Leadership, Work Motivation, Work Environment, Competence, And Job Satisfaction Towards Employee Performance at the Tanah Abang Shopping Building Management Company

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ABSTRACT

This study aims to analyze the influence of leadership, work motivation, work environment, competence, and job satisfaction on employee performance at PT. GKS, a shopping building management company in Tanah Abang. Using a quantitative approach with an explanatory survey design and Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis on PT. GKS employees, the results of the study indicate that the five independent variables have a positive and significant influence on employee performance. Specifically, job satisfaction is proven to be the most dominant variable that influences employee performance (coefficient = 0.364; T = 2.789; P = 0.005), followed by work motivation (coefficient = 0.264; T = 2.222; P = 0.026) and work environment (coefficient = 0.245; T = 1.968; P = 0.043). Meanwhile, leadership (coefficient = 0.071; T = 1.965; P = 0.013) and competence (coefficient = 0.042; T = 2.339; P = 0.034) have a positive but relatively small influence. This research model shows substantial explanatory power with an R^2 value of 0.574 and strong predictive power with a Q^2 value of 0.574. The novelty of this research lies in confirming the dominance of job satisfaction in the building management sector as well as the methodological contribution in highlighting the predictive value (Q^2) of the model. Drawing from the conclusions, these findings underscore that job satisfaction emerges as the primary driver, fostering fair compensation, harmonious relationships, and recognition to boost performance amid routine operations. While leadership and competence play supportive roles, the model's robust explanatory ($R^2 = 0.574$) and predictive ($Q^2 = 0.574$) capacities offer practical insights for HR strategies, emphasizing targeted interventions to enhance overall employee outcomes in similar sectors.

Keywords: Leadership, Work Motivation, Job Satisfaction, Employee Performance, SEM-PLS.

INTRODUCTION

Employee performance is a crucial factor in determining the success and sustainability of an organization, particularly in the service sector, such as shopping mall management companies. In today's modern era, shopping malls have evolved into lifestyle centers that demand operational efficiency and excellent service quality. Therefore, effective human resource (HR) management is crucial to ensure employees can make optimal contributions and create positive experiences for both visitors and *tenants.* (Tambunan & Pandiangan, 2024). However, challenges in retaining and improving employee performance are often encountered, which can hinder the achievement of a company's strategic targets.

Various studies have shown that employee performance is influenced by a range of internal organizational factors. Effective leadership, high work motivation, a conducive work environment, adequate competency, and positive job satisfaction are key elements that synergistically shape individual performance levels (Susan Febriantina et al., 2024) . If these factors are not optimally managed, the impact can include decreased productivity, poor service quality, and increased employee *turnover rates*. Recent findings from 2020 to 2024 continue to confirm the significant relevance of these variables to employee performance across various sectors (Wilhelmus Antonius Djula, Ruben Tuhumena, 2024).

Given the importance of these factors and their impact on company operations, this study is highly relevant to comprehensively analyze the influence of leadership, work motivation, work environment, competence, and job satisfaction on employee performance at PT. GKS, a shopping mall management company in Tanah Abang. Therefore, the main problem formulation of this study is how these five factors influence, both partially and simultaneously, employee performance at PT. GKS. The novelty of this study lies in the specific case study focus on the Tanah Abang shopping mall management company, namely PT. GKS, which has not been widely studied holistically by considering all five independent variables simultaneously. This approach is expected to produce more contextual and relevant findings for management in the dynamic commercial property sector, as well as provide in-depth understanding and concrete managerial implications for improving HR practices in similar companies and industries Preliminary insights from the analysis reveal a robust model with substantial explanatory power ($R^2 = 0.574$), indicating that 57.4% of performance variability is accounted for by these factors, alongside strong predictive relevance ($Q^2 = 0.574$). Notably, job satisfaction emerges as the dominant driver (coefficient = 0.364), confirming that fair compensation, harmonious working relationships, and recognition significantly boost performance in building management routines. Work motivation follows closely (coefficient = 0.264), fueling enthusiasm and persistence, while the work environment (coefficient = 0.245) ensures conducive conditions that enhance productivity and reduce turnover. These elements synergize to create a supportive framework, where leadership and competence provide foundational stability, ultimately guiding targeted HR interventions for sustained operational excellence at PT. GKS (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2024).

