

## Leadership Style and Work Motivation on Job Satisfaction and Performance of State Civil Servants in Jeneponto Regency

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### ABSTRACT

The aims of this research are (1) to examine and analyze whether leadership style and motivation directly influence job satisfaction; (2) to test and analyze whether leadership style and work motivation have a direct effect on the performance of the state civil apparatus; and (3) to test and analyze whether leadership style and work motivation have an indirect effect on performance through job satisfaction of the State Civil Apparatus. This research was conducted on ASN within the scope of the Regional Apparatus Organization (OPD) in Jeneponto Regency. The sample is the State Civil Apparatus, with a total sample of 294 people. The data analysis technique used is the SEM analysis technique with the AMOS program. The results of this study indicate that (1) leadership style and work motivation have a positive and significant effect on ASN job satisfaction. (2) Leadership style has no significant positive effect on ASN performance, while work motivation and job satisfaction have a positive and significant effect on ASN performance. (3) Leadership style and work motivation indirectly positively and significantly affect performance through ASN job satisfaction. The findings of this study are that the application of a better leadership style and higher work motivation will be able to increase job satisfaction and ASN performance in Jeneponto Regency, although the leadership style's influence on ASN performance is not strong enough or not significant, because each change of top leadership, there will always be policy changes automatically so that the employees have not felt the effects of the leadership style. Besides that, indirectly, job satisfaction can be a good mediation in seeing its role in the relationship between leadership style and work motivation in improving ASN performance in Jeneponto Regency.

**Keywords:** Leadership Style; Work Motivation; Job Satisfaction; Employee Performance.

### INTRODUCTION

Human resources is The main key for the development and achievement of government organization goals. Humans, as a part of an organization or company that has the potential, skills, and abilities of individuals as workers, have opportunities and opportunities to develop them. Therefore, humans are needed by the organization as a whole. Human resources are the most unique, most vulnerable, most unique, and difficult to predict agency/organizational assets. An organization, in carrying out its activities, will always deal with humans as dynamic resources and have the ability to continue to develop where the development of humans as a workforce will affect the stability and continuity of the organization. The role of human resources for a government agency is seen in the results of work productivity and the quality of work produced. Therefore, employee performance is a matter that deserves important attention from the relevant agencies. Existing human resources also need to be managed and fostered so that they feel satisfied in carrying out their work and that they can contribute to the performance and progress of the agency. On the other hand, the Industrial Revolution 4.0 has changed people's lifestyles to be fast-paced. This also happens in the field of public services. The community wants public services that are practical, responsive, and aspirational. By paying attention to the dynamics and development of the Industrial Revolution 4.0, there are several values that can be adopted by the bureaucracy in building its bureaucratic culture, namely an effective and efficient work process, integrated big data-based services, work processes, and information with real-time information technology platforms; coordination, collaboration and communication, both vertically, horizontally, internally and externally as well as ease of access to information;

where all of these aspects require maximum performance from employees, especially the State Civil Apparatus (ASN) in carrying out work as a public servant. Employee performance in the organization leads to the ability of employees to carry out the overall tasks for which they are responsible. These tasks are usually based on predetermined success indicators. As a result, it will be known that an employee enters a certain level of performance. In other words, if employee performance (individual performance) is good, it is likely that organizational performance (corporate performance) is also good. The performance of employees or employees will be good if they have high skills, are willing to work because of a salary, are given wages according to the agreement, and have better future hopes.

According to Edison (2016), performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Mangkunegara (2009), in the journal Setyowati & Haryana (2016), suggests that the term performance comes from the word job performance or actual performance (work achievement or actual achievement), namely the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned. Given to him. Performance is a reflection of one's abilities and skills in certain jobs, which will have an impact on rewards from the company. According to Sutrisno (2016), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with authority and responsibility respective responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him as well as the quantity, quality and time used in carrying out the task. William's Convergence Theory. Stern Mangkunegara (2006) suggests that the factors that determine performance in organizations are individual factors and organizational culture factors. Individual factors: Psychologically, normal individuals are individuals who have high integrity between psychological (spiritual) and physical (physical) functions. With high integrity between psychic and physical functions, the individual has good self-concentration; this good concentration is the main capital of individual humans to be able to manage and utilize their potential optimally in carrying out daily activities in achieving organizational goals. Organizational environmental factors are very supportive of individuals in achieving performance. The organizational environmental factors referred to include clear job descriptions, adequate authority, challenging work targets, effective communication patterns, harmonious work relations, respectful and dynamic work climate, career opportunities, and adequate work facilities. Each work unit or organization carries out various activities to achieve predetermined goals, namely trying to get maximum results, but what is more important is the welfare and advancement of the abilities of its employees because employees are an asset to the work unit, and one of the work unit activities is to advance employee capabilities. Work units that seek to foster high job satisfaction will regulate the rights and obligations of employees in such a way as to be aligned with the functions, roles, and responsibilities of employees so that employees can participate properly in their work unit. Performance as a result of work functions/activities of a person or group within an organization is influenced by various factors to achieve organizational goals within a certain period of time (Tika, 2006). In a government organization, success or failure in carrying out tasks and administering government is influenced by leadership, organizational culture, and motivation, which will ultimately create good results and improve employee performance. Leadership style is one of the factors that influence employee performance because, through good leadership style, good governance will be realized. Several theories have developed about theories that discuss leadership. First character theory, in the development of character theory, Various research efforts have been made to identify characters that are consistent with leadership. Research efforts undertaken to separate leadership characteristics have failed. Robbins (2003) stated that there were 20 different studies identifying nearly 80 leadership characteristics, but only 5 of these characteristics were found together by four studies. It was also noted that the quest to identify the character set that differentiates leaders from followers and between effective and ineffective leaders has failed. According to Krause (2000), an effective leader is one who unites everyone in facing challenges, combines them into tight units, develops strategies to overcome challenges, and successfully implements these strategies.

