



The Influence of Leadership Style and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable (Study at Prima SR Hotel & Convention Yogyakarta)

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Abstract. Leadership style, motivation and job satisfaction are part of the factors which affects performance. The purpose of this study is to determine the effect leadership style and motivation on performance through job satisfaction as an intervening variable. This research is also intended to determine the effect of style leadership and motivation on performance through job satisfaction as a variable intervene directly and indirectly. This research is done to 50 employee respondents of Prima SR Hotel & Convention Yogyakarta. Method the research used is a quantitative method using statistical and descriptive analysis. The results of this study are (1) There is an influence of leadership style significant positive effect on job satisfaction. (2) there is a stylistic influence leadership has a significant positive effect on performance. (3) there is influence positive and significant work motivation on job satisfaction. (4) there is influence positive and significant work motivation on performance. (5) there is an influence positive and significant job satisfaction on performance. (6) the influence is not direct leadership style on employee performance through job satisfaction greater than the direct influence of leadership style on performance employees (7) the direct effect of motivation on employee performance is greater rather than the indirect influence of motivation on employee performance through job satisfaction.

Keywords: *Leadership style, work motivation, job satisfaction and employee performance.*



Abstrak: Gaya kepemimpinan, motivasi dan kepuasan kerja merupakan salah satu faktor yang mempengaruhi pertunjukan. Tujuan penelitian ini adalah untuk mengetahui pengaruh gaya kepemimpinan dan motivasi terhadap kinerja melalui kepuasan kerja sebagai variabel intervening. Penelitian ini juga dimaksudkan untuk mengetahui pengaruh gaya kepemimpinan dan motivasi terhadap kinerja melalui kepuasan kerja sebagai variabel intervening secara langsung dan tidak langsung. Penelitian ini dilakukan terhadap 50 responden karyawan Prima SR Hotel & Convention Yogyakarta. Metode penelitian yang digunakan adalah metode kuantitatif dengan menggunakan analisis statistik dan deskriptif. Hasil penelitian ini adalah (1) Terdapat pengaruh yang signifikan gaya kepemimpinan dan berpengaruh positif terhadap kepuasan kerja. (2) terdapat pengaruh gaya kepemimpinan berpengaruh signifikan dan positif terhadap kinerja. (3) terdapat pengaruh positif dan signifikan motivasi kerja terhadap kepuasan kerja. (4) terdapat pengaruh positif dan signifikan motivasi kerja terhadap kinerja. (5) terdapat pengaruh positif dan signifikan kepuasan kerja terhadap kinerja. (6) pengaruh tidak langsung gaya kepemimpinan terhadap kinerja pegawai melalui kepuasan kerja lebih besar dibandingkan pengaruh langsung gaya kepemimpinan terhadap kinerja pegawai (7) pengaruh langsung motivasi terhadap kinerja pegawai lebih besar dibandingkan pengaruh tidak langsung motivasi terhadap kinerja pegawai melalui kepuasan kerja.

Kata Kunci: Gaya kepemimpinan, motivasi, kepuasan kerja dan kinerja pegawai.

INTRODUCTION

Globalization has made life more complicated, thus businesses must recognize the value of the available resources, such as the earth's natural resources and human resources, which are both extremely important to businesses. The single greatest achievement of any organization or business is influenced by a human or non-human factor in order to achieve its goals. Any organization or business is considered successful if it has individuals who are engaged in productive work. Any employee with a high-quality job can help achieve the goals and objectives that have been established by a certain company or organization. The point at which an employee achieves professional employment is called the performance threshold.

It's been determined. A good job can only be had if the employee is capable of carrying out their duties in accordance with their employer's expectations and policies. Similarly, poor performance may occur if you don't adhere to the terms of your employment as they have been agreed upon. Inferring from this that labor is influenced by environment, equipment, and human resources. To have good employment, one must have the ability to work hard, have high standards for their work, and live in a stable environment (Rosnani, 2012).

Leadership has a dominant strategy for increasing productivity at work, whether at the individual, group, or organizational level (Rosnani, 2012). Leadership is a very important factor in any organization since it is responsible for a large portion of the success and failure within that organization (Kamba, 2013). In order to improve employee motivation in the current globalization period, employee motivation is also a crucial factor. In line with the advancement of society, each employee's needs will gradually increase. Motivation This is important because motivation can be the cause, channel, or supporter of someone's behavior to achieve existing results (Susanty et al, 2012).

