

The Influence Of Leadership Style And Motivation On Employee Performance Through Work Satisfaction In Agency Of Meteorology, Climatology, And Geophysical

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ABSTRACT: This study aims to determine leadership style and motivation on employee performance through job satisfaction. The research was conducted at the Agency of Meteorology, Climatology, and Geophysics, with a total sample of 91 employees. The data analysis technique used path analysis. The results showed that leadership style and motivation have a positive, healthy, and significant effect on job satisfaction and employee performance of the Agency of Meteorology, Climatology, and Geophysics. This shows that applying the right leadership style and supported by high employee motivation can increase job satisfaction. Job satisfaction affects employee performance at the Agency of Meteorology, Climatology, and Geophysics, which means that employees who are satisfied with their work can improve employee performance. Leadership style and motivation affect employee performance through job satisfaction at the Agency of Meteorology, Climatology, and Geophysics. This shows that a leadership style that is well implemented and supported by highly motivated employees can improve employee performance if employees are satisfied with the employee's job.

KEYWORDS: leadership style, motivation, job satisfaction, employee performance

I. INTRODUCTION

Human resource management is driven by advances in civilization, education, science, and the demands of organizational competitiveness. This development had started when there were cooperation and division of labor between two or more people. Resource management is essential to achieve organizational goals through leadership, a tool to achieve these goals. A good government will facilitate the realization of the purposes of the organization, employees, and society. With usability management and usability, management elements will be improved.

In achieving organizational goals, many elements are essential in their fulfillment, including leadership or leader. If not appropriately managed, the available resources will not achieve the organization's goals. The role of a leader is significant who can use his authority and leadership to achieve organizational goals. The leadership style is the style of a leader influencing his subordinates so that they are willing to cooperate and work as effectively as possible according to his orders. With the leader's leadership style, the leader can direct human resources to use all the abilities owned by his subordinates to achieve the best possible performance.

In addition to the leadership style shown by a leader to provide direction to subordinates, another thing that is important and must be understood by a leader to manage his associates is that managing employees is difficult and complicated because employees have feelings, status, desires, and backgrounds that are heterogeneous which is brought into the organization. Employees cannot be regulated, such as machines, capital, and buildings; employees are valuable assets owned by the organization. To combine the interests of the organization and the needs of employees, a leader must integrate the two things. One way to integrate these two things is to motivate employees. With this motivation, leaders can encourage potential employees to work productively, to achieve employee goals and organizational goals. Organizations expect skilled, capable, and capable employees, but an essential thing is employees who are willing to work hard and achieve maximum work results.

The leadership style of a leader and the employees' motivation are very influential on the employee's performance. Good performance from employees will be obtained if the leadership style and inspiration are right too. This is following the opinion expressed by Luthan (2014), which states

that organizational performance can be maximized if you pay attention to the factors of corporate culture, leadership, and coordination because these three factors will determine whether or not an organization is successful in achieving its stated goals.

Performance is a way obtained from these two things in completing one's work and an essential item in the organization's efforts to achieve organizational goals. One way that can provide maximum motivation to employees is by offering salaries and wages that follow what they expect and following organizational capabilities and the work results of these employees.

In an organization, a leader's role has a significant influence on the achievement of organizational goals and the Agency of Meteorology, Climatology, and Geophysics (BMKG). Each employee and leader have their respective fields of work according to their position. The employees in these organizations also have different jobs, according to their separate areas of work. In addition to seeing the organization's compensation to employees, the organization must look at the services provided by employees to the organization. Employees with high work performance should receive compensation following the achievement of their performance to increase motivation for employees to improve their performance optimally. By maximizing employee performance improvement, the organization's work goals and objectives can be achieved.

The Agency of Meteorology, Climatology, and Geophysics (BMKG), previously known as the Meteorology and Geophysics Agency (BMG), is an Indonesian Non-Departmental Government Agency that has the task of carrying out government tasks in the fields of meteorology, climatology, and geophysics. The vision of the Agency of Meteorology, Climatology, and Geophysics are to create a reliable, responsive, and capable BMKG to support community safety and the success of national development and play an active role at the international level. The terminology in the vision can be explained as follows:

1. Reliable meteorological, climatological, air quality, and geophysical information services are BMKG services for data presentation, meteorological, climatological, air quality, and geophysical service information, right on target, efficient, fast, complete, and accountable.
2. Responsive and capable means that BMKG can capture and formulate stakeholder needs for meteorological, climatological, air quality, and geophysical data, information, and services and

provide services according to the needs of service users.

