condition environment Work it is said to be good if employee can carry out activity optimally , healthily , safely and comfortably . Therefore , the determination and creation of environment good work will be crucial success achievement objective organization . Conditions environment Work physical assets owned by the company will influence on success or whether or not something work demonstrated by ability employee finish work . Therefore , the better the conditions environment Work physique in company , make employee the better the contribution in look at his work . There is an increasing contribution height of employees will create work results employee increase .

Research results Maulidiyah & Ilahi (2020) explain with the environment better , more comfortable and safer work will give influence positive impact on improving employee performance . Research results Sitepu et al., (2020) stated that environment Work conducive physical will improve employee performance . This is reinforced by research results from Arianto & Septiani (2021) which stated that the working environment Work physique influential positive significant impact on employee performance . Based on the description mentioned , the hypothesis proposed is :

H1: Environment Work physique influential positive and significant impact on employee performance .

Influence Spiritual Leadership on Employee Performance

Spiritual leadership as leadership that directs and upholds tall spiritual values as guidelines in behavior his leadership so that can motivating its members to have vision term long , superior in mark hope or faith , have Love altruistic , having engagement with self and others. Spiritual leadership can seen through expectations that include how much big faith and sacrifice What will done employees towards the company , how much big employee maintain and work hard help success company , by increasingly better implementing work . Spiritual leadership influences employee performance , when leader in company apply style spiritual leadership , employee performance become better .

Research result Permana et al., (2021) stated that with increasing tall application spiritual leadership style in something company will give impact positive impact on improving employee performance . Hidayaturrochman et al., (2022) stated that the better the spiritual leadership implemented , the better the in company will give influence positive towards improvement Novis et al., (2022) stated that with the existence of improvement influential spiritual leadership positive significant to the increase work employees. Based on the description mentioned , the hypothesis proposed is :

H2: Spiritual leadership is influential positive and significant impact on employee performance .

Influence Satisfaction Work on Employee Performance

Satisfaction Work show condition emotional shown by attitude positive from employees towards their work as well as environment the place supported work condition work , work results , and the work itself which is reflected in the spirit work , discipline , and achievement work . Basically principle satisfaction Work is feeling happy or not or whether you like it or not about the work you do . Employees who think his job as something that is fun , tends to own productivity high , and will improve employee performance . Employees who feel satisfaction in his

work will also tend own notes attendance and compliance with regulations better , and tend to own better performance . This means existence level satisfaction Work will improve employee performance .

Research result Maulidiyah & Divine (2020) stated increasingly tall level satisfaction perceived work employees , will give impact positive impact on improving employee performance . Research results Rachmawan & Aryani (2020) stated that with the high satisfaction work experienced by each employee can give influence positive impact on improving employee performance . Research results Sitepu et al., (2020) put forward the existence of satisfaction work felt by employees in something company will can improve employee performance . This is reinforced by research results from Permana et al., (2021) and Ramadhania & Gael (2022) which state that with the presence of satisfaction Work influential positive and significant impact on employee performance . Based on the description mentioned , the hypothesis proposed is :
H3: Satisfaction Work influential positive and significant impact on employee performance .

Influence Environment Work Physical to Satisfaction Work
Environment Work physique show something environment work prepared by the company so that it can support smoothness for employee in complete the assigned tasks / work to employees . Environment Work good physical condition such as adequate equipment good lighting will can increase satisfaction Work employees . This is because the work to be done completed it felt so good to finish it , so result in satisfaction Work employee increased . Employees will feel more like if work in a clean , healthy , calm, comfortable , safe and secure environment support Spirit work , so in the end employee will feel more satisfied remember various wants and needs in environment his work fulfilled .

The results of the research conducted Maulidiyah & Ilahi (2020) put forward that with the environment Work increasingly better physical facilities are available to employees will give impact positive towards improvement satisfaction perceived work employees . Research results Sitepu et al., (2020) stated that with the existence of environment Work physical creation better , more comfortable and safer will give influence positive towards improvement satisfaction work . Research results Arianto & Septiani (2021) stated that environment Work physique influential positive and significant impact on satisfaction work . Based on the description mentioned , the hypothesis proposed is :
H4: Environment Work physique influential positive and significant impact on satisfaction Work .

