

**PENGARUH *LEADER MEMBER EXCHANGE* DAN LINGKUNGAN
KERJA TERHADAP KINERJA KARYAWAN DENGAN KEPUASAN
KERJA SEBAGAI VARIABEL MEDIASI PADA PT APP PURINUSA
EKAPERSADA DI AREA BAWEN**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *Leader Member Exchange* (LMX) dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi pada PT APP Purinusa Ekapersada di Area Bawen. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan alat pengambilan data kuesioner yang disebarkan kepada 155 karyawan dari populasi 251 karyawan yang dipilih menggunakan teknik *proportionate random sampling*. Analisis data dilakukan menggunakan *Partial Least Squares-Structural Equation Model* (PLS-SEM). Hasil penelitian menunjukkan bahwa: (1) *Leader member exchange* berpengaruh positif dan signifikan terhadap kinerja karyawan, (2) Lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, (3) Kepuasan kerja memediasi secara signifikan hubungan antara *leader member exchange* dan kinerja karyawan, serta (4) Kepuasan kerja memediasi secara signifikan hubungan antara lingkungan kerja dan kinerja karyawan. Temuan ini menegaskan pentingnya hubungan yang harmonis antara atasan dan bawahan serta lingkungan kerja yang kondusif untuk meningkatkan kinerja karyawan. Selain itu, kepuasan kerja terbukti memperkuat pengaruh *leader member exchange* dan lingkungan kerja terhadap kinerja karyawan.

Kata Kunci: *Leader Member Exchange*, Lingkungan Kerja, Kepuasan Kerja, Kinerja Karyawan.

**THE INFLUENCE OF LEADER-MEMBER EXCHANGE AND WORK
ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB
SATISFACTION AS A MEDIATING VARIABLE AT PT APP PURINUSA
EKAPERSADA IN THE BAWEN AREA**

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ABSTRAK

This study aims to analyze the influence of Leader-Member Exchange (LMX) and the work environment on employee performance, with job satisfaction as a mediating variable at PT APP Purinusa Ekapersada in the Bawen Area. The research method used is quantitative with a questionnaire approach. Data collection was conducted through questionnaires distributed to 155 respondents selected using the proportionate random sampling technique. Data analysis was performed using the Partial Least Squares-Structural Equation Model (PLS-SEM). The results of the study show that: (1) Leader-Member Exchange has a positive and significant effect on employee performance, (2) The work environment has a positive and significant effect on employee performance, (3) Job satisfaction significantly mediates the relationship between Leader-Member Exchange and employee performance, and (4) Job satisfaction significantly mediates the relationship between the work environment and employee performance. These findings highlight the importance of a harmonious relationship between supervisors and subordinates, as well as a conducive work environment to improve employee performance. Furthermore, job satisfaction has been proven to strengthen the influence of LMX and the work environment on employee performance.

Keywords: Leader-Member Exchange, Work Environment, Job Satisfaction, Employee Performance