Based on the vision of the BMKG, reliable human resources are needed in carrying out their primary duties and functions according to organizational goals. An organization's success or failure is determined by many things, one of which is the leadership style that runs in the organization.

An employee can work professionally if he has high motivation. Employees who have high reason will usually carry out their duties with enthusiasm and energy because there are certain motives or goals behind these actions. An explanation is a driving factor that gives him the strength to be willing and willing to work hard. The results of research evidence this by McClelland (1961), Murray (1957), Miller and Gordon (1967) cited by Mangkunegara (2013), concluding that there is a positive relationship between motivation and work performance achievement. This means that leaders and employees who have high achievement motivation will achieve high performance and vice versa. Those who have a low account are due to inadequate work motivation.

Given the importance of the role of leadership style and work motivation, namely the Agency of Meteorology, Climatology, and Geophysics in increasing job satisfaction and employee performance, leaders must seriously pay attention to account in achieving organizational goals and how to carry out leadership and motivation is by taking a personal approach. To every employee and motivate employees, they have high job satisfaction and are more active in working.

According to preliminary observations of problems that occur in the Agency of Meteorology, Climatology, and Geophysics at this time, the leadership does not listen to employee aspirations, the relationship between colleagues is not going well, employee work competence is not optimal, lack of two-way communication between leaders and subordinates, employee work motivation has not supported by awards for good work performance and the absence of legal sanctions against absent employees. By looking at these conditions, the head of the Agency of Meteorology, Climatology, and Geophysics must know the situation and condition of employees that will impact the smooth running of work activities to achieve predetermined goals. In this case, it is necessary to understand as a determinant of direction and assessment in applying leadership styles and providing work motivation to all employees to achieve optimal employee performance through employee job satisfaction.

II. LITERATURE REVIEW

2.1 Employee Performance

Employee performance, according to Simanjuntak (2005), is the aggregation or accumulation of the performance of all organizational units which comes from the accumulated individual account, which is the level of achievement or a person's work results from the goals that must be achieved or tasks that must be carried out within a certain period. Furthermore, Bastian (2001: 329) states that organizational performance illustrates the level of achievement of implementing the tasks of an organization to realize the goals, objectives, mission, and vision of the organization. Then another definition of organizational performance is put forward by Pasolong (2013: 176), namely the results of work that can be achieved by employees or groups of employees in an organization, following the authority and responsibility of each to achieve the goals of the organization concerned legally, without violating the law and following Immoral and Celtic.

Based on this, it is said that organizational performance is a description of managerial work results in achieving objectives, which will be influenced by the resources owned by the organization. Such resources can be in the form of physical, such as human and non-physical resources, such as regulations, information, and policies, to better understand the factors that can influence an employee's performance. The concept of organizational performance also illustrates that every public organization provides services to the community and that performance measurement can be carried out using existing performance indicators to see whether the organization has performed its duties correctly and also to find out whether the objectives that have been set have been achieved or not.

2.2 Leadership Style

Every leader has different behavior in leading his followers. The action of these leaders is called a leadership style. Leadership style is a way for leaders to influence their subordinates, expressed in the form of behavior or personality patterns. A leader has a program and behaves together with group members by using a certain way or style. Leadership has a role as a dynamic force that encourages, motivates, and coordinates the organization in achieving predetermined goals.

The word "style" comes from English, which is "style," which means a person's fashion that is always visible, characterizing that person. Leadership style is defined as the behavior or methods that the leader chooses and uses in

influencing the thoughts, feelings, attitudes, and behavior of the members of the organization / his subordinates. We realize that wherever a human group is located, there must be an elder as the leader. In the organization or management, we find various leadership forms; some are democratic, dictatorial or authoritarian, and consultative forms.

According to Almasdi and Suit (2012: 61), the leadership style is a way for leaders to deal with and serve staff or subordinates who are usually different for each individual and can change. All of this is to create unity and unity in thinking and acting to achieve organizational goals.

Leadership style theory is a combination of developing sociological thinking and psychological approaches. The starting point of this thought is that subordinate employees will be willing to work hard (virtually) if the leader applies an accommodating style. This theory rests on the views of subordinates on the behavior of their superiors, as stated by Sastrodiningrat (2010: 43), which indicates:

- a. Initiative structure: The leader's level of involvement determines the role of himself and the part of his subordinates, which is one-way communication.
- b. Consideration: the level of leadership behavior towards subordinates is reflected in mutual trust, mutual respect, supporting subordinates' ideas, and two-way communication.