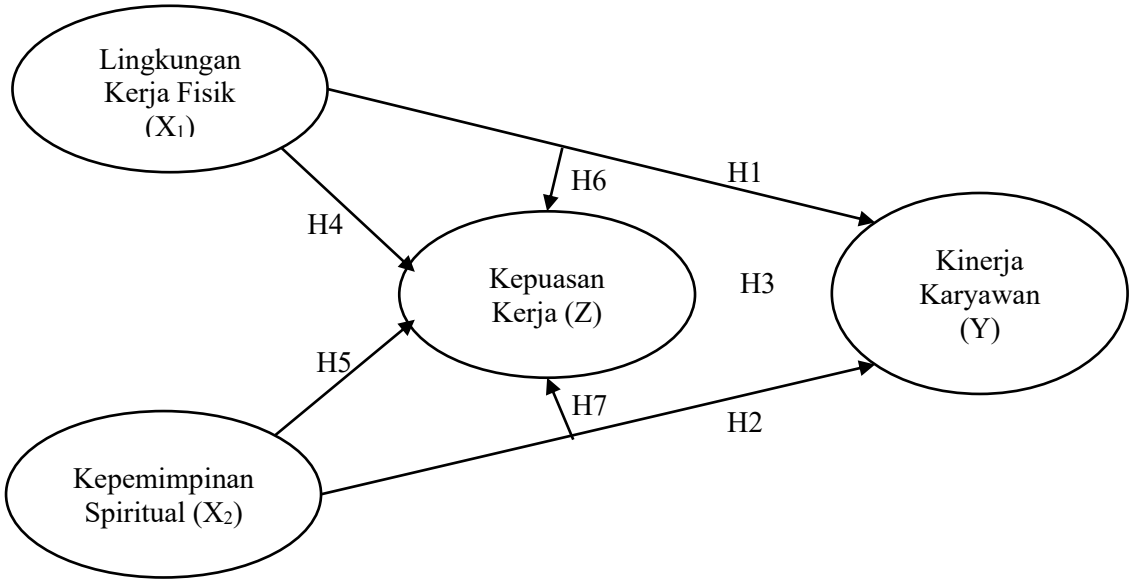
Influence Spiritual Leadership towards Satisfaction Work
Spiritual leadership as leadership that will make spiritual values as core beliefs , core values and being philosophy on leadership behavior in company . Leadership that is carried out with quality a good person will influence on satisfaction work , leader do action administrative for progress organization , will create connection harmonious between superiors and subordinates and fellow subordinates . Spiritual leadership is well implemented in something company will make employee more comfortable in work , so that you feel satisfied employee in Work become more positive , meaning that with spiritual leadership there will be create satisfaction Work employee .

Research result Rachmawan & Aryani (2020) stated that with the existence of implementation increasingly better spiritual leadership in something company will give impact positive towards improvement satisfaction work . The results of the research Azmy et al., (2021) stated that with increasingly better spiritual leadership being implemented in something company will give influence positive towards increasing satisfaction work . These results are supported research conducted by (Permana et al., 2021 ; and Ramadhania & Gael, 2022) which states that with increasing tall implementation spiritual leadership can influential positive and significant impact on satisfaction work . Based on the description mentioned , the hypothesis proposed is :
H5: Spiritual leadership has an influence positive and significant impact on satisfaction Work .

A number of factor affecting satisfaction employee work and performance is Environment Work Physical and Spiritual Leadership . For more to be clear the description above can depicted channel framework think as following :

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Framework Think Theoretical



RESEARCH METHODS

This research uses method quantitative with this research using questionnaire as data collection , questionnaire the containing tool in the form of scale . The measurement scale used in This research uses method Likert scale to measure scale environment Work physical , spiritual leadership , satisfaction employee work and performance . The Likert scale model used there is four The alternative answers are , very appropriate (SS), appropriate (S), inappropriate (TS), and very inappropriate (STS). The data analysis technique in this study was processed use Structural Equation Model (SEM) approach with measurement model using Smart PLS program version 3.2.9 *to* measure the intensity of each variable and the *structural* model analyzes the data and hypotheses study .

Definition Operational Variables

As for the definition its operation can explained in the table following :

Table 1
Definition Operational Variables

No	Variables	Definition Operational	Indicator
1 .	Environment Work Physical (X1)	Environment work in the form of physique in the form of space , layout physical , level noise , equipment on site work , materials that are around place work that can influence attitudes and behavior employee moment carry out good job in general direct or indirectly	1. On -site lighting / lighting Work 2. Circulation air in place Work 3. Noise in the place Work 4. Smells in the place Work 5. Security on site Work
2 .	Spiritual Leadership (X2)	Leadership style that directs and upholds tall spiritual values as guidelines in behavior his leadership so that he can motivating its members to have vision term long , superior in mark hope / faith , have Love altruistic , having involvement with self and others and also providing hope and love Darling to his subordinates	1. Honesty and justice 2. Concern and appreciation for subordinates 3. Motivation to subordinate 4. Openness accept change 5. Humility heart
3 .	Satisfaction Work (Z)	Condition emotional shown by attitude positive from employees towards their work as well as environment the place Work on base his business alone and supported by things like condition work , work results , and the work itself which is reflected in the spirit work , discipline , and achievement Work	1. The work itself 2. Wages 3. Chance promotion 4. Supervision / supervisor 5. Relationship with colleagues Work