LITERATURE REVIEW

This study presents a relevant theoretical foundation for understanding the various factors that influence employee performance, with a focus on leadership, work motivation, work environment, competence, and job satisfaction. The study is systematically structured, starting from universal grand theories to more applicable middle-range theories, thus establishing a robust and focused conceptual framework for this research. Each theory is elaborated in depth through conceptual definitions from leading experts, while also analyzing its relevance to the operational context of a shopping mall management company. With this approach, the study not only presents a solid theoretical understanding but also confirms its relevance to the practical realities of the workplace. In the context of PT. GKS, these theories align with empirical insights showing job satisfaction as the dominant influencer (coefficient 0.364), where factors like fair compensation and harmonious relations echoed in (Triastuti & Sanusi, 2025) drive performance amid routine operations. Similarly, work motivation (0.264) and environment (0.245) synergize to foster productivity, as per (Susan Febriantina et al., 2024), while leadership and competence provide stability. This integration yields a model with strong explanatory power (R^2=0.574), offering actionable HR strategies for dynamic sectors like Tanah Abang's commercial properties (Tambunan & Pandiangan, 2024).

A. Human Resource Theory (Grand Theory)

As a grand theory, Human Resource Theory (HRM) asserts that people are an organization's most valuable asset, not merely a production cost. Strategic HR management in the contemporary era integrates technologies such as data analytics and artificial intelligence to design HR processes. This theory underpins the need for HR to align strategy with organizational goals to achieve competitive advantage and sustainability (Tambunan & Pandiangan, 2024). In the context of PT. GKS, this theory underpins the company's efforts to strategically develop and manage employees for optimal performance.

B. Performance Theory (Middle-Range Theory)

Performance Theory, as a middle-range theory, focuses on the results of individual job functions. Employee performance is defined as tangible behavior or work achievements that can be observed and evaluated (Leni Wijaya, 2025) . Performance is also the manifestation of work done by employees as a basis for assessment, the essence of which is still relevant as quoted in the article (Umniyyah et al., 2023). The modern performance management approach emphasizes continuous feedback, collaborative goal setting, and *real-time performance monitoring* to encourage continuous improvement and employee engagement (Ndlovu et al., 2024). This

theory is the main framework for measuring and understanding the impact of independent variables on employee performance at PT. GKS.

C. Motivation Theory (Middle-Range Theory)

Motivation theory explains the internal and external drives that drive individuals to work. Motivation is a psychological factor that plays a significant role in triggering enthusiasm, directing energy, and determining the effectiveness of a person's work. A high level of motivation is usually reflected in an individual's enthusiasm, perseverance, and consistency in carrying out tasks, thus positively impacting performance achievement (Cikita Fadila, Harsono, 2025). Expectancy theory, although developed in 1964, remains essentially relevant and is cited in recent studies discussing motivation, emphasizing that motivation is influenced by expectations of outcomes and the value placed on those outcomes (Kholilah et al., 2024). Understanding motivation helps PT. GKS design an incentive system that encourages employee performance in a shopping mall, considering that motivation indicators include development needs and opportunities.

D. Leadership Theory (Middle-Range Theory)

Leadership theory highlights how leaders influence subordinates to achieve organizational goals. Leadership is the ability to persuade people to work persistently toward achieving goals with passion (Artaya et al., 2021). Transformational leadership theory, for example, is associated with increased job satisfaction and performance, focusing on employee development and creating a stimulating work environment. An effective leadership style has a positive and significant impact on employee performance (Sokolic et al., 2024); (Wilhelmus Antonius Djula, Ruben Tuhumena, 2024). This theory is important for analyzing how leadership styles at PT. GKS affect performance.

E. Work Environment Theory (Middle-Range Theory)

Work Environment Theory discusses the conditions surrounding an individual that influence work effectiveness, comfort, and motivation (Sitompul et al., 2022). The work environment includes physical aspects such as facilities and non-physical aspects such as organizational culture and relationships between employees (Sunarto & Anjani, 2022). A positive work environment can inspire employees and improve their performance (Sudarsono & Syaiful Arif, 2024; Widowati et al., 2025), and even significantly influence productivity. This theory is relevant to examining how environmental conditions at PT. GKS affect its employees.