The leadership style collects several leadership behaviors or types that are centered on the leader (centralistic) as the only determinant, ruler, and controller of the members of the organization and their activities to achieve the goals of this leadership organization based on one of the humans needs to be called the need for power, as part of the need for self-realization/self-actualization in the social-psychological conditions that encourage (motivate) someone to do something, which is done by showing his power. The action to fulfill this need is to try to be a leader according to the organization's opportunities, both at the upper and middle and lower levels. The need for power becomes dominant in a leader after other requirements are met, such as physical needs, social needs in the form of physical and psychological security, and others.

From the above opinion, it can be concluded that leadership style is a leader's way of influencing and providing direction to subordinates relating to the traits, habits, temperament, character, and personality that distinguish a leader in interacting with others to achieve organizational goals.

2.3 Motivation

Motivation can be interpreted and interpreted differently by each person according to each person's place and circumstances. One of the uses of the terms and concepts of reason, according to Buchari (2014: 17), is to describe the relationship between expectations and goals. Every person and organization wants to be able to achieve something or several goals in its activities.

The motive is defined as the causes that become the impetus for one's actions, based on thoughts and opinions on something that is the subject. From the understanding of the motive, it can be derived from motivation as the main thing, which becomes an impetus for someone to work. Jones is quoted by Sutrisno (2012: 116), stating that reason has a relationship with a process that builds and maintains behavior towards a goal.

Wexley and Yukl are quoted by Umam (2010: 159), suggesting that: Motivation is a gift for the arising of motives. It can also be interpreted that things or circumstances become motives, so work motivation is something that creates enthusiasm or work motivation. That is why work motivation in psychological work is usually called a morale booster. The strength and weaknesses of a person's work motivation also determine the size of that person's achievements.

Prawirosentono (2013: 4) suggests that today's theory of motivation is the theory of expectation, which is part of the idea of inspiration. Meanwhile, the motivation theory itself is based on the relationship between work effort, performance, and the work itself.

Siagian (2014: 138) argues that motivation is a driving force which results in a member of the organization willing and willing to direct the ability in the form of expertise or labor skills and the time to carry out various activities that are their responsibility and fulfill their obligations to achieve organizational goals and objectives. predetermined.

Motivation is a factor that encourages someone to do a particular activity; therefore, inspiration is often interpreted as a factor driving one's behavior. Every action that a person does must have an element that drives these activities. Therefore, a particular activity is generally the need and desire of that person.

From some of the definitions above, it can be concluded that motivation is the whole process of giving employee morale through wages, salaries, giving initiative, paying attention to self-esteem, meeting spiritual needs, and paying attention to the environment where subordinates work in such a way that employees want to work sincerely for the sake

of achievement of organizational goals effectively and efficiently.

2.4 Job Satisfaction

Robbins (2015: 459) suggests that job satisfaction is a general attitude towards one's job, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Luthans (2014: 431) explains that job satisfaction results from employees' perceptions of how well their work provides things that are considered essential.

Job satisfaction is a person's perspective, both positive and negative, about their work (Siagian, 2014: 295). Bangun (2012: 327) states that with job satisfaction, an employee can feel his job, whether it is fun or not fun to do.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work (Handoko, 2013: 193). Job satisfaction reflects a person's feelings towards his job, as seen in employees' positive attitude towards work and everything that is faced in the work environment. Job satisfaction can affect the level of absenteeism, labor turnover, and morale.

It can be concluded that the notion of job satisfaction from the opinion of experts and previous researchers that job satisfaction is the perception of positive or negative emotional attitudes from employees that reflect whether the employee likes his job or dislikes the position that the organization has given him.

III. RESEARCH METHODS

3.1 Research Design

This study uses an explanatory analysis approach, where each variable put forward in the hypothesis is observed through testing the causal relationship between the independent variable and the dependent variable, as well as the mediating variable, in this case, is job satisfaction, as the observed variable can mediate the direct relationship of the independent variable (style leadership and motivation) on the dependent variable (employee performance). The influence of these mediating variables can strengthen or weaken the relationship between the dependent and independent variables. This phenomenon was created as a variable (Y1), where job satisfaction is a mediating variable that will later be tested through an interaction test.

