

The Influence Of Leadership Style And Motivation On Employee Performance Through Job Satisfaction Atpt Energy Star Geothermal Indonesia

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ABSTRACT: This study aims to: 1) analyze the influence of leadership style and motivation on job satisfaction 2) analyze the influence of leadership style and motivation on employee performance, 3) analyze the effect of job satisfaction on employee performance, 4) analyze the effect of leadership style and motivation on employee performance through job satisfaction. The research was conducted at PT Energy Star Geothermal Indonesia with a sample of 72 employees. The sampling technique used a simple random sampling technique. Methods of data analysis using descriptive analysis and path analysis.

The results showed that: 1) there is an influence of leadership style and motivation on job satisfaction 2) there is an influence of leadership style and motivation on employee performance, 3) there is an effect of job satisfaction on employee performance, 4) job satisfaction does not contribute to improving leadership style and motivation for employee performance at PT Energy Star Geothermal Indonesia.

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

I. INTRODUCTION

The current era of globalization tends to make the business environment grow and develop dynamically. The role of an effective and efficient management system is needed to adapt and accommodate any changes that are and have occurred quickly, precisely and with direction and at affordable costs. This makes the organization no longer seen as a closed system but rather an open system required to respond and accommodate various external changes quickly and efficiently.

The business climate seemed sluggish due to the economic crisis, which forced many companies to undertake consolidation or other internal downsizing efforts as financial savings measures to maintain their viability and achieve growth through effective and efficient

performance. The determination of the survival and growth of a company is not only from its success in managing finances based on the strength of capital or money alone but also from its success in managing human resources. The definition of human resources is that the company must be able to unify the perceptions or perspectives of employees and company leaders in order to achieve company goals, one of which is the formation of an excellent working mentality with high dedication and loyalty to their work, providing work motivation, guidance, direction, and coordination. Good at working by a leader to his subordinates.

Every company must be able to compete with other companies in winning business. To be able to compete with other companies, the company must have quality resources. If the company does not want to compete with other companies, the company will die either slowly or quickly. Quality resources can produce a good performance.

According to Setiawan and Waridin (2006), performance results from the work performance of employees assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that follows organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources because this is a key factor in improving employee performance.

Leadership in an organization is a factor that determines the success or failure of an organization or business because successful leadership shows that the management of an organization is successfully implemented (Kartono, 2006: 48). A good leader is someone who does not carry out his operational actions but makes decisions, takes policies, and directs others to carry out decisions that are made following the policies

outlined (Martoyo, 2007: 79). Organizational leaders must be able to use their authority to change the attitudes and behavior of employees so that they can work actively and want to achieve optimal results. Leaders use leadership styles to influence employee performance through thoughts, feelings, attitudes, and behavior of organizational members or subordinates (Nawawi, 2008: 64).

The quality of the leadership style is often considered the most important factor of organizational success or failure (Menon, 2017: 88), as well as the success or failure of an organization, both business and public-oriented, usually perceived as the success or failure of the leader. The role of the leader is so important that the issue of the leader becomes a factor that attracts the attention of researchers in the field of organizational behavior. This will ensure that every leader is obliged to pay serious attention to fostering, moving, directing all potential employees in their environment so that the volume and workload of work directed at the goal will be realized. Leaders need to carry out serious coaching for employees to improve performance and lead to high job satisfaction.

Generally, individuals work for reasons to earn income, channel their hobbies to a job, fill their time, etc. However, for professional resources, work activities are professional activities to earn sufficient income for themselves and their families. Strong motivation for a workforce or employee will have an impact on achieving a good level of performance.

Motivation is a condition that encourages someone to do, behave and act to achieve the desired goals. Motivation will be positive when someone feels happy and interested in work, but motivation becomes negative when someone feels bored and depressed. Motivation becomes a motivation for someone to carry out an activity to get the best results as expected. Therefore, it is not surprising that employees who have very high work motivation usually have high performance. For this reason, employees need to generate work motivation in order to produce a good performance as expected.