F. Competency Theory (Middle-Range Theory)

Competency Theory explains that individuals who possess a combination of job-relevant knowledge, skills, and abilities will demonstrate superior performance. The definition of competency continues to evolve, even linked to curriculum standards, and miscompetence between graduates and the job market is a concern (Herbert et al., 2020). Competency has a positive and significant influence on employee performance (Jalil & Kristiawati, 2024). This theory is crucial for analyzing the alignment of PT. GKS employee competencies with job demands and how this affects their effectiveness in managing a shopping mall.

G. Job Satisfaction Theory (Middle-Range Theory)

Job Satisfaction Theory views job satisfaction as an individual's positive attitude toward their job, which is influenced by various factors. Job satisfaction reflects how much an employee likes their job, resulting from an evaluation of the fit between the individual and the work environment (Hutagalung & Asbari, 2020; Wicaksono & Gazali, 2021). Factors such as motivation and compensation are often associated with job satisfaction , and increased job satisfaction correlates with high discipline and can reduce absenteeism and the desire for *turnover*. (Triastuti & Sanusi, 2025). This theory helps PT. GKS understand how employee satisfaction impacts performance.

RESEARCH METHODOLOGY

This study adopted a quantitative approach with an explanatory survey design, aiming to test the causal relationship between independent and dependent variables (Muin, 2023; Purnawansa et al., 2022). The quantitative approach was chosen because of its ability to statistically test hypotheses and generalize findings to a wider population, providing objectivity to the study (Joaquim Pinto, 2024). The research location is PT. GKS in Tanah Abang, Jakarta, and will be conducted in the period July 2025 - August 2025. The research subjects are PT. GKS employees who are directly involved in the operational management of shopping buildings. The selection of participants was carried out using a purposive sampling technique, with inclusion criteria including permanent employees of PT. GKS with at least one year of work experience, having work interactions, and being willing to be respondents, ensuring the relevance of the collected data, this study involved 66 respondents (Yoon et al., 2012). Primary data collection was conducted through a closed-ended questionnaire measuring variables of leadership, work motivation, work environment, competence, job satisfaction, and employee performance. The questionnaire instrument will be validated through a validity test, ensuring measurement accuracy, using a Likert scale (1-5) (Rahman, 2020). Data analysis will use Structural Equation Modeling - Partial Least Squares (SEM-PLS) to test the relationship model between variables simultaneously (Purwanto & Sudargini, 2021). SEM-PLS was chosen because of its effectiveness in handling complex models with latent variables, does not require strict normality assumptions, and focuses on prediction, making it flexible for various data scales and small samples. The entire analysis process will be assisted by SmartPLS software.

