The Influence Of Followership And Work Environment On Employee Performance With Job Satisfaction As A Mediation At Pt Mrt Jakarta (Perseroda)

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Abstract
The purpose of this study was to ascertain how followership and the workplace environment, with job satisfaction acting as a mediating factor, affected employee performance at PT MRT Jakarta (Perseroda). This study employed a quantitative methodology, utilizing primary data collected via an online survey. The study was carried out between January and April of 2024. A non-probability sampling strategy combined with a purposive sample strategy was used in this study. All 216 respondents' data were used in the research, and the only requirement was that respondents have permanent employment status. The Structural Equation Modeling (SEM) method of data analysis was employed in this study, and it was tested using SPSS and AMOS software. The results of this study's examination of the direct influence indicate that job satisfaction is positively and significantly impacted by followership and the workplace. Employee performance is positively and significantly impacted by leadership, positively and significantly impacted by job satisfaction, and positively and significantly impacted by the work environment. The study's indirect influence results, meanwhile, also demonstrate that, through job satisfaction, followership has a positive and substantial impact on worker performance, and that, through job satisfaction, the workplace has a good and significant impact on worker performance.

Keyword: followership; work environment; job satisfaction; employee performance.

1. Introduction

Increasingly sharp competition between companies providing services in the transportation services sector requires better changes to the performance of each company. In terms of transportation services, Mass Rapid Transit or commonly abbreviated as MRT, which is a rail-based mode of urban mass transportation which was built with the hope of reducing congestion in urban areas, is really needed by the community. Therefore, transportation service providers, especially PT MRT Jakarta (Perseroda), must always improve their performance. PT MRT Jakarta (Perseroda) in carrying out its activities is very dependent on human resource factors. With good human resources, the company will achieve its planned goals quickly. Performance improvement at PT MRT Jakarta (Perseroda) in general and employees at PT MRT Jakarta (Perseroda) in particular must always be carried out.

PT MRT Jakarta (Perseroda) is trying to increase its productivity by employing employees who have high performance to face challenges and increasingly heavy workloads to always be able to provide maximum service and satisfy people who use land transportation services, especially rail-based urban mass transportation modes. Efforts that have been made by PT MRT Jakarta (Perseroda) in general are to provide good leadership, improve working relationships between employees and leaders and employees and employees are well established and create physical conditions for a healthy and comfortable working environment and. Improving employee performance is the key to achieving company success, whatever the type (Kuswandi, 2004).

In order to face increasingly sharp conditions and competition among transportation companies, PT MRT Jakarta (Perseroda) is required to be able to optimize company performance, especially by improving employee performance as the main driver of the company so that this has become the center of attention for researchers currently studying this matter.

Table of Number of Workers, Net Profit, RoA and RoE

Item	Year	
	2022	2021
Number of Workers	793	718
Net Profit (in Million Rp)	97.223	105.699
Return of Asset/RoA (%)	0,46	0,53
Return of Equity/RoE (%)	0,48	0,55

Source: Financial Statement PT MRT Jakarta (Perseroda)

Table of Target and Actual Revenue (Farebox and Subsidize)

Item	2022			2021		
	Target (Million Rp)	Actual (Million Rp)	%	Target (Million Rp)	Actual (Million Rp)	%
Farebox Revenue	145.019	155.615	107.31	54.742	60.371	110,28
Subsidize Revenue from Provincial	831.847	808.200	97.16	900.520	821.978	91,28

Government DKI						
Total Revenue	**976.865**	**963.815**	**98.66**	**955.262**	**882.350**	**92,37**

Source: Financial Statement PT MRT Jakarta (Perseroda)

2. Literature Review

The author identifies Grand Theory, Middle Theory and Applied Theory as follows:

Figure 2.1 Diagram Grand Theory, Middle Theory and Applied Theory

Source: Dougherty & Pfaltzgraff (1990:10-11)

Conceptual description is the basis and basic framework for determining variables according to characteristics and mechanisms. Based on Grand Theory Analysis in the definition. The idea of "organizational behavior" was introduced by Colquitt, Lepine, and Wesson (2013). The figure below represents the conceptual variables that will be explored.

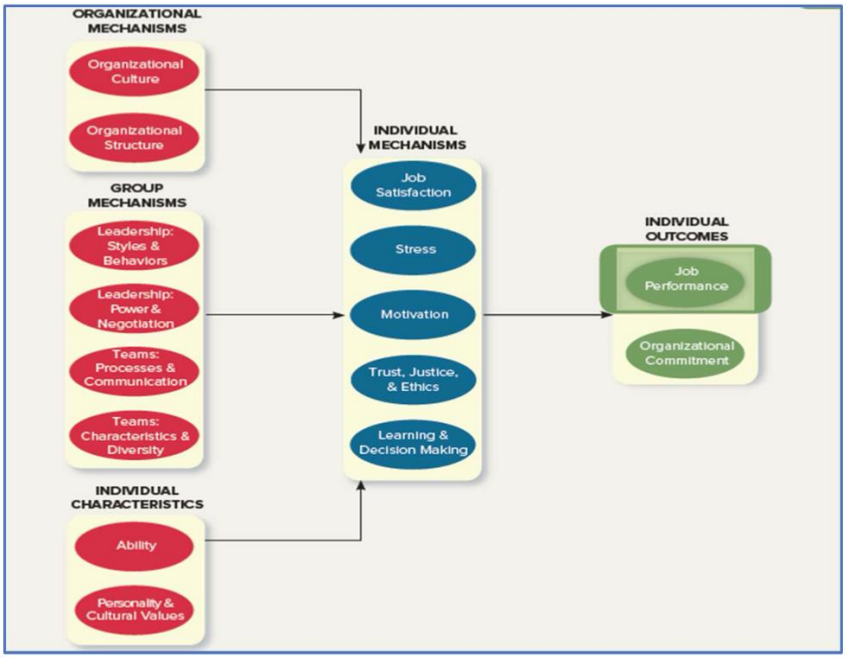

Figure 2.2 Conceptual Variable Diagram

Source: Colquit, Lepine and Wesson (2013)