Building employee job satisfaction is not easy because job satisfaction can be created if the variables that influence it, including work motivation, leadership, and organizational / company culture, can be appropriately accommodated and accepted by all employees in an organization/company. Gibson (1996) and Brahmawati (2005: 96) explain that individual performance, or in other words, individual performance, will contribute to organizational

performance, meaning that the behavior of organizational members both individually and in groups gives strength to organizational performance because their motivation will affect organizational performance. Sujak (1990) explains that understanding motivation, both in employees and those from the environment, will help improve work. In this case, a manager needs to direct motivation by creating organizational conditions (climate) through the formation of work culture or organizational culture through work culture or organizational culture. Employees feel motivated to work harder so that the performance achieved is also high. Employees must well direct motivation because motivation cannot be given to every employee in different forms.

Researchers make observations at the Star Energy Indonesia Company. Star Energy Indonesia company is engaged in geothermal energy (geothermal) in Indonesia and has several power plants in the Pangalengan (Bandung), Salak (Sukabumi), Darajat (Garut), and Hamiding (North Maluku) areas. Star Energy Indonesia's corporate offices are divided into the center (Jakarta) and the geothermal power plant area. In this case, the researcher wants to know some of the problems related to the performance of Star Energy Indonesia's employees as a Geothermal Energy Company.

II. LITERATURE REVIEW

Employee Performance

The word performance is a translation of the English word Performance which means doing, the result, or the level of success in carrying out the task. According to Hersey and Blanchard, as quoted by Rivai and Basri in their book "Performance Appraisal" (2006), it explains that performance is a function of leadership and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it.

Robbins (2006) argues that performance is a function of the interaction between ability (A), leadership (motivation = M), and opportunity (opportunity = O). This means that performance is a function of ability, leadership, and job opportunities = f (A, M, O). Thus, performance is determined by the factors of ability, leadership and opportunity.

Performance is "the result of a job performed during a certain period which can be measured by the quality and quantity produced". Performance is not an individual characteristic,

such as talent or ability, but is the result of the manifestation of that talent or ability itself. Performance is a manifestation of ability in the form of real work.

According to Sinambela (2012) states that employee performance is defined "as the ability of employees to do certain skills," whereas according to Priansa (2014), performance is "the level of success of employees in completing their work," then according to Mangkunegara (2013), the definition of performance is "the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him." From the descriptions of the three experts, it can be concluded that performance is a work capability performed by an employee and carrying out the duties and responsibilities assigned by the company.

The following is a description of indicators that indicate the achievement of a target or objective that has been agreed upon and set. A job can be measured through 6 dimensions, namely:

1) Budget management

The budget is a tool to assist management in the implementation, planning, coordination, supervision function, and working guideline in running the company for predetermined purposes.

2) Implementation of tasks

Task Execution is the extent to which employees can do their work accurately or without errors. It consists of a reliability component in completing tasks and knowledge about work. Besides, each employee must work following their respective duties, functions, roles, skills, and competencies to achieve the organization's vision, mission, and work program that has been set.

3) Quality of service

The quality of services provided to customers, both internal and external customers, is based on standard service procedures.

4) The quantity of work

This shows the amount of work that an individual or group produces as a requirement for standard employment.

5) Quality of work

Every employee in the company must meet certain requirements to produce work according to the quality demanded by a particular job.

6) Punctuality of time

Each job has different characteristics, for certain types of work must be completed on time, because it is dependent on other jobs.

7) Ability to work together

Not all work can be completed by just one employee, for certain types of work, it may have to be completed by two or more employees. Employee performance can be judged by their ability to work with other colleagues.

III. LEADERSHIP STYLE

Leadership comes from the word leader. The word leader contains the meaning of directing, building or managing, guiding, and showing or influencing. Leaders have a responsibility both physically and spiritually for the success of the people they lead. Being a leader is not easy, and everyone will not carry out their leadership.