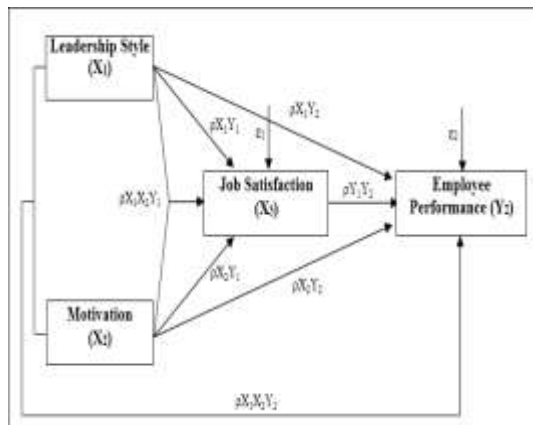


Figure 1. Research Design

3.2 Population

The population is used to implement research to regulate the number and characteristics of the object and subject under study. According to Sugiyono (2014: 57), states that: "Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics that are determined by researchers to be studied and then draw conclusions." The study populations were employees in Groups II and III who knew about the leadership, in this case, who gave an assessment. At the same time, for Group IV, many were assessed at the "Superior" level in this case. If added together, the total population of Class II and Group employees III as many as $(923 + 84) = 1007$ people.

3.3 Sample

Samples are part of the population taken in particular, clear, and complete ways that represent the population. The sampling method in this study was carried out utilizing proportional stratified random sampling, a sampling technique for heterogeneous and stratified populations by taking samples from each sub-population whose numbers are adjusted to the number of members of each sub-population randomly or haphazardly (Sugiyono, 2014: 59). Prospective respondents must have specific criteria; namely, the selected respondents are employees of the Agency of Meteorology, Climatology, and Geophysics. The number of samples as objects of observation was 91 respondents at the Agency of Meteorology, Climatology, and Geophysics. This number is considered representative or represents the population. While the sampling technique of the community uses a simple random sampling technique, meaning that the sampling is done randomly from the people.

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Path Analysis

4.1.1 Analysis of the Influence of Leadership Style and Motivation on Job Satisfaction

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

$$Y_1 = b_1X_1 + b_2X_2 + e_1$$

$$Y_1 = 0,345X_1 + 0,599X_2 + 0,582 e_1$$

..... (1)

The equation shows that:

- Every time there is an increase in 1 unit of leadership style, an increase in job satisfaction will be followed by 0.345.
- Every time there is an increase in 1 unit of motivation, an increase in job satisfaction will be followed by 0.599.

So from equation (1), it can be seen that if the leadership style increases, job satisfaction will increase. Likewise, with motivation, if motivation increases, job satisfaction will also increase.

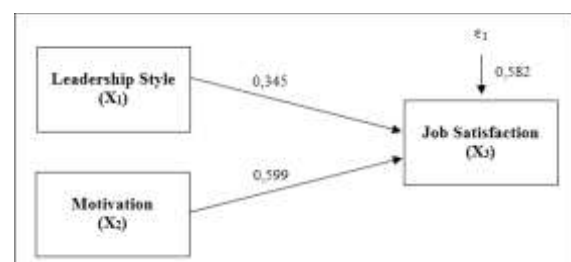


Figure 2. Substructure Equations 1

4.2 Analysis of the Influence of Leadership Style and Motivation on Employee Performance through Job Satisfaction

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

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

$$Y = 0,225 X_1 + 0,238X_2 + 0,376X_3 + 0,682 e_2$$

..... (2)

The equation shows that:

- Every time there is an increase in 1 unit of leadership style, it will be followed by an increase in employee performance by 0.225.
- Every time there is an increase in 1 motivation unit, an increase in employee performance will be followed by 0.238.
- Every time there is an increase in 1 unit of job satisfaction, it will be followed by an increase in employee performance by 0.376.

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

with job satisfaction, if job satisfaction increases, employee performance will also increase.

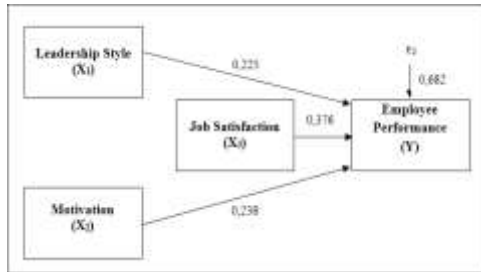


Figure 3. Substructure Equations 2

Based on equations (1) and (2), a path analysis model is obtained.