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No	Variables	Definition Operational	Indicator
4 .	Employee Performance (Y)	Performance or the results of work achieved by a person good employees seen from the quantity and quality in line with the responsibilities given in a certain time period according to standards work , goals or targets that have been determined before to achieve objective company	1. Quantity Work 2. Quality Work 3. Punctuality of work 4. Presence 5. Cooperation 6. Initiative

Source : Developed for research , 2025

Research Population and Sample
Population Study
Sugiyono (2019) define population as generalization consisting of on the object or subject that owns it quality and characteristics certain conditions set by researchers as objects / subjects to be studied and further will withdrawn In conclusion , Arikunto (2019) define population as overall subject research . Population research used is all over BPR Karticentra Artha Semarang employees totaling 51 people.

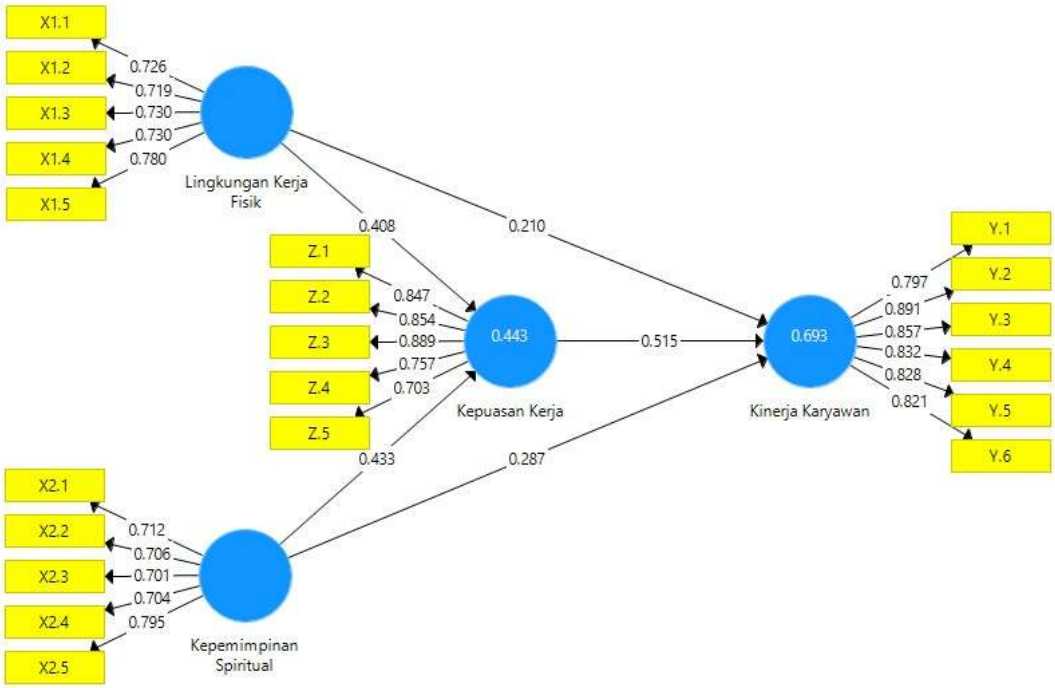
Research Sample
Remember amount The population in this study was only 51 employees who worked at BPR Karticentra Artha Semarang , so all over amount population will used as sample research . Therefore, the sampling technique in this study uses the census method or saturated sample, namely a sampling technique where all members of the population are used as samples (Sugiyono, 2019) . The number of sample in This study involved 51 respondents

Analysis Inferential
Analysis of research results will serve various data analysis results used in this study , and from the analysis of the research results will obtained validity test , reliability , model test, *path coefficient results* , hypothesis test results from the influence environment Work physical and spiritual leadership on employee performance through satisfaction work , as well as mediation tests , each of which can explained as following :

RESEARCH RESULTS AND DISCUSSION

Outer Model
Outer model results or structural models obtained from processing results use *Structural Equation Model Partial Least Square* (SEM-PLS) as following :

Structural Model (*Outer Model*)



Source : Processed primary data , 2025.

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This image shows If every variables environment Work physique measured by five indicators (X1.1 – X1.5), spiritual leadership is measured by five indicators (X2.1 – X2.5). Variable satisfaction Work measured by five indicators (Z.1 – Z.5), and employee performance measured by six indicators (Y.1 – Y.6). Every indicator in This research consists of a number of question questionnaire , and the arrows leading from the indicators to the latent constructs indicate that This research uses indicator reflective . Indicator reflective used to define characteristics or explain variables the in a way more details through various existing questions .