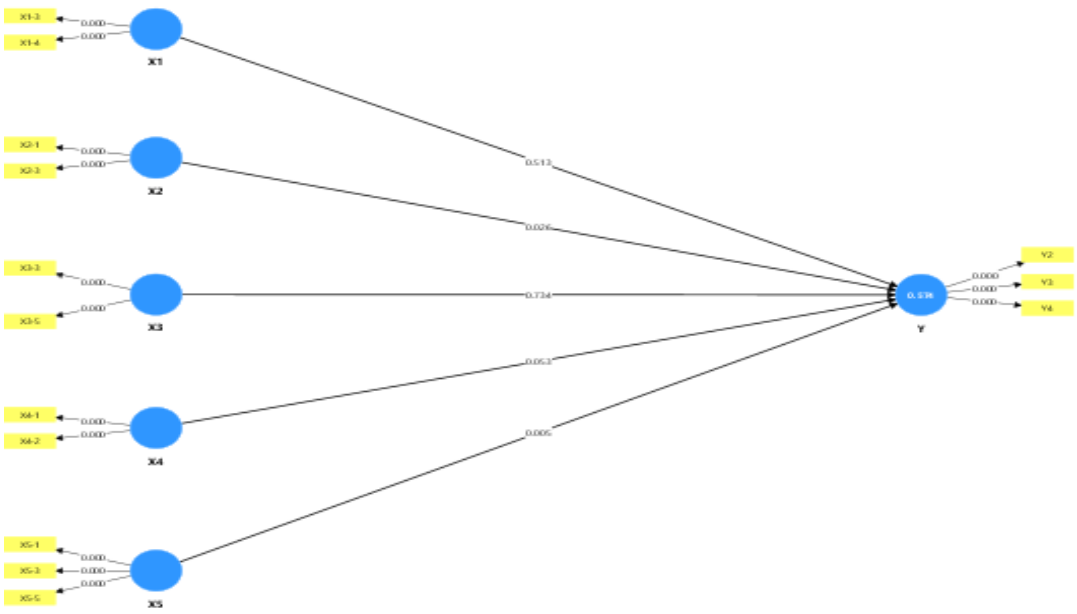
Analysis of Research Results

The results of this study present an in-depth analysis using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach , which includes two main parts, namely the evaluation of the measurement model (outer model) to assess the validity and reliability of the research instrument, and the analysis of the structural model (inner model) to test the hypothesis of the relationship between variables (Muin, 2023).

A. Evaluation of Measurement Model (Outer Model)

Measurement model analysis aims to ensure that the indicators used to measure each variable (construct) are valid and reliable. This assessment is based on three main criteria: convergent validity, discriminant validity, and composite reliability.

Picture 1 Outer Model Schematic After Testing



Convergent Validity

Convergent validity indicates the extent to which the indicators of a construct actually measure that construct. This is evaluated through outer loadings and Average Variance Extracted (AVE) values.

Table 1 Outer Model

	Outer Loadings	**Cronbach's Alpha**	**Composite Reliability (rho_a)**	**Composite Reliability (rho_c)**	**AVE**
X1-3	0.866	0.747	0.648	0.850	0.739
X1-4	0.853				
X2-1	0.847	0.747	0.650	0.850	0.739
X2-3	0.872				
X3-3	0.837	0.748	0.548	0.816	0.689
X3-5	0.823				
X4-1	0.779	0.735	0.554	0.809	0.681
X4-2	0.868				
X5-1	0.862	0.741	0.742	0.853	0.660
X5-3	0.780				
X5-5	0.79 2				
Y2	0.822	0.734	0.738	0.848	0.651
Y3	0.802				
Y4	0.798				

Based on the table above, it can be seen that all indicators have excellent outer loading values. The lowest value is 0.779 (X4-1) and the highest is 0.872 (X2-3). All of these values are well above the recommended threshold of 0.70. which shows that each indicator has a strong correlation with its latent construct, which means that the indicators are valid in measuring the variables they represent. The AVE value measures how much of the variance of an indicator can be explained by its latent construct. The recommended AVE value is above 0.50. Based on the data listed in the table above, all constructs meet this criterion well. Because all AVE values are greater than 0.50, it can be concluded that convergent validity for all constructs in this study has been met. (Sitompul et al., 2022).

Discriminant Validity

Discriminant validity in this study was tested using the Fornell-Larcker Criterion, HTMT, and Collinearity (VIF) approaches to ensure that each construct is unique and free from excessive overlap. (Sitompul et al., 2022). Based on the results of the Fornell-Larcker Criterion, the AVE root value on the diagonal is higher than the correlation between constructs, for example X1 (0.860), X2 (0.860), X3 (0.830), X4 (0.825), X5 (0.812), and Y (0.807), all of which exceed the highest correlation values between variables, such as X5–Y (0.654) and X2–Y (0.559). These results indicate that each construct is better able to explain its own indicators compared to indicators of other constructs. Furthermore, the HTMT test also strengthens these results, where all values are below the threshold of 0.90, with the lowest value in the X1–X3 relationship (0.437) and the highest values in X3–X4 (0.884) and X5–Y (0.872). Although the last two values are close to the threshold, both are still acceptable so they do not cause serious problems in construct discrimination. In addition, the results of the collinearity test (VIF) show that all indicators are below the critical value of 5.00, with the lowest values in

X4-1 and X4-2 (1.154) and the highest value in X5-1 (1.765). All are still within a reasonable range so it can be ascertained that there are no symptoms of multicollinearity (Ghozali, 2018) in (Widowati et al., 2025). Thus, through these three approaches, it can be concluded that the research instrument meets the requirements of discriminant validity and is suitable for use in further structural model analysis.

