



ANALYSIS OF THE EFFECT OF LEADERSHIP, WORK SATISFACTION, MOTIVATION ON EMPLOYEE PERFORMANCE (Studi Case on Investment and One Stop Service Office in Boven Digoel Regemcy)

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Abstract

This research aims to determine the influence of leadership and job satisfaction on employee's performance and work motivation as the intervening variable. The independent variables in this research are leadership (X1), job satisfaction(X2), and dependent variable are work motivation (Y1) and employee performance (Y2) and . The type of research is explanatory research, with quantitative approach. The Sampling technique is saturation sampling, which is all members of the population are used as samples and obtained the number of samples are 90 employees. The source data obtained by the primary data for distributing the questionnaire and secondary data by documentation. This research use path analysis with the Smartpls 3.2.8 software instrument. The results of this study showed that: (1) The leadership style has no significant effect on work motivation and employee performance. (2) Job satisfaction has significant effect on work motivation and employee performance (3) Work motivation has significant effect on employee performance (4) The leadership has no significant effect on employee performance if mediated by work motivation.(5) Job satisfaction has significant effect on employee performance if mediated by work motivation.

Keywords : leadership; job satisfaction; motivation; employee performance

INTRODUCTION

The development of science and technology is very fast and modern, has a positive impact on various companies engaged in services (Pahlawan et al., 2019). The quality of human resources plays a vital role in running the wheels of the organization in achieving its goals. In other words a good utilization of human resources will be able to improve organizational performance to the maximum. As the central manager and provider of human resources, government agencies must have a positive image in the eyes of the community by not ignoring the aspects of developing the quality of its human resources.

Human resource management as a management activity can never be ignored from the management of a government agency. Yani (2012: 2) argues that human resource management has an understanding as an activity of planning, procurement, development, maintenance and use of human resources in an effort to achieve individual

or organizational goals.

To achieve organizational goals, a leader is needed to manage activities and processes effectively and efficiently. therefore leadership is an important part in managing an organization's activities. Leadership is the ability to influence a group towards achieving a goal. Leadership can also be a driver in energy change through motivation so that a reaction appears towards the goals set. In other words, motivation is very important as a trigger for reaction in carrying out organizational activities. Therefore good leadership is needed in managing and structuring activities as well as providing work motivation to improve organizational performance.

One important factor in supporting organizational performance is job satisfaction. Improving work performance will be fulfilled if work environment supports daily work activities. Furthermore, the work environment in an organization is very important to note by management. A satisfactory work environment for employees increases improve performance, otherwise inadequate work environment decreases employee performance(Hardiyono et al., 2017).

The importance of job satisfaction of organizational members greatly influences job output. Satisfaction in work encourages psychological maturity so that an increase in organizational performance is achieved. Job satisfaction has a causal relationship to performance as well as it should. When someone is happy with their work, they will do a better job, but to get job satisfaction, employees or employees must do a good job.

Boven Digoel District is new regency formed by the Law of the Republic of Indonesia Number 26 of 2002, as a result of the division of Merauke Regency, together with a number of other districts in the south, namely Asmat Regency and Mappi Regency. The condition of Boven Digoel as one of the new districts in Tanah Papua requires an accelerated increase in the performance of human resources as a driver of government.

Based on the theory, previous research and research phenomena, the writer is interested in conducting research with the title "The Effect of Leadership Style and Job Satisfaction on Employee Motivation and Performance (Case Study at the Investment Office and One Stop Service of Boven Digoel District)".

LITERATURE REVIEW

Human Resource Management (HRM) can be interpreted as the science of regulating relations and working arrangements effectively and efficiently so that organizational goals are achieved. Yani (2012: 2) argues that: "Human resource management has an understanding as planning, procurement, development, maintenance and use of human resources in an effort to achieve individual or organizational goals". Edison, et al (2016: 10) argue that human resource management is management focused on maximizing the ability of employees or members through various strategic steps in order to improve employee performance / employee towards optimizing organizational goals.