2.1 Employee Performance

Various experts have proposed various definitions of employee performance. Performance is the sum of an individual's accomplishments during a given time period in completing tasks, such meeting deadlines or job requirements (Atatsi et al., 2019; Nasab & Afshari, 2019).

According to De Clercq et al. (2018), performance can also be understood as an employee's record of the outcomes they achieved in specific job responsibilities or activities over a given period of time, measured against the organization's performance requirements. Regarding productivity, an employee's performance is determined by their individual output throughout a given period of time based on accomplishments in the form of performance indicators that correspond to their tasks (Muda et al., 2014).

2.1.1 Influencing Factors and Indicators Employee Performance

Sandhu et al (2017) Describes several factors that influence employee performance, namely as follows:

1. Fair assessment of employee performance,
2. Employee motivation,
3. Employee satisfaction,
4. Compensation,
5. Training and development,
6. Job security,
7. Good organizational structure,
8. Work environment.

Indicators of employee performance in the opinion of several experts, including Ximenes et al. (2019) who stated that indicators of employee performance include:

1. Work completion is the result of completing the workload and targets given by the organization.
2. Quality is the value of output quality or benefit quality; it is modified to the nature and qualities of the work being done rather than always having to be in the performance target.
3. Timeliness, or the amount of time allotted to tasks that is modified based on the nature and attributes of the tasks performed.
4. The capacity to finish tasks and the guts to take calculated risks at work are traits of a responsible worker.
5. Collaboration is the work attitudes and behavior of employees in relation to co-workers, both leaders and fellow co-workers (peers).

2.2 Followership

In every company, leadership is important. Leadership will always involve subordinates or followers (Deale et al., 2018), therefore the concept of followership is an important thing that must be considered. The term "followership" was originally used by Katz & Kahn (1978), who described it as a formal and informal function that follows instructions from a leader. Additionally, Kelly (1988) broadened the definition of followership by describing it as the pursuit of common objectives through shared accountability (participation).

According to Kelley (1992), followership is the capacity and willingness of individuals to act in a way that is ethically sound, independent, brave, and intelligent in order to support leadership. The responsibilities of leaders and followers determine whether an organization succeeds or fails. Research shows that the role of followers, although not recognized as much as leaders, contributes eighty percent of organizational success (Kelley, 1992; Busari et al., 2019).

2.2.1 Influencing Factors and Indicators Followership

Followership also represents the interactions that occur when followers and leaders work together to achieve the goals set by the company (Clouder et al., 2008). Therefore, in reality, a number of factors might affect how a person develops their following. There are three factors that influence a person's followership (Clouder et al., 2008), namely:

1. Traits
2. The relationship between the leader and followers
3. Organizational Climate

Independent Critical Thinking and Active Engagement are two (two) more succinct metrics of followership that Jin et al. (2016) presented, based on the private sector perspective of Kelley (1992).

1. Independent Critical Thinking
2. Active Engagement

2.3 Work Environment

According to Pawirosumarto et al. (2017), the workplace is a space where all employees can engage in activities that may or may not help them reach predefined objectives. Space, physical arrangement, noise, tools, supplies, and interpersonal interactions among coworkers make up the physical form of the workplace. This has to do with how well each of these elements performs, since it has a significant and advantageous effect on the caliber of work output (Tyssen, 2005). According to Schultz (2015), the workplace encompasses all facets of physical labor, workplace psychology, and workplace policies that may have an impact on employees' job satisfaction and output.

According to Robbins (2011), the work environment is made up of organizations or motivating elements that can come from both internal and external sources and have the ability to affect how well an organization performs. As a result, the context in which people operate can be defined as their actual workspace, as well as their job description, culture, and even the state of the market (Tripathi, 2014).

2.3.1 Influencing Factors and Indicators Work Environment

Nitisemito (2009) explains that factors in the work environment are more focused on working conditions or the state of the workplace itself, as follows:

1. Lighting
2. Air temperature
3. Use of color
4. Sound
5. Space for movement
6. Noise
7. Cleanliness
8. Security

Work environment indicators fall into two categories, physical and non-physical, according to Sedarmayanti (2001). They are as follows:

1. The physical work environment, which includes all external physical aspects of the workplace that may have a direct or indirect impact on worker performance.
   a. The direct physical work environments,
   b. Indirect physical work environments.

2. Non-physical work environment: Every situation that arises has to do with relationships at work, whether they be with superiors, coworkers, or subordinates. The following five elements of the non-physical work environment have the potential to affect how employees behave:
   a. Work structure relates to the extent to which the work provided is in accordance with good structure and organization.
   b. The degree to which workers comprehend their obligations for their work is correlated with job duties.
   c. The degree to which staff members believe their leaders frequently provide them guidance, confidence, attention, and respect is a measure of their attention and support.
   d. Group cooperation, or the degree to which workers perceive their work group to have good group cooperation.
   e. Smooth communication, or the degree to which staff members perceive leaders and fellow employees to be in good, transparent, and smooth communication.