According to Wahjosumidjo (2005), leadership is translated into traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of one administrative position, and persuasiveness, and perceptions of others about the legitimacy of influence. Thoha (2010) leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individually and in groups.

Leadership is one of the essential factors in an organization because most of the success and failure of an organization are determined by the leadership in the organization. According to C. Turney (1992), leadership is a group process carried out by a person in managing and inspiring several jobs to achieve organizational goals through the application of management techniques.

Terry in Thoha, (2010) defines that leadership as an activity to influence people so that they are directed to achieve organizational goals. Leadership includes the influencing process in determining organizational goals, motivating follower behavior to achieve goals, and influencing the group and its culture.

Timpe (2000) defines leadership as a process of social influence in which managers seek voluntary participation from subordinates to achieve organizational goals. With leadership carried out by a leader also describes the direction and goals to be achieved by an organization. So it can be said that leadership is very influential for the big names of the organization. According to Danim (2004: 56), leadership is any action taken by an individual or group to coordinate and give direction to individuals or groups who are members of a particular container to achieve predetermined goals.

According to Hasibuan (2016) divides leadership styles as follows:

1) Authoritarian Leadership

Authoritarian leadership is power or authority, most of which are absolutely in the leadership if the leadership adheres to a centralized authority system. The leader only determines decision-making and policies; subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process.

2) Participative Leadership

Participative leadership is when leadership is carried out persuasively, creating harmonious cooperation, fostering loyalty and participation of subordinates. The leader will encourage the ability of subordinates to make decisions.

3) Delegative Leadership

The leader delegates authority to subordinates somewhat wholly. Thus subordinates can make decisions and policies freely or freely in carrying out their work. The leader does not care about how the subordinates make decisions and do their work; it is wholly left to them.

IV. MOTIVATION

According to Moorhead and Griffin (2013), virtually all practitioners and scholars have their definitions of motivation. Usually, the following words are included in the definition: desire, hope, goal, need, drive, motivation, and incentive. Technically, the term motivation comes from the Latin word *movere*, which means "to move". This meaning is evident from the following comprehensive definition: Motivation is a process that begins with a physiological or psychological deficiency that drives goal-directed behaviors or incentives. Thus, the key to understanding the motivational process rests on understanding the relationship between needs, drives, and incentives. The components of work motivation indicators, according to Sastrohadiwiryono (2003), are as follows:

- 1) Performance
- 2) Awards
- 3) Challenges
- 4) Responsibility
- 5) Engagement
- 6) Development
- 7) Opportunity

V. JOB SATISFACTION

Job satisfaction is individual, and each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity felt following the individual's wishes, the higher the satisfaction with these activities. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, then

employee discipline is good. Conversely, if job satisfaction is not achieved at work, employee discipline is low. According to Suwatno (2001), job satisfaction is a pleasant psychological condition or employee feelings that are very subjective and highly dependent on the individual concerned and their work environment, and job satisfaction is a multifaceted concept (many dimensions), it can include attitudes as a whole or refers to the part of a person's job. Meanwhile, according to Keither and Kinicki (2015), job satisfaction is effectiveness or emotional response to various aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with one aspect of his job and or not satisfied with one or more other aspects.

According to Robbins (2006) quoted that job satisfaction is a general attitude towards a person's job, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Meanwhile, Davis, quoted by Mangkunegara (2006), stated that "Job satisfaction is the favorableness or unfavorability with employees view their work." This means that job satisfaction is the feeling of supporting or not supporting employees experienced at work. Wexley and Yuki are quoted by Mangkunegara (2006), defining that job satisfaction are "is the way an employee feels about his or her job." This means how the employee feels about himself or his job. Siagian (2008: 295) argues that job satisfaction is a person's perspective, both positive and negative, about their work. Many factors need attention in analyzing a person's job satisfaction. Suppose someone has autonomy or acts in his job. In that case, there are variations, make an essential contribution to the success of the organization, and employees get feedback about the results of the work they do, they will feel satisfied. The form of the introduction program is appropriate and results in accepting a person as a member of a workgroup. The environmental situation culminates in a high level of job satisfaction. A more precise understanding of job satisfaction can be realized if an analysis of job satisfaction is linked to work performance and the organization's size.