Leadership is the ability of individuals to influence, motivate and make others able to contribute to the success and success of the organization (House et al, 1999: 184). Leadership is a person who is carried out in a particular process, also directed through the communication process towards being determined by one or several specific goals. The social leadership process that is carried out by a person against others for menstrual activity and influence in a group or organization (Robbins, 2006).

Dole and Schroeder (2001) in Koesmono (2005), suggested that job satisfaction can be defined as an individual's feelings and reactions to his work environment. Job satisfaction is a generalization of attitudes toward work. The various attitudes of a person towards his work reflect pleasant and unpleasant experiences at work and expectations for future experiences (Bangun, 2012: 327).

Robbin (2003: 55) suggests that motivation is the desire to do as a willingness to

spend a high level of effort for organizational goals, which is conditioned by the ability of the effort to meet an individual's needs. Motivation itself is a reaction that arises from within a person as an encouragement because of external stimuli that influence to meet certain goals (Suranta, 2002).

Edison, et al (2016: 190) state that performance is the result of a process that is referred to and measured over a certain period of time based on predetermined provisions or agreements. Darodjat (2015: 105) argues that performance is as a record generated in a particular job function or activity during a certain period of time. To know the success in carrying out the work needs to be done performance assessment (Firmansyah et al., 2020). Employees who work in an organization with good performance then the effectiveness or success of an organization will be achieved (Guswandi et al., 2020).

Thus, it can be interpreted that optimal and stable performance is not a coincidence. Surely it has been through stages with good performance management, and maximum effort to achieve it. Without going through good performance management, it is possible that real proud results are artificial, so that success is a coincidence that is not based on strong conditions.

The Effect of Leadership Style on Work Motivation and Employee Performance

Robbins (2006) revealed that leadership is the ability to influence a group towards the achievement of a goal. Lok (2001) in Mariam (2009) views leadership as an activity process of an organization in an effort to set and achieve goals. Nasution (1994) explains that a leadership style can be formulated as a pattern of behavior that is formed to be aligned with the interests of the organization and employees to be able to achieve the goals set. Yasin (2001: 6) argues that the success of organizational development business activities is largely determined by the quality of leadership or managers and the commitment of the top leadership of the organization to the energy investment needed and the personal efforts of the leadership.

Based on the results of research Riyadi (2011) suggested that the leadership style have a significant influence on work motivation. In a study by Nugraheny (2009), found that leadership style has a positive and significant influence on work motivation. Leadership style implies the way leaders influence subordinates to be more able to act within the framework of organizational goals.

Riyadi's (2011) study results found there is a positive and significant effect between leadership style on Employee Performance. The results of the study examined by Brahmasari and Suprayetno (2008) concluded that there was a positive and significant influence between leadership style and company performance. Leadership is an effort to influence many people through the process of communication to achieve organizational goals is expected to cause positive changes in the form of dynamic forces that can coordinate the organization in order to achieve goals if implemented in accordance with the corridor that has been established by both parties in accordance with the position owned.

From the several descriptions above, the hypothesis can be formulated as follows:

H_1 : *Leadership has a positive and significant effect on work motivation*

H_4 : *Leadership has a positive and significant effect on work employee performance*

H_6 : *Leadership has a positive and significant effect on employee performance through motivation*

The effect of Job Satisfaction on Work Motivation and Employee Performance.

Job satisfaction is the desires, needs, desires and past experiences that combine to form work expectations. Job satisfaction shows that there is a match between someone's expectations that arise and the rewards provided by the service (Sopiatin, 2010: 32). Nugraheni (2009) in his research stated that there is a positive and significant influence by job satisfaction on increasing employee work motivation. Ostroff (1992) in Lie &

Siagian (2018) suggests the relationship of job satisfaction with employee performance. Ostroff argues that employees who are satisfied in their work will work more effectively while employees who do not have job satisfaction will work less effectively.