Second, behavioral theory seeks to identify leader behaviors. If there is a significant difference in the behavior of the leader when compared to the behavior of the being led, then leadership will be taught. If leadership can be taught, then the supply of leaders can be enlarged. The most basic difference between character theory and behavior theory lies in the underlying assumptions. Research on behavioral theory is growing in Scandinavia, where researchers have found that there is a strong emphasis on development-oriented leadership as a separate

and independent dimension. Third, in probability theory, there is a desire to be able to predict the probability that a leader will be successful in the future. Many researchers are involved in this matter, but some researchers are of the view that predicting leadership success is more complicated than separating several preferred characters or behaviors. Fourth is the situational theory, a model related to the situational theory developed by Paul Hersey and Ken Blanchard. This widely followed model has been used as a primary training tool at more than 400 Fortune 500 companies and more than 1 million managers a year from various organizations (Robbins, 2003). This theory places more emphasis on followers than leaders to achieve effective leadership. Applying this effective leadership style will encourage an increase in employee performance, as research conducted by Irwan et al. (2020) found that leadership style has a positive and significant effect on employee job satisfaction. Then, Mansyur et al. (2017) also found that the application of a good leadership style will encourage an increase in employee job satisfaction. Likewise with Sadiartha & Sitorus (2018); Aripin, et al., (2013); Pawirosumarto, et al., (2016); Ilham, R. (2018); Restanti, et al., (2020) who also found that leadership style has a positive and significant impact on increasing employee job satisfaction. The decrease in motivation in the organization is certain that the organization will find it difficult to achieve the expected targets because motivation is the energy to move all the potential that is owned both at the leadership level and the employee level. Organizations whose employees have low motivation are highly susceptible to decreased performance because their employees do not try hard to maintain organizational stability. Unstable organizations will eventually perform poorly (Uwais et al., 2018). Motivation is also the most important and vital psychological concept for leaders who direct the development of their employees toward the desired goals.

One of the motivational theories of McClelland (Mifta Thoha, 2011), when connected with Maslow's model of motivational theory, the motivational direction of the McClelland model focuses more on satisfying social needs. Therefore McClelland's theory of motivation is called social motivation theory. According to Cole (2009), motivation is basically about what gives one's energy to work in a certain method with a certain amount of determination. Motivation supports job satisfaction and increases employee productivity. One of the most significant elements is the determination that one has towards one's goals. So, this determination is the energy that gives birth to motivation. This energy can come from external or internal sources. Previous research has revealed that high work motivation will have a significant impact on improving employee performance. Research by Irwan et al. (2020) found that work motivation has a positive and significant effect on improving employee performance. Likewise, Abdurrahman et al. (2018) also found that high motivation will also encourage high job satisfaction. Furthermore, in other research, including Alwany et al. (2017), Nurung et al. (2020), Pananrangi et al. (2020), and Restanti et al. (2020), that work motivation plays an important role and is even needed to increase employee job satisfaction in an organization. Job satisfaction is also an important factor in achieving good performance. Job satisfaction is a reflection of the feelings of people/employees towards their work. Employees not only work formally in the office but must be able to feel and enjoy their work so that they will not feel bored and will be more diligent in their activities. Employees will be happier at work if they are supported by various conducive situations so that they can develop their skills. The theory of job satisfaction tries to reveal what makes some people more satisfied with their work than others. Greenberg and Baron (Priansa, 2016: 297) stated one theory regarding job satisfaction, namely the Two-factor Theory, where the theory of job satisfaction describes satisfaction and dissatisfaction originating from different groups of variables, namely hygiene factors and motivators. Hygiene factors are job dissatisfaction caused by a different set of factors (quality, supervision, work environment, payroll, security, institutional quality, work relations, and organizational policies).

The State Civil Apparatus (ASN) has a position as an element of the state apparatus whose duty is to provide services to the community in a professional, honest, fair, and equitable manner in carrying out state, government, and development tasks (Source of Law Number 43 of 1999 concerning Personnel Principles). Thus, it can be said that ASN has a very decisive role in achieving goals, which is the key to determining the government's success in exercising authority. The Regional Secretariat of the Jeneponto Regency Government, which is one of the organizations/institutions that play a role in developing, improving the quality, and coordinating ASN elements in society at the Regency level in accordance with the mandate of the Jeneponto Regency Regional Regulation Number: 11 of 2012 concerning Regional Apparatus Organizations (OPD) within the Jeneponto Regency Government (Regional Gazette of Jeneponto Regency Year 2012 Number 11). It is in this institution that the activities of employees are expected to be able to play a role in realizing a work pattern and being able to overcome

all problems related to the quality of performance within the scope of the Regional Government. However, it turns out that there are still quite a lot of gaps that are not in accordance with idealism, and there are still some weaknesses that are still shown by the State Civil Apparatus where they are less motivated with their work. There are those who are not on time when they enter the office, delay office assignments, lack time discipline, and cannot make good use of office facilities. This is what needs to get attention from managerial parties, especially the leadership of the organization so that they can prevent it as early as possible and try to improve the quality of human resource management in the organization. How is it possible if, in order to achieve the goals expected by the organization, many employees are not concerned with what has to be done and has become their responsibility? Even though ASN has quite a large role in developing its potential to organize and form the concept of true governance. Related to this, if referring to the results of the performance appraisal for Civil Servants (PNS) carried out by the Appraiser once in 1 year, which is carried out at the end of December of the year concerned, or it could be no later than the end of January in the following year, shows that there are still problems with ASN performance in Jeneponto Regency. ASN work performance assessment referring to Employee Work Targets (SKP) from Regional Apparatus Organizations (OPD) in the Regional Government of Jeneponto Regency for the last five years is presented as follows:

Table 1 Data on ASN Employee Work Targets (SKP) in Jeneponto Regency Regional Apparatus Organizations from 2015 to 2019

Year Period	SKP Achievement Value
2015	89,65
2016	87,58
2017	88,33
2018	85,24
2019	83,47

Source: Jeneponto Regency Regional Apparatus Organization, 2020

Based on Table 1.1 above, it is known that there are results of SKP achievement values that have decreased even though they tend to be in fluctuating conditions when compared to the previous year's period, wherein the period 2015 to 2016, namely the employee performance appraisal decreased from 89.65 to 87.58 and increased again in the 2017 period to 88.33. Then, entering the period from 2018 to 2019, it experienced a decline again, so the latest data shows employee performance achievements of only 83.47. This is a contributing factor to the decline in ASN performance in the Regional Apparatus Organization (OPD) of the Regional Government of Jeneponto Regency. On the other hand, it was found that there was a phenomenon that had begun to appear in the Jeneponto Regency Regional Apparatus Organizational Scope, namely the understanding and application of the organizational structure formed in governance and management of the Jeneponto Regency Regional Apparatus Organization whose leadership was handled directly by the Regent as the Top Leadership seemed to experience several problems including :

- 1) The understanding of bureaucracy or hierarchy in the current government, especially in the Jeneponto Regency Regional Apparatus Organization, in the sense that bureaucracy or hierarchy in all lines has not been implemented optimally because understanding and interpretation in leading the organization have not been understood correctly. The simple definition of organization is actually service, not power. Habluminannas and Habluminallah have not been implemented properly and sincerely among those in power because they were wrong in the implementation of the organization, so it seems that certain echelon holders are more inclined to apply power rather than to their ministry.
- 2) Service symbols that lead to excellent service are far from the expectations of the community because the dominant powers appear when full service is needed, which, in the end, appears as half-hearted service. One example of services that are incidental in nature, such as promotion services for civil servants, both structural and functional, are often constrained without the support of compensation when proposing the promotion; it is even possible that the proposed promotion file will be lost without accountability. On the other hand, in terms of services at the lower level, such as at the level of the Education Technical Service Unit, which is

held by Echelon IVA holders or an institution called the UPTD at the District level, which serves Structural and Functional ASNs.