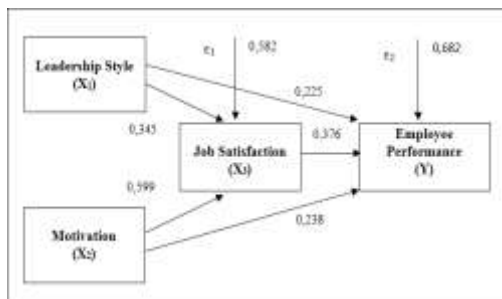


Figure 4. Path Analysis Model

4.2 Hypothesis Test

4.2.1 The Effect of Leadership Style and Motivation on Job Satisfaction

The analysis of the influence of leadership style and motivation on job satisfaction can be found that the value of F-count is 85.855. Using the whole level $\alpha = 5\%$ (0.05), with the numerator or degrees of freedom = 2 and the denominator or degrees of freedom = 88, F-count and F-table's value will be compared. From this information, the amount of F5 was obtained, namely $F5\% (2,88) = 2.72$. $F\text{-count} > F\text{-table}$ ($85.855 > 2.72$), H_0 is rejected, and H_1 is accepted at that whole level. This concludes that leadership style and motivation affect job satisfaction at the Agency of Meteorology, Climatology, and Geophysics. Thus the first hypothesis is statistically tested.

4.2.2 The Influence of Leadership Style, Motivation and Job Satisfaction on Employee Performance

The analysis of leadership style, motivation, and job satisfaction simultaneously on employee performance can be found that the value of F-count is 33.253. Using the whole level $\alpha = 5\%$ (0.05), with the numerator or degrees of freedom = 3 and the denominator or degrees of freedom = 87, the value of F-count and F-table will be compared.

This information obtained the value of F5, which is $F5\% (3,87) = 2.72$. Thus $F\text{-count} > F\text{-table}$ ($33.253 > 2.48$), H_0 is rejected, and H_1 is accepted at that whole level. This concludes that leadership style, motivation, and job satisfaction simultaneously affect job satisfaction in the Agency of Meteorology, Climatology, and Geophysics. Thus these conditions hypothesis is statistically tested.

4.2.3 The Effect of Job Satisfaction on Employee Performance

Testing the effect of job satisfaction on employee performance is done through the t-test. The following explains the t-test of job satisfaction's impact on employee performance, the t value = 2.993 with a significance level of 0.000, using a significance limit of 0.05, the t-table is 2,000. This means $t\text{-count} > t\text{-table}$ ($2.993 > 2,000$), which means that H_0 is rejected and H_1 is accepted. Thus, it can be concluded that there is an effect of job satisfaction on employee performance at the Agency of Meteorology, Climatology, and Geophysics, where the impact is positive, meaning that increased job satisfaction can improve employee performance. Thus the eighth hypothesis is statistically tested.

4.2.4 The Influence of Leadership Style and Motivation on Employee Performance through Job Satisfaction

a. The Influence of Leadership Style on Employee Performance through Job Satisfaction

The results of the analysis of the influence of leadership style on employee performance through job satisfaction based on calculations with path analysis are:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_1 X_3}) \times (\rho_{X_3 Y})$$

The indirect effect's value is obtained from the path coefficient value $\rho_{X_1 X_3}$ multiplied by the path coefficient value $\rho_{X_3 Y}$ to $(0.345 \times 0.376) = 0.130$. The multiplication result shows that the coefficient value of the indirect effect is 0.130. Meanwhile, the value of the direct influence between $\rho_{X_1 Y}$ is 0.225. This shows that the indirect effect's value is smaller than the direct effect's coefficient, namely $(0.130 < 0.225)$, and the total effect is $0.225 + 0.130 = 0.357$.

The path analysis results show that leadership style can go through the mediating variable, namely job satisfaction, in influencing employee performance. The total effect value is greater than the direct effect. The path analysis of leadership styles on employee performance through job satisfaction can be described as follows.