Based on the results of a study by Umar (2012) found that there is a positive and significant relationship between job satisfaction and work motivation. The higher job satisfaction felt by workers, it will also increase work motivation. Work done because there is a feeling of satisfaction will make workers feel responsible, disciplined and obedient, feel proud as workers, feel proud and respectful to superiors and feel proud of the image of the industry so that it has an impact on increasing their motivation to work. Koesmono (2005) suggests that job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and is related to the work environment, type of work, compensation, relationships between colleagues, social relations at work and so on. Suwaji (2019) in his research stated that there is a positive and significant influence between job satisfaction and employee performance, meaning that in general high employee job satisfaction will be able to improve company performance.

From the several descriptions above, the hypothesis can be formulated as follows:

H_2 : Job satisfaction has a positive and significant effect on work motivation

H_5 : Job satisfaction has a positive and significant effect on employee performance

H_7 : Job satisfaction has a positive and significant effect on employee performance through motivation

The Effect of Motivation on Employee Performance.

Soegiri (2004: 27) in Antony (2006) argues that giving encouragement as a form of motivation, it is important to do to increase employee enthusiasm so that it can achieve the desired results by management. Furthermore, Suwaji (2019) in his research also suggested that work motivation has a positive and significant influence on employee performance.

Riyadi (2011) in his research found a positive influence on work motivation on employee performance. While based on the results of a study by Umar (2012) concluded that work motivation has a positive and significant effect on company performance which means the higher work motivation perceived by workers, the performance of workers in the manufacturing industry in Makassar city tends to increase.

From the several descriptions above, the hypothesis can be formulated as follows:

H_3 : Work motivation has a positive and significant effect on employee performance

Conceptual Model

Based on the theory and previous research above, the conceptual model of this research can be seen in the following figure:

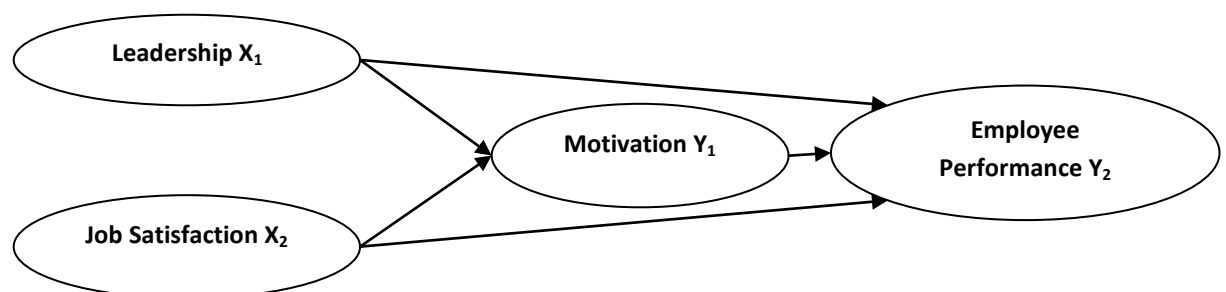


Figure 1: The Conceptual Model

RESEARCH METHOD

Location and Research Design

This study is located at DPMPTSP on Boven Digoel District with the employee as

research object. This study uses a quantitative approach that aims to explain the position of the variables studied and the relationship between one variable with another variable.

Population or Samples

The populations in this study are all employees of DPMPTSP at District of Boven Digoel which is 90 employees. The sample used in this study is the entire population or saturated sample so that the sample in this study was determined as many as 90 respondents.

Data Collection Method

Technique of data collection is through a form containing questions that are asked in writing to the respondent to get an answer or response. The variables to be measured are translated into indicators, and then translated into components that can be measured in order to arrange instrument items in the form of questions that will be answered by respondents in number of Likert scale, so that the data obtained from this measurement is in the form of ordinal data.

Data Analysis Method

In analyzing data, researchers collect and interpret data in order to provide a clear picture of the problem being discussed. The analytical methods used in this research are:

1. Descriptive analysis.

Descriptive analysis is used to analyze data by way of describing or describing the data collected representing without comparing to making conclusions that are needed for generality or generalization.

2. Test data quality (validity and reliability).

To get to the quality of the data, a validity and reliability test was used using Smart Partial Least Square (PLS) 3.2.8. Data validity test is used to measure whether an item is valid or not valid in the questionnaire. Valid questions are asked if the questions raised can answer questions that will be asked by using convergent validity tests.