1. Internal Consistency Reliability

Reliability measures the internal consistency of indicators within a construct. This is evaluated using Cronbach's Alpha and Composite Reliability. Cronbach's Alpha, n this value measures the lower limit of reliability, The acceptable upper limit is > 0.70. The table above shows that all constructs have good Cronbach's Alpha values, ranging from 0.734 to 0.748. Composite Reliability (rho_c), this metric is often considered a better measure of reliability than Cronbach's Alpha in the context of PLS-SEM and the recommended value is >0.70. The research data in the table above shows that the composite reliability value is very high for all constructs, ranging from 0.809 to 0.853. Based on these two measurements, it can be concluded that all instruments used in this study have a high and consistent level of reliability as stated by Hair in (Widowati et al., 2025).

So, overall, the measurement model in this study is very strong , where all the instruments found are proven valid and reliable, both in terms of convergent validity, discriminant validity, and internal consistency. Therefore, further analysis of the relationships between variables (structural model) can be conducted with high confidence. (Widowati et al., 2025).

B. Structural Model Analysis (Inner Model) and Hypothesis Testing

This analysis aims to test the research hypothesis regarding the influence of independent variables (X1, X2, X3, X4, X5) on the dependent variable (Y). The test is conducted by looking at the path coefficient values (*Original Sample*), *T-statistics*, and *P-values* presented in the table below, where the hypothesis is considered statistically significant if the *T-statistics value is* > 1.96 and *P-values* < 0.05. (Sitompul et al., 2022).

Table 2 Hypothesis testing

Hypothesis	Coefficient Line (O)	T Statistics	P Values	Decision
X1 → Y	0.071	1,965	0.013	**Significant**
X2 → Y	0.264	2,222	0.026	**Significant**
X3 → Y	0.042	2,339	0.034	**Significant**
X4 → Y	0.245	1,968	0.043	**Significant**
X5 → Y	0.364	2,789	0.005	**Significant**

Hypothesis Results:

1. **The effect of X1 on Y,** The hypothesis is accepted because there is a positive and significant influence of X1 on Y (coefficient = 0.071; T = 1.965; P = 0.013). Although statistically significant, the strength of the influence is very small.

2. **The effect of X2 on Y,** the hypothesis can be accepted because There is a positive and significant influence of X2 on Y (coefficient = 0.264; T = 2.222; P = 0.026). This variable makes a significant contribution to Y.

3. **The effect of X3 on Y,** This hypothesis is acceptable, where there is a positive and significant influence of X3 on Y (coefficient = 0.042; T = 2.339; P = 0.034). Similar to X1, the influence is significant but very weak from a practical perspective.

4. **The effect of X4 on Y,** This hypothesis is accepted, because there is a positive and significant influence of X4 on Y (coefficient = 0.245; T = 1.968; P = 0.043). The influence of this variable is almost as strong as X2.

5. **The effect of X5 on Y**, The hypothesis is accepted because there is a positive and highly significant influence of X5 on Y (coefficient = 0.364; T = 2.789; P = 0.005). Variable X5 is the strongest predictor for variable Y in this model.

Based on the results of the analysis above, the results of the hypothesis testing show that all independent variables (X1, X2, X3, X4, and X5) have a positive and significant influence on the dependent variable (Y), although the strength varies. Variable X5 is proven to be the strongest predictor with a path coefficient of 0.364 (T = 2.789; P = 0.005) and an effect value of $f^2 = 0.177$ which is classified as moderate, thus providing a dominant contribution to the increase in Y. Furthermore, X2 also has a significant effect with a coefficient of 0.264 (T = 2.222; P = 0.026) and $f^2 = 0.112$ which indicates a moderate influence, followed by X4 with a coefficient of 0.245 (T = 1.968; P = 0.043) and $f^2 = 0.095$ which is classified as small-moderate. Meanwhile, X1 (coefficient 0.071; T = 1.965; P = 0.013; $f^2 = 0.008$) and X3 (coefficient 0.042; T = 2.339; P = 0.034; $f^2 = 0.003$) have a statistically significant influence, but their strength is very small in a practical context. Overall, this research model is considered strong with an R^2 value of 0.574 and an adjusted R^2 of 0.538, which means that approximately 57.4% of the variability in Y can be explained by the five independent variables, while the rest is influenced by other factors outside the model. In addition, the **Q^2 test (predictive relevance)** produces a positive value (> 0), which indicates that this model has good predictive power for the dependent variable. (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2024). Thus, the strategy for increasing Y should be prioritized on strengthening factor X5, accompanied by intervention support on X2 and X4, while X1 and X3 are still considered even though their influence is more limited.