According to Rivai (2006: 479), theoretically, many factors can affect job satisfaction, such as leadership style, work productivity, behavior, locus of control, fulfillment of payroll expectations, and work effectiveness. The factors that are usually used to measure the job satisfaction of an employee are as follows:

1. The content of the job, the appearance of the actual job duties, and as a control of the job,

2. Supervision,
3. Organization and management,
4. The opportunity to advance,
5. Salaries and other financial benefits such as incentives,
6. Colleagues,
7. Conditions of work.

VI RESEARCH METHODS

Research Time

This research was conducted from July to December 2019. This research was conducted in stages: observation or interviews, making research proposals, making and testing research instruments, distributing questionnaires, and analyzing research data. Researchers categorize it into two stages, namely field research and data management and analysis.

Research Sites

This research was conducted at PT Energy Star Geothermal Indonesia, located at Wisma Barito, Star Energy Tower, Jl. Let. Jen S. Parman, Kav 62 - 63, RT.8 / RW.4, West Jakarta City.

Research Design

In this study, to test how much the variable contribution of leadership style and motivation as the independent variable (exogenous), job satisfaction as a mediating variable (intervening), and employee performance as the dependent variable (endogenous). Intervening variables or variables that affect the relationship between exogenous variables and endogenous variables are expressed in job satisfaction variables. Furthermore, combined with relevant theories using data analysis techniques concerning the variables used.

The data collection technique uses a survey which is commonly used in quantitative research. According to Sodik (2015: 18), the survey method is a research method that uses a questionnaire as the main instrument for collecting data. Syaodih (2013) adds that information is collected through asking questions (generally in writing, although it can also be verbal) from a population. The questionnaire is a data collection technique done by giving a set of questions or written statements to the respondent to be answered. According to Sugiyono (2014: 143), a questionnaire is suitable if the respondents are large enough and spread over a large area.

The data collected will be analyzed to determine the relationship or influence of the level of the independent variables, which are influenced by intervening variables on the dependent variable,

through path analysis. To support the process of obtaining data statistically using the SPSS 23 application.

Population and Sample

According to Sugiyono (2014: 80), a population comprises subjects with specific qualities and characteristics determined by researchers to be studied and then concluded. In this study, the population taken was 250 employees of PT Energy Star Geothermal Indonesia.

Nurdin and Hartati (2019: 95) say the sample is a small part taken from members of the population based on predetermined procedures so that it can be used to represent the population. Given the large population in this study, this study took a sample representative of the entire population. This study used the random sampling technique, meaning that the researcher took randomly from the population. At the same time, the technique of determining the number of samples uses the Slovin formula. Based on the results of Slovin, the sample of this study was 72 people (rounded). So the research sample taken was 72 employees of PT Energy Star Geothermal Indonesia.

VII RESEARCH RESULTS AND DISCUSSION

1. Analysis of the Influence of Leadership Style and Motivation on Job Satisfaction

According to Ghazali (2006), the path coefficient uses standardized regression coefficients. The regression analysis of the influence of leadership style and motivation on job satisfaction shows the value of R² (R Square) of 0.627. The value of R² is used in calculating the value of the e₁ coefficient. The coefficient e₁ is a variant of job satisfaction that is not explained by leadership style and motivation.

