



THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION ON JOB SATISFACTION AND IMPLICATIONS FOR EMPLOYEE PERFORMANCE

Saur Panjaitan*¹, Rahmat Hidayat²

^{1,2}Management, Universitas Pelita Bangsa., Indonesia

¹Email:

saur.panjaitan@pelitabangsa.ac.id,

²Email:

rahmat_hidayat@pelitabangsa.ac.id

Abstract

The formulation of the problem in this study is the influence of leadership style and work motivation on job satisfaction which has implications for employee performance at pt haier electrical appliances indonesia. This type of research is quantitative research. The number of samples is 88 employees. This study uses the Lisrel 8.8 data processing application. The results of this study are leadership style has no effect on job satisfaction, work motivation has no effect on job satisfaction, leadership style and work motivation simultaneously have an effect on job satisfaction, leadership style has an effect on performance employees, work motivation influences employee performance, job satisfaction does not affect employee performance, and leadership style, work motivation, and job satisfaction simultaneously influence employee performance.

Keywords: Leadership Style, Work Motivation, Job Satisfaction, Employee Performance

JEL Classification: M10, M21, M51

*Author's Correspondence:

saur.panjaitan@pelitabangsa.ac.id

1. INTRODUCTION

A company is an organizing system that has a joined structure and each has its own role within that structure. And each structure is obliged to continue to contribute as well as possible through the tasks that have been set in order to achieve organizational and company goals. This structure is filled by members of the organization or called employees if they work in a company.

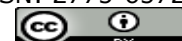
Employees play a very important role in running company operations, and when company operations can run well then the company is able to create good productivity and this will have a big impact on service quality.

Based on the results of preliminary research conducted by the author, several problems related to employee performance were found, including, employee performance has not been effective because their performance has not been in accordance with

what was expected by the leadership. Haier Electrical Appliances Indonesia where not all employees can carry out their assigned tasks properly.

Problems related to leadership style include the lack of firmness from superiors, causing employees not to pay attention to working hours, which has an impact on decreasing employee performance. So leaders are required to be more assertive towards all employees so that employee performance increases.

Problems related to motivation, not optimal support and motivation for employees regarding job satisfaction. In this way, existing regulations or provisions within the company are ignored and there is a lack of motivation for employees. So leaders must increase all motivation in order to provide good regulations and conditions for the company. The problem of job satisfaction which shows an attitude of respect for



employees is that employee aspirations are not yet optimal, thus affecting employee job satisfaction, which is caused by employees not being able to evaluate their superiors.

Problems found with various phenomena that occur at Haier Electrical factory Appliances Indonesia, so the research basis for analysis is only limited to problems related to leadership style, motivation, job satisfaction, employee performance.

Of course, good employee performance cannot be separated from the role of their superiors in leading their subordinates, and when superiors want to lead their subordinates they must have a leadership style. One of the factors that influences the level of success of an organization or company is employees who have good quality performance.

According to Mangkunegara performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Fahmi defines performance as the results obtained from an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time.

Leadership style is the way a leader acts and/or how he influences his members to achieve certain goals. Leadership style also greatly influences the object of improving employee performance.

In Kasmir's view a good leadership style that is acceptable to employees is certainly something that makes it easier for employees to carry out their duties in a company. A good leadership style can certainly be a driving force for employees to achieve maximum results. Meanwhile, according to Komariah, et al, leadership style is the way a leader acts or how he influences his members to achieve certain goals.

Conceptually, leadership style influences employee performance. This is based on research conducted by Khairizah with the title the influence of leadership style on employee performance (study of employees at the Brawijaya University Library, Malang. The results of the findings concluded that leadership

style has a significant influence on employee performance among Brawijaya University library employees Malang. The leadership styles used to influence employee performance are through directive, supportive and participative leadership styles.