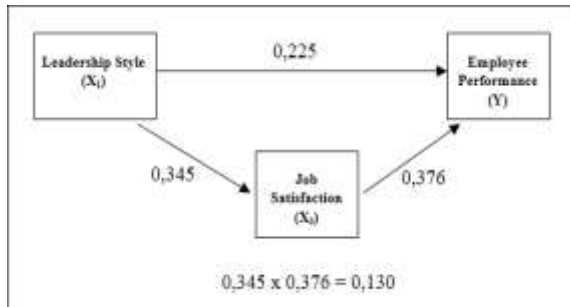


Figure 5. Path Analysis of the Influence of X-1 on Y through X3

4.2.5 The Influence of Motivation on Employee Performance through Job Satisfaction

The results of the analysis of the influence of motivation on employee performance through job satisfaction based on calculations with path analysis are:

$$X2 \rightarrow X3 \rightarrow Y = (\rho X2X3) \times (\rho X3Y)$$

The indirect effect's value is obtained from the path coefficient value $\rho X2X3$ multiplied by the path coefficient value $\rho X3Y$ to $(0.599 \times 0.376) = 0.225$. The multiplication result shows that the coefficient value of the indirect effect is 0.225. Meanwhile, the amount of the direct influence between $\rho X2Y$ is 0.238. This indicates that the indirect effect's value is smaller than the immediate impact's coefficient, namely $(0.225 < 0.238)$, and the total result is $0.238 + 0.225 = 0.463$.

The path analysis results show that the motivation variable can go through the mediating variable, namely job satisfaction, in influencing employee performance because the total effect value is greater than the direct effect. Analysis of the pathway of motivation to employee performance through job satisfaction can be described as follows.



Figure 6. Path analysis of the influence of X2 on X3 through Y

4.3 Discussion

4.3.1 The Effect of Leadership Style and Motivation on Job Satisfaction

Leadership style and motivation affect job satisfaction, which means that the better-applying

leadership styles in agencies and supported by highly motivated employees can increase employee job satisfaction. The results of this study are in line with Sumarni et al. (2016), Dewi and Sutrischastini (2016), Mustaqim (2016), and Sudiartini (2017), who state that leadership style and motivation simultaneously affect job satisfaction. Leadership style is the power to influence someone, whether doing something or not doing something, subordinates are led from not by telling or pushing from behind. As stated by Almasdi and Suit (2012: 61), leadership style is a way for leaders to deal with and serve staff or subordinates, which are usually different for each individual and can change. All of this is to create unity and unity in thinking and acting to achieve organizational goals. Leaders must be able to integrate the needs of their subordinates with the needs of the organization and the needs of society as a whole through leadership duties that encourage associates to have competence and opportunities to develop in anticipating every challenge and opportunity at work so that the leader's ability to mobilize and empower employees will affect employee job satisfaction. Leadership style is individual behavior, which will have consequences such as influence, motivation, and decision-making patterns by employees. Employees will volunteer to do work to achieve goals to be completed. A leader must have the ability to influence subordinates in carrying out his work to achieve organizational goals effectively and efficiently. Work motivation is the desire or need behind a person so that employees are motivated to work. As Terry and Rue (2016: 168) opinion states, the reason is to make someone complete work with enthusiasm because employees want to do it.

4.3.2 The Effect of Leadership Style and Motivation on Employee Performance

Leadership style and motivation have a significant effect on employee performance, which means that the better the leadership style applied to the agency can improve employee performance. Leadership style is a way for leaders to influence their subordinates, expressed in the form of behavior or personality patterns. A leader has a program and behaves together with group members by using a certain way or style. Leadership has a role as a dynamic force that encourages, motivates, and coordinates the organization in achieving predetermined goals. Leadership style shows directly or indirectly about a leader's belief in the abilities of his subordinates. Kartono's view (2014: 34) states that leadership style is the traits, habits, temperament, character, and personality that distinguishes a leader in interacting with others.

This shows that the leadership style has a vital role in achieving the goals that have been set. Therefore, a leader must have extensive expertise and knowledge obtained through self-development, as the research results by Sahervian et al. (2019) state that leadership style affects employee performance. Motivation is a psychological factor that shows an employee's interest in work, a sense of satisfaction, and responsibility for the activity or work being carried out. Employee behavior is motivated by the desire to achieve specific goals. Motivation is an important thing to pay attention to because, with reason, an employee can have high enthusiasm for carrying out the assigned task. Without explanation, an employee cannot fulfill his / her duties properly, and the resulting work results are not maximal. As the opinion of Siagian (2014: 138), argues that motivation is a driving force that causes a member of the organization to be willing and willing to direct the ability in the form of expertise or energy skills and the time to carry out various activities that are their responsibility and fulfill their obligations to achieve goals and different predetermined organizational goals.