- 3) This shift in the main function of an organization must be managed properly by Top Leadership. If this is allowed, the impact will be entrenched among echelon officials and will cause service barriers to never be completed, and even the direction of service quality will always be questioned.

Other factors that impede service, apart from power, are kinship and family factors; even though it is real like that, the justice factor is more important than all other factors in terms of service to the community. To strengthen all of this, services should indeed be supported by providing services that are commensurate with the results of services provided to the community so that half-hearted services will no longer appear. This has the consequence that every leader must pay serious attention to fostering, mobilizing, and directing all potential employees/employees in their environment so that volume and workload are goal-directed (M. Thoha, 2001). Leaders need to carry out serious coaching for subordinates so that it can lead to organizational satisfaction and commitment so that, in the end, they can increase high performance. This research also departs from differences in the results of previous research (research gap), where several previous studies, as described previously, proved that leadership style, organizational culture, and motivation significantly impact employee satisfaction and performance. However, it is different from research conducted by Nurung et al. (2020), where leadership style has no significant effect on job satisfaction, as well as research by Rompas et al. (2018); Purwanto et al. (2020); Razak et al., (2018); Shahab & Nisa (2014); Aripin et al., (2013) found an insignificant effect of leadership style on employee performance. Furthermore, Irwan et al. (2020) Related work motivation also found that there was an insignificant impact between work motivation and job satisfaction Mansyur et al., )2017), as well as work motivation on performance which, according to previous studies, had an insignificant effect, Irawan et al., (2020; Pananrangi et al., 2020). Finally, in Pawirosumarto's research, et al. (2016), Andyanto et al. (2018), and Irawan et al. (2020) found that job satisfaction has no significant and positive effect on employee performance. Work on Job Satisfaction and Performance of State Civil Servants in Jeneponto Regency".

## RESEARCH METHODS

This research is creative and descriptive in nature, which aims to obtain a description of the variable characteristics of leadership style, work motivation, job satisfaction, and performance of the State Civil Apparatus in the Jeneponto District Government. The nature of verification research basically wants to test the truth of a hypothesis, which is carried out through data collection in the field. In this study it will be tested whether there is a significant influence between the factors of leadership style, work motivation, job satisfaction, and the performance of the Jeneponto Regency State Civil Apparatus. Thus, the research method used is descriptive survey and explanatory survey methods. Information from a portion of the population (sample of respondents) was collected empirically at the scene, with the aim of knowing the opinion of some of the population (sample) on the object being studied. In accordance with the formulation of the problem and research objectives that have been formulated previously, this study uses a pattern of explanation (level of explanation), namely research that aims to explain the position of the variables studied and the relationship between variables with other variables (Sugiyono, 2002 in Arief 2011 ).

### Data Types and Sources

Data is everything that is known or considered to have properties that can provide an overview of a situation or problem (Supranto, 2001). The data used in this study include:

- 1) Primary Data According to Algifari (1997), primary data is data obtained directly from the original source (without going through an intermediary). The primary data in this study is questionnaire data.
- 2) Secondary data, is research data obtained indirectly through intermediary media (obtained and recorded by other parties).

### Data Collection Techniques

Data collection methods used in this study are:

- 1) Questionnaire, is a data collection method that is done by giving questions to respondents with a questionnaire guide. The questionnaire in this study uses open and closed questions.

- 2) Observation is a research method where researchers make direct observations on research objects.
- 3) A literature study is a data collection method that is carried out by reading books, literature, journals, references related to this research, and previous research related to the research being carried out.

### Population and Sample

The population is a combination of all elements in the form of events, things, or people with similar characteristics, which are the centre of attention of researchers; therefore, it is seen as a research universe (Ferdinand, 2006). The population in this study is all ASN within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency, namely 1,115 people. The sample is a subset of the population, consisting of several members of the population (Ferdinand, 2006). Meanwhile, according to Ghozali (2005), survey research is research that takes samples from a population and uses questionnaires as the principal data collection tool.

### Data analysis method

Data analysis and interpretation for research aimed to answer research questions to uncover certain social phenomena. Data analysis is simplifying data into a form that is easier to read and implement. The method chosen to analyze data must be in accordance with the research pattern and the variables to be studied. To analyze the data, The Structural Equation Modeling (SEM) from the AMOS 4.0 statistical software package was used to model and study hypotheses. Structural equation model, Structural Equation Model (SEM) is a set of statistical techniques that allow testing a series of relatively "complicated" relationships simultaneously, Ferdinand, (2006, p: 181).

## RESEARCH RESULTS AND DISCUSSION

The empirical model used in this research is to test the hypothesis through SEM analysis testing with the AMOS program. Criteria from the results of hypothesis testing by looking at the p-value. If the p-value is less than 0.05 ( $p\text{-value} \leq 0.05$ ), then the relationship or influence between variables is significant (Ghozali, 2011). In addition, it also explains the direct effect (direct effect), which means that there is a direct positive effect between variables, and indirect effect, which means there is an indirect positive effect between variables, as well as the total effect, namely accumulation of direct and indirect effects of each variable analyzed. The test results are presented in Table 27 below:

Table 27 Results of Research Hypothesis Testing

No	Variable			Direct Effects	Indirect Effects	Total Effects	P-Value	Information
	Free Variables	Variable Intervening	Dependent variable					
1	Leadership Style (X1)	Job satisfaction (Y1)	-	0,299	0,000	0,299	<b>0,000</b>	Positive and Significant
2	Work Motivation (X3)	Job satisfaction (Y1)	-	0,348	0,000	0,348	<b>0,000</b>	Positive and Significant
3	Leadership Style (X1)	-	Employee Performance (Y2)	0,051	0,000	0,051	<b>0,298</b>	Positive No Significant
4	Work Motivation (X3)	-	Employee Performance (Y2)	0,147	0,000	0,147	<b>0,007</b>	Positive and Significant
5	-	Job satisfaction (Y1)	Employee Performance (Y2)	0,545	0,000	0,545	<b>0,000</b>	Positive and Significant
6	Leadership Style (X1)	Job satisfaction (Y1)	Employee Performance (Y2)	0,051	0,163	0,214	<b>0,000</b>	Positive and Significant

7	Work Motivation (X3)	Job satisfaction (Y1)	Employee Performance (Y2)	0,147	0,189	0,336	<b>0,000</b>	Positive and Significant
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Source: Primary data processed, 2021

The results of hypothesis testing based on Table 27 can be interpreted as follows:

- 1) Hypothesis 1: Leadership style has a significant positive effect on job satisfaction  
 Testing the hypothesis of the influence of leadership style (X1) on job satisfaction (Y1) can be proven by a probability value of  $0.000 < 0.05$ . The value of the standardized regression weights estimate of 0.299 is positive, which indicates a positive direction, meaning that the better the leadership style, the employee's job satisfaction will increase. It can be concluded that the change in the increase in leadership style is positive and significant towards job satisfaction. Thus, these results indicate that there is sufficient empirical evidence to accept the hypothesis (H1) that leadership style has a positive and significant effect on job satisfaction. These findings support previous research including Irwan, et al., (2020); Mansyur, et al., (2017); Sadiartha & Sitorus (2018); Aripin, et al., (2013); Pawirosumarto, et al., (2016); Ilham, R. (2018); Restanti, et al., (2020).
- 2) Hypothesis 2: Work motivation has a significant positive effect on job satisfaction  
 Testing the hypothesis of the effect of work motivation (X3) on job satisfaction (Y1) can be proven by a probability value of  $0.000 < 0.05$ . The value of the standardized regression weights estimate of 0.348 is positive, which shows a positive direction, meaning that the better the work motivation, the higher the job satisfaction of employees will increase. Thus, these results indicate that there is sufficient empirical evidence to accept the hypothesis (H3) that work motivation has a positive and significant effect on job satisfaction. These findings support previous research including Irwan, et al., (2020); Abdurrahman, et al., (2018); Alwany, et al., (2017); Nurung, et al., (2020); Pananrangi, et al., (2020); Restanti, et al., (2020).
- 3) Hypothesis 3: Leadership style has a significant positive effect on employee performance  
 Testing the hypothesis of the influence of leadership style (X1) on employee performance (Y2) can be proven by a probability value of  $0.298 > 0.05$ . The value of the standardized regression weights estimate of 0.051 is positive, which indicates a positive direction, meaning that the better the leadership style, the higher the employee's performance will increase. It can be concluded that the change in the increase in leadership style is positive but has no significant effect on improving employee performance. Thus, these results indicate that there is sufficient empirical evidence to reject the hypothesis (H4) that leadership style has no significant positive effect on employee performance.
- 4) Hypothesis 4: Work motivation has a significant positive effect on employee performance  
 Testing the hypothesis of the effect of work motivation (X3) on employee performance (Y2) can be proven by a probability value of  $0.007 < 0.05$ . And the value of the standardized regression weights estimate of 0.147 is positive which shows a positive direction, meaning that the better the work motivation, the employee's performance will also increase. Thus, these results indicate that there is sufficient empirical evidence to accept the hypothesis (H6) that work motivation has a positive and significant effect on employee performance. These findings support previous research including Pananrangi, et al., (2020); Brury, M. (2016); Alwany, et al., (2017); Abdurrahman, et al., (2018); Irwan, et al., (2020); Shahzadi, et al., (2014); Rizawan, et al (2014).
- 5) Hypothesis 5: Job satisfaction has a significant positive effect on employee performance  
 Testing the hypothesis of the effect of job satisfaction (Y1) on employee performance (Y2) can be proven by a probability value of  $0.000 < 0.05$ . And the value of the standardized regression weights estimate of 0.545 is positive which shows a positive direction, meaning that the better the job satisfaction, the employee's performance will also increase. It can be concluded that changes in increasing job satisfaction are positive and significant towards employee performance. Thus, these results indicate that there is sufficient empirical evidence to accept the hypothesis (H7) that job satisfaction has a positive and significant effect on employee performance. These findings support previous research including Khan, et al., (2012); Dugguh & Dennis (2014); Irwan, et al., (2020); Abdurrahman, et al., (2018); Alwany et al., (2017); Aripin, et al., (2013); Okta, et al., (2015); Soomro & Shah (2018); Ilham, R. (2018); Pananrangi, et al., (2020); Nurhaida, et al., (2018); Abadiyah, R. (2016); Brury, M. (2016).

Furthermore, in testing hypothesis 6 and hypothesis 7 which is a test of indirect effects, the test results are based on the results of calculations using the SEM-AMOS software as follows.

Table 28 Direct, Indirect, and Total Effects Standardized Direct Effects  
 (Group number 1 - Default model)

	Motivation	Style_Leadership	Job satisfaction	Performance
Job satisfaction	.348	.299	.000	.000
Performance	.147	.051	.545	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Motivation	Style_Leadership	Job satisfaction	Performance
Job satisfaction	.000	.000	.000	.000
Performance	.189	.163	.000	.000

Standardized Total Effects (Group number 1 - Default model)

	Motivation	Style_Leadership	Job satisfaction	Performance
Job satisfaction	.348	.299	.000	.000
Performance	.336	.214	.545	.000

Source: Primary data processed, 2021

Based on the results of the analysis in Table 28 above, the discussion can be described as follows

- Hypothesis 6: Leadership style has a significant positive effect on performance through job satisfaction  
 Calculation of the significance of the indirect effect of leadership style (X1) on employee performance (Y2) through job satisfaction (Y1) can be done with the help of the Sobel test. The results of the Sobel test are shown in the following figure:

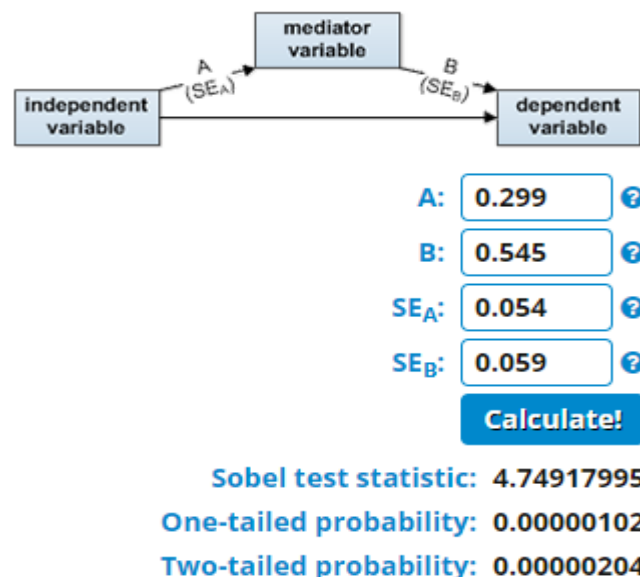


Figure 13.

