
The Influence of Work Motivation and Leadership Style On Employee Performance Through Job Satisfaction as A Mediating Variable at The Employment BPJS Sumbagut Regional Office

Wirandi Pranoto¹, Mesra B²

^{1,2}Universitas Pembangunan Panca Budi Medan

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Corresponding Author:

Mesra B, Universitas
Pembangunan Panca Budi

Email:
mesrab@dosen.pancabudi.ac.id

ABSTRACT

This study aims to look at the Effect of Intellectual Intelligence on Organizational Commitment with Work Culture as an Intervening Variable at Bpjs Kota Kisaran Branch and Padang Sidempuan Branch. This type of research uses quantitative methods, this research was conducted at the BPJS Employment Branch Office of Kisaran City and Padang Sidempuan Branch, the population used was 80 employees consisting of 42 personnel from the Kisaran city branch, 38 personnel from the Padang Sidempuan branch. The sample used is all the population of 80 employees with saturated samples being the sample technique. The data source used is primary data source and data collection by distributing questionnaires. This research model uses analysis and the measuring instrument is the smart PLS version 3.3.3 application. The results of this study are as follows Intellectual Intelligence has a positive and significant effect on work culture with an original sample value of 0.685 and p values of 0.000. Work Culture has a positive and significant effect on organizational commitment with an original sample value of 0.214 and P values of 0.000. Intellectual Intelligence has a positive and significant effect on organizational commitment with an original sample value of 0.684 and p values of 0.000.

Keywords: Intellectual Intelligence, Work Culture, Organizational Commitment.

1. INTRODUCTION

Human resources are an important factor in the management of an organization. Human Resource Management is the science and art of managing human resources appropriately and efficiently in achieving predetermined goals through planning, organizing, directing, controlling procurement, development, compensation, integration, and maintenance. The human element can be a success factor with whatever strategy it will choose, because human resources as a determinant of the success of the strategy in the company. A company must be run by people who have the expertise to be able to run to manage existing resources effectively and efficiently.

Employee performance is a very important factor for a company. Performance is a manifestation of an employee's work behavior displayed through work performance in accordance with his role in a company within a certain period of time. This is because employee performance determines the success and survival of the company. In every organization, humans are one of the most important components in reviving a company. Therefore, this must be supported by good performance because without good performance, the company will not achieve its goals.

Employee performance according to Hasibuan, (2017) explains employee performance is a result of work that can be achieved by someone in carrying out the tasks assigned to these employees based on skills, experience, seriousness, and time. According to (Mangkunegara, 2017) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given by the company. Individual performance is the result of an employee's work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance. Meanwhile, according to (Rivai, 2016) performance is the real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the company.

Another variable that affects employee performance is motivation. Achieving an organizational goal requires motivation that arises from within oneself (intrinsic) or from the encouragement of others (extrinsic) to work more diligently, so that employee performance will increase. With greater work motivation, employees will work harder in carrying out their work. With increased motivation in employees, it will improve employee performance (Rivai, 2021). Hasibuan (2017) states that motivation is a justice in directing employees and organizations to want to work successfully so that the desires of employees and organizational goals are simultaneously achieved. This can be influenced by educational factors, the environment, personality and the needs of each, in providing incentives will be able to narrow the differences in employee goals so as to motivate them to give high dedication to the organization.

According to the opinion of Manullang (2016) in personnel management motivation is the provision of work enthusiasm to employees. By providing motivation, it is intended to provide stimulating power to the employee concerned so that the employee works with all his efforts. Meanwhile, according to (Handoko, 2017) motivation is defined as a condition in a person's personality that encourages individual desires to carry out certain activities for goals. According to (Laksana, 2014) Motivation is defined as the strength (energy) of a person that can raise the level of perseverance and enthusiasm in carrying out an activity, both from within (internal motivation) and outside (external motivation). Motivation is what causes, channels, and supports human behavior so that they want to work hard and enthusiastically to achieve optimal results.