2.4 Job Satisfaction

According to Robbins & Judge (2017) and Sepahvand et al. (2020), job satisfaction is a favorable emotion and a pleasant feeling that arises from an individual's attitude towards their work, which is based on an assessment of the qualities that will improve their work environment (Iskandar et al., 2019). As an employee's view of their work, job happiness varies from person to person (Pratama & Sriathi, 2015). As such, job satisfaction is a crucial tool that firms can use to motivate staff to work harder (Bhola, 2015).

The organization should prioritize employee job satisfaction as it will lead to an increase in employee morale, dedication, love, and discipline. According to (Robbins & Judge, 2017), workers experience job satisfaction when they investigate good thoughts about their work as a result of assessing its qualities. Workers who believe in their inherent worth and basic competencies and who have positive self-evaluations may be happier in their jobs than those who have negative self-evaluations. Not only do workers who have high self-esteem find their jobs more fulfilling and demanding, but they are also motivated to go above and beyond what is expected of them. Workers who have low opinions of themselves tend to be less ambitious in their goals and are more prone to give up when faced with challenges at work.

2.4.1 Influencing Factors and Indicators Job Satisfaction

The following elements, as explained by Luthans et al. (2021), affect job satisfaction:

1. Job factors: Promising career paths, comfortable work environments, and challenging occupations are all associated with job satisfaction.
2. Promotion: The impact of promotion chances on job satisfaction varies. Those that are promoted to higher positions will be happy in their jobs. Executive level promotions will result in greater job satisfaction than promotions at lower organizational levels.
3. Supervision: Another significant factor in job happiness is supervision. Worker-oriented supervision and participation-oriented supervision are the two categories of supervision.

The job itself, compensation, prospects for advancement, supervision, and coworkers are the five factors Luthans (2011) lists as indications of employment happiness. According to Ni et al. (2020), comparable things happen, and markers of job satisfaction include:

1. Contentment regarding Pay

2. Contentment among Your Coworkers
3. Adherence to superior standards
4. Contentment with Workplace Conditions
5. Contentment with the task at hand

2.5 Research Model

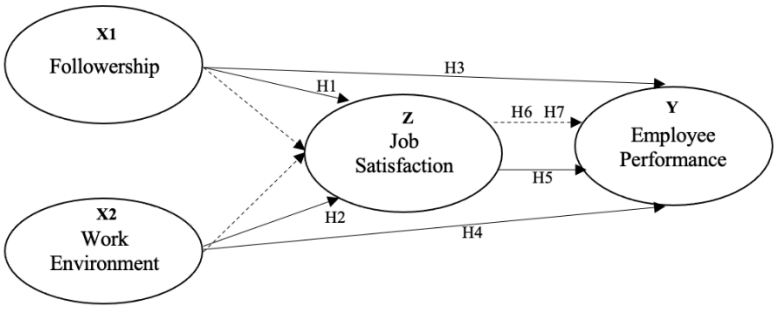

Figure 2.3 Research Model

Remarks:

X1 : Stands for independent variable
X2 : The independent variable
Y : Stands for dependent variable
Z : Intervening variable (Job Satisfaction)
→ : The influence of variable X on variables Y and Z
--→ : The influence of variable Z acting as an intermediary between variables X and Y

2.5.1 Research Hypothesis

H 1: Followership has a direct positive influence on job satisfaction.
H 2: Work environment has a direct positive influence on job satisfaction.
H 3: Followership has a direct positive influence on employee performance.
H 4: Work environment has a direct positive influence on employee performance.
H 5: Job satisfaction has a direct positive influence on employee performance.
H 6: Followership has a positive indirect influence on employee performance, mediated by job satisfaction.
H 7: The work environment has a positive indirect influence on employee performance, mediated by job satisfaction.

3. Material and Method

Analysis Unit and Research Scope. Employees of PT MRT Jakarta (Perseroda) serve as the object and target of this research, to give a broad idea of what will be done. The purpose of this study was to examine and clarify the ways in which followership and the workplace environment affect PT MRT Jakarta (Perseroda) employees' performance, both directly and indirectly, using job satisfaction as a mediating factor.

3.1 Design Study

This study employed an explanatory research design with a quantitative methodology. In order to characterize or explain the link between one variable and another, explanatory research employs hypothesis testing (Sudaryono, 2019). This allows for the determination of the influence and contribution of both endogenous and exogenous variables. Creswell & Creswell

(2018) define quantitative research as an approach to testing relationships between variables through statistical procedures. This method uses statistics to help determine the relationship between two or more variables, in addition to enabling numerical descriptions of phenomena (Stockemer, 2019).

3.1.1 Population

The total group of subjects that the researcher is interested in learning more about is referred to as the population (Stockemer, 2019). The population is made up of items and individuals that the researcher has selected to be investigated in order to draw conclusions from. These items and persons have specific features and characteristics (Sugiyono, 2013). A population is any collection of individuals, occasions, or items that the researcher is interested in. The population encompasses all of the attributes that are intrinsic to the subject or object, not merely the quantity of study subjects.