Sobel Test Results: The Effect of Leadership Style on Performance through Employee Job Satisfaction

Based on the results of the Sobel test, a probability value of 0.000 < 0.05 was obtained. A value standardized indirect effect equal to 0.163 has a positive value indicating a positive direction, meaning that the better the leadership style, the employee's job satisfaction will also increase so that with an increase in job satisfaction the employee's performance will also increase. It can be concluded changes in leadership style increase in a



positive and significant direction indirectly on performance through employee job satisfaction. Thus, these results indicate that there is sufficient empirical evidence to accept the hypothesis (H8) that leadership style has a positive and significant effect on performance through employee job satisfaction.

- Hypothesis 7: Work motivation has a significant positive effect on performance through job satisfaction  
 Calculation of the significance of the indirect effect between work motivation (X3) and employee performance (Y2) through job satisfaction (Y1) can be done with the help of the Sobel test. The results of the Sobel test are shown in the following figure:

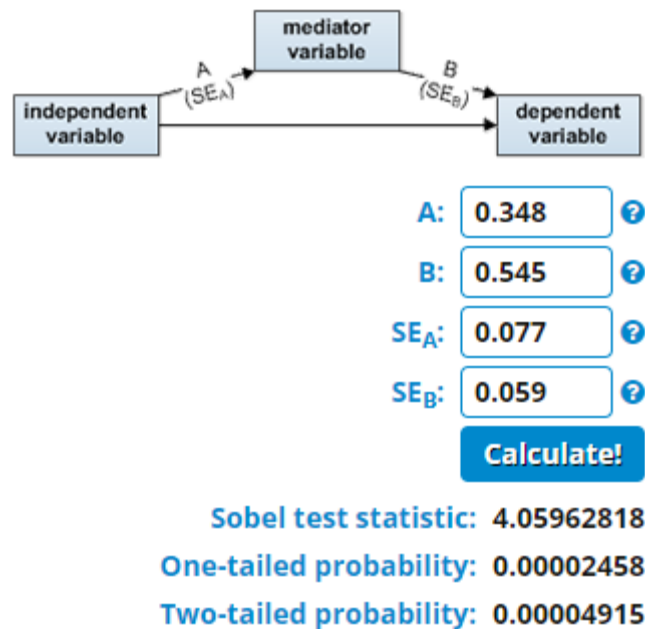


Figure 15  
 Sobel Test Results Effect of Work Motivation on Performance Through  
 Employee Job Satisfaction

Based on the results of the Sobel test, a probability value of  $0.000 < 0.05$  was obtained. The value standardized indirect effect 0.189 is a positive value indicating a positive direction, meaning that the better the work motivation, the employee's job satisfaction will increase, so with an increase in job satisfaction, the employee's performance will also increase. It can be concluded that changes in increasing work motivation are positive and significant indirectly on performance through employee job satisfaction. Thus, these results indicate that there is sufficient empirical evidence to accept the hypothesis (H10) that work motivation has a positive and significant effect on performance through employee job satisfaction.

## Research Discussion

### The Effect of Leadership Style on Job Satisfaction

This study provides theoretical implications in understanding the role of leadership style based on respondents' responses to employee job satisfaction, especially the State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency. Based on research results, it is proven that leadership style has a positive and significant effect on ASN job satisfaction. That is, the better the leadership style applied to the Jenepono Regency Regional Apparatus Organization (OPD), the job satisfaction of ASN will increase. This finding reinforces the theory put forward by As'ad (1995) that a good leadership style will affect a person's job satisfaction, and vice versa. The more aspects of work that are in accordance with the wishes of employees, the higher the level of satisfaction they feel. Siagian (1999) defines leadership as an activity to influence people's behaviour to work together towards a certain goal that they want together. In other words, leadership is the ability to influence a group to achieve the goals of the group so that it will directly impact the job satisfaction of each individual. Leader behaviour is one of the important factors that can affect job satisfaction.

According to Miller et al. (1991), leadership style has a positive relationship to employee job satisfaction. The results of Gruenberg's research (1980) found that close and mutually helpful relationships with colleagues and supervisors are very important and have a strong relationship with job satisfaction and have nothing to do with workplace conditions and type of work. Ramlan Ruvendi (2005) reveals that an effective leadership style is leadership that is adapted to the circumstances (contingency). An indication of a decline in morale and enthusiasm for work is shown by the high rate of absenteeism and employee turnover. It arises as a result of unpopular leadership. Several previous studies also support the findings of this study, including Irwan, et al., (2020) who found that leadership style has a positive and significant effect on employee job satisfaction. Then, Mansyur, et al., (2017) also found that the application of a good leadership style will encourage an increase in employee job satisfaction. Likewise with Sadiartha & Sitorus (2018); Aripin, et al., (2013); Pawirosumarto, et al., (2016); Ilham, R. (2018); Restanti, et al., (2020) who also found that leadership style has a positive and significant impact on increasing employee job satisfaction.