According to Yamin (2011: 222), the convergent validity test in the agreed PLS based on loading factors indicators that measure the construct based on the practical rules used to load factors > 0.70 is well received. The higher the loading factor value the more important the loading role is in interpreting the factor matrix in evaluating the convergent validity of the reliability check of individual items, it can be seen from the standard loading factor. Standardize the loading factor to measure each measurement (indicator) with its extract.

Reliability test is a tool to measure the consistency of a questionnaire which is an indicator of a variable or construct. Real or reliable questionnaire answers answering someone's question to questions that are reliable or stable from time to time. An acceptable variable if it gives a Cronbach alpha value of 60 0.60. Kamaruddin (2015). The Reliability Test can also be assessed by the Cronbach Alpha statistical test. A construct or variable that is approved is reliable if it gives a Cronbach Alpha value > 0.70 (Nunnally, 1994 in Ghazali, 2016).

3. Hypothesis Test (Resampling Bootstrapping)

Based on the research objectives, a hypothesis can be made that is the design of the hypothesis in this study. The level of confidence used is 95%, so the level of precision or inaccuracy limits is $(\alpha) = 5\% = 0.05$ so as to produce a t-table value of 1.98. Whereas P Value is also used to determine whether or not the coefficient of a hypothesis is significant with the provisions that the P Value must be < 0.005 in order to be agreed to be significantly related.

4. Coefficient of Determination (R^2)

Coefficient determination shows the amount of ability of the independent variable in explaining the variation of the dependent variable. R-Squares values of 0.75, 0.50, and

0.25 indicate that the model is strong. Every additional one independent variable, then the value of R-Squares will definitely increase (Latan and Temalagi, 2013: 80).

EMPIRICAL RESULTS

Descriptive Statistics

Description of research variables presents the responses of respondents from each of the research indicators of each variable studied. The variables of this study are leadership, job satisfaction, work motivation and employee performance. This can be described as follows:

a. Respondents' responses regarding leadership

The description of the responses of respondents in describing or giving respondents a description of leadership based on the questionnaire distributed can be presented through the following table:

Table-1: Respondents' responses regarding leadership

No	Statement	Code	Average
1	Bosses provide innovation for the progress of the Agency	X.1.1	4.03
2	Bosses provide clear direction about the task	X.1.2	3.87
3	Bosses provide motivation for enthusiasm for work	X.1.3	3.93
4	Bosses supervise every task well	X.1.4	3.9
Leadership		X1	3.93

Source: Primary data

The table above shows 4 questions of leadership variables having an average of 3.93 Respondents gave responses to these variables in the high category.

The statement "Bosses provide innovations for the progress of the agency"] is the highest average with a score of 4.03 in the high category. In this case, superiors are able to provide ideas to advance the agency.

Meanwhile, the indicator of the leadership variable with the lowest average value achieved with a value of 3.87 is found in the statement "Bosses provide clear direction on work assignments". Although the statement is a statement with the lowest average response, the average score is still large because it is in the good or high category. Thus, it can be said that in general, superiors have communicated each work task well.

b. Respondents' responses regarding job satisfaction

The description of the responses of respondents in describing or giving respondents a description of job satisfaction based on the questionnaire distributed can be presented through the following table:

Table-2: Respondents' responses regarding job satisfaction

No	Statement	Code	Average
1	I feel quite satisfied with the salary currently given	X.2.1	3.93
2	I have a good cooperation with colleagues	X.2.2	4.06
3	I feel satisfied with my current job	X.2.3	3.86
Job Satisfaction		X2	3.95

Source: Primary data

The table above shows the 3 questions of the variable job satisfaction has an average of 3.95 Respondents gave responses to these variables in the high category.

The statement "I have a good cooperation with colleagues" is the highest average with a score of 4.06 in the high category. In this case, the agency has a good atmosphere among colleagues so that job creation is based on the principle of teamwork within the scope of the organization.