3.1.2 Sample

The research's sample criteria consists of PT MRT Jakarta (Perseroda) permanent personnel, the research employee performance variable is specifically for the Head of Work Unit of each work unit, which according to Schuler (1996) is one way of assessing strategic performance that can reveal performance. subordinates in a more comprehensive manner is through superior assessment. Sample determination was determined using the Isaac and Michael table. From the total target population that has been determined with a significance level of 30%, a sample of 216 respondents was obtained with the following understanding:

Table 3.1.2 Table of Research Sample

No.	Description	Population	Sample (30%)
1	Directors and Head of Unit	243	72
2	Total Permanent Employee per Directorate: a. Main Directorate b. Construction Directorate c. Business Development Directorate d. Finance and Corporate Management Directorate e. Operation and Maintenance Directorate	 42 54 85 74 223	 13 16 26 22 67
3	Non Permanent Employee	72	-
Total		793	216

Source : Data that researchers have analyzed (2024)

3.1.3 Technique for Gathering Information

The following techniques were utilized to gather data for this study:

1. A questionnaire is a technique or method of collecting data indirectly,
2. Documentation, is a method of collecting data directly originating from the research site which includes photographs, letters, reports and documents relevant to the research.

The distribution of the questionnaire was carried out online by creating a questionnaire using Google Forms in the hope that it would be more effective so that respondents could fill it out in their free time while working.

3.2 Data Analysis

3.2.1 Measurement Scale

Level of Agreement	
Level 1	Strikingly disagree (STS)
Level 2	Not in agreement (TS)
Level 3	Neither concur nor disagree (N)
Level 4	Accepted (S)
Level 5	Strongly concur (SS)

Source : Likert Scale Vaglas (2006)

3.2.2 Validity Test

According to Sekaran and Bougie (2017), the degree to which an instrument measures what it intends to measure is its validity. Hair (2006) states that the bare minimum of samples that are available determines a sample's factor loading. A factor loading of 0.4 is used in this study, and a minimum sample size of 200 respondents is used. Presuming that the indication is invalid and needs to be eliminated if the factor loading is less than 0.4 (Suhud et al., 2020). Based on this, an indicator's validity is determined by looking at its validity value. If an indicator's validity value is more than 0.4, the data is considered legitimate and can move on to the next test; if it is less than 0.4, the data is invalid and cannot move on to the next test. With the aid of SPSS software, the validity test will be conducted.

3.2.3 Test of Reliability

Reliability testing is the degree of reliability of testing a measurement instrument, a reliable score can be a valid score, but an unreliable score is an invalid score (Dachlan, 2014). Reliability also means a data collection tool, which refers to the level of reliability of indicators that can be trusted. Stable indicators will give the same results, if measurements are carried out in different groups, but still in the same population (Lupiyoadi and Ikhsan, 2015).

The Construct dependability (C.R) and Average Variance Extracted (AVE) data can be used to determine the degree of dependability of a measurement device. Better reliability is indicated by Construct Reliability (CR) values of 0.70 or above, yet a technique developed by (Ghozali, 2017) When the average variance extracted (AVE) value is greater than 0.50 and the construct reliability (CR) value shows a reliability value between 0.60 and 0.70 that is still acceptable, the measure is considered a variable.

3.2.4 Structural Model Analysis

A group of statistical methods known as structural equation modeling (SEM) enable the sequential or simultaneous assessment of several somewhat "complex" connections. A sequence of relationships between one or more dependent/endogenous variables and one or more independent/exogenous variables can be understood as the complex connection at hand. Additionally, it may consist of multiple independent or exogenous variables, each of which is constructed from multiple directly observable indicators and is either dependent or endogenous (Minto, 2016).

The findings of hypothesis testing, which was covered in the previous chapter, are obtained through the application of the structural modeling test. Utilizing AMOS software, this study defines a model as fit if its significance value is 5% or $P > 0.05$ and its CMIN/DF value is less than 2.00. Similarly, a hypothesis is considered accepted if its conditions are evident from its CR value of greater than 1.960 (Suhud et al., 2020).

3.2.5 Goodness of Fit Criteria (GoF)

Several suitability indices and associated cut-off values are utilized in the Good of Fit standards to test the acceptability or rejection of a model. An estimated covariance matrix that is similar to the sample covariance matrix will be produced by the estimated parameters in a well-developed model (Minto, 2016). The smallest value that an index can have is indicated in Table 3.2.5.

Table 3.2.5 Goodness of Fit (GoF) Criteria

Goodness of Fit Indices	Cut – Off Value
Absolute Fit Measure	
X2 Chi Square	≥ 0.05
CMIN/DF	≤ 2.00
RSEA	≤ 0.08
GFI	≥ 0.90
Incremental Fit Measure	
AGFI	≥ 0.90
TLI	≥ 0.95
CFI	≥ 0.95
NFI	≥ 0.90
Parsimonious Fit Measure	
PNFI	≥ 0.60
PGFI	≥ 0.50

Source : Data that researchers have analyzed (2024)

4. Result

The steps in the analysis involve testing the data, which includes the following: unit description analysis, test of instrument consist of test of validity and test of reliability, structural model analysis (Goodness of Fit analysis testing result) and hypothesis analysis test of suitability.