### **Effect of Work Motivation on Job Satisfaction**

This study provides theoretical implications in understanding the role of work motivation based on respondents' responses to employee job satisfaction, especially the State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency. Based on research results, it is proven that work motivation has a positive and significant effect on ASN job satisfaction. That is, the more ASN work motivation in the Jeneponto Regency Regional Apparatus Organization (OPD), the job satisfaction will also increase. Motivation is the most significant element for all private as well as public organizations. Motivation plays an important role for organizational achievement. The term motivation basically comes from the word motive (Chaudhary & Sharma, 2012). So the meaning of the word motive is desire, and need. Employee motivation is a procedure in which organizations have to motivate their employees in the form of bonuses, awards and some other incentives. According to Cole (2009) motivation is basically about what gives one's energy to work in a certain method with a certain amount of determination. Motivation supports job satisfaction and increases employee productivity. One of the most significant elements is the determination that one has towards one's goals. So this determination is the energy that gives birth to motivation. This energy can come from external or internal sources. Hasibuan (2008) states that motivation is the provision of driving force that creates enthusiasm for one's work so that they want to work together, work effectively and integrate with all efforts to achieve job satisfaction. In this case, motivation is one of the things that influence human behavior, motivation is also referred to as a driver, desire, supporter or need - a need that can make a person excited and motivated to reduce and fulfill one's own impulses, so that they can act and act according to their own ways. certain way that will lead to the optimal direction. Respondents highlighted the work motivation in the OPD in the Regional Government of Jeneponto Regency, especially on several indicators including the Opportunity to attend training (X3.2) indicator, which on average was considered low, while on the other hand the loading factor value of this indicator was relatively high. (0.930), meaning that by providing equal opportunities to every employee, in this case ASN, to attend training and education can be one way to increase the individual's work motivation. so that with high motivation it will have an impact on increasing job satisfaction. Several previous studies also support the findings of this study, including Irwan, et al., (2020) who found that work motivation has a positive and significant effect on improving employee performance. Likewise, Abdurrahman, et al., (2018) also found that high motivation will also encourage high job satisfaction. Furthermore, in other research including Alwany, et al., (2017); Nurung, et al., (2020); Pananrangi, et al., (2020); Restanti, et al., (2020) that work motivation plays an important role and is even needed to increase employee job satisfaction in an organization.

### **The Effect of Leadership Style on Performance**

This study provides theoretical implications in understanding the role of leadership style based on respondents' responses to improving employee performance, especially the State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency. Based on research results, it is proven that leadership style has a positive but not significant effect on employee performance, especially ASN in Jeneponto Regency. This positive influence means that the better the leadership style applied to the Jeneponto Regency Regional Apparatus Organization (OPD), the employee's performance will also

increase, even though the increase is relatively small or does not give much meaning to changes in performance. The findings from this study indicate an insignificant effect of leadership style on employee performance, especially ASN in Jenepono Regency, because respondents perceive that the leadership style applied within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency is not in accordance with the expectations of the ASN. This happens because every change of top leadership automatically changes policy, so that the effect of the leadership style has not been felt by the employees, there has been another mutation or change of leadership. As in situational theory according to Graeff (1983) suggests that leaders choose the best action based on situational conditions or circumstances. Different leadership styles may be more appropriate for different types of decision making. For example, in situations where the leader is expected to be the most knowledgeable and experienced member of the group, an authoritarian leadership style may be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, the democratic style may be more effective. The results of this study support the findings from previous studies including Rompas, et al., (2018) which found that leadership style has no significant effect on employee performance. Then, Purwanto, et al., (2020) also found that the application of a leadership style was not optimal in supporting increased performance. Likewise with Razak, et al., (2018); Shahab & Nisa (2014) also found that the application of leadership style was not optimal so that this had a relatively small or insignificant increase in employee performance in improving employee performance.

### **Effect of Work Motivation on Employee Performance**

This study provides theoretical implications in understanding the role of work motivation based on respondents' responses to employee performance, especially the State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency. Based on research results, it is proven that work motivation has a positive and significant effect on ASN performance. That is, the higher the work motivation of employees, especially ASN in the Jenepono Regency Regional Apparatus Organization (OPD), the performance of ASN will also increase. Research conducted by Shahzadi, et al., (2014) reveals that organizations in an increasingly dynamic global world are constantly trying to develop and motivate their employees to help achieve increased performance in various ways and good human resource practices. One of them is by increasing employee motivation, where this practice is most often used by organizations to achieve the desired goals (Güngör, 2011). According to a study conducted by Grant (2008), high motivation will force optimal performance from employees. Furthermore, motivated individuals are more autonomously oriented and more independent than those who are less motivated. Furthermore, motivated employees are highly involved in every job and are more willing to take responsibility (Kuvaas & Dysvik, 2009). Luthans (2002) in his theory asserts that motivation is a process that arouses, encourages, directs, and sustains behavior and performance. That is, it is the process of prompting people to action and to carry out a desired task. One way to encourage individuals is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Furthermore, Handoko (1994) argues that motivation is a state in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals. Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees towards achieving organizational goals. Mental attitude is a mental condition that encourages employees to try to achieve maximum work performance. Work motivation in this study is measured by five indicators which are directly important factors in employee motivation. The indicator "Having the opportunity to help colleagues (X3.6)" is the indicator that is most highly rated by respondents in its effect on improving employee performance. In this case, employees at the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency are given the opportunity to help one another if they experience problems in completing work, so this is one measure of creating high work motivation. In addition, the indicator "Having the opportunity to excel (X3.1)" was also highly rated by respondents because the majority of respondents considered that they were motivated to work because they had the opportunity to demonstrate their work performance. Several previous studies also support the findings of this study, including Pananrangi, et al., (2020) who found that work motivation has a positive and significant effect on employee performance. Then, Brury, M. (2016) also found that work motivation has a significant effect on employee performance. Likewise with Alwany, et al., (2017); Abdurrahman, et al., (2018); Irwan, et al., (2020); Shahzadi, et al., (2014); Rizawan, et al (2014) found that employee performance is influenced by many things

where employee motivation is the main factor, where if employees are more motivated at work, employee performance will also increase.