Meanwhile, an indicator of the variable job satisfaction with the lowest average value achieved with a value of 3.86 is found in the statement "I feel satisfied with my current job". Although the statement is a statement with the lowest average response, the average score is still large because it is in the good or high category. Thus, it can be said

that in general, employees have pride in the work they are doing at the moment.

c. Respondents' responses regarding work motivation

The description of the responses of respondents in describing or giving respondents a description of work motivation based on the questionnaire distributed can be presented through the following table:

Table-3: Respondents' responses regarding work motivation

No	Statement	Code	Average
1	am passionate about working to advance the company	Y.1.1	3.87
2	I am willing to do work without having to be ordered or asked first by the boss	Y.1.2	4.00
3	I am willing to work hard to achieve the company's target	Y.1.3	4.03
Work Motivation		Y1	3.97

Source: Primary data

The table above shows 4 questions of work motivation variables having an average of 3.97 Respondents gave responses to these variables in the high category.

The statement "I am willing to work hard to achieve the target of achievement" is the highest average with a score of 4.03 in the high category. In this case, employees are motivated by a high level of effort to advance the organization.

Meanwhile, an indicator of the variable work motivation with the lowest average value achieved with a value of 3.87 contained in the statement "I am excited in working to advance the agency". Although the statement is a statement with the lowest average response, the average score is still large because the direction of the motivational behavior of the Boven Digoel District Investment and One-Stop Service employees in advancing the organization is very high.

d. Respondents' responses regarding employee performance

The description of the responses of respondents in describing or giving respondents a description of employee performance based on the questionnaire distributed can be presented through the following table:

Table-4: Respondents' responses regarding employee performance

No	Statement	Code	Average
1	Employees can meet the specified work standards	Y.2.1	3.97
2	Employees are proficient in mastering the field of work	Y.2.2	3.47
3	Employees can work well together	Y.2.3	4.00
Employee performance		Y2	3.81

Source: Primary data

The table above shows 3 questions of the employee performance variable having an average of 3.81. The respondents gave responses to these variables in the high category.

The statement "employees can work well together" is the highest average with a score of 4.00 in the high category. This is supported by the atmosphere of familiarity of employees in the organizational environment. Meanwhile, an indicator of the employee performance variable with the lowest average value achieved with a value of 3.47 is found in the statement "capable employees in mastering the field of work". Although the statement is a statement with the lowest average response, even though the average score is still large because the employees are able to work well and are supported by superiors' control in each given task.

Validity and Reliability Test

Based on validity test, it was found that all the correlation values of the constituent questions to the variables had a number above 0.5. If the correlation is greater than 0.5, then the questions made are categorized as valid, (Holil and Sriyanto, 2006: 29) so that all the constituent statements of each variable in this study are considered valid or valid, which can then be tested for reliability.

Based on all variables, the value of a Cronbach alpha are above 0.7. A variable is

said to be relative if it gives a Cronbach alpha value of 60 0.60. Thus, it can be concluded that all statements are reliable in forming variables that will be used in testing research hypotheses.

Hypothesis Testing

In this study, bootstrapping was performed to obtain estimated coefficient values for the path relationships in the structural model using the Smart PLS data processing application. For more details, the following path coefficient results are presented based on the results of bootstrapping calculations through the application:

Table-5: Hypothesis testing

Code	Statement	Coef	Tstat	Pvalues	information
H1	Leadership has a positive and significant effect on work motivation	0.221	1.205	0.229	Rejected
H2	Job satisfaction has a positive and significant effect on work motivation	0.218	1.971	0.049	Accepted
H3	Work motivation has a positive and significant effect on employee performance	0.070	9.119	0.000	Accepted
H4	Leadership has a positive and significant effect on work employee performance	0.155	1.109	0.268	Rejected
H5	Job satisfaction has a positive and significant effect on employee performance	0.138	2.004	0.046	Accepted
H6	Leadership has a positive and significant effect on employee performance through motivation	0.150	1.139	0.255	Rejected
H7	Job satisfaction has a positive and significant effect on employee performance through motivation	0.134	2.060	0.040	Accepted

Source: SmartPLS

Based on the table above through the results of processed data of direct effect and the results of indirect effects with SmartPLS can be described as follows:

a. The effect of leadership on work motivation

Table data above shows, based on the path analysis coefficient, the value of the effect of leadership on work motivation are 0.221 (positive value). Thus, it can be said that leadership provides positive changes to work motivation. Then, based on the results of the significance test, obtained tstat of 1.205 and P values of 0.229. Because tstat (1.205) < ttable (1.96) and P values (0.229) > alpha (0.05), thus it can be said that in this study the leadership variable has a positive but not significant effect on work motivation so the research hypothesis is rejected

b. The effect of job satisfaction on work motivation.