Leadership style is a technique used by leaders in interactions with subordinates to increase motivation for work (Tjiptono, 2006:161). Work motivation is a person's attitude or mental condition that influences the employee's ability and ability to do the job. With strong work motivation in their own hearts, employees are predicted to perform their jobs well and with strong loyalty.

Motivation as a form of obstruction, either internal or external, when carrying out the specified task. Concerning individual motivation within a particular organization, inspiration can come from any employee while carrying out a particular task. Organization is the process of empowering someone or a group so they can carry out an action that has been predetermined. Motivation is a very important factor in directing employee work, and it will eventually become a critical factor in achieving organizational goals.



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Providing motivation through observing the needs of the employee class in terms of social, safety, and security needs, as well as the needs for self-actualization. Job satisfaction is a factor that can improve and enable optimal employment. Job satisfaction is an emotional skill derived from work ethics, discipline, and performance. The factor of job security will have implications for the generated labor. If a student is not focused, they will eventually develop discipline-related traits like absenteeism, disloyalty, and a high threshold for tardiness. The optimal growth of organizational productivity is directly related to employee productivity as the single most important factor in organizational productivity. (Mamesah and Kusumaningtyas, 2009) The importance of leaders on job satisfaction tends to center on its influence on employee performance.

Another factor that needs to be taken into consideration by pimps is the persistently impacting work towards employee performance. Job satisfaction serves as an individual's fundamental claim regarding their employment (Robbins and Judge, 2007). Employees who are persistently positive about their organization, willing to help coworkers or other employees, and willing to go above and beyond what is expected in the workplace. Employees who experience job dissatisfaction will feel that their work is a burden that must be done, so that the work they do does not provide maximum results, and is not in accordance with the company's hopes and goals.

Performance serves as a measure of success in carrying out tasks and having the necessary resources to achieve previously set goals. Dessles (2018) states that "performance is a form of labor, i.e., the comparison of one's performance at work with established standards." In contrast, Sedarmayanti (2017) states that "performance is the result of one employee's work, a particular management procedure, or a particular organization operating under strict rules, and that the result of such work must be disclosed in a clear and understandable manner and be capable of being modified (in contrast to the established standards)."

In addition, Mangkunegara (2015) stated that "performance is a work result in terms of quality and quantity that is intended to be received by one employee in the course of carrying out tasks in accordance with the guidelines provided to them." Rivai (2016), on the other hand, states that "performance is an employee's work within the scope of his or her responsibilities."

When a person has strong work motivation, it is expected that they will perform their job well and with a high level of loyalty. Satisfaction (Job Satisfaction) can also be interpreted as the way an individual feels about work which results from the individual's attitude. to various jobs. Other aspects of work-related stress include matters that are uniquely personal; hence, as there are more aspects of work that fit with each individual's needs, work-related stress levels are rising as well (Noor, 2013). A working principle. Job satisfaction is the single most important reason why someone wants to work. If an employee has already dealt with the consequences of their work, then their employment will be much more enjoyable. The job satisfaction provided by employees at work is not fulfilled. This is due to the current state of the ruler's position, which

Any organization or business is said to be successful if there are individuals with good work habits. A carer with significant experience and ability to meet the goals and objectives established by a company or organization. Employee performance is the level at which employees achieve specified work requirements. A good job may only be obtained if the employee is capable of performing his or her duties in accordance with the terms of the job. Similarly, poor performance can occur if the existing work requirements are not reduced. In this way, it can be stated that work on the job is influenced by capabilities, interests, and surroundings. To have good working conditions, one must have the ability to work.

Job satisfaction is a happy feeling towards an individual's job which is the result of an evaluation of his characteristics (Robbins, 2015). If someone has a positive attitude towards their job, it will negatively affect their performance. Working hours are one factor that can increase productivity since a teacher who works hard will do a better job. A person with a high level of job satisfaction will have a positive attitude towards their work, someone who is dissatisfied will have a negative attitude towards their work, which will have an impact on improving their performance.

Job satisfaction in research functions as an intervening variable that mediates the influence of work motivation and leadership style on employee performance. This is due to the fact that job satisfaction is a factor that motivates people to do their best work, and job satisfaction also results from good motivation and strong leadership, resulting in a positive work environment.



LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Leadership Style

According to Rivai (2016), "leadership is the ability of a leader to influence other people by provoking the growth of positive feelings in the people he leads to achieve the desired goals". In contrast, Terry George R writes in Kartono (2011) that "leadership is the activity of influencing people so that they enjoy trying to achieve group goals."