Meanwhile, it is related to motivation, in the view of Rivai, , defined as a series of attitudes and values that influence individuals. Meanwhile, Manullang, stated that motivation is intended to provide stimulation to the employee concerned so that the employee works with all his might and effort. There are several studies conducted by human resource management researchers relating to the influence of motivation on performance.

Conceptually, this can be stated from Rachmawati's previous research, The Influence of Work Discipline and Motivation on Employee Performance at PT. Kemasindo Cepat Nusantara Medan concluded that there is a significant relationship between motivation variables and employee performance. This means that the motivation of each individual employee has a big influence on employee performance. This means that motivation has a significant influence on employee performance at Kemasindo Fast Nusantara factory Medan.

Motivation also greatly influences employee performance because of the motivation given by the company to employees, and which will make an employee work optimally, by utilizing his abilities and skills enthusiastically in carrying out the tasks given by the company.

Job satisfaction is a feeling that supports or does not support an employee in relation to his or her employees and their condition. Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, work placement, type of work, company organizational structure, quality of supervision. Meanwhile, feelings related to himself include age, health condition, ability, education.

Rivai, stated that job satisfaction is in accordance with its nature, human needs are very diverse, both in type and level, humans have needs that tend to be unlimited. This

means that needs always increase from time to time and humans always try with all their abilities to satisfy these needs.

Wibowo, states that the relationship between job satisfaction and employee performance, if employee satisfaction in the form of desires, hopes, goals and employee needs are met, then employee performance in a company will increase. Likewise, if job satisfaction is not appropriate, the employee's performance level will decrease.

Conceptually, job satisfaction influences employee performance. This is based on research conducted by Supatmi,) entitled The influence of training, compensation, employee job satisfaction on the performance of study employees at the Faculty of Administrative Sciences, Brawijaya University, Malang. The findings concluded that job satisfaction influences employee performance.

As for job satisfaction, which is used to influence the performance of company employees, it needs to be maintained and needs to be improved, because job satisfaction has been proven to improve employee performance.

Every person has a different background, which causes different reasons for carrying out certain activities. Some are based on the desire to earn a living, there are also those who want to channel their hobbies, interests and preferences. Motivation will be related to what things can motivate someone to do certain things, for example working. But it's not just about working, it goes even further by showing achievements related to your work.

The results of observations made by the author at Haier Electrical Appliances Indonesia factory researchers found several problems within the company, especially the problem of declining employee performance. seen from several employees who have not been able to meet the targets given by the leadership. On the other hand, many employees do not comply with regulations.

This can be seen from the many employees who arrive late and leave without the leadership's permission, resulting in neglect of the work given to employees. Motivation has been given to employees in the form of awards for employees who are able to achieve targets

but employees are not motivated by the awards given by the leadership.

There are factors that influence employee performance, including indications of a decrease in employees' desire to achieve good performance, not optimal responses to the way they lead their superiors, such as leaders not adapting their way of leading their employees, the absence of a platform for employee aspirations, influences originating from poor work motivation. This makes employees pay less attention to working time, their co-workers also lose their enthusiasm and there are not yet optimal reference examples for achieving good performance results. All of these are problems that can be found at Haier Electrical Appliances Indonesia factory.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Human Resource Management

Human Resource Management is a science or method of maximally managing the relationships and roles of resources owned by individuals so that they can achieve the goals of companies, organizations and society. Human resource management is based on the concept that each employee is a person, not a machine, and not just a business resource

According to B. Flippo in (Robbins, S. P. (2019) Human Resource Management is planning, organizing, directing and terminating employment relations, developing compensation, integrating, maintaining and terminating employment relations with human resources to achieve individual, organizational and societal goals.

According to Sofyandi in (Miftahul Jannah, 2021) Human resource management is defined as a strategy in implementing management functions, namely planning, organizing, leading and controlling, in every activity or operational function of human resources starting from the process of attracting, selecting, training and development, placement which includes promotion, demotion and transfers, performance appraisals, compensation, industrial relations, and

termination of employment, which are aimed at increasing the productive contribution of the organization's human resources towards achieving organizational goals more effectively and efficiently.