Motivation is the potential that affects employee performance that a person has. It is necessary to encourage workers to maximize their work. According to Jufrizen's research (2017) there is a positive and significant effect of motivation on employee performance. Furthermore, the results of research by Jufrizen (2018); Ainanur & Tirtayasa, (2018); Andayani & Tirtayasa, (2019); Jufrizen & Pulungan, (2017); Rosmaini & Tanjung, (2019); Astuti & Suhendri, (2019) and Hasibuan & Handayani, (2017) concluded that motivation has a positive and significant effect on performance. However, this study contradicts the results of Jualianry et al (2017), Abdullah (2018), Karlina and Herni (2022) who argue that work motivation does not have a positive influence on employee performance. Meanwhile, according to Julianry, Syarief, & Affandi, (2017) states that work motivation has a negative effect on employee performance and according to Cahya, Ratnasari and Putra (2021) states that work motivation has no effect on employee performance.

Another variable that affects employee performance is leadership style. Transactional leadership style is the style used in this writing, because this leadership style is a leader who adds motivation to employees through rewards and helps employees gain trust in the organization's place. According to (Siagian, 2014) says that transactional leadership is the reward obtained by employees from the leader is the result of the leader's sense of satisfaction with his performance. Manaroinsong et.al (2018) argue that leadership style can affect employee performance. Leadership style can help to establish cooperation and the existence of a vision and mission to achieve common goals in the organization. A leader can know how to create good cooperation between subordinates and the leader himself. With a comfortable working atmosphere that can improve employee performance, that is one of the tasks of the leader to create a calm organization. Based on the results of research by Wokas et al (2022), argue that there is a positive & significant influence between leadership styles on employee performance. With these results proving that employees will improve their performance effectively and appropriately if there is a leadership style that they see fit to be shown by a leader, because

the leader in the organization will also be related to the decisions that will be taken in leading the organization.

Another variable that affects employee performance is job satisfaction.

According to Edy Sutrisno (2019) job satisfaction can increase if employees have a sense of responsibility to do their work optimally so that with a high sense of responsibility it can realize goal-directed behavior in order to achieve the ultimate goal, namely achieving common organizational goals. Therefore, employees need a sense of security, a sense of satisfaction, or a sense of pleasure when working. Wibowo (2016) states that job satisfaction is the highest satisfaction with actions taken that are considered good where this can improve every thing a person makes. Increasing employee job satisfaction in the company can be seen through providing appropriate compensation, providing work motivation, creating a conducive work environment, and with adequate work discipline.

Based on the description above, the researcher is interested in conducting research with the title The Effect of Work Motivation and Leadership Style on Employee Performance Through Job Satisfaction as a Mediating Variable at Bpjs Ketenagakerjaan Sumbagut Regional Office.

2. LITERATURE REVIEW

a. Work Motivation

According to Sunyoto (2018), motivation talks about how to encourage a person's work enthusiasm, so that they want to work by giving their abilities and expertise optimally in order to achieve organizational goals. Motivation is important because with motivation it is expected that every employee wants to work hard and enthusiastically to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs and goals and satisfaction. Stimuli arise from within and from outside. This stimulus will create an impetus for someone to carry out activities. According to Hasibuan (in Febrianti, N.R 2020) work motivation is the provision of motion power that creates the enthusiasm of someone's work so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction.

Indicators of work motivation according to Hasibuan (in Febrianti, N.R 2020) there are 5 indicators of motivation, namely:

1) Physical needs

For example by giving employees a decent salary, giving achievement bonuses, food money, transportation money and so on.

2) Security and safety needs

For example, by providing work security and safety facilities so that workers are not worried when working such as labor social security, pension funds and other safety equipment.

3) Social needs

For example, by creating small teams in each sub-division, the aim is to establish harmonious working relationships, and problem solving in groups. the need to be accepted in the group and the need to love and be loved.

4) The need for appreciation

For example, the company provides performance bonuses, organizes education and training, the employee will direct, ability, skills and potential. Thus the employee will feel valued for his abilities.

b. Leadership Style

According to Miftah Toha in Veithzal Rivai (2018) Leadership Style is a norm of behavior used by someone when that person tries to influence the behavior of others. Meanwhile, according to Goetsch and Davis in Veithzal Rivai (2018) leadership style is the ability to arouse the enthusiasm of others to be willing and have total responsibility for efforts to achieve or exceed organizational goals.