Leadership style is the behavior that a person uses when that person wants to influence the behavior of other people or their subordinates (Miftah, 2010). A leader is a person who has a program and behaves together with group members in that way or style. Leadership is a dynamic force that encourages, motivates and coordinates a company organization in achieving a goal. Leadership is to move other people by leading, guiding, and influencing other people to do something to achieve the desired thing (Sutrisno, 2016).

Mifta Thoha (2011) adds, "leadership is an activity to influence the behavior of other people, or the art of influencing human behavior, both individually and collectively." Furthermore, Robbins and Judge (2015) state that "leadership is the ability to lead a group towards achieving a set vision or goal."

Leadership style is one of the factors that influences work behavior such as satisfaction, performance, and employee turnover. Leadership style has a direct influence on job satisfaction in creating employment opportunities and an attractive work environment, delegating responsibilities and implementing good regulations. Because of this, a successful business owner will have a positive impact on his or her employees' performance.

Work motivation

Motivation is a factor that encourages someone to carry out an activity (Sutrisno, 2017). It is critical to motivate each teacher in order to improve their well-being and productivity at work, allowing them to reach their full potential. This demonstrates that providing motivation to each teacher can gradually improve work performance (Handoko and Djastuti, 2015).

"Many terms are used to refer to motivation or motives, including need, urge, desire and drive," Handoko (1999: 252) stated. According to Hamalik (2003:158), motivation is the increase of energy in one's own (private) life, which is accompanied by the development of plans and actions to achieve one's goals.

Motivation is very important in improving employee performance and will eventually become a critical factor in achieving organizational goals. Employees are expected to have a high level of self-esteem, to be able to do well at work, and to have a high level of loyalty.

Work motivation can be carried out in the smooth process of forming, empowering and developing human resources. A teacher with high motivation will improve his or her performance. Motivation is a skill that may be used to achieve a goal. When you have motivation, your productivity increases. Motivation is a skill that is used to achieve a goal, because it improves the well-being of those who work with it, thus improving teacher performance. This is consistent with the findings of Tetuko (2012) and Cholil (2014).

Employee performance

According to Kasmir (2019), the concept of work is based on the results that have been achieved and the individual's ability to perform tasks and responsibilities within the time constraints that have been set. This definition emphasizes the importance of high-quality results and hard work. In addition, the emphasis on the time period implies that performance is measured over that time period, for example months or years. In another section, Rivai (2014) defines work as the ability of an individual or a group to achieve success in performing tasks.

According to Hasibuan (2017), there are several dimensions that can be used to improve employee productivity. To begin, productivity can be increased based on the number of tasks completed in a given period of time, such as the quantity of goods produced or services provided. Second, the quality of work is declining in terms of both productivity and quality of work.

In addition, Mangkunegara (2015) states that "performance is the quality of work results that an employee wishes to achieve in carrying out his duties in accordance with the responsibilities given to him." Rivai (2016), on the other hand, states that "performance is an employee's work that is within the scope of his or her responsibilities".

According to Rivai (2009), performance is a view of the overall condition of the company during that time period, which is the result or achievement that is influenced by the company's operations. a task involving the utilization of a day's worth of data.

Later, Rivai (2009) clarified that work is a function of motivation and capability. To do a task or perform a job, a person must have a certain level of confidence and capability. Because each individual in a given organization has a unique set of skills and abilities, their performance is also unique. According to Suyadi Prawirosentono (2008),



Job satisfaction

Employee job satisfaction must be created properly to increase employee morale, dedication, love and discipline. When people talk about what it's like to be an employee, the first thing that comes to mind is a positive attitude towards a job that was chosen based on a personality assessment (Robbins & Judge, 2015).

Sutrisno (2013) defines work performance as "an employee's attitude towards work which is related to the work situation, and matters related to physical and psychological factors." Mangkunegara (2015), on the other hand, states that "workplace stress is a type of stress that can be caused by the job itself or by a combination of factors."

According to Robbins and Judge (2015) states that "job satisfaction as a general attitude towards one's work, the difference between the number of rewards received by a worker and the amount believed to be received". According to Suwatno and Priansa (2016) "Job satisfaction is an employee's feelings towards his work, whether he likes or dislikes/dislikes as a result of employee interaction with his work environment or as a perception of mental attitude, also as a result of employee research on his work.