4.1 Unit Description Analysis

Table 4.1 Descriptive Statistics of Respondent Demographics

Description		*Frequency*	*Percent*
Gender	Male	153	70,83%
	Female	63	29,17%
Ages	21 - 30 years old	126	58,33%
	31 - 40 years old	71	32,87%
	41 - 50 years old	15	6,94%
	≥ 51 years old	4	1,85%
Marital Status	Belum Menikah	80	37,04%
	Menikah	136	62,96%
Education	< Diploma	17	7,87%
	Diploma	32	14,81%

Description		*Frequency*	*Percent*
	Sarjana	135	62,50%
	Pascasarjana	32	14,81%
Time of Work	1 - 3 years	76	35,19%
	3 - 6 years	121	56,02%
	> 6 years	19	8,80%
Directorate	Main Directorate	13	6,02%
	Construction Directorate	16	7,41%
	Business Development Directorate	26	12,04%
	Finance and Corporate Management Directorate	22	10,19%
	Operation and Maintenance Directorate	67	31,02%
	Total	**216**	

Source : Data that researchers have analyzed (2024)

4.2 Test of Validity

In carrying out the validity test, researchers used SPSS where the SEM (Structural Equation Modeling) method of validity testing is often called CFA (Confirmatory Factor Analysis) or confirmatory factor analysis. In SEM, CFA is used to determine whether indicator variables actually form the latent variable under study. CFA is also used to test whether the indicators for measuring variables are valid or invalid variables. In testing the use of CFA, If an indicator's loading factor value is more than 0.4, it can be considered legitimate and evaluated further to the next level.

Table 4.2.1 Test of Validity Result Employee Performance

Indicator	Loading factor	Result
EPP10	0.798	Valid
EPP9	0.770	Valid
EPP8	0.840	Valid
EPP7	0.757	Valid
EPP6	0.823	Valid
EPP5	0.791	Valid
EPP4	0.827	Valid
EPP3	0.875	Valid
EPP2	0.647	Valid
EPP1	0.641	Valid

Source : Data that researchers have analyzed (2024)

Table 4.2.2 Test of Validity Result Followership

Indicator	Loading factor	Result
FOL8	0.865	Valid
FOL7	0.774	Valid
FOL6	0.816	Valid
FOL5	0.837	Valid
FOL4	0.840	Valid

Indicator	Loading factor	Result
FOL3	0.773	Valid
FOL2	0.754	Valid
FOL1	0.773	Valid

Source : Data that researchers have analyzed (2024)

Table 4.2.3 Test of Validity Result Work Environment

Indicator	Loading factor	Result
LK10	0.694	Valid
LK9	0.717	Valid
LK8	0.738	Valid
LK7	0.757	Valid
LK6	0.785	Valid
LK5	0.755	Valid
LK4	0.802	Valid
LK3	0.867	Valid
LK2	0.789	Valid
LK1	0.783	Valid

Source : Data that researchers have analyzed (2024)

Table 4.2.4 Test of Validity Result Job Satisfaction

Indicator	Loading factor	Result
JOS1	0.786	Valid
JOS2	0.857	Valid
JOS3	0.849	Valid
JOS4	0.776	Valid
JOS5	0.872	Valid
JOS6	0.612	Valid
JOS7	0.726	Valid
JOS8	0.711	Valid
JOS9	0.952	Valid
JOS10	0.938	Valid

Source : Data that researchers have analyzed (2024)

It is clear from the preceding table that valid findings are achieved for every indication on every variable. This is evident from the overall indicators' loading factor value for each variable, which is higher than 0.4.

4.3 Test of Reliability

The construct reliability (C.R) and Average Variance Extracted (AVE) readings can be used to determine a measuring device's level of dependability. Better reliability is indicated by a Constract Reliability (CR) value of > 0.70 or more. However, Ghozali (2017) states that a measuring instrument declares a variable if its reliability value falls between 0.60 and 0.70, which is still acceptable. This value is evident in the construct reliability (CR) value and the Average Variance Extracted (AVE) value, which both have values greater than 0.50.

Table 4.3 Test of Result Reliability

Variabel	Item	Loading Factor	CR	AVE
Followership (FOL)	FOL8	0.865	0.936	0.648
	FOL7	0.774		
	FOL6	0.816		
	FOL5	0.837		
	FOL4	0.84		
	FOL3	0.773		
	FOL2	0.754		
	FOL1	0.773		
Work Environment (LK)	LK10	0.694	0.936	0.593
	LK9	0.717		
	LK8	0.738		
	LK7	0.757		
	LK6	0.785		
	LK5	0.755		
	LK4	0.802		
	LK3	0.867		
	LK2	0.789		
	LK1	0.783		
Job Satisfaction (JOS)	JOS1	0.786	0.951	0.663
	JOS2	0.857		
	JOS3	0.849		
	JOS4	0.776		
	JOS5	0.872		
	JOS6	0.612		
	JOS7	0.726		
	JOS8	0.711		
	JOS9	0.952		
	JOS10	0.938		
Employee Performance (EPP)	EPP10	0.798	0.939	0.609
	EPP9	0.77		
	EPP8	0.84		
	EPP7	0.757		
	EPP6	0.823		
	EPP5	0.791		
	EPP4	0.827		
	EPP3	0.875		
	EPP2	0.647		
	EPP1	0.641		

Source : Data that researchers have analyzed (2024)

Table 4.3 presents the reliability results, which indicate that all variables have an overall CR value more than 0.60. Therefore, it can be said that every measurement tool employed for every research variable satisfies the trustworthy requirements. Since the total AVE value is more than 0.5, it can be said that every measurement device employed during the process satisfies the trustworthy requirements.

4.4 The Structural Model Analysis

The validity and reliability of the indicators that made up the latent variable were examined before the structural model test was run.A model fit test is performed to determine whether or not the model developed using observational data is consistent with the theoretical model. The following step is to verify the adequacy of the model by meeting multiple Goodness of Fit model criteria, which include chi-square, probability, cmin/df, GFI, RMSEA, AGFI, CFI, TLI, NFI, PNFI, and RMR. These steps come after checking normality and choosing the estimate method for the research model. The findings of the model suitability test in the research following selection were derived from the estimation of the structural model, and they are displayed in Table 4.4.2 and in the table of Goodness of Fit test results below.