Table data above shows, based on the path analysis coefficient, the value of the effect of job satisfaction on work motivation are 0.218 (positive value). Thus, it can be said that job satisfaction provides positive changes to work motivation. Then, based on the results of the significance test, tstat was 1.971 and P values 0.049. Because tstat (1.971) > ttable (1.96) and P values (0.049) < alpha (0.05), thus it can be said that in this study the job satisfaction variable has a positive and significant effect on work motivation so that the research hypothesis is accepted.

c. The effect of work motivation on employee performance

Table data above shows, based on the path analysis coefficient, the value of the effect of work motivation on employee performance are 0.070 (positive value). Thus, it can be said that work motivation provides positive changes to employee performance. Then, based on the results of the significance test, a tstat of 9,119 was obtained and a P value of 0,000. Because tstat (9,119) > ttable (1,96) and P values (0,000) < alpha (0,05), thus it can be said that in this study work motivation variables have a positive and significant effect on employee performance so that the research hypothesis is accepted.

d. The effect of leadership on employee performance

Table data above shows, based on the path analysis coefficient, the value of the effect of leadership on employee performance are 0.155 (positive value). Thus, it can be said that leadership provides positive changes to employee performance. Then, based on the results of the significance test, a tstat of 1,109 was obtained and a P value of 0,268. Because $t_{stat} (1,109) < t_{table} (1,96)$ and P values $(0,268) > \alpha (0,05)$, thus it can be said that in this study the leadership variable has a positive but not significant effect on employee performance so the research hypothesis is rejected.

e. The effect of job satisfaction on employee performance

Table data above shows, based on the path analysis coefficient, the value of the effect of job satisfaction on employee performance are 0.138 (positive value). Thus, it can be said that job satisfaction provides positive changes to employee performance. Then, based on the results of the significance test, a tstat of 2,004 was obtained and a P value of 0,046. Because $t_{stat} (2,004) > t_{table} (1,96)$ and P values $(0,046) < \alpha (0,05)$, thus it can be said that in this study the job satisfaction variable has a positive and significant effect on employee performance so that the research hypothesis is accepted.

f. The effect of leadership on employee performance through work motivation

Table data above shows, based on the path analysis coefficient, the value of leadership influence on employee performance if mediated by work motivation is 0.150 (positive value). Thus, it can be said that leadership provides positive changes to employee performance if mediated by work motivation, where the better the quality of superiors in organizing, then this will affect the increase in work motivation so as to produce good employee performance. Then based on the results of the significance test obtained ttest of 1.139 and P values 0.255. Because $t_{test} (1.139) < t_{table} (1.96)$ and P values $(0.255) > \alpha (0.05)$ thus it can be said that in this study leadership variables have a positive but not significant effect on employee performance if mediated by work motivation so the research hypothesis was rejected.

g. The effect of job satisfaction on employee performance through work motivation

Table data above shows, based on the path analysis coefficient, the value of the effect of job satisfaction on employee performance if mediated by work motivation is 0.134 (positive value). Thus, it can be said that job satisfaction provides positive changes to employee performance if mediated by work motivation, where the higher the perceived job satisfaction, then this will affect the increase in work motivation so as to produce good employee performance. Then based on the results of the significance test obtained t stat of 2.060 and P values 0.040. Because $t_{stat} (2.060) > t_{table} (1.96)$ and P values $(0.040) < \alpha (0.05)$ thus it can be said that in this study job satisfaction variables have a positive and significant effect on employee performance if mediated by work motivation so the research hypothesis is accepted.