Job satisfaction is a person's general attitude towards his work (Robbins and Judge, 2007). Satisfied employees tend to speak positively about their organization, help other people or colleagues, and try to do more than expected at work. Employees who experience job dissatisfaction will feel that their work is a burden that must be done, so that the work done does not provide maximum results, and is not in accordance with the expectations and goals of the company.

Relations Between Variables

The Effect of Leadership Style on Job Satisfaction

Leadership style is an important factor influencing work behavior such as satisfaction, performance and employee turnover. Leadership style directly affects

job satisfaction through carefulness in creating attractive jobs and work environment, delegation of responsibilities and good application of regulations. Therefore, a leader with the right leadership style will lead to employee satisfaction with his work.

very strategic. Leaders must be able to create conditions that can encourage and enable employees to develop themselves, improve their abilities and leadership optimally, and with these conditions especially employees can be motivated to complete their tasks properly and quickly in accordance with applicable norms and rules. From the results of the research above, it can be concluded that:

H1: leadership style has a positive and significant effect on job satisfaction.

Work Motivation influences Job Satisfaction.

Work motivation can be used as a foundation or basis for the smooth process of forming, empowering, and developing human resources. A teacher who has high motivation will increase his performance. This means that motivation is a force used to achieve a goal, because with motivation, performance will increase. This means that motivation is a force that is used to achieve a goal, because with motivation it will raise the enthusiasm of the employees, so that motivation can affect teacher performance. This is in line with the research of Tetuko (2012), Cholil (2014), Manik (2015), and Irland (2016), Narsun (2016), Dewanggi and Sawitri (2016), Firmawati, et al (2017) which state that motivation has a positive and significant effect on performance.

Motivation is very closely related to employee job satisfaction, and several previous studies strongly support this statement, including the results of research by Juniantara, Wayan (2015) and Ria et al. (2011) proved empirically that motivation has a positive and significant effect on job satisfaction. Based on the description above, it can the hypothesis is formulated as follows:



H2: Work Motivation has a significant positive effect on Job Satisfaction.

The Effect of Leadership Style on Performance

Leadership style is a behavioral norm that is designed in such a way as to influence subordinates so that they can maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals (Guritno and Waridin, 2005). Meanwhile, other opinions state that leadership style is a pattern of behavior of a leader that is felt by others (Hersey, 2004:29). based on the description above, the hypothesis can be formulated as follows:

H3: Leadership Style has a significant effect on performance

Work Motivation Influences Employee Performance

Motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals (Mangkunegara, 2015). motivation is always a major concern because motivation is closely related to the success of a person or organization in achieving its goals. Motivation must be the concern of organizational managers, including educational institutions. Work motivation has a very large role and influences the level of effectiveness of the teacher's work because without motivation to work from within, the work will not be carried out properly and smoothly.

Work motivation can be used as a foundation or basis for the smooth process of forming, empowering, and developing human resources. A teacher who has high motivation will increase his performance. This means that motivation is a force used to achieve a goal, because with motivation, performance will increase. This means that motivation is a force that is used to achieve a goal, because with motivation it will raise the enthusiasm of the employees, so that motivation can affect teacher performance. This is in line with the research of Tetuko (2012), Cholil (2014), Manik (2015), and Irland (2016), Narsun (2016), Dewanggi and Sawitri (2016), Firmawati, et al (2017) which state that motivation has a positive and significant effect on teacher performance.

H3: Motivation has a positive and significant effect on employee performance.

Work Motivation influences Employee Performance

The research results of Suharto et al, (2005) and Hakim (2006), state that there is one factor that influences performance, namely the motivation factor, where motivation is a condition that moves a person to try to achieve goals or achieve the desired results. The results of Rivai's

research (2004) found that the stronger the work motivation, the higher the employee's performance. This means that any increase in employee motivation will provide a very significant increase in improving employee performance in carrying out their work. Based on the description above, a hypothesis can be formulated as follows :

H4: Work Motivation influences Employee Performance.