Validity Test Convergent

Validity test convergent from each indicators for each variable done in two ways . The first way is a validity test by looking at the value *loading factor* , which can seen from the table *outer loading* . Basis for determining validity testing convergent with *outer loading* is if mark *loading factor* is at between 0.6-0.7 , then can is said to be valid . The results of *outer loading* can be seen in the table following :

Table 2.
***Outer Loading* Results**

	Environment Work Physique	Spiritual Leadership	Satisfaction Work	Employee performance
X1.1	0.726			
X1.2	0.719			
X1.3	0.730			
X1.4	0.730			
X1.5	0.780			
X2.1		0.712		
X2.2		0.706		
X2.3		0.701		
X2.4		0.704		
X2.5		0.795		
Z.1			0.847	
Z.2			0.854	
Z.3			0.889	
Z.4			0.757	
Z.5			0.703	
Y.1				0.797
Y.2				0.891
Y.3				0.857
Y.4				0.832
Y.5				0.828
Y.6				0.821

Source : Processed primary data , 2025.

The table above displays the findings of the analysis carried out by mark. The loading factor for each indicator of each variable is greater than 0. 70. This outcome

signifies If all of the indicators for each variable environment function physically and spiritually. It can be stated that employee performance, work happiness, and leadership are all legitimate.second way of validity testing convergent done by looking at the value *Average Variant Extracted* (AVE). Basis for taking his decision is if AVE value is higher greater than 0.5, then is said to be valid. *The Average Variant Extracted* (AVE) results can be seen in the table following :

Table 3.
***Average Variant Extracted* (AVE) Test Results**

Variables	Average Variance Extracted (AVE)
Environment Work Physique	0.544
Spiritual Leadership	0.525
Satisfaction Work	0.661
Employee performance	0.703

Source : Processed primary data , 2025.

A table displayed the average value from the analysis' findings.Variant Extracted (AVE) Work environment physical, leadership, and other variable semployee performance higher than 0. 5, enjoyable work, and spiritual

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fulfillment. T he If each measurement of each variable that is stated to be legitimate is true, the conclusion can be reached.

Validity Test Discriminant

The validity test discriminant was carried out using the Fornell-Larcker Criterion, which compares the mark root square Average Variance Extracted (AVE) of each variable with the correlation between other variables in the model. A discriminant will be considered valid if its variables are said to be valid in discriminant if its mark root of AVE or FornellLarcker Criterion is higher than the value correlation with other variables. *Fornell-Larcker Criterion* Results can seen in the table following :

Table 4
***Fornell-Lacker Criterion* Results**

	Spiritual Leadership	Satisfaction Work	Employee performance	Environment Work Physique
Spiritual Leadership	0.724			
Satisfaction Work	0.536	0.813		
Employee performance	0.616	0.778	0.838	
Environment Work Physique	0.252	0.517	0.549	0.737

Source : Processed primary data , 2025.

The table above results are obtained if mark *Fornell-Larcker Criterion* or the root of the AVE of each variable more big compared to the value correlation between variables others . This is proven by the value *Fornell-Larcker Criterion* spiritual leadership of 0.724, where mark the more greater than the value correlation with other variables . This also applies to other variables such as satisfaction work , employee performance , and environment Work physical , so that each meter variables in a way discriminant can said to be valid.

***Composite Reliability* Test**

Reliability test construct m shows accuracy, tension condition And accuracy something tool measure in do measurement. variables used in reliability testing conducted by Looking at the values of Cronbach's alpha and composite reliability, and valuing both of them Their composite reliability test results can be observed. They should be higher than 0. 70. in the table below:

Table 5
***Composite Reliability* Results**

	Cronbach's Alpha	Composite Reliability
Environment Work Physique	0.792	0.856
Spiritual Leadership	0.773	0.846
Satisfaction Work	0.869	0.906
Employee performance	0.915	0.934

Source : Processed primary data , 2025.

The reliability test results for the obtained size mark are shown in the table above. Cronbach's alpha and composite reliability for each variable environment Work more of the physical, the spiritual leadership, and the happiness of the workforce. more than 0. 70. This indicates that all of the variables utilized can be considered trustworthy, hence. has met the criteria for research.

Model Testing

R-Square

R-Square Test or coefficient determination used to find out how far is the ability independent variables in the model to explain the variation of the dependent variable . The *R-Square value* in this analysis is between zero (0) to one (1) . Criteria The R Square value is 0.67 as a strong model , 0.33 as a moderate model , and 0.19 as a weak . *R-Square* test results can explained as follows:

Table 6
***R-Square* Results**

	R Square	R Square Adjusted
Satisfaction Work	0.443	0.420
Employee performance	0.693	0.673

Source : Processed primary data , 2025.

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The table above show that mark The first *R-Square* model of 0.693. This means that environment Work physical , spiritual leadership , and satisfaction Work can explain variation employee performance variables by 69.3%, while the rest amounting to 30.7% variation variables employee performance can explained other variables not studied . *R-Square* value the show if the first model is a powerful model .