DISCUSSION

The discussion of the results of this study was conducted in analyzing the findings obtained from observations of Samsung cell phone users in Makassar City. Further explanation regarding the results of this study can be elaborated as follows:

H1 The effect of leadership style on work motivation

The analysis results of leadership style and work motivation obtained empirical findings that the leadership style has a positive but not significant effect on work motivation. The results of this study indicate that leadership style has a positive influence in increasing work motivation. The results of this study are in line with theories about Leadership according to House et.al (1999: 184) namely the ability of individuals to influence, motivate and make others able to contribute to the effectiveness and success of the organization.

Although the results of research on leadership variables on work motivation do not have a significant effect, but the direction between these variables is positive so the

results of this study support the results of research by Riyadi (2011) in his research finding that leadership has a positive and significant effect on motivation so that the results This study supports the results of previous studies. The results of research from Nugraheny (2009) found that leadership style has a positive effect on work motivation, so the results of this study support the results of previous studies.

H2 The effect of job satisfaction on work motivation

The analysis results of job satisfaction and work motivation obtained empirical findings that job satisfaction has a positive and significant effect on work motivation. This is in accordance with salary satisfaction, the atmosphere of the work environment between employees and the love of the work itself which motivates employees to work for the goals of the organization. This means that the higher job satisfaction felt by employees, the higher employee motivation in achieving organizational goals.

The results of this study are in line with the opinion of Sopiadin (2010: 32), namely job satisfaction shows that there is a match between one's expectations that arise and the rewards provided by service (Sopiadin, 2010: 32). The results of this study support research by Nugraheni (2009) which suggests that there is a positive and significant influence by job satisfaction on increasing employee work motivation. Job satisfaction can be improved through attention and good relations from the leadership to subordinates, so that employees will feel that they are an important part of the work organization.

Based on the results of a study by Umar (2012) found that there is a positive and significant relationship between job satisfaction and work motivation. The higher job satisfaction felt by workers, it will also increase work motivation. Work done because there is a feeling of satisfaction will make workers feel responsible, disciplined and obedient, feel proud as workers, feel proud and respectful to superiors and feel proud of the image of the industry so that it has an impact on increasing motivation to work so that the results of this study support the results of previous studies.

H3 The effect of work motivation on employee performance

The results of work motivation and employee performance obtained empirical findings that motivation has a positive and significant effect on employee performance. This is in accordance with the conditions of the direction of behavior, the level of effort and the level of perseverance of employees in carrying out the tasks and mandates given to achieve organizational goals.

The results of this study are in line with the opinion of Soegiri (2004: 27) in Antony (2006) which states that giving encouragement as a form of motivation, it is important to do to increase employee enthusiasm so that it can achieve the desired results by management. Furthermore, Suwaji (2019) in his research also suggested that work motivation has a positive and significant influence on employee performance.

Riyadi (2011) in his research found a positive influence on work motivation on employee performance. While based on the results of a study by Umar (2012) concluded that work motivation has a positive and significant effect on company performance which means the higher work motivation perceived by workers, the performance of workers in the manufacturing industry in Makassar city tends to increase, so the results of this study support the results of previous studies.

H4 The effect of leadership on employee performance

The analysis of employee leadership and performance results obtained empirically that leadership has a positive but not significant effect on employee performance at the Investment and One-Stop Service Officers in the Bouven Digoel District. Thus, it can be said that the leadership style adopted at the Investment and One Stop Service Servants in the Bouven Digoel District is not in line with the employees' expectations. However, the better the function of the leader as an innovator and controller will positively affect employee performance.

The results of this study are in line with the opinion of Robbins (2006) who argues

that leadership is as the ability to influence a group towards the achievement of goals. Furthermore, Nasution (1994) explains that a leadership style can be formulated as a pattern of behavior that is formed to be aligned with the interests of the organization and employees to be able to achieve the goals set. Yasin (2001: 6), argues that the success of organizational development business activities is largely determined by the quality of leadership or managers and the commitment of the top leadership of the organization to the energy investment needed and the personal efforts of the leadership.