Magnitude: Coefficient $e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,627)} = \sqrt{0,373} = 0,610$. So the coefficient $e_1 = 0,610$

Based on the results of the analysis, the regression equation can be seen as follows:

$$\begin{aligned} X_3 &= b_1X_1 + b_2X_2 + e_1 \\ X_3 &= 0,409X_1 + 0,557X_2 + 0,610e_1 \end{aligned} \quad (1)$$

The equation shows that:

- Every increase of 1 leadership style will be followed by an increase in job satisfaction of 0.409.
 - Every increase of 1 motivation unit will be followed by an increase in job satisfaction of 0.557.
- So that from equation (1), it can be seen that if the leadership style, job satisfaction will increase.

Likewise, with increased motivation, job satisfaction will increase.

2. Analysis of the Influence of Leadership Style, Motivation, and Job Satisfaction on Employee Performance

The regression analysis results of the influence of leadership style, motivation, and job satisfaction on employee performance show that the R2 (R Square) value is 0.790. The value of R2 is used in calculating the value of the e2 coefficient. The coefficient e2 is a variant of employee performance that is not explained by leadership style, motivation, and job satisfaction.

Magnitude: Coefficient $e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,790)} = \sqrt{0,21} = 0,458$. So the coefficient $e_2 = 0,458$

Based on the results of the analysis, the regression equation can be seen as follows:

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y = 0,245X_1 + 0,203X_2 + 0,699X_3 + 0,458e_2 \dots\dots\dots (2)$$

The equation shows that:

- Every time there is an increase of 1 unit of leadership style, an increase in employee performance will increase by 0.245.
- Every increase of 1 motivation unit will be followed by an increase in employee performance by 0.203.
- Every increase of 1 unit of job satisfaction will be followed by an increase in employee performance by 0.699.

So from equation (2), it can be seen that if the leadership style is, then the employee's performance will increase. If motivation increases, employee performance will also increase. Likewise, if job satisfaction increases, employee performance will also increase.

Hypothesis Test

1. It is suspected that there is an influence of leadership style and motivation on job satisfaction.

From the results of data analysis, it was found that the t-count value of the leadership style variable was 3.761, and motivation was 4.714, while the t-table value was 1.663. Thus tcount> table. Thus, H0 is rejected, and H1 is accepted at this fundamental level. This concludes that leadership style and motivation affect employee performance. Thus the first hypothesis is tested and proven.

2. It is suspected that there is an influence of leadership style and motivation on employee performance.

The t-test result for the leadership style variable is 3.030, and the motivation is 4.967, and the t-table is 1.663. This means that t-count> t-table, which means that H0 is rejected and H1 is accepted. This gives the conclusion that leadership style and motivation affect employee performance. Thus the second hypothesis is tested and proven.

3. It is suspected that there is an effect of job satisfaction on employee performance.

The results of the t-test for the variable job satisfaction obtained the value of t count = 15.435 and t-table of 1.663. This means that t-count> t-table (15.435> 1.663) means that H0 is rejected and H1 is accepted. This concludes that job satisfaction affects employee performance. Thus the third hypothesis is tested and proven.

4. It is suspected that there is an influence of leadership style and motivation on employee performance through job satisfaction.

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,245 \times 0,669 = 0,164$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,203 \times 0,669 = 0,136$$

In the leadership style variable, the indirect effect value is obtained from the path coefficient value $\rho_{X_3X_1}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication result shows that the value of the indirect effect coefficient is smaller than the value of the direct effect coefficient.

In the motivation variable, the indirect effect value is obtained from the path coefficient value $\rho_{X_3X_2}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication result shows that the value of the indirect effect coefficient is smaller than the value of the direct effect coefficient.

This shows that job satisfaction cannot mediate, namely leadership style and motivation, in influencing employee performance. Thus the fourth hypothesis is not proven and tested.