According Sutrisno in Firdaus Rio (2016) Human resource management is a strategic area of the organization. Human resource management should be viewed as an extension of the traditional view of managing people effectively and to do so require knowledge of human behavior.

Ruky in (Bairoh, 2019) states that Human Resource Management is the application of management appropriately and effectively in the process of acquiring, utilizing, developing and maintaining personnel owned by an organization or company effectively to achieve the optimal level of utilization of human resources by the organization in achieving its goals.

According to Gauzali in Gulick (2019) Human Resource Management is an activity that must be carried out by organizations, so that their knowledge, abilities, and skills are in line with the demands of the work they do.

2.2. Work performance

Performance is the result of work or can be called the value of work carried out by an employee when employed by the company in accordance with the responsibilities previously given to the employee concerned. According to Darmadi in (Hidayat, 2021a) Employee performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics.

According Aditama & Widowati (2017) performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period.

Performance can also be interpreted as an achievement achieved in carrying out services to the community within a period. According to

Malthis and Jackson in Nurtjahjono (2014) define employee performance (work achievement) as the quality and quantity results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Siregar, 2021).

According Prawirosentono in (Yogaswara et al., 2023), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law, and in accordance with norms and ethics.

According to Sedarmayanti in (Lindani & Hidayat, 2023) performance is a translation of performance which means the results of the work of a worker, a management process or the organization as a whole, where the results of the work must be able to be shown in concrete and measurable evidence (compared to established standards).

2.3. Work satisfaction

According Sutrisno (2010) in (Firmansyah & Hidayat, 2023) that job satisfaction is an important issue that must be considered in relation to employee productivity and performance and dissatisfaction is often associated with high levels of job demands and complaints.

Meanwhile, according to Handoko in Machmudah (2019) job satisfaction is a pleasant or unpleasant emotional state in which employees view their work, factors that can influence job satisfaction include the employee's assessment, feelings or general attitude towards work which includes salary, social relations in the workplace, the work environment and the work itself.

According to Robbin in Ratag Pingkan Elisabeth Vonny (2016) job satisfaction is a general attitude towards a person's work which shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. According to Zainuri and Mundakir (2018) job satisfaction is an emotional response to a job which includes cognitive, affective and social life reactions or

attitudes. Apart from that, job satisfaction is a happy or positive emotional state that comes from evaluating a person's job or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important.

According to Mangkunegara in Jufrizen and Sitorus (2021) job satisfaction is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Based on the understanding of experts, it can be concluded that the concept of job satisfaction is an attitude that reflects employee emotions such as feelings of satisfaction or dissatisfaction with their work. Job satisfaction is understood as the employee's attitude towards whatever they encounter in their work environment. directly influences emotions and behavior in the workplace in the form of employee performance.

2.4. Leadership Style

According to Tjiptono in Ratnasih & Riwu (2020), leadership style is a method used by leaders to interact with their subordinates. Leadership style represents the philosophy, skills and attitudes of leading behavior. Leadership style is a pattern of behavior designed to integrate the organization with individual goals to achieve certain goals.

According to Thoha in Jamaludin (2017) it is explained that leadership style is a method used by a leader to influence subordinates to carry out their duties and obligations as expected in order to achieve predetermined goals.

According to Nawawi in Wellyanto & Halim (2019) leadership style is the behavior or method chosen and used by leaders to influence the thoughts, feelings, attitudes and behavior of organization members/subordinates, the relationship between leaders and subordinates can be measured through workers' assessment of style.

leadership of leaders in directing and developing their subordinates to carry out work. Meanwhile, according to Sedarmayanti in Hamarto (2022), leadership style is someone

who has the ability to lead, meaning he has the ability to influence the behavior of other people.

Egie in journal written by Hidayat et al., (2022). Leadership is the process of someone's activity promoting others through leadership, guidance, and influence to do something to achieve desired results. The meaning of this statement is that leadership style is the process of influencing other people to achieve desired results.