The results of this determination differ from the results of the study examined by Brahmasari and Suprayetno (2008) concluding that there is a positive and significant influence between leadership style and company performance. Leadership is an effort to influence many people through the process of communication to achieve organizational goals is expected to cause positive changes in the form of dynamic forces that can coordinate the organization in order to achieve goals if implemented in accordance with the corridor that has been established by both parties in accordance with the position owned.

Trang (2013) in his research stated that there is an influence between leadership style on employee performance but it is not significant. Leaders often try to provide guidance and motivation but this has not been able to make employees aware of the importance of a performance, because in this case what employees need is not just guidance and motivation but what they need most is a financial form of vitamins to improve employee performance, so that results this study supports the results of previous studies.

H5 The effect of job satisfaction on employee performance

The analysis results of job satisfaction and employee performance obtained empirical findings that prices have a positive and significant effect on employee performance. This is in accordance with the conditions of job satisfaction felt by employees at the Boven Digoel District Investment and One-Stop Service Office, which encourage employees to produce maximum performance.

The results of this study are in line with the results of Suwaji's research (2019) which suggests that there is a positive and significant influence between job satisfaction and employee performance, meaning that in general high employee job satisfaction will be able to improve company performance. Furthermore, the results of a study by Umar (2012) found that there was a positive and significant relationship between job satisfaction and work motivation. The higher job satisfaction felt by workers, it will also increase work motivation. Work done because there is a feeling of satisfaction will make workers feel responsible, disciplined and obedient, feel proud as workers, feel proud and respectful to superiors and feel proud of the image of the industry so that it has an impact on increasing their motivation to work.

H6 The effect of leadership on employee performance through motivation

The analysis results of leadership style, work motivation and employee performance obtained empirical findings that the leadership style has a positive but not significant effect on employee performance if mediated by work motivation. So it can be stated motivation variables cannot be used as intervening variables from the leadership style to employee performance. This explains that the leadership style possessed by superiors is not optimal in influencing employees to carry out their duties to achieve good work results according to agency expectations.

The results of this analysis are not in line with research conducted by Hutaaruk (2015) which suggests that leadership style has an indirect effect on employee performance through work motivation or work motivation being a variable that mediates between leadership on employee performance.

H7 The effect of job satisfaction on employee performance through motivation

The results of job satisfaction, employee performance and work motivation obtained empirically found that job satisfaction has a positive and significant effect on

employee performance through work motivation. Then it can be stated motivation variables can be used as intervening variables of job satisfaction on employee performance. This explains that job satisfaction felt by employees can influence employees to carry out their duties to achieve good work results according to agency expectations.

The results of this study are in line with the opinion of Ostroff (1992) in Lie (2018) suggesting that employees who are satisfied in their work will work more effectively while employees who do not have job satisfaction will work less effectively.

The results of this study support the research of Lusri and Siagian (2017) suggesting that motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction is a mediating variable between motivation and employee performance. So it can be concluded that the company can improve employee performance by paying attention to the factors forming work motivation and the factors forming job satisfaction.

CONCLUSION

Based on the results of the research and discussion above, the conclusions of this study can be described as follows:

- a. There is a positive but not significant effect of the leadership variable on employee work motivation at the Investment and One-Stop Service Office of the Boven Digoel Regency.
- b. There is a positive and significant effect of job satisfaction on work motivation at the Office of Investment and One Stop Service of the Boven Digoel Regency.
- c. There is a positive and significant effect of work motivation on employee performance at the Boven Digoel District Investment and One Stop Service Office.
- d. There is a positive but not significant effect of leadership on work motivation at the Investment and One-Stop Service Office of the Boven Digoel Regency.
- e. There is a positive and significant effect of job satisfaction on employee performance at the Boven Digoel Regency's Investment and One Stop Service Office.
- f. There is a positive but insignificant influence of leadership on employee performance at the Boven Digoel Regency's Investment and One-Stop Service Office if mediated by work motivation.
- g. There is a positive and significant effect of job satisfaction on employee performance at the Boven Digoel Regency's Investment and One Door Service Office if mediated by work motivation.

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