Table 4.4.2 Test of Result Goodness of Fit (Pre)

Goodness of Fit Index	Cut off Value	Research Model	Evaluation Model
Chi – square (df=115)	< 139.921	3250.553	Not Fit
Significant probability	≥ 0.05	0.000	Not Fit
CMIN/DF	≤ 2.00	4.933	Not Fit
GFI	≥ 0.90	0.509	Not Fit
RMSEA	≤ 0.08	0.135	Not Fit
AGFI	≥ 0.90	0.448	Not Fit
CFI	≥ 0.90	0.701	Not Fit
TLI	≥ 0.90	0.681	Not Fit
NFI	≥ 0.90	0.654	Not Fit
PNFI	0.60-0.90	0.613	Fit
RMR	≤ 0.10	0.044	Fit

Source : Data that researchers have analyzed (2024)

It is evident from the table and description above that the research model that was developed is inadequate, with nearly all of the indicators being unsuitable. As a result, the evaluation model as a whole has to be modified in light of the analysis's findings.

In the meantime, Table 4.4.2 displays the findings of the study's model appropriateness test following an indices adjustment of the original overall model, as follows:

Table 4.4.2 Test of Result Goodness of Fit (Post)

Goodness of Fit Index	Cut off Value	Research Model	Evaluation Model
Chi – square (df=115)	< 139.921	921.895	Not fit
Significant probability	≥ 0.05	0.000	Not fit
CMIN/DF	≤ 2.00	1.649	Fit
GFI	≥ 0.90	0.832	Not fit
RMSEA	≤ 0.08	0.055	Fit
AGFI	≥ 0.90	0.777	Not fit
CFI	≥ 0.90	0.958	Fit

Goodness of Fit Index	Cut off Value	Research Model	Evaluation Model
TLI	≥ 0.90	0.947	Fit
NFI	≥ 0.90	0.902	Fit
PNFI	0.60-0.90	0.717	Fit
RMR	≤ 0.10	0.046	Fit

Source : Data that researchers have analyzed (2024)

The research model that was developed is good, as can be seen from the description in the table above. There are seven (seven) fit indicators, which explains why the SEM used to test the causal relationship between the variables indicates that the model is fulfilled and acceptable due to the Goodness of Fit value. An index that approaches or surpasses the Cut off Falue.

4.5 The Hypothesis Analysis

Table 4.5.1 Analysis of Hypothesis Testing Result Direct Influence

Hypothesis	Variable		Path Coefficient			
	Independent	Dependent	Std'ize	C.R.	*P-value*	Result
H_1	Followership (FOL)	Job Satisfaction (JOS)	0.260	3.597	***	significant
H_2	Work Environment (LK)	Job Satisfaction (JOS)	0.257	3.049	0.002	significant
H_3	Followership (FOL)	Employee Performance (EPP)	0.196	2.705	0.007	significant
H_4	Work Environment (LK)	Employee Performance (EPP)	0.382	4.323	***	significant
H_5	Job Satisfaction (JOS)	Employee Performance (EPP)	0.212	2.942	0.003	significant

Source : Data that researchers have analyzed (2024)

H1: Direct influence of followership on job satisfaction

The estimated parameter value is 0.260 based on the research model produced in table 4.5.1. The test results indicate a probability value (P) of *** and a C.R. value of 3.597 for the link between Followership (FOL) and Job Satisfaction (JOS). The first hypothesis is supported by these findings, indicating that Followership (FOL) has a noteworthy and beneficial impact on Job Satisfaction (JOS). Because a positive estimated coefficient denotes a positive association between the two, it follows that higher levels of followership (FOL) lead to higher levels of job satisfaction (JOS), and vice versa.

H2: Direct influence of the work environment on job satisfaction

The estimated parameter value is 0.257 based on the research model produced in table 4.5.1. The test results indicate a probability value (P) of 0.002 and a C.R. value of 3.049 for the link between work environment (LK) and job satisfaction (JOS). These findings support the second hypothesis, which states that there is a substantial and favorable relationship between the work environment (LK) and job satisfaction (JOS). Given that a positive estimated coefficient denotes a positive relationship between the two, it follows that job satisfaction (JOS) increases in proportion to the work environment (LK) and vice versa.

H3: Direct influence of followership on employee performance

The estimated parameter value is 0.196 based on the research model produced in table 4.5.1. The test results indicate a probability value (P) of 0.007 and a C.R. value of 2.705 for the association between employee performance (EPP) and followership (FOL). The third hypothesis is supported by these findings, indicating that Followership (FOL) has a noteworthy and beneficial impact on Employee Performance (EPP). Given that a positive estimated coefficient denotes a positive association between the two, higher followership (FOL) will inevitably translate into higher employee performance (EPP), and vice versa.

H4: Direct influence of the work environment on employee performance

The estimated parameter value is 0.382 based on the research model produced in table 4.5.1. The test findings for the correlation between Employee Performance (EPP) and Work Environment (LK) indicate a C.R. value of 4.323 and a probability value (P) = ***. These findings support the acceptance of the fourth hypothesis, which states that there is a substantial and favorable relationship between the work environment (LK) and employee performance (EPP). The higher the Work Environment (LK), the higher the Employee Performance (EPP), and vice versa, given that a positive estimated coefficient denotes a positive association between the two.