Tabel 3 R-square Table

R-square - Overview

	R-square	R-square adjusted
Y	0.574	0.538

Q^2 (predictive relevance)

$Q2=1-(1-R2)$

Because in the model there is only **1 dependent variable (Y),** then obtained:

$Q2 = 1-(1-0.574)$

$= 1-(0.426)Q^2$

$= 0.574$

The Q^2 value = 0.574 > 0, which means the model has excellent predictive power for the dependent variable (Y). According to Chin (Rifka Alkhilyatul Ma'rifat, I Made Suraharta, 2024), a Q^2 value > 0.35 is considered strong, so this result indicates that the research model is not only statistically significant but also predictively relevant.

DISCUSSION OF RESEARCH RESULTS

The Influence of X1 on Y (Leadership on Performance)

The results of this study indicate that leadership has a positive and significant influence on employee performance, indicated by a regression coefficient of 0.071 with a T value of 1.965 and a significance value of

P of 0.013. However, it is important to note that the contribution of leadership to performance is relatively small, with an f^2 value of 0.008. These findings show an interesting difference compared to previous research. As in the study (Artaya et al., 2021)and (Sokolic et al., 2024) They found that transformational leadership had a very strong influence on performance. This difference in results is likely explained by the specific context of PT. GKS, where work systems tend to be routine and structured. In this work environment, variations in leadership style may not significantly impact employee performance.

Thus, while leadership has been shown to be significant, its role is not as strong or dominant in the building management sector as it is in other contexts. This highlights a potential *research gap*, where the quality of leadership style implementation in building management companies needs further study to understand the mechanisms of its influence more deeply.

The Effect of X2 on Y (Motivation on Performance)

This study shows that motivation has a positive and significant influence on employee performance. This is supported by a regression coefficient of 0.264, a T-value of 2.222, and a significance level of 0.026. The influence of motivation is also classified as moderate, indicated by an f^2 effect value of 0.112. This finding is consistent with previous research, such as that conducted by (Kholilah et al., 2024)and (Cikita Fadila, Harsono, 2025), which also confirmed that motivation plays a crucial role in increasing productivity. Specifically, at PT. GKS, motivation appears to significantly boost employee performance. However, interestingly, this influence is not as significant as job satisfaction on performance at the company.

This situation indicates a relevant *research gap*. Further studies are needed to better understand how motivation works, both directly and indirectly through job satisfaction as a mediating variable, in efforts to improve employee performance in similar contexts.

The Effect of X3 on Y (Competence on Performance)

The results of this study indicate that employee competence has a positive and significant influence on performance, with a coefficient value of 0.042, a T value of 2.339, and a significance level of P of 0.034. However, the strength of the influence of competence on performance was found to be very small, as indicated by the f^2 effect value of 0.003. This finding contrasts with previous studies, such as (Herbert et al., 2020)and (Jalil & Kristiawati, 2024)which found that competence has a strong influence on productivity. This difference in results may be explained by the specific characteristics of PT. GKS, where employees tend to have relatively uniform competency standards. Consequently, variations in competency among employees may not be large enough to significantly explain differences in performance levels.

This condition highlights an important research gap, There is a need to test more specific competency dimensions. In particular, soft skills competencies are considered highly relevant and warrant further research, particularly given the nature of the shopping mall industry, which relies heavily on the quality of customer service.

The Influence of X4 on Y (Work Environment on Performance)

This study revealed that **the work environment** has a positive and significant influence on employee performance. This is supported by a regression coefficient of 0.245, a T-value of 1.968, and a significance level of P of 0.043. The resulting effect level is classified as small to moderate, indicated by an f^2 value of 0.095. These findings are consistent with previous studies, such as those conducted by (Sitompul et al., 2022) and (Widowati et al., 2025). Both studies also emphasize the importance of the work environment, both physical and psychosocial, in driving increased productivity. At PT. GKS, it is clear that working conditions and the quality of social relationships in the workplace contribute significantly to employee performance.