R-Square value of the second model of 0.443. This means that environment Work physical and spiritual leadership can explain variation variables satisfaction Work by 44.3%, while the rest amounting to 55.7% variation variables satisfaction Work can explained other variables not studied . *R-Square* value the show if the first model is a moderate model .

f-Square

F-square value aims to find out criteria influence variables independent of variables dependent . For assessment category *f-square* shared become three , namely If mark the influence of 0.02 – 0.15 is influence weak , a value of 0.15 – 0.35 is influence moderate , and a value of 0.35 or more is influence strong . *F-square results* can seen in the table following :

Table 7
***f-Square* Results**

	Satisfaction Work	Employee performance
Environment Work Physique	0.281	0.105
Spiritual Leadership	0.315	0.191
Satisfaction Work		0.481

Source : Processed primary data , 2025.

The table above shows the results of the analysis obtained , then criteria of influence environment work towards satisfaction Work amounting to 0.281 including in influence medium , spiritual leadership towards satisfaction work in progress criteria influence moderate At a value of 0. 315. The criteria influence environment physique work on employee performance has a low influence score of 0. 105, the criteria influence spiritual leadership on employee performance has a moderate influence score of 0. 191, and the criteria influence satisfaction work on employee performance has a high influence score of 0. 481.

Q-Square

In addition to the mentioned factors, there are many others that might influence a person's decision. Square may be used to assess both the quality of the value observations produced by the model and its parameter estimations. A Q Square value greater than zero implies that the model has significant predictive value. The table below displays the results of the Q Square test.:

Table 8
***Q-Square* Results**

	SSO	SSE	Q^2 (=1-SSE/SSO)
Spiritual Leadership	255,000	255,000	
Satisfaction Work	255,000	189,074	0.259
Employee performance	306,000	164,733	0.462
Environment Work Physique	255,000	255,000	

Source : Processed primary data , 2025.

The table above displays the findings of the study that determined the magnitude of The second model is also of each value QSquare of the first model is 0. 462.Since the values are greater than 0, as may be said, 0. 259. If both models either made their own mark on predictive relevance or have the capacity to foresee events.

Path Coefficient

Coefficient Route The degree to which the environment is measured by the coefficient. Work, physical, and spiritual leadership and fulfillment How well employees perform at work and how much the environment influences them Physical and spiritual leadership at work has an impact on job satisfaction. Coefficient There are a range of values between 1 and 1 on this path. A value between 0 and 1 indicates a positive influence, whereas a mark between 1 and 0 indicates a negative influence. The table below displays the coefficient result track.:

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Table 9
***Path Coefficient* Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Environment Work Physical -> Employee Performance	0.210	0.220	0.084	2,490	0.013
Leadership -> Employee Performance	0.287	0.304	0.135	2,520	0.012
Satisfaction Work -> Employee Performance	0.515	0.487	0.143	3,594	0,000
Environment Work Physical -> Satisfaction Work	0.408	0.417	0.132	3,099	0.002
Leadership -> Satisfaction Work	0.433	0.441	0.127	3,421	0.001

Source : Processed primary data , 2025.

The table above show that from the results of the analysis obtained If variables environment Work physical , spiritual leadership , and satisfaction Work influential positive impact on employee performance . The results also show If variables environment Work physical and spiritual leadership influence positive towards satisfaction Work .

Hypothesis Testing

testing in this study is used to determine influence partially independent variables on variables dependent . Hypothesis testing done in a way compare the calculated t value with the t table , if t value > 1.96 and p value < 0.05, then the result is accept hypothesis alternative (Ha). If t - value < 1.96 and p-value > 0.05, then the result is accept hypothesis zero (Ho). Based on *Structural Equation The Partial Least Square* (PLS) model above can known influence between variables independent of variables bound can seen in the table the following :

Table 10
Hypothesis Test Results

Influence Variables	T Statistics (|O/STDEV|)	P Values
Environment Work Physical -> Employee Performance	2,490	0.013
Leadership -> Employee Performance	2,520	0.012
Satisfaction Work -> Employee Performance	3,594	0,000
Environment Work Physical -> Satisfaction Work	3,099	0.002
Leadership -> Satisfaction Work	3,421	0.001

Source : Processed primary data , 2025.

Based on the table above , the test results hypothesis about influence environment Work physical , spiritual leadership , and satisfaction work on employee performance , as well as influence environment Work physical and spiritual leadership towards satisfaction Work can explained as following :

H1 : Environment Work Physique influential positive and significant impact on employee performance

statistic value variables environment Work physical based on an employee performance of 2. 490 and a P value of 0. 013. These findings demonstrate that When the t statistic value is larger When compared to the t table value, which is 2. 490 > 1. 96, and the P value is 0. 013 less than 0. 05. The choice is to embrace the hypothesis alternative, which states that the environment has a positive and substantial impact on employee performance, as supported by statistics.