4.3.3 The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant effect on employee performance, which means that the higher the level of employee job satisfaction can improve employee performance. Job satisfaction is a form of pleasure with what he has done, but job satisfaction is subjective. Every employee who works expects to get satisfaction from his place of work. Job satisfaction is an individual matter because each employee will have a different level of satisfaction according to the values that apply to each employee. The more aspects of work that follow the employee's wishes, the higher the perceived happiness level. The nature and amount of pleasure and performance depend on the contingency of the award set and set by the organization's leadership. The view of Siagian (2014: 295) states that job satisfaction is a person's perspective, both positive and negative, about their work. Satisfaction between one individual and another tends to be different because each individual has its satisfaction criteria in measuring life satisfaction. Still, employee satisfaction at work can be seen from how the employee's performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Satisfied employees will encourage employees to perform better. Employees who feel confident at work always arrive on time, meaning that the employee appreciates the job and is responsible for the work that must be done.

Happy in doing work. Not complaining about duties and work, that is, always accepting new and challenging jobs gracefully. Have a harmonious relationship with other employees and superiors.

4.3.4 The Effect of Leadership Style and Motivation on Employee Performance through Job Satisfaction

Job satisfaction can mediate the influence of leadership style and motivation on employee performance, which means that the leadership style applied to agencies and employees has a high reason to work and can improve employee performance if employees are satisfied with their work. Employee assessment of work with their condition is closely related to employee job satisfaction. A positive evaluation can increase employee job satisfaction, while a negative review can result in employee job dissatisfaction. The leader's ability to create a conducive atmosphere can also lead to employee job satisfaction. Therefore, leaders must be able to apply leadership following the situation and needs of employees so that the relationship between superiors and subordinates is harmonious. The direction acknowledges that employees' existence can be seen from the opportunity given to employees for promotion and rank. This recognition can also be seen when the leader reprimands and smiles at employees to feel appreciated. The relationship between leaders and employees will be harmonious if the leadership can adjust the leadership style to the situation. As Herbert et al. quoted by Soetopo (2010: 232), suggests that the leadership style is oriented towards human relations, namely leadership that is more concerned with the behavior of leaders that leads to nursing relationships, mutual trust, mutual respect, and full of warmth between the leader and his staff. A leader can motivate and create social conditions that benefit each employee so that employee job satisfaction can be achieved, which has implications for increasing employee performance. The existence of appropriate leadership is expected to provide job satisfaction to employees. Job satisfaction is a pleasant and unpleasant feeling related to an employee's job and his condition.

V. CONCLUSIONS AND SUGGESTION

5.1 Conclusion

Based on the results of research that has been carried out to test the hypothesis and answers to the proposed problem formulations, the researcher can draw the following conclusions:

1. Leadership style and motivation have a positive, healthy, and significant effect on employees' job satisfaction of the Agency of

Meteorology, Climatology, and Geophysics. This shows that applying the right leadership style and supported by high employee motivation can increase job satisfaction.

2. Leadership style and motivation have a positive, healthy, and significant effect on employee performance of the Agency of Meteorology, Climatology, and Geophysics. This shows that a leadership style that is well implemented and supported by highly motivated employees can improve employee performance.
3. Job satisfaction affects employees' performance at the Agency of Meteorology, Climatology, and Geophysics, which means that employees who are satisfied with their work can improve employee performance.
4. Leadership style and motivation affect employee performance through job satisfaction at the Agency of Meteorology, Climatology, and Geophysics. This shows that a leadership style that is well implemented and supported by highly motivated employees can improve employee performance if employees are satisfied with the employee's job.

5.2 Suggestion

Based on the results of research and discussion of suggestions that can be followed up as follows:

1. For the Agency of Meteorology, Climatology, and Geophysics
 - a. We recommend the Agency of Meteorology, Climatology, and Geophysics, to improve leadership styles, especially in a persuasive approach to subordinates.
 - b. We recommend that the Agency of Meteorology, Climatology, and Geophysics increase employee motivation through cooperation in organizations.
 - c. We recommend that the Agency of Meteorology, Climatology, and Geophysics to increase job satisfaction by increasing their competence through training so that they are ready for employee changes.
2. To improve employee performance, the Agency of Meteorology, Climatology, and Geophysics should always improve technology to support tasks.
3. For further researchers, this research can develop using other methods in examining leadership style, motivation, job satisfaction, and employee performance, for example, through in-depth interviews with respondents. The information obtained can be more varied

than questionnaires, whose answers are already available.

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