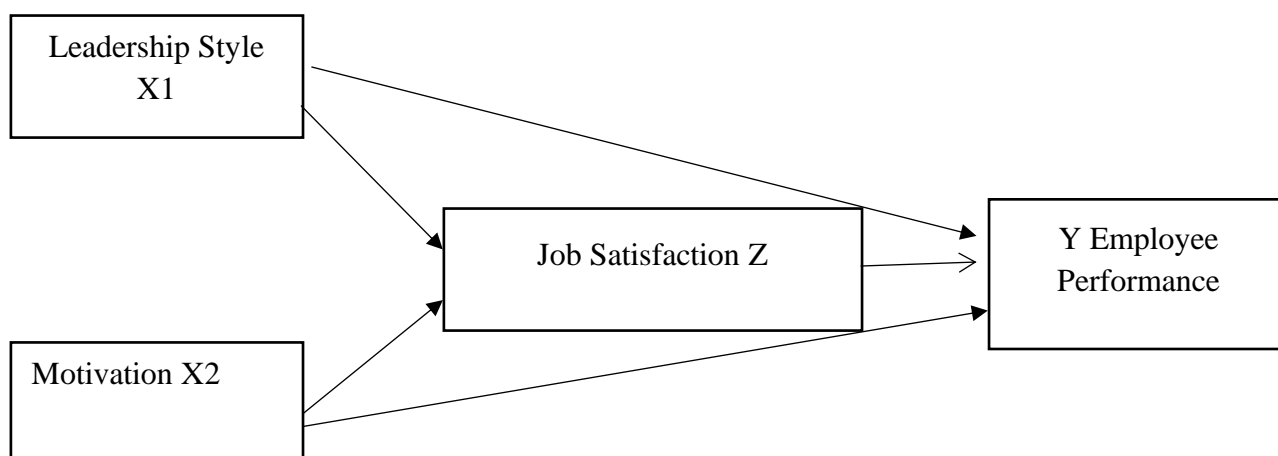
Job Satisfaction affects Employee Performance

Understanding of job satisfaction has a broad aspect, job satisfaction can not only be understood from the physical aspect of the job itself, but from the non-physical side. Job satisfaction is related to physical performance in carrying out tasks Job satisfaction has been extensively researched over the last four decades in various studies of organizational variables, including the relationship between job satisfaction and employee performance (Currivan, 1999). The results of research conducted by Ostroff (1992) showed a positive relationship between job satisfaction and employee performance.

Further disclosed more specifically, organizations with employees who are more satisfied, committed, fit and not high stress will have a higher level of performance than employees who are less satisfied, less committed, less able to adapt and experience more stress. While others based on meta-analysis show a strong positive relationship between job satisfaction and employee performance (Soon Hee Kim, 2002). Although there is disagreement among researchers about the relationship between job satisfaction and employee performance, these studies reveal that satisfied employees have lower absenteeism and turnover rates (Tett and Meyer, 1993). Based on the description above, the hypothesis can be formulated as follows:

H5 : Job Satisfaction affects Employee Performance.

The description above can be made into a hypothesis development model, as shown in Figure 1 below:





H5

RESEARCH METHODOLOGY

This study aims to analyze the relationship between Leadership Style, Work Motivation, Employee Performance, and Job satisfaction, by adopting a quantitative research approach. The research methodology includes an in-depth literature review to identify the variables to be studied and develop hypotheses about the relationships between these variables. Appropriate research methods, collecting data through valid instruments, and applying statistical analysis to test hypotheses and provide interpretation of the results.

Variable

Variables are objects that are studied and then concluded in a study by researchers. This study uses two variables, namely independent and dependent variables (Nasisrudin and Arief, 2021).

Population and Sample

Population in the research context refers to the generalization area of certain objects and subjects (Sugiyono, 2019). The population that will be the focus is all employees of Ngudi Waluyo University which consists of 246 employees, including educational staff and educational staff.

The sample size in this study was determined using the Slovin method with the estimate that the populations are relatively the same or similar so that stratification is not really necessary. Not only that, the use of this method will produce a relatively larger number of illustrations than some other methods, so that the character of the population will be more represented. Next method:

n: sample size

N: population size

α_2 : percent tolerable sampling error

Number of research samples (Slovin method):

$$n = \frac{246}{1 + 246(0,1)^2}$$

$$n = \frac{246}{2,47}$$

n = 99, 5 = 100 respondents

The sampling technique is a sampling technique. This study used simple random sampling.

Data analysis method

The statistical method used is multiple regression using SPSS software version 25.00. Before carrying out multiple regression analysis and hypothesis testing, validity and reliability tests, descriptive statistics, and classical assumptions were examined.