### **The Effect of Job Satisfaction on Employee Performance**

This study provides theoretical implications in understanding the role of job satisfaction based on respondents' responses to employee performance, especially the State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency. Based on research results, it is proven that job satisfaction has a positive and significant effect on ASN performance. That is, the higher the job satisfaction of employees, especially ASN in the Jenepono Regency Regional Apparatus Organization (OPD), the performance of ASN will also increase. Roe and Davis (2008) in theory say that high job satisfaction will encourage the realization of organizational goals effectively. Meanwhile, a low level of job satisfaction is a threat that will bring destruction or setbacks to the organization sooner or later. Robbins (2006) states that job satisfaction is the general attitude of individuals towards their work. (Doni, 2016). Gibson, Ivancevich, and Donnely (2010), stated that job satisfaction is a person's attitude towards his service, that attitude comes from his perception of his work. George and Jones (2007), stated that job satisfaction is a collection of feelings, beliefs, and thoughts about how a person responds to his work. (Doni, 2016). As previously stated, job satisfaction in the most general conceptualization, is simply how content an individual is with his job. In simple terms, job satisfaction refers to the attributes and feelings that people have about their jobs. A positive and pleasant attitude towards work indicates job satisfaction. Negative and unpleasant attitudes toward work indicate job dissatisfaction (Armstrong, 2003). This satisfaction may be affective: a one-dimensional subjective construct that represents the overall emotional feeling that individuals have about their job as a whole (Kalleberg, 1977; Moorman 1993). It may also be cognitive: a more objective or logical evaluation of various aspects of the job. Cognitive job satisfaction does not assess the level of pleasure or happiness that arises from certain aspects of work, but rather measures the extent to which these aspects of work are considered by job holders to be satisfying compared to the goals they set themselves or with other jobs. Various literature on organizational behavior and organizational psychology, revealed that job satisfaction is considered as the most researched area (Keung-Fai, 1996; George et al, 2008). Sousa-Poza and Sousa-Poza (2000) in their theory reveal that the performance of the workforce or in this case employees is better is the result of the level of job satisfaction. In this case, the low level of job satisfaction has a negative effect on the achievement of goals and the performance of employees in an organization (Meyer, 1999). Employee dissatisfaction has an adverse effect on organizational efficiency. Therefore, focusing on job satisfaction is one of the most important topics in organizational settings so that expectations of better employee performance will be realized. Several previous studies also support the findings of this study including Khan, et al., (2012) who found that aspects of job satisfaction significantly affect the level of job satisfaction. Dugguh & Dennis (2014) also found that although the concept of job satisfaction is complex, using the variable job satisfaction is an appropriate mechanism and can be very helpful in improving employee performance in an organization. This is also reinforced by several other studies including Irwan, et al., (2020); Abdurrahman, et al., (2018); Alwany et al., (2017); Aripin, et al., (2013); Okta, et al., (2015); Soomro & Shah (2018); Ilham, R. (2018); Pananrangi, et al., (2020); Nurhaida, et al., (2018); Abadiyah, R. (2016); Brury, M. (2016) that job satisfaction is a determinant in improving employee performance.

### **The Effect of Leadership Style on Performance through Job Satisfaction**

The results of research that has been conducted on State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency, proves that leadership style has a positive and significant effect on improving performance if it is mediated by job satisfaction factors. This positive influence means that the better the leadership style applied to the Jenepono Regency Regional Apparatus Organization (OPD), the job satisfaction will also increase, so that in the end employee performance will also increase. This finding is important for the Regional Apparatus Organization (OPD) in the Regional Government of Jenepono Regency to note that job satisfaction has an important role in mediating the influence of leadership style on employee performance. Which, when looking at the direct impact, does not have a strong effect on improving performance, whereas if it is followed by high job satisfaction it will actually have a big impact on improving employee performance. Therefore, increasing job satisfaction has the potential to be a good strategy in

mediating the influence of leadership styles on employee performance. The effect of job satisfaction on performance improvement is proven empirically, that job satisfaction has a significant relationship with increased performance (Ostroff, 1992) is organizational performance, not individual performance. Although individual performance will in turn improve organizational performance, it is possible that the two levels of performance are in conflict with each other. Meanwhile, according to Maryani and Supomo (2001) and research results from Masrukin and Waridin (2006) indicate that job satisfaction has a significant relationship with individual employee performance. The role of higher job satisfaction is a good momentum in mediating the influence of leadership styles on employee performance.

Leadership is one of the issues in management that is still interesting enough to be discussed today. The mass media, both electronic and print, often displays opinions and talks that discuss leadership (Locke E.A, 1997). The role of leadership which is very strategic and important for the achievement of the mission, vision and goals of an organization, is one of the motives that encourages people to always investigate the intricacies associated with leadership. Good leadership will affect the job satisfaction of an ASN, and vice versa. The more aspects of work that are in accordance with the wishes of employees, the higher the level of satisfaction they feel. (Moh. As'ad, 1995). Furthermore, when an employee has high job satisfaction, it will affect the achievement of employee performance in an organization (Meyer, 1999). In line with the findings from research conducted by Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020) that job satisfaction can mediate the influence of leadership style on employee performance. Likewise with research by Mansyur, et al., (2017) which revealed that leadership style would indirectly be able to improve employee performance through the role of job satisfaction as an intervening variable. The implication of this research is that a good leadership style shown by a leader who is trusted, challenges creativity, encourages innovation, inspires to achieve goals, and acts as a mentor, is the main driver in increasing employee job satisfaction, so that if employees feel high satisfaction then this will have an impact on improving ASN performance, especially in OPD in Jeneponto Regency.

### **The Effect of Work Motivation on Performance through Job Satisfaction**

The results of research that has been conducted on State Civil Apparatus within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency, proves that work motivation has a positive and significant effect on increasing performance if it is mediated by job satisfaction factors. This positive influence means that the better one's work motivation in the Jeneponto Regency Regional Apparatus Organization (OPD), the job satisfaction will also increase, so that in the end the employee's performance will also increase. An interesting finding from this study is that work motivation does not only have a direct impact on improving performance, but also indirectly through job satisfaction also has a significant impact on improving ASN performance at OPD in Jeneponto Regency. In this case, existing employee performance issues can be resolved by considering the factors of work motivation and high job satisfaction. Aspects of work motivation include having the opportunity to excel, the opportunity to attend training, having the authority to complete work using their own methods, getting a better position by competing in a healthy manner, and having the opportunity to help colleagues, where these five important aspects will determine the improvement employee job satisfaction, so that if job satisfaction increases, employee performance will also increase. The research that has been done shows that motivation has a considerable influence on job satisfaction and employee performance, meaning that work motivation it will encourage high job satisfaction resulting in good performance as well. Schulze et al., (2003) emphasized that in order to understand individual behaviour in the workplace, policymakers must be able to realize the concept of the need for motivation because this will help employees to act in completing work better and of course will result in job satisfaction. high and ultimately leads to performance as expected. This finding is in line with research conducted by Pananrangi, et al., (2020) that motivation has a positive and significant effect on performance if it is mediated by job satisfaction, likewise with research by Alwany, et al., (2017) which revealed that employee motivation will be able to increase job satisfaction so that high job satisfaction will encourage increased employee performance. Abdurrahman, et al., (2018) and Irwan, et al., (2020) also found that job satisfaction is important in mediating the relationship between employee motivation and performance. This study implies that opportunities for achievement indicate high work motivation, opportunities to attend training, having the authority to complete work using their own methods, getting a better position by competing fairly, and having the opportunity to help colleagues, is the main driving force in increasing employee job satisfaction, so

that if employees feel high satisfaction then this will have an impact on improving ASN performance, especially at OPD in Jeneponto Regency.