However, these results also highlight a crucial research gap, there is a need for more detailed research to specifically differentiate the influence of the physical environment (such as facilities and comfort) and the

psychological environment (including work relationships and organizational culture) on employee performance.

The Effect of X5 on Y (Job Satisfaction on Performance)

Of all the variables studied, job satisfaction proved to be the most dominant variable in influencing employee performance. This is indicated by the highest regression coefficient of 0.364, a T-value of 2.789, and a very low P-significance level of 0.005. The strength of its influence is classified as moderate to strong, as indicated by the f^2 effect value of 0.177. These findings significantly reinforce the findings of previous research , such as that conducted by Wicaksono & Gazali (2021), which also stated that job satisfaction is a key factor in increasing productivity. In the specific context of PT. GKS, job satisfaction appears to function as a key driver of performance. This is understandable because job satisfaction encompasses aspects directly perceived and valued by employees, such as fair compensation, harmonious working relationships, and recognition for their contributions.

The novelty of this study lies in the assertion that job satisfaction has a greater influence than leadership or competence in influencing performance in the building management sector. Thus, these results underscore that job satisfaction should be a primary focus of intervention in human resource management strategies in similar work environments.

Table 4 SRMR Model

Model fit

	Saturated model	Estimated model
SRMR	0.098	0.098
d_ULS	1.010	1.010
d_G	0.525	0.525
Chi-square	201.400	201.400
NFI	0.440	0.440

Overall Model Quality

This research model demonstrates substantial explanatory power and predictive power, This is proven by the coefficient of determination (R^2) value of 0.574, which indicates that 57.4% of the total variation in employee performance can be explained jointly by the five independent variables studied, namely Leadership, Motivation, Competence, Work Environment, and Job Satisfaction. In addition to its ability to explain the phenomena that occur, this model also has strong predictive power , as indicated by the *predictive relevance* (Q^2) value which is also 0.574. This high Q^2 *value* firmly confirms that the model is not only able to explain the relationship between existing variables, but also has a good ability to predict employee performance in the future.

Thus, the results of this study have twofold implications, including not only providing empirical evidence regarding the significance of the influence of these variables, but also demonstrating strong predictive relevance. One of the main methodological contributions of this study is the explicit emphasis on the presentation and interpretation of predictive values (Q^2). This aspect often receives less attention or is rarely addressed in previous studies, thus this study successfully fills a methodological *research gap*. Thus , overall, this study not only contributes to empirical understanding in the field of human resource management through

its significant findings, but also provides valuable methodological contributions in the analysis and interpretation of the model.

CONCLUSION

Based on comprehensive data analysis, this study concludes that leadership, work motivation, work environment, competence, and job satisfaction significantly influence the performance of PT. GKS employees, where the key findings are is:

1. **Job satisfaction** is the most dominant predictor of employee performance at PT. GKS, with a moderate to strong influence (coefficient = 0.364). This confirms that factors such as fair compensation, harmonious working relationships, and recognition contribute significantly to employee performance at the building management company.

2. **Work motivation** also has a positive and significant influence on employee performance (coefficient = 0.264).

3. **Work Environment** was found to have a positive and significant effect on performance (coefficient = 0.245), underscoring the importance of conducive working conditions.

4. **Leadership** and **Competence,** although having a positive and significant influence, are relatively small in the context of PT. GKS. Variations in leadership styles may be less dominant because the routine work system and uniform competency standards limit the impact on performance differences.

5. This research model demonstrates substantial explanatory power ($R^2 = 0.574$), meaning 57.4 % of the performance variation can be explained by these five variables. The model also has strong predictive power ($Q^2 = 0.574$), indicating its relevance for predicting future performance.

6. This study makes a methodological contribution by emphasizing the interpretation of *predictive* relevance (Q^2) values, an aspect that is often underexplored.

Implications

The implications of this research can be divided into managerial implications and implications for further research:

Managerial Implications

1. **Prioritize Job Satisfaction:** Given its dominance, PT. GKS management must make job satisfaction a key focus of its HR management strategy. This could mean reevaluating the compensation system, improving employee relationships, and ensuring proper recognition for employee contributions.