According to Veitzhal Rivai (2018), the indicators of leadership style are as follows:

1) Good cooperation and relationship skills

- a) Foster cooperation with subordinates
- b) Establish good relationships with subordinates in the implementation of tasks that are the responsibility of each.

2) Ability that is effective

- a) Able to complete tasks beyond ability
- b) Completing tasks on time

3) Participative leadership

- a) Deliberative decision-making
- b) Able to research problems that occur on the job

4) Ability to delegate tasks or time

- a) Willing to bring personal and organizational interests to a broader interest, namely the interests of the organization using the remaining time for personal purposes.
- b) Able to complete tasks in accordance with the target

5) Ability to delegate tasks or authority

- a) A leader's responsibility in completing which tasks should be handled alone and which should be handled in groups
- b) Providing guidance and training in decision making

c. Job Satisfaction

Job satisfaction is an effective or emotional response to various aspects of work. A set of feelings employees have about whether or not their job is enjoyable. A general attitude towards one's job that shows the difference between the amount of reward workers receive and the amount they believe they should receive. Afandi (2018). Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors Edy Sutrisno (2019).

According to Afandi (2018) that indicators of job satisfaction include, among others:

- 1) Work. The content of the work a person does whether it has satisfying elements
- 2) Wages. The amount of pay that a person receives as a result of performing work whether it is in accordance with the perceived needs is fair.
- 3) Promotion. The possibility that a person can develop through promotion.
- 4) Supervisor. Someone who always gives orders or instructions in the implementation of work.
- 5) Coworkers. Coworkers who help each other in completing work

d. Employee Performance

Muryati (2022) argues that the performance of a situation related to the success of the organization in carrying out its mission which can be measured by the level of productivity, service level, responsiveness, responsibility and accountability. Purwanta, et.al (2022) suggest that employee performance is work related to organizational goals in determining results in quantity, quality, efficiency, effectiveness and in accordance with the level of compliance of personnel in carrying out structural and functional ranks of all personnel in the organization.

Employee performance makes one of the benchmark for assessing an organization. (Mayowan, Y. 2016), Chaniago, H. (2017).

According to Wilson Bangun (2018: 233-234), employee performance indicators are:

- 1) Quality of Work

Each employee must meet certain requirements to produce work of the quality required for a particular job.

- 2) On time

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

- 3) Attendance

Employees must be present at the workplace at a certain time.

4) Ability to Cooperate

Not all work can be done alone, but may have to be done by two or more people, which requires cooperation between employees.

e. Conceptual Framework

The conceptual framework that will be used in this study is as follows:

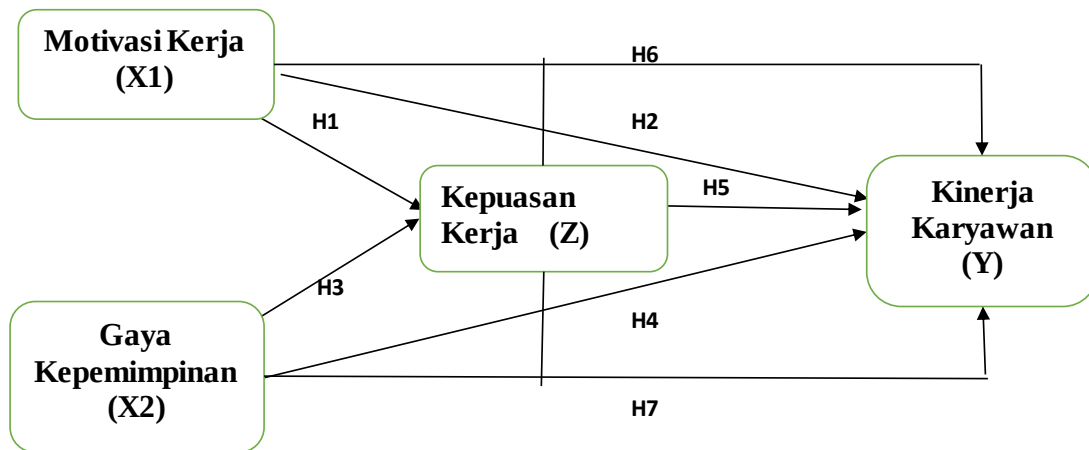


Figure 1 Theoretical Framework
Source: Processed by the author (2024)

f. Research Hypothesis

Based on the problem formulation, literature review and conceptual framework previously described and described, the hypotheses proposed in this study are as follows:

- 1) H₁ : Work motivation has a significant effect on job satisfaction at BPJS Ketenagakerjaan Sumbagut Regional Office.
- 2) H₂ : Work motivation has a significant effect on employee performance at the BPJS Ketenagakerjaan Sumbagut Regional Office.
- 3) H₃ : Leadership style has a significant effect on job satisfaction at the BPJS Ketenagakerjaan Sumbagut Regional Office.
- 4) H₄ : Leadership style has a significant effect on employee performance at the BPJS Employment Sumbagut Regional Office.
- 5) H₅: job satisfaction has a significant effect on employee performance at BPJS Ketenagakerjaan Sumbagut Regional Office.
- 6) H₆ : Work motivation has a significant effect on employee performance through job satisfaction as a mediating variable at the Sumbagut Regional Office of Employment BPJS.

- 7) H₇ : Leadership style has a significant effect on employee performance through job satisfaction as a mediating variable. at BPJS Employment Sumbagut Regional Office.

3. RESEARCH METHODS

a. Type of Research

The type of research that researchers use is quantitative research. According to Sugiyono (2010) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study of the Effect of Work Motivation and Leadership Style on Employee Performance Through Job Satisfaction as a Mediating Variable at the Sumbagut Regional Office of Employment Bpjs.

b. Research Location and Research Time

The research location was conducted at the BPJS Employment Sumbagut Regional Office Jl. Captain Pattimura No. 334 Lanti II Medan, North Sumatra.

c. Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were all permanent employees at the BPJS Ketenagakerjaan Sumbagut Regional Office totaling 60 employees (saturated sample).

d. Research Data Sources

The data source used in this research is primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Type	Definition	Indicators
1. Work Motivation (X1)	According to Hasibuan (in Febrianti, N.R 2020) work motivation is the provision of motion power that creates a person's work enthusiasm so that they want to work together, work effectively and integrate	Indicators of work motivation according to Hasibuan (in Febrianti, N.R 2020) indicators of motivation, namely: • Physical needs

	with all efforts to achieve satisfaction.	• Security and safety needs • Social needs • The need for appreciation.
2. Leadership Style (X2)	According to Miftah Toha in Veithzal Rivai (2018) Leadership Style is a norm of behavior used by someone when that person tries to influence the behavior of others.	According to Veitzhal Rivai (2018), the indicators of leadership style are as follows: • Good cooperation and relationship skills • Ability to be effective • Participative leadership • Ability to delegate tasks or time • Ability to delegate tasks or authority
3. Job Satisfaction (Z)	Job satisfaction is an effective or emotional response to various aspects of work. A set of feelings employees have about whether or not their jobs are enjoyable. A general attitude towards one's job that shows the difference between the number of rewards workers receive and the amount they believe they should receive. Afandi (2018).	According to Afandi (2018) that indicators of job satisfaction include, among others: • Job. • Wages. • Promotion. . • Supervisor. • Coworkers
4. Employee Performance (Y)	Purwanta, et.al (2022) suggest that employee performance is work related to organizational goals in determining results in quantity, quality, efficiency, effectiveness and in accordance with the level of personnel compliance in carrying out structural and functional ranks of all personnel in the organization.	According to Wilson Bangun (2018), employee performance indicators are: • Quality of Work • On time • Attendance • Ability to Cooperate

e. Data Analysis Technique

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

f. Measurement Model (Outer Model)

The procedure in testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

g. Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the step in SmartPLS is carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive relevance and t-test and significance of the structural path parameter coefficients with the following explanation:

1) Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The R² value is generally between 0 and 1.