H2: Spiritual Leadership has an influence positive and significant impact on employee performance

statistic Spiritual leadership is a value variable that has a P value of 0. 012 and a 2. 520 effect on employee performance. These findings demonstrate that When the t statistic value is greater The P value is 0. 012 less than 0. 05, and the t table value is 2. 520, which is greater than 1. 96. The choice is to accept the hypothesis alternative, which means that if hypothesis two (H2) claims that influential spiritual leadership has a positive and significant impact on employee performance, statistics can accept it.

H3 : Satisfaction Work influential positive and significant impact on employee performance

statistic value variables satisfaction work with a Pvalue of 0. 000, the average employee performance was 3. 594. These findings demonstrate If the t statistic value is greater The P value is extremely low compared to 0. 05, and

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the t table value is 3. 594, which is greater than 1. 96. The choice is to accept the hypothesis alternative, which means that if hypothesis three (H3), which claims that happiness is a result of In a way that statistics may understand, work has a positive, significant, and impactful influence on employee performance.

H4 : Environment Work Physique influential positive and significant impact on satisfaction Work

statistic value variables environment Work physical to satisfaction Work of 3.099 with a P-value of 0.002. These results show If t statistic value more big If compared to t- table value namely 3.099 > 1.96, and the P value is 0.002 more small compared to 0.05. The decision is accept hypothesis alternative , meaning If hypothesis four (H4) which states that environment Work physique influential positive and significant impact on satisfaction Work in a way statistics can accepted

H5: Spiritual leadership has an influence positive and significant impact on satisfaction Work

statistic value variables spiritual leadership towards satisfaction Work of 3.421 with a P-value of 0.001. These results show If t statistic value more big If compared to t- table value namely 3.421 > 1.96, and the P value is 0.001 more small compared to 0.05. The decision is accept hypothesis alternative , meaning If hypothesis five (H5) which states that influential spiritual leadership positive and significant impact on satisfaction Work in a way statistics can accepted .

Mediation Test

Mediation test done using mark coefficient path . Intervening test in study shown from the value coefficient of *Specific Indirect Effects* which is done by using *Smart Partial Least Square* (*Smart* -PLS). Analysis results path of influence environment Work physical and spiritual leadership on employee performance through satisfaction Work is as following :

Table 11
Mediation Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Environment Work Physical -> Satisfaction Work -> Employee Performance	0.210	0.203	0.087	2,409	0.016
Leadership -> Satisfaction Work -> Employee Performance	0.223	0.216	0.093	2,392	0.017

Source : Processed primary data , 2025.

Based on the table above , then the mediation test influence environment Work physical and spiritual leadership on employee performance through satisfaction Work can explained as following :

H6 : Environment Work physique influential positive significant impact on employee performance through satisfaction Work

Specific indirect effect t statistic value variables environment Work physical based on satisfaction with employee performance With a p-value of 0. 016 and a t statistic of 2. 409, this number demonstrates that the t statistic is higher than the t table value of 2. 409 > 1. 96 and that the p-value of 0. 016 is lower than 0. 05. The choice is to accept the alternative hypothesis, which is that the environment has a beneficial and significant effect on employee performance through work satisfaction, as shown by the statistics. These findings demonstrate if fulfillment Work has the ability to mediate the impact of physical environment Work on employee performance.

H7 : Spiritual leadership has an influence positive significant impact on employee performance through satisfaction Work

Specific indirect effect t statistic value variables providing spiritual direction on employee performance through contentment A tstatistic value of 2. 392 with a pvalue of 0. 017. This indicates that the tstatistic value is larger than the t table value of 2. 392 > 1. 96, while the pvalue is smaller than 0. 05. The choice is to accept the alternate hypothesis, which states that spiritual leadership has a positive and significant impact on employee performance via job satisfaction, which can be statistically accepted. The conclusion drawn from these findings is that When happiness work can serve as a mediator between spiritual leadership and employee productivity.

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DISCUSSION

Discussion results about variables influence environment Work physical , spiritual leadership , and satisfaction work on employee performance , as well as influence environment Work physical and spiritual leadership towards satisfaction Work employees of the People's Credit Bank (BPR) BKK Jateng Pemalang are as following :

Influence Environment Work Physical Impact on Employee Performance

This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with the creation environment Work increasingly physical comfortable and conducive in company Therefore , the performance produced by the employees of the People's Credit Bank (BPR) BKK Jateng Pemalang is increasingly increase .