Validity testing is used to determine whether a list of questions has validity or not. The validity of the questionnaire indicates the extent to which the questions in the questionnaire actually measure the concept to be measured. To test validity, corrected total item correlations were used. This correlation correlates the total score obtained from all questions with the individual total score on each question. In testing the validity of research, there are benchmarks used as a reference (Ghozali, 2018).

Table 41
Validity Test Results

Items on variables	r count	r table	Information
Employee Performance			
Y1	0.805	0.367	Valid
Y2	0.749	0.367	Valid
Y3	0.686	0.367	Valid
Y4	0.704	0.367	Valid
Y5	0.691	0.367	Valid
Leadership Style			



X1.1	0.753	0.367	Valid
X1.2	0.723	0.367	Valid
X1.3	0.724	0.367	Valid
X1.4	0.716	0.367	Valid
Work motivation			
X2.1	0.942	0.367	Valid
X2.2	0.804	0.367	Valid
X2.3	0.798	0.367	Valid
X2.4	0.816	0.367	Valid
Job satisfaction	0.686		Valid
Z1		0.67	
Z2	0.691	0.67	Valid

To find out valid and invalid questions, you can see the rcount value compared to the moment product correlation table for dk (Degrees of Freedom) = $n-1 = 30-1 = 29$ for an alpha of 5% is 0.367. If $r_{count} > r_{table}$ then the question is valid and vice versa, so it can be concluded that in the table above you can see the value in the Corrected Item-Total Correlation column compared to the rtable. So all questions are valid.

Reliability Test

According to Ghozali, reliability testing is a method to measure the extent to which a questionnaire can be considered as a consistent indicator of a variable. Questionnaires are considered reliable or reliable if individual responses to questions do not change or are consistent over time. To test the reliability, the correlation between the answers on questions are measured using Cronbach's alpha statistics (α), and the questionnaire is said to be reliable if the α value obtained is > 0.6 (Ghozali, 2018).

Table 4.5
Reliability

Indicator	Cronbach Standard	Cronbach's Alpha
Leadership style	0.6	0.778
Work motivation	0.6	0.7
Employee performance	0.6	0.853
Job satisfaction	0.6	0.7

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		

*The Influence of Leadership Style and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable
(Study at Prima SR Hotel & Convention Yogyakarta)*

1	(Constant)	2,648	.315		8,395	.000
	Leadership style	.017	.153	.020	.111	.912
	Work motivation	.348	.138	.455	2,519	.013
a. Dependent Variable: job satisfaction						

In the table above, it can be seen that the significance value of Leadership Style (X1) is 0.912 and Work Motivation (X2) is 0.013. This explains that the leadership style variable (X1) has no effect on job satisfaction because the significant value is $0.912 > 0.05$. The workload variable (X2) has an effect on job satisfaction because it has a significant value of $0.013 < 0.05$.

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.473a	.224	.208	.37586
a. Predictors: (Constant), Leadership style, Work Motivation.				

In the table above, the value of R square is 0.224. This means that the influence of Leadership Style (X1) Work Motivation (X2) on Employee Performance (Y) has an effect of 22.4%. The remaining 77.6% is influenced by other variables not present in this study. Thus the value of $e1 = \sqrt{0.224} = 0.8809$.

Hypothesis test and conclusion

Based on the results of the research as explained in the results of the discussion and conclusions, it can be concluded as follows: (1) Leadership style on job satisfaction shows a positive direction with a coefficient value of 0.329 with a t-statistic value of 3.908 and is significant at $\alpha = 0.05$. This shows that the nanny style provides inspiration and motivation to subordinates to increase employee job satisfaction. (2) Work motivation on job satisfaction shows a positive relationship with a coefficient value of 0.478 with a t-statistic value of 5.831 and is significant at $\alpha = 0.05$. This shows that the more motivation given by management to employees, the job satisfaction of employees will increase. (3) Leadership style has an effect on employee performance showing a positive direction with a coefficient value of 0.163 with a statistical value of 2.448 and significant at $\alpha = 0.05$. This shows that the nanny style provides inspiration and motivation to subordinates to improve employee performance. (4) Work motivation on employee performance shows a positive relationship with a coefficient value of 0.292 with a statistical value of 3.895 and significant at $\alpha = 0.05$. This shows that the better and increased the motivation given by management to employees, the employee's performance will increase. (5) Job satisfaction on employee performance shows a positive direction with a coefficient value of 0.550 with a statistical value of 6.502 and is significant at $\alpha = 0$.

Research limitations Future research agenda



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*The Influence of Leadership Style and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable
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