H5: Direct influence of job satisfaction on employee performance

The estimated parameter value is 0.212 based on the research model produced in table 4.5.1. The test results indicate a probability value (P) of 0.003 and a C.R. value of 2.942 for the link between job satisfaction (JOS) and employee performance (EPP). The eleventh hypothesis is accepted in light of these findings, indicating that job satisfaction (JOS) and employee performance (EPP) have a strong and positive relationship. Given that a positive estimated coefficient suggests a positive association between the two, it follows that better levels of employee performance (EPP) are a result of higher levels of job satisfaction (JOS), and vice versa.

Table 4.5.2 Analysis of Hypothesis Testing Result Indirect Influence

Hypothesis	Independent Variable	Mediation Variable	Dependent Variable	Path Coefficient			
				Std' ize	T-Statistics	*P-value*	Result
H_6	Followership (FOL)	Job Satisfaction (JOS)	Employee Performance (EPP)	0.055	2.277	0.023	significant
H_7	Work Environment (LK)	Job Satisfaction (JOS)	Employee Performance (EPP)	0.054	2.117	0.034	significant

Source : Data that researchers have analyzed (2024)

H6: Indirect influence of followership on employee performance through job satisfaction

The estimated parameter value is 0.055 based on the research model produced in table 4.14. Based on the test findings comparing Employee Performance (EPP) and Followership (FOL), Job Satisfaction (JOS) had a value (P) of 0.023. The sixth hypothesis, which states that Job Satisfaction (JOS) can mediate the effect of Followership (FOL) on Employee Performance (EPP), is accepted in light of these data.

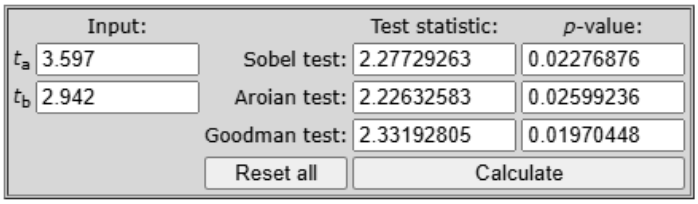

Figure 4.5.1 Test of Sobel Result Followership Employee Performance Job Satisfaction

H7: Indirect influence of the work environment on employee performance through job satisfaction

The estimated parameter value is 0.054, which is in accordance with the study model that is presented in table 4.14. According to the test results, Job Satisfaction (JOS) received a value (P) of 0.034 in the link between Work Environment (LK) and Employee Performance (EPP). The seventh hypothesis, which states that Job Satisfaction (JOS) can moderate the impact of the Work Environment (LK) on Employee Performance (EPP), is accepted in light of these findings.

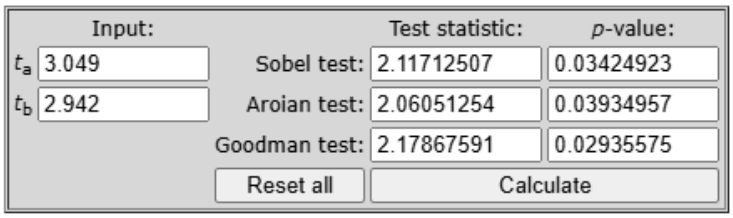

Figure 4.5.2 Test of Sobel Result Work Environment Employee Performance Job Satisfaction

5. Discussion

The findings of the measurement model analysis in this study show that each variable meets the requirements for validity and reliability. In the meantime, the C.R. value for the first hypothesis (H1 - followership on job satisfaction) is revealed by the structural model analysis. P is *** and the value is 3.597. This value is greater than the value that was previously calculated (P < 0.05 and > 1,960). Consequently, this indicates that followership has a major impact on job satisfaction, supporting the acceptance of this concept. These findings lead to the conclusion that PT MRT Jakarta (Perseroda) employees' job happiness is significantly impacted by their degree of employee followership inside the organization, or their capacity and willingness to act independently through active collaboration with coworkers. The findings of this study corroborate earlier findings that have been examined by a number of different researchers, including (Jin et al., 2016; Hinić et al, 2017).

The impact of the work environment on job satisfaction, or hypothesis H2, has a P value of 0.002 and a C.R. value of 3.049. This value is greater than the value that was previously calculated (P < 0.05 and > 1.960). This proves that job happiness is greatly influenced by the work environment, supporting the acceptance of the idea. These findings indicate that PT MRT Jakarta (Perseroda) employees' performance will increase in a pleasant and supportive work environment. The research findings of this study corroborate those of earlier studies conducted by a number of other researchers, including (Rachman, 2021; Idris et al., 2020; Permadi et al., 2018; Pratiwis & Yuniantos, 2018; Lestari et al., 2018).