The results also show that the environment is getting better. Work physical as measured by indicators on- site lighting / lighting work , circulation air in place work , noise in the workplace work , smells in the place work , and safety on the job Work become consideration in evaluate environment Work physique in the BPR has been created or whether or not . Analysis results descriptive show If part big Respondent give response agree with the statement submitted and the average value index high . This shows If environment Work The physical form is already good, because existence adequate lighting , circulation good air , no noise felt by employees moment working , nothing smells in the place work , and security guaranteed on site work , so that will have an impact on improving employee performance . This result is in line with the research results Indah & Riana (2020) , Maulidiyah & Ilahi (2020) , Sitepu *et al* ., (2020) , Arianto & Septiani (2021) who stated that environment Work physique influential positive significant impact on employee performance .

Influence Spiritual Leadership on Employee Performance

This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with the existence of spiritual leadership applied in company Therefore , the performance produced by the employees of the People's Credit Bank (BPR) BKK Jateng Pemalang is increasingly increase .

The results also show that spiritual leadership is getting better as measured by several indicators. indicator like honesty and fairness , concern and appreciation for subordinates , motivation to subordinates , openness accept changes , and humility heart can become something consideration in evaluate implementation leadership at BPR Karticentra Artha Semarang. Analysis results descriptive show If average index value response respondents are very high , and most of them big Respondent give response agree and strongly agree . This means If implementation spiritual leadership in BPR Karticentra Artha Semarang is optimal, so that can give positive influence in improving employee performance . These results have support research results Permana *et al.,* (2021) , Hidayaturrochman et al., (2022) , Novis *et al.,* (2022) and Ramadhania & Gael (2022) stated that influential spiritual leadership positive significant impact on improving employee performance .

Influence Satisfaction Work on Employee Performance

This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with increasing tall satisfaction work felt by employees in company said , then the resulting performance Employees of the People's Credit Bank (BPR) BKK Jateng Pemalang are increasingly increase .

The results also show If better satisfaction work measured by indicators the job itself , salary , opportunities promotion , supervision /supervision, and relationships with colleagues Work can become consideration in evaluate level satisfaction experienced by employees of the People 's Credit Bank (BPR) BKK Jateng Pemalang. Results of the analysis descriptive show If part big Respondent give response agree with the statement submitted , and mark average satisfaction index very high work . This shows If Employees at the People's Credit Bank (BPR) BKK Jateng Pemalang have felt level satisfaction high work in work , so that can give impact positive impact on improving the performance of employees of the Central Java BKK Pemalang Rural Credit Bank (BPR) . This result is in line with the results of the previous study. Maulidiyah & Ilahi (2020) , Rachmawan & Aryani (2020) , Sitepu *et al* ., (2020) , Permana *et al.,* (2021) and Ramadhania & Gael (2022) who stated satisfaction Work influential positive and significant impact on employee performance .

Influence Environment Work Physical to Satisfaction Work

Work physique influential positive and significant impact on satisfaction work . This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with increasing comfortable and conducive environment Work physical form in

company said , then satisfaction The workload felt by the employees of the People's Credit Bank (BPR) BKK Jateng Pemalang is getting worse increase .

Analysis results descriptive obtained part big Respondent give response agree with the statement made regarding the environment Work physical . This means If lighting or light the lights are sufficient for employees carry out work , circulation air in room work is at its maximum , noise in room little work , nothing disturbing smells in room work , and There is guarantee of security in the People's Credit Bank (BPR) BKK Jateng Pemalang. The elements the show If environment Work the physique has been formed well, so that will have a positive impact on increasing satisfaction work . This result is in line with the results of the research Maulidiyah & Ilahi (2020) , Sitepu *et al.,* (2020) , and Arianto & Septiani (2021) stated that environment Work physique influential positive and significant impact on satisfaction Work .

Influence Spiritual Leadership towards Satisfaction Work

This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means that the implementation is getting better leadership spiritual in company said , then satisfaction The workload felt by the employees of the People's Credit Bank (BPR) BKK Jateng Pemalang is getting worse increase .

Analysis results descriptive show If the average value of the resulting index is very high , and most of it big Respondent give response agree and strongly agree with the statement made . This means If the head of the People's Credit Bank (BPR) BKK Jateng Pemalang always prioritize honesty and justice for all his subordinates . The leader also shows concern high and appreciation to all his subordinates , have high ability to provide motivation to his subordinates , always open in accept every changes that occur in industry banking , as well as own humility heart towards all his subordinates . There are things the in self The head of the People's Credit Bank (BPR) BKK Jateng Pemalang showed If spiritual leadership has been implemented optimally in company , so that Employees of the People's Credit Bank (BPR) BKK Jateng Pemalang feel more satisfied in work . This result has been support research results Rachmawan & Aryani (2020) , Azmy et al., (2021) , Permana et al., 2021 ; and Ramadhania & Gael (2022) which states that spiritual leadership can influential positive and significant impact on satisfaction Work .