VILDISCUSSION

1. The Influence of Leadership Style and Motivation on Job Satisfaction at PT Energy Star Geothermal Indonesia

Based on the analysis of the variable description of leadership style, it shows that the indicators of participatory leadership, namely leaders, involve the participation of subordinates in every organizational activity. According to Moorhead and Griffin (2013: 270), motivation is a process that begins with a physiological or psychological definition that drives behavior or impulses aimed at goals or incentives. Motivation indicators are desire for achievement, rewards,

challenges, responsibilities, involvement, and opportunities.

Based on the analysis of the description of the motivation variable, it shows that the indicators of involvement give the greatest value to the formation of the motivation variable, namely that all employees of PT Energy Star Geothermal Indonesia have a high responsibility. According to Suwatno (2001), job satisfaction is a pleasant psychological condition or employee feels that is very subjective and highly dependent on the individual concerned and his work environment. Job satisfaction indicators are job content, supervision, organization and management, opportunities for advancement, salary, co-workers, and working conditions. The analysis of job satisfaction variable descriptions shows that the job content indicator, namely the work done, has benefits for PT Energy Star Geothermal Indonesia.

Based on the results of the regression analysis, it shows that leadership style and motivation contribute to increasing job satisfaction at PT Energy Star Geothermal Indonesia. The results of this study are in line with the results of research conducted by Ratnasari, Sutjahjor, Adam (2019); Endrias (2014); Rizal S and Siraj (2019); Darmawan, Hubeis, Sukandar (2015), and Kamase (2019).

2. The Influence of Leadership Style and Motivation on Employee Performance at PT Energy Star Geothermal Indonesia

Based on the analysis of the variable description of leadership style, it shows that the indicators of participatory leadership, namely leaders, involve the participation of subordinates in every organizational activity. The motivation variable shows that the involvement indicator provides the most significant value for forming the motivation variable, namely that all PT Energy Star Geothermal Indonesia employees have a high responsibility. Meanwhile, the employee performance variable is the quality of work, namely the PT Energy Star Geothermal Indonesia employees have a high quality of work.

Based on the results of the regression analysis, it shows that leadership style and motivation contribute to improving employee performance at PT Energy Star Geothermal Indonesia. The results of the study are in line with the research conducted by Ilham (2018), Ratnasari, Sutjahjor, Adam (2019); Rantesalu, Mus, Mapparenta, Arifin (2016); Supartono, Rivai. A and Subagja, IK, (2020) and Kamase (2019).

3. The Effect of Job Satisfaction on Employee Performance at PT Energy Star Geothermal Indonesia

The analysis of job satisfaction variable descriptions shows that the job content indicator, namely the work done, has benefits for PT Energy Star Geothermal Indonesia. Meanwhile, the employee performance variable is the quality of work, namely the PT Energy Star Geothermal Indonesia employees have a high quality of work. The regression analysis results show that job satisfaction contributes to improving employee performance at PT Energy Star Geothermal Indonesia. The results of the study are in line with Ilham's (2018) research; Ratnasari, Sutjahjor, Adam (2019); Endrias (2014); Rizal S and Siraj (2019); Darmawan, Hubeis, Sukandar (2015); Bernard C. Renyut, H. Basri Modding, JobharBima, St. Sukmawati (2017).

4. The Influence of Leadership Style and Motivation on Employee Performance Through Job Satisfaction at PT Energy Star Geothermal Indonesia

Based on the analysis of the variable description of leadership style, it shows that the indicators of participatory leadership, namely leaders, involve the participation of subordinates in every organizational activity. The motivation variable shows that the involvement indicator gives the most significant value to forming the motivation variable, namely that all PT Energy Star Geothermal Indonesia employees have a high responsibility. Job satisfaction variables indicate that the job content indicator, namely the work done, benefits PT Energy Star Geothermal Indonesia. Meanwhile, the employee performance variable is the quality of work, namely the PT Energy Star Geothermal Indonesia employees have a high quality of work.