2.5. Work motivation

According to Robbin (2002) in Rismayadi & Maemunah (2016) stated that motivation is the desire to perform as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to fulfill an individual need.

According to Hasibuan (2016) in (Harahap & Khair, 2019) Motivation is the provision of driving force that creates a person's passion for work so that they are willing to cooperate, work effectively, and integrate with all their efforts to achieve the desired satisfaction. Motivation is also a force, both internal and external, that can encourage a person to achieve the desired goal.

Meanwhile, according to Sutrisno (2016) in (Hidayat et al., 2022) states that motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior. Abraham Maslow in (Hidayat, 2021c) stated that motivation is the energy, strength or encouragement possessed by a person which can have a strong effect and high enthusiasm to achieve the desired goals, whether originating from within himself (intrinsic motivation) or from outside of oneself (extrinsic motivation). According to Ridho and Susanti (2019) defines motivation as a process where needs encourage a person to carry out a series of work that leads to the achievement of certain goals.

2.6. Hypotheses

Based on the previous description, it is suspected that there are various factors influencing on purchasing decision of real estate products:

- H1: leadership style has no effect on job satisfaction.
- H2: work motivation has no effect on job satisfaction.
- H3: leadership style and work motivation simultaneously have an effect on job satisfaction.
- H4: leadership style has an effect on performance employees.
- H5: work motivation influences employee performance.
- H6: job satisfaction does not affect employee performance.
- H7: leadership style, work motivation, and job satisfaction simultaneously influence employee performance.

3. RESEARCH METHODS

To facilitate understanding of the entire series of research, a research framework has been prepared. This research consists of two independent variables, one dependent variable and one intervening variable. Where the first independent variable is Leadership Style (X1), the second independent variable is Work Motivation (X2) which influences the intervening variable Job Satisfaction (Z) and has implications for the dependent variable Employee Performance (Y).

This research uses quantitative research as its method. According to Sugiyono (2016) in (Hidayat, 2021a) Quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses. The purpose of quantitative in this research is to determine the influence between the variables studied based on statistical testing.

Populasi According to Djarwanto dan Pangestu Subagyo in Suparyanto (2015) the number of all objects (one or unit or individual) whose characteristics are to be estimated. Meanwhile, according to (Handayani, 2019) population is the totality of each element to be

studied which has the same characteristics, it could be individuals from a group, event, or something to be studied.

In this research, the population taken was all employees of PT Haier Electrical Appliances Indonesia in the production department, totaling 113 people.

According to Siyoto & Sodik (2015) in (Handayani, 2019) a sample is part of the number and characteristics of the population, or a small part of the population members taken according to certain procedures so that it can represent the population. Meanwhile, according to Sugiyono (2018) in D. A. Wijaya & Priono (2022) the sample is part of the number and characteristics of the population. Based on calculations carried out using the Slovin formula, it can be concluded that of the 113 existing populations, the total sample used was 88 people.

4. RESULTS AND DISCUSSION

This research describes the influence of Leadership Style and Work Motivation on Job Satisfaction which has implications for Employee Performance. In this research, 88 employees were used as research samples.

Respondent characteristics are useful for outlining a description of the respondent's identity according to the research sample that has been determined. One of the objectives of the respondent characteristics is to provide an overview of the samples in this research.

Results of statistical test data processing of the validity of the Employee Performance variable statement (Y) value $r_{count} > r_{table}$. So the statement totaling 10 items of Employee Performance variables is valid for use as a research instrument or the statements proposed in the research can be used to measure the variables studied.

Based on data, the results of statistical reliability test data show that the Cronbach Alpha for all variables is greater than the required criteria, namely 0.60, so it can be said that the statement items for all variables are reliable. After analyzing the measurement model for each construct, it produces a

Confirmatory Factor Analysis (CFA) model with a goodness of fit test (GOF), good validity and reliability for each construct.