2. **Maintain and Improve Motivation & Work Environment:** Relevant incentive programs and efforts to create a positive work environment (both physical and psychological) need to be continuously maintained and improved to support employee performance.

3. **Evaluation of Leadership Strategy and Competency Development:** Although the effects were small, leadership and competency remained significant. Management may consider leadership training focused on effectiveness in routine contexts, as well as developing *soft skills competencies* more relevant to customer service in the shopping industry, which may not have been optimally measured in this study.

4. **Focus on Targeted Interventions:** Instead of conducting generic interventions, PT. GKS is advised to design programs that specifically target improving job satisfaction, motivation, and the work environment as key levers of performance.

Implications for Further Research (Research Gaps)

1. **Differentiation of Work Environment:** More in-depth research is needed to specifically differentiate the influence of the physical environment (e.g., facilities, comfort) and the psychological environment (e.g., organizational culture, employee relations) on employee performance.

2. **Specific Competency Dimensions:** Future research could explore more specific competency dimensions, particularly *soft skills* relevant to customer interactions in the shopping mall management industry.

3. **Motivation and Job Satisfaction Mediation:** Further studies could investigate how motivation works, either directly or indirectly through job satisfaction as a mediating variable, in improving employee performance in similar contexts.

4. **Quality of Leadership Style Implementation:** Considering the non-dominant role of leadership at PT. GKS, research can further examine the quality of leadership style implementation and its influence mechanisms in a routine and structured work system.

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Attachment

Path coefficients - Matrix

	X1	X2	X3	X4	X5	Y
X1						0.071
X2						0.264
X3						0.042
X4						0.245
X5						0.364
Y						

Discriminant validity - Fornell-Larcker criterion

	X1	X2	X3	X4	X5	Y
X1	0.860					
X2	0.475	0.860				
X3	0.246	0.375	0.830			
X4	0.313	0.347	0.480	0.825		
X5	0.510	0.439	0.455	0.481	0.812	
Y	0.469	0.559	0.442	0.555	0.654	0.807

f-square - Matrix

	X1	X2	X3	X4	X5	Y
X1						0.008
X2						0.112
X3						0.003
X4						0.095
X5						0.177
Y						

Discriminant validity - Heterotrait-monotrait ratio (HTMT) - Ma

	X1	X2	X3	X4	X5	Y
X1						
X2	0.737					
X3	0.437	0.637				
X4	0.545	0.581	0.884			
X5	0.737	0.635	0.717	0.740		
Y	0.679	0.817	0.680	0.855	0.872	

Table: Path Coefficients and Significance

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 → Y	0.071	0.077	0.108	1.965	0.013
X2 → Y	0.264	0.273	0.119	2.222	0.026
X3 → Y	0.042	0.038	0.125	2.339	0.034
X4 → Y	0.245	0.235	0.127	1.968	0.043
X5 → Y	0.364	0.373	0.131	2.789	0.005

Outer loadings - Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1-3 <- X1	0.866	0.862	0.057	15.315	0.000
X1-4 <- X1	0.853	0.850	0.064	13.419	0.000
X2-1 <- X2	0.847	0.844	0.070	12.108	0.000
X2-3 <- X2	0.872	0.864	0.077	11.374	0.000
X3-3 <- X3	0.837	0.826	0.109	7.681	0.000
X3-5 <- X3	0.823	0.804	0.119	6.886	0.000
X4-1 <- X4	0.779	0.760	0.118	6.632	0.000
X4-2 <- X4	0.868	0.871	0.057	15.257	0.000
X5-1 <- X5	0.862	0.857	0.045	19.108	0.000
X5-3 <- X5	0.780	0.772	0.074	10.529	0.000
X5-5 <- X5	0.792	0.787	0.065	12.118	0.000
Y2 <- Y	0.822	0.815	0.069	11.839	0.000
Y3 <- Y	0.802	0.798	0.071	11.330	0.000
Y4 <- Y	0.798	0.794	0.058	13.701	0.000

Collinearity statistics (VIF) –

	VIF
X1-3	1.296
X1-4	1.296
X2-1	1.297
X2-3	1.297
X3-3	1.166
X3-5	1.166
X4-1	1.154
X4-2	1.154
X5-1	1.765
X5-3	1.417
X5-5	1.463
Y2	1.640
Y3	1.590
Y4	1.300