Based on the results of the path analysis, it shows that the leadership style and motivation for employee performance through job satisfaction do not contribute to improving employee performance at PT Energy Star Geothermal Indonesia. Job satisfaction variables do not contribute to leadership style and motivation to improve performance. This research is in line with the research of IlhamHimawan, M. IdrusTaba, Andi Reni (2019); and contrary to research from Suharyanto (2011); Ratnasari, Sutjahjor, Adam (2019); Endrias (2014); Rizal S and Siraj (2019); and Rantesalu, Mus, Mapparenta, Arifin (2016) and Haryanto, Rivai. A and Subagja, IK, (2020).

IX. CONCLUSIONS AND SUGGESTIONS

Based on the results of research on the influence of leadership style and motivation on employee performance through job satisfaction at PT Energy Star Geothermal Indonesia, the following conclusions can be drawn:

Based on the results of descriptive analysis, regression analysis and path analysis, it was found that:

a. Leadership Style

Based on the analysis of the variable description of leadership style, it shows that the indicators of participatory leadership, namely leaders, involve the participation of subordinates in every organizational activity. Based on the results of the regression analysis, it shows that the leadership style contributes to increasing job satisfaction at PT Energy Star Geothermal Indonesia.

b. Motivation

Based on the analysis of the description of the motivation variable, it shows that the indicators of involvement give the greatest value to the formation of the motivation variable, namely that all employees of PT Energy Star Geothermal Indonesia have a high responsibility. Based on the results of the regression analysis, it shows that motivation contributes to increasing job satisfaction at PT Energy Star Geothermal Indonesia.

c. Job satisfaction

The analysis of job satisfaction variable descriptions shows that the job content indicator, namely the work done, has benefits for PT Energy Star Geothermal Indonesia. The regression analysis results show that job satisfaction contributes to improving employee performance at PT Energy Star Geothermal Indonesia.

d. Employee performance

Based on the descriptive analysis of the employee performance variables, it shows that the employee performance variable is the quality of work, that is, the employees of PT Energy Star Geothermal Indonesia have high-quality work. Based on the results of the path analysis, it shows that the leadership style and motivation for employee performance through job satisfaction do not contribute to improving employee performance at PT Energy Star Geothermal Indonesia. Job satisfaction variables do not contribute to leadership style and motivation to improve performance.

X. SUGGESTION

Based on the results of research on the influence of leadership style and motivation on employee performance through job satisfaction at

PT Energy Star Geothermal Indonesia, some suggestions can be made as follows:

1. The results of this study are expected to contribute to the knowledge, insights and experiences of researchers in the field of human resource management, especially regarding leadership styles and motivation for employee performance through job satisfaction and this research is expected to provide information, insights, and experiences directly in facing problems that exist in the world of work.

2. The results of this study are expected to be used as input and reference for organizations to take policies or decisions that are deemed necessary to improve employee performance, taking into account the following:

a. Leadership Style

In order to become a concern for PT Energy Star Geothermal Indonesia, to pay attention to the authoritarian leadership indicators that give the lowest score for the formation of leadership style variables, namely by the way the leadership takes a decision, it must be resolved by a joint decision.

b. Motivation

In order to become a concern for PT Energy Star Geothermal Indonesia, to pay attention to the opportunity indicator that gives the lowest score for the formation of motivation variables, namely by the way the leadership of PT Energy Star Geothermal Indonesia must pay attention to employees in careers according to employee competencies and achievements.

c. Job satisfaction

In order to become a concern for PT Energy Star Geothermal Indonesia, to pay attention to the opportunity indicator for advancement, which gives the lowest score for the formation of job satisfaction variables, namely by the way the leadership of PT Energy Star Geothermal Indonesia must provide opportunities to advance for its employees by providing training to employees.

d. Employee performance

In order to become a concern for PT Energy Star Geothermal Indonesia, to pay attention to budget management indicators that give the lowest score for the formation of employee performance variables, namely by the way the leadership of PT Energy Star Geothermal Indonesia must be efficient in budget management according to company needs.

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