The next stage is to combine the four CFA model constructs to produce a hybrid model (Full SEM). Based on the results of data analysis using Lisrel 8.80, the overall suitability measure of the hybrid model is obtained as follows. Based on data, it is known that the indicators in the formation of exogenous latent variables, Leadership Style, Work Motivation and Job Satisfaction as well as the endogenous latent variable Employee Performance have good validity, this is shown by indicators having a Standardized Loading Factor (SLF) ≥ 0.5 or t count value ≥ 1.96 (at $\alpha = 0.05$) (Hair, et.al., 2010).

Likewise, both exogenous and endogenous latent variables have good model reliability, this is shown by all variables having construct reliability values greater than 0.70 ($CR > 0.70$) and variance extracted values greater than 0.50 ($VE > 0.50$).

The validity of the indicators in forming the Leadership Style latent variable makes the indicator of the ability to control subordinates the indicator with the greatest validity with a standardized loading factor value of 0.80. Meanwhile, the indicator of decision-making ability is the indicator with the smallest standardized loading factor value of 0.65.

The construct reliability and variance extracted for the Leadership Style variable are 0.89 and 0.51. This shows that the indicators are significant in forming the Leadership Style latent variable with the indicator of the ability to control subordinates as the most dominant indicator in forming the Leadership Style latent variable.

The validity of the indicators in forming the Work Motivation latent variable makes the reward indicator the indicator with the greatest validity with a standardized loading factor value of 0.91. Meanwhile, the challenge indicator is the indicator with the smallest standardized loading factor value of 0.66.

The construct reliability and variance extracted for the Work Motivation variable are 0.90 and 0.59. This shows that the indicators are significant in forming the Work Motivation

latent variable with the reward indicator being the most dominant indicator in forming the Work Motivation latent variable.

The validity of the indicators in forming the latent variable Job Satisfaction makes the indicator of supportive working conditions the indicator with the greatest validity with a standardized loading factor value of 0.87. Meanwhile, the appropriate salary indicator is the indicator with the smallest standardized loading factor value of 0.68.

The construct reliability and variance extracted for the Job Satisfaction variable are 0.89 and 0.59. This shows that the indicators are significant in forming the latent variable Job Satisfaction with the indicator of supportive working conditions as the most dominant indicator in forming the latent variable Job Satisfaction.

The validity of the indicators in forming the latent variable Employee Performance makes the work quantity indicator the indicator with the greatest validity with a standardized loading factor value of 0.76. Meanwhile, the effectiveness indicator is the indicator with the smallest standardized loading factor value of 0.67.

The construct reliability and variance extracted for the Employee Performance variable are 0.88 and 0.52. This shows that the indicators are significant in forming the latent variable Employee Performance with the work quantity indicator as the most dominant indicator in forming the latent variable Employee Performance.

The structural model analysis carried out aims to find out whether there is a relationship between the latent variables in the research model. This study also tests all the hypotheses proposed in the previous chapter.

There are two forms of testing carried out in structural model analysis, namely the overall model suitability test (GOF) and the structural model suitability test.

The overall model suitability test has the same stages as the measurement model suitability test. The results of this suitability test are in the form of Goodness Fit of Statistics (GOF) values. Meanwhile, the suitability test of the structural model is carried out through

assessing the meaning of the coefficients being assessed. If the $|t| \geq 1.96$ value, then this indicates that the coefficient is significant. Then, based on the results of the analysis with Lisrel 8.8 The results of testing the significance of the relationship between latent variables, or the path between two latent variables, can be seen in Table 4 below.

Table 4 shows the resulting coefficient values along with the t value. If the structural path has a t value ≥ 1.96 , then the coefficient of the path is declared significant, and if the t value < 1.96 , it is concluded that the coefficient of the path is not significant.