P = 0.007 and C.R. value of 2.705 are obtained for the third hypothesis (H3 - followership on employee performance). This number exceeds the previously established threshold of >

1.960 and P < 0.05. The hypothesis is so accepted since it indicates that followership has a major impact on employee performance. the conclusion that Followership (FOL) has a major and beneficial impact on Employee Performance (EPP) can be drawn. The more the Followership (FOL), the higher the Employee Performance (EPP), and vice versa, given that a positive estimated coefficient denotes a positive association between the two. The findings of this investigation give evidence in favor of earlier studies conducted by a number of different academics, including (Seitz & Owens, 2021; Ntiamoah, 2018; Yuan & Lo, 2016)

A C.R. value is assigned to the fourth hypothesis (H4: Work environment on employee performance). P is *** and the value is 4.323. This value is greater than the value that was previously calculated (P < 0.05 and > 1,960). This indicates that employee performance is greatly impacted by the work environment, hence the hypothesis is accepted. Thus, it can be concluded that the Work Environment (LK) has a noteworthy and favorable impact on Employee Performance (EPP). The higher the Work Environment (LK), the higher the Employee Performance (EPP), and vice versa, given that a positive estimated coefficient denotes a positive association between the two. The findings of this study provide evidence in favor of earlier research that has been examined by a number of different researchers, including (Rachman, 2021; Idris et al., 2020; Permadi et al., 2018; Pratiwis & Yuniantos, 2018; Triwibowo & Zamora, 2016; Tulenan, 2015).

The C.R. value for the fifth hypothesis (H5: Job satisfaction with employee performance) is 2.942, and the P-value is 0.003. This value is greater than the value that was previously calculated (P < 0.05 and > 1.960). This indicates that job satisfaction has a major impact on employee performance, supporting the acceptance of the concept. Thus, it can be concluded that Job Satisfaction (JOS) and Employee Performance (EPP) have a strong and positive relationship. Given that a positive estimated coefficient suggests a positive association between the two, it follows that better levels of employee performance (EPP) are a result of higher levels of job satisfaction (JOS), and vice versa. The findings of this study provide evidence in favor of earlier research that has been examined by a number of different researchers, including (Rachman, 2021; Idris et al., 2020; Permadi et al., 2018; Pratiwis & Yuniantos, 2018; Lestari et al., 2018).

With a P value of 0.023 and a C.R. value of 2.277, the hypothesis (H6: followership on employee performance through work satisfaction) is supported. This value is greater than the value that was previously calculated (P < 0.05 and > 1.960). This indicates that the relationship between followership and employee performance can be mediated by job satisfaction, so the hypothesis is accepted. Thus, it may be concluded that Followership (FOL)'s impact on Employee Performance (EPP) can be mitigated by Job Satisfaction (JOS).

Furthermore, a C.R. value is assigned to the hypothesis (H7: Work environment on employee performance through job satisfaction). 2.117 and 0.034 for P. This value is less than the value that was previously calculated, which is > 1.960 and P < 0.05. This suggests that Job Satisfaction may operate as a mediator between the impact of the Work Environment and Employee Performance, leading to the acceptance of the hypothesis.

6. Conclusion, Implication, and Recommendation

Based on the findings from the earlier conversation regarding the impact of job satisfaction and followership on employee performance, which is mediated by the work environment, the following conclusions can be drawn:

1. The presence of followership inside the organization can lead to a rise in job satisfaction as followership has a positive and significant impact on job satisfaction. In order to foster employee pleasure at work, a healthy degree of followership must be taken into account.
2. The comfort of a pleasant work environment within the organization can boost employee satisfaction at work, since the work environment has a positive and significant influence on job satisfaction.
3. The impact of followership on employee performance is both positive and significant, indicating that followership is one of the characteristics that might enhance employee performance by motivating workers to give better performance.
4. Employee performance is positively and significantly impacted by the work environment, which means that a happy work environment can raise employee performance.
5. Job satisfaction has a positive and significant impact on employee performance, which means that when employees are happy in their jobs, they will behave better at work, which will lead to an improvement in performance.
6. Through job happiness, followership has a favorable and considerable impact on employee performance; hence, job satisfaction may operate as a mediating factor between followership and employee performance.
7. Job happiness is positively correlated with work environment, which means that job satisfaction might operate as a moderator of the relationship between working environment and performance.

The above study and discussion yielded a number of managerial implications that PT MRT Jakarta (Perseroda) is anticipated to find helpful, including the following:

1. Followership, Companies can pay attention to the condition of its employees, one of which is through the followership of each individual so that the company's business processes continue to run according to its main objectives.
2. The work environment, Companies should continuously sets a budget and carries out activities to provide and maintain work support facilities every year.
3. Job satisfaction, Companies is committed to always paying employee salaries on time. This needs to be maintained so that employees continue to feel satisfaction in working for the company, especially with the policies implemented by the company.
4. Employee performance, Companies need to maintain conditions to improve good cooperation between employees so that employees' ability to adapt to colleagues in working together will be able to support the achievement of optimal performance.

Additionally, researchers have made a number of recommendations that PT MRT Jakarta (Perseroda) is likely to find helpful. The following descriptive test findings with the lowest average respondent answers can be used as feedback for improving their performance and services:

1. Followership, the company needs to encourage employees to use new ways of working as long as it is within the company's operational standards considering that the company operates in the transportation services sector where its services have certain standards.
2. The workplace, Businesses must work to set the stage for superiors and subordinates to become more aware of the challenges and issues they encounter, as well as the solutions these issues require.
3. Job Satisfaction, the company needs to carry out an internal evaluation of work safety aspect considering that employees do not feel fully satisfied with the work environment.
4. Employee Performance, the company needs to carry out workload analysis to determine employee workload. This is to find out what steps the company can take, whether by adding employees or optimizing the right employees (right place in the right man).

7. Limitation

The researcher realizes that there are many limitations in this research, both in terms of taking research objects that have been carried out, including several indicators that cannot be tested in this research. So that in further research it is hoped that other variables can be adopted and the aspects used as references for variable dimensions can be developed according to the needs of further research. As well as the limited time that respondents have in filling out the questionnaire, because it takes a relatively long time to distribute and fill out the questionnaire.

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