### **Research Findings**

1. As previously described regarding the results of research that has been conducted on employees, especially ASN within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency, the findings from this study are:
2. The novelty of this research is different from previous research because it makes a model that integrates several variables studied, namely leadership style and work motivation on performance through job satisfaction within the scope of the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency. From this model, the researchers revealed that there was no direct significant relationship between leadership style and performance, but if through the job satisfaction variable, the leadership style could improve employee performance.
3. Regarding the direct effect on employee performance, it is evident that only work motivation and job satisfaction factors have a positive and significant impact on improving performance, while leadership style has no significant effect in encouraging employee performance improvement. Of the four factors analyzed in view of the direct impact on employee performance, it turns out that job satisfaction is seen as the most important factor in influencing employee performance with a large influence on work motivation (0.147); and leadership style which is only 0.051. This finding implies that the role of job satisfaction is very important for creating optimal performance as expected by the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency
4. The indirect impact shows interesting results because leadership style is an important factor in improving employee performance directly if it is mediated by job satisfaction. It can be seen that there is an indirect increase in performance of 0.163 compared to the direct effect of only 0.051. Likewise, work motivation can also have a significant indirect impact on improving performance through job satisfaction. As for work motivation, it appears that the indirect effect is greater than the direct effect on employee performance, so this is one of the interesting findings to be applied to Regional Apparatus Organizations (OPD) in the Regional Government of Jeneponto Regency.

### **Research Limitations**

This research is inseparable from the existence of several limitations as the researchers describe as follows:

1. This research is limited to the use of leadership style, motivation, job satisfaction, and employee performance variables. So the problems studied are only specific to that context and do not develop into other problems found by researchers during research, including aspects of work discipline that decreased during the Covid-19 pandemic.
2. The data from this study comes from the self-perception of each respondent, so there is a possibility of bias because it is obtained from self-assessment.
3. The results of research conducted at the Regional Apparatus Organizations (OPD) in the Regional Government of Jeneponto Regency have different characteristics from the Regional Apparatus Organizations (OPD) in other districts in South Sulawesi or other provinces, so the research results cannot be generalized entirely.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusions**

The conclusions of this study are based on the findings of the research described in accordance with the submission of the problem formulation and research hypotheses. Therefore the conclusions of this study are as follows:

1. Leadership style influences the job satisfaction of the State Civil Apparatus at the Jeneponto District Government office. That is, the better the leadership style is applied, the job satisfaction of employees, especially ASN, at the Jeneponto Regency Government office will increase.

2. Work motivation influences the job satisfaction of the State Civil Apparatus at the Jeneponto District Government office. That is, the higher the work motivation, the higher the job satisfaction of employees, especially civil servants at the Jeneponto Regency Government office.
3. Leadership style has no significant effect on the performance of the State Civil Apparatus at the Jeneponto District Government office. That is, the better the application of leadership style, the contribution to improving employee performance, especially ASN at the Jeneponto Regency Government office, is not optimal.
4. Work motivation affects the performance of the State Civil Apparatus at the Jeneponto District Government office. That is, the higher the work motivation, the higher the performance of employees, especially civil servants at the Jeneponto Regency Government office.
5. Job satisfaction affects the performance of the State Civil Apparatus at the Jeneponto District Government office. That is, the higher the job satisfaction, the higher the performance of employees, especially civil servants at the Jeneponto Regency Government office.
6. Leadership style influences performance through job satisfaction of the State Civil Apparatus at the Jeneponto District Government office. That is, the better the application of leadership style, the higher employee job satisfaction, and the contribution of this increase in job satisfaction will have an impact on improving employee performance, especially ASN at the Jeneponto Regency Government office.
7. Work motivation influences performance through job satisfaction of the State Civil Apparatus at the Jeneponto District Government office. That is, the better the application of work motivation, the higher employee job satisfaction, and the contribution of this increase in job satisfaction will have an impact on improving employee performance, especially ASN at the Jeneponto Regency Government office.

### **Suggestion**

The suggestions that will be included in this dissertation after the research is carried out are as follows:

1. The need to pay attention to aspects of the leadership style that is applied to the Regional Apparatus Organization (OPD) in the Regional Government of Jeneponto Regency, because it will be a supporting model for creating direct job satisfaction.
2. It is also recommended that work motivation be further improved, moreover the work motivation of ASNs at OPD in the Regional Government of Jeneponto Regency has been highlighted by respondents, especially on several indicators including those related to the Opportunity to attend training (X3.2) indicator which is considered to be low on average. By providing equal opportunities to every individual, in this case ASN, participating in training and training will be one of the ways to increase work motivation so that job satisfaction will increase.
3. The need for leadership style to be further enhanced because it turns out that in this finding it is still not able to have a significant effect on improving performance. The researcher proposes that leaders choose the best course of action based on situational conditions or circumstances. Different leadership styles may be more appropriate for different types of decision-making.
4. It is important to pay attention in terms of employee motivation because it also directly affects changes in employee performance. Providing opportunities for ASN to attend training can be a solution to be able to encourage increased employee motivation, in addition to giving authority to complete work using their own methods will also encourage employee motivation to work better.
5. Job satisfaction is also vital in this research, where job satisfaction is able to make a good contribution to improving performance. What needs to be improved is how to create harmonious conditions with co-workers so that ASNs can provide mutual support, which will be an important aspect of creating job satisfaction. Besides that, satisfaction with the salary received is also seen as important for increasing employee job satisfaction so that it can positively improve employee performance in the future.
6. The mediating effect of leadership style on performance through job satisfaction actually has a significant impact compared to direct influence, this makes researchers to suggest that increasing job satisfaction is expected to be a good strategy in mediating the influence of leadership style on employee performance.
7. Researchers also suggest that employee motivation, which also indirectly impacts increased performance through job satisfaction, should be a concern. In this case, the existing employee performance issues can be

resolved by considering the factors of work motivation and high job satisfaction. Aspects of work motivation include having the opportunity to excel, the opportunity to attend training, having the authority to complete work using their own methods, getting a better position by competing in a healthy manner, and having the opportunity to help colleagues, where these five important aspects will determine the improvement employee job satisfaction so that if job satisfaction increases, employee performance will also increase.

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