Then simultaneous significance can be said to be significant if $f_{count} > 2.45$ and not significant if $f_{count} < 2.45$. The value of 2.45 was obtained from the table using 4 research variables and 88 respondents.

Table 1. Variable Significance

No	Structure Relationship	t _{value}	t _{table}	Test Result
1	Leadership Syle => Work satisfaction	-0,57	1,96	Doesn't Significance
2	Worl motivation => Work satisfaction	-0,21	1,96	Doesn't Significance
3	Leadership Syle dan Worl motivation => Work satisfaction	3,40	2,45	Significance
4	Leadership Syle => Work performance	4,73	1,96	Significance
5	Worl motivation => Work performance	3,81	1,96	Significance
6	Work satisfaction => Work performance	0,44	1,96	Doesn't Significance
7	Leadership Syle, Worl motivation, Work satisfaction => Work performance	3,27	2,45	Significance

The first hypothesis (Ha) states that Leadership Style has no effect on Job Satisfaction. Based on data, it is known that the tcount value is smaller than the ttable value, namely $-0.58 < 1.96$, so it can be said to be not significant.

Thus, Leadership Style is proven to have no positive and significant effect on Job Satisfaction, or in other words, Hypothesis 1 (Ha) is rejected. The second hypothesis (Ha) states that work motivation has no effect on

jobsatisfaction. Based on data, it is known that the tcount value is smaller than ttable, namely $-0.19 > 1.96$, so it can be said to be not significant. Thus, Work Motivation is proven to have no positive and significant effect on Job Satisfaction, or in other words, Hypothesis 2 (Ha) is rejected.

The third hypothesis (Ha) states that Leadership Style and Work Motivation influence Job Satisfaction. Based on resul, it is known that the fcount value is greater than ftable, namely $4.93 > 2.45$, so it can be said to be significant. Thus, Leadership Style and Work Motivation are simultaneously proven to have a positive and significant effect on Job Satisfaction or in other words, Hypothesis 3 (Ha) is accepted.

The fourth hypothesis (Ha) states that Leadership Style influences Employee Performance. Based on Figure, it is known that the tcount value is greater than the ttable value, namely $4.73 < 1.96$, so it can be said to be significant. Thus, Leadership Style is proven to have a positive and significant effect on Employee Performance or in other words, Hypothesis 4 (Ha) is accepted.

The fifth hypothesis (Ha) states that work motivation influences employee performance. Based on data, it is known that the tcount value is greater than the ttable value, namely $3.81 < 1.96$, so it can be said to be significant. Thus, work motivation is proven to have a positive and significant effect on employee performance, or in other words, Hypothesis 5 (Ha) is accepted. The sixth hypothesis (Ha) states that job satisfaction has no effect on employee performance.

Based on data, it is known that the tcount value is smaller than ttable, namely $0.44 > 1.96$, so it can be said to be significant. Thus, Job Satisfaction is proven to have no positive and significant effect on Employee Performance or in other words, Hypothesis 6 (Ha) is rejected.

The seventh hypothesis (Ha) states that Leadership Style, Work Motivation and Job Satisfaction influence employee performance. Based data. it is known that the value of fcount is greater than ftable, namely $3.27 > 2.45$, so it can be said to be significant. Thus, Leadership Style, Work Motivation and Job Satisfaction are

proven to have a positive and significant effect on Employee Performance or in other words, Hypothesis 7 (Ha) is accepted.