Environment Work Physique influential Positive Significant to Employee Performance through Satisfaction Work

This shows If environment Work comfortable , safe and possible physical employees to work efficiently can increase satisfaction Work employee satisfaction increased work contribute to improving employee performance . When employees feel happy with the environment Work physical , employees tend more motivated , productive , and engaged in work employees . Employees may be more focus , innovate , and work in a way effective , which ultimately will improve their performance in a way overall . These results show environment Work good physical can become factor strong driving force in form perception positive employees towards work . This then create circle positive where satisfaction high work can leading to better performance , which then increase satisfaction and motivation employee in a way overall . These results have support research results Maulidiyah & Ilahi (2020) , Sitepu *et al* ., (2020) , Arianto & Septiani (2021) who stated that satisfaction Work can mediate influence environment Work physical on employee performance .

Spiritual Leadership is influential Positive Significant to Employee Performance through Satisfaction Work

Based on the results of the analysis carried out show that hypothesis seven can accepted . This means If satisfaction Work can mediate influence spiritual leadership on employee performance , so that satisfaction Work functioning as intervening variable between spiritual leadership on employee performance . The results also show If satisfaction Work which is felt by employees at the People's Credit Bank (BPR) BKK Jateng Pemalang can influenced by the existence of implementation spiritual leadership carried out by leaders company , so that can have a positive and significant impact on increasing the resulting performance .

Research result the show If spiritual leadership can build connection emotional between leaders and subordinates so that can increase level satisfaction Work Because employee feel appreciated and supported in achievement objective employees . Spiritual leadership tends to create environment collaborative , inclusive , and respectful work environment . Employees who feel appreciated , supported , and have room to grow in environment like this tends to be own level satisfaction more work high . Satisfaction high work output resulting from spiritual leadership can bring impact directly on employee performance . Employees who feel satisfied with the environment Work they tend more motivated , dedicated , and engaged in work they . This is ultimately can

increase productivity , creativity , and quality Work in a way overall . The results support research results Rachmawan & Aryani (2020) , Azmy *et al.,* (2021) , Permana *et al.,* 2021 , Ramadhania & Gael (2022) who stated satisfaction Work can mediate influence spiritual leadership on employee performance .

CONCLUSION

Research results and discussion in chapter previously has show that to improve the performance of employees of the People's Credit Bank (BPR) BKK Jateng Pemalang, not only by creating environment Work physical and apply optimal spiritual leadership alone , but also needs to be existence satisfaction work felt by everyone employees of the People's Credit Bank (BPR) BKK Jateng Pemalang . Therefore , between environment Work physical , spiritual leadership , and satisfaction work must be able to combined to produce employee performance optimal . Based on these results , the conclusions that will be drawn are taken in this study include :

1. Environment Work physique influential positive and significant impact on employee performance . This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with the existence of lighting or light the lights are getting brighter adequate in the BPR , the resulting performance Employees of the People's Credit Bank (BPR) BKK Jateng Pemalang are increasingly increase .
2. Spiritual leadership is influential positive and significant impact on employee performance . This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with the existence of spiritual leadership that demonstrates existence humility heart , then the performance produced by the employees of the People's Credit Bank (BPR) BKK Jateng Pemalang will be increasingly increase .
3. Satisfaction Work influential positive and significant impact on employee performance . This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with increasing tall satisfaction work shown by the existence of supervision or supervisor the better, the better the performance produced Employees of the People's Credit Bank (BPR) BKK Jateng Pemalang are increasingly increase .
4. Environment Work physique influential positive and significant impact on satisfaction work . This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means with increasing comfortable and conducive environment Work physical form in company said , then satisfaction perceived work Employees of the People's Credit Bank (BPR) BKK Jateng Pemalang are increasingly increase .
5. Spiritual leadership is influential positive and significant impact on satisfaction work . This can seen from the value positive coefficient , calculated t value or a higher t *statistic* large from t table , and mark significant more less than 0.05. The results means that the implementation is getting better spiritual leadership in company said , then satisfaction The work felt by the People's Credit Bank (BPR) BKK Jateng Pemalang is increasingly increase .
6. Environment Work physique influential positive and significant impact on employee performance through satisfaction work . It means If satisfaction Work can mediate influence environment Work physical impact on employee performance . This can judging from its size mark *t statistic path coefficient* which is more the size of the t table , and the value significance more less than 0.05. This shows If satisfaction Work can functioning as intervening variables on the influence environment Work physical on employee performance .
7. Spiritual leadership is influential positive and significant impact on employee performance through satisfaction work . It means If satisfaction Work can mediate influence spiritual leadership on employee performance . This can judging from its size mark *t statistic path coefficient* which is higher the size of the t table , and the value significance more less than 0.05. This shows If satisfaction Work can functioning as intervening variables on the influence spiritual leadership on employee performance .

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