Tabel 2. Hypothesis Test

Hypothesis	Hypothesis Description	t _{value} / f _{value}	t _{table} / f _{table}	Result
H1	a Leadership Syle partially doesn't influence to Work satisfaction	-0,58	1,96	H _a rejected Leadership Syle doesn't influence to Work satisfaction
H2	a Worl motivation partially doesn't influence to Work satisfaction	-0,19	1,96	H _a rejected Worl motivation doesn't influence to Work satisfaction
H3	a Leadership Syle dan Worl motivation secara simultanly influence to Work satisfaction	4,93	2,45	H _a accepted Leadership Syle and Worl motivation influence to Work satisfaction
H4	a Leadership Syle partially influence to Work performance	4,73	1,96	H _a accepted Leadership Syle influence to Work performance
H5	a Worl motivation partially influence to Work performance	3,81	1,96	H _a accepted Worl motivation influence to Work performance
H6	a Work satisfaction partially doesn't influence to Work performance	0,44	1,96	H _a rejected Work satisfaction doesn't influence to Work performance
H7	a Leadership Syle, Worl motivation, dan Work satisfaction secara simultanly influence to Work performance	3,27	2,45	H _a accepted Leadership Syle, Worl motivation, and Work satisfaction influence to Work performance

Table 3. Direct and Indirect Effect

Influence	Direct To Work performance	Indirect through Work satisfaction	result
Leadership Syle To Work performance	$(0.54)^2 \times 100 = 29.16 \%$	$0,54 \times 0,03 \times 100 = 1,62 \%$	TL<L (no mediating)
Worl motivation To Work performance	$(0.40)^2 \times 100 = 16 \%$	$0,40 \times 0,03 \times 100 = 1,2 \%$	TL<L (no mediating)

The direct influence of Leadership Style on Work performance is $(0.54)^2 \times 100 = 29.16 \%$. The influence of leadership style on work performance is not direct through work satisfaction, namely $0.54 \times 0.03 \times 100 = 1.62\%$.

The percentage results above show that Leadership Style doesn't improve work performance either directly or indirectly through work satisfaction, but the direct influence is more dominant. Thus, the influence of Leadership Style on Work performance, the Work satisfaction variable is not a mediating variable.

The direct influence of World motivation to Work performance is $(0.40)^2 \times 100 = 16 \%$. The influence of World Motivation on Work

Performance through Work Satisfaction is $0.40 \times 0.03 \times 100 = 1.2\%$. The percentage results above show that World motivation doesn't improve work performance either directly or indirectly through work satisfaction, but the direct influence is more dominant. Thus, the influence of World Motivation on Work Performance, the Work Satisfaction variable is not a mediating variable

5. CONCLUSION

Leadership style has been proven to partially not have a positive and significant influence on employee work satisfaction at PT

Haier Electrical Appliances Indonesia. This can prove that Leadership Style doesn't affect employee work satisfaction.

World motivation partially doesn't have a positive and significant influence on work satisfaction of PT Haier Electrical Appliances Indonesia employees. This can prove that world motivation doesn't affect employee work satisfaction in the company.

Leadership style and world motivation can simultaneously have a positive and significant influence on work satisfaction of PT Haier Electrical Appliances Indonesia employees. This shows that high leadership style and global motivation obtained by employees can simultaneously have a positive and significant influence on employee work satisfaction.

Leadership Style can partially influence positively and significantly to work performance at PT Haier Electrical Appliances Indonesia. This shows that the Leadership Style influences work performance in the company.

World motivation has been proven to have a positive and significant influence on work performance at PT Haier Electrical Appliances Indonesia. This shows that with the right world motivation employees will have good performance in the company.

Work satisfaction partially doesn't have a positive and significant influence on work performance at PT Haier Electrical Appliances Indonesia. This shows that the level of work satisfaction experienced by an employee doesn't improve work performance for the company.

Leadership style, world motivation, and work satisfaction can simultaneously have a positive and significant influence on work performance at PT Haier Electrical Appliances Indonesia. This can be interpreted as saying that an employee's performance can be influenced by these three variables together.

Based on the conclusions drawn in this research, several suggestions are put forward as follows the leaders of PT Haier Electrical Appliances Indonesia are expected to be able to provide enthusiasm and motivation to employees, as well as provide direction to do their work well. And can build good relationships between management and employees, thereby creating a relationship that can strengthen the company and employees.

It is recommended that future researchers add variables other than the variables used in this research to better understand the variables that may influence work performance, for example work discipline, career development and so on.

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