2) Predictive Relevance (Q²)

This test is used to measure how well the observation value is generated by the model and also the parameter estimate. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3) t-Statistic

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistical value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value is 1.96 with a significance level of 5%.

4) Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive / negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is negative.

4. RESULTS AND DISCUSSION

a. Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1) Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, as well as the limit of the ..Average..Variance..Extracted.(AVE) value, which is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the variable construct with a value > 0.7. The structure model in this study is shown in the following figure:

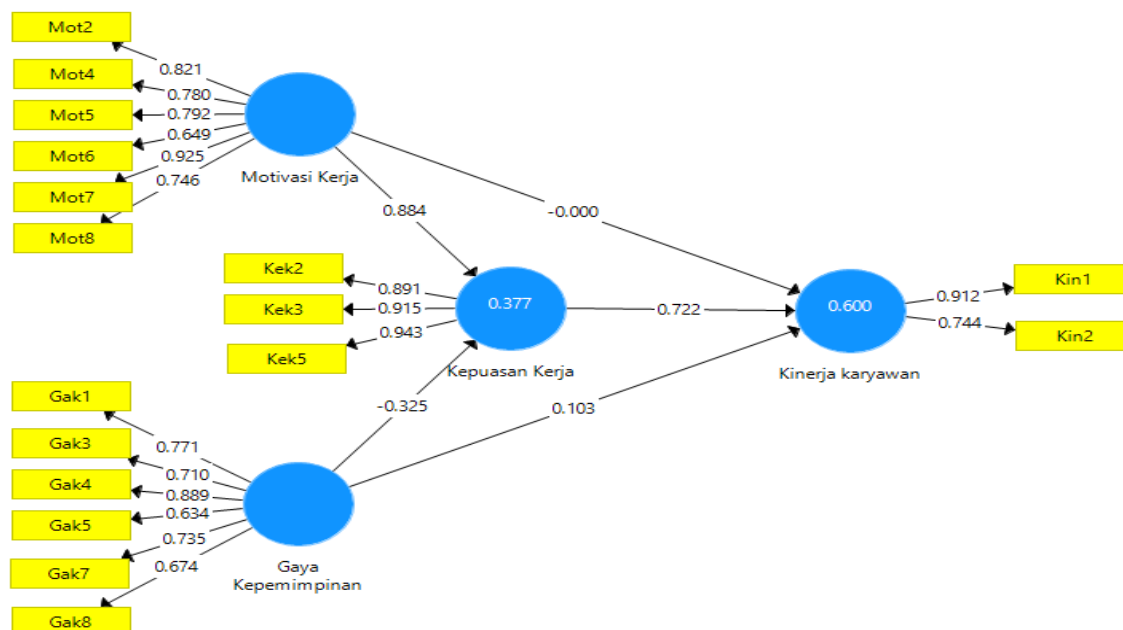


Figure 2. Outer Model

Source: Smart PLS 3.3.3

Smart PLS output for loading factors provides results in the following table:
Outer Loadings In this study there is an equation and the equation consists of two substructures for sub structure 1.

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.884 + 0.325 + e_1$$

For substructure 2

$$Y = b_1X_1 + b_2X_2 + b_1Z + e_2$$

$$Y = 0.000 + 0.103 + 0.722 + e_2$$

Table 2. Outer Loadings

	Leadership Style	Job Satisfaction	Employee performance	Work Motivation
Gak1	0.771			
Gak3	0.710			
Gak4	0.889			
Gak5	0.634			
Gak7	0.735			
Gak8	0.674			
Kek2		0.891		
Kek3		0.915		

Kek5		0.943		
Kin1			0.912	
Kin2			0.744	
Mot2				0.821
Mot4				0.780
Mot5				0.792
Mot6				0.749
Mot7				0.925
Mot8				0.746

Source: Smart PLS 3.3.3

In the table above, the value of each variable is stated that the indicators in the loyal variables are higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue further research.

2) Discriminat Validity

Further research to find out valid data in Discriminat Validity, aims to determine whether the cross loading value is greater than other latent variables so as to determine the results of highly correlated indicators on the construct The following table shows the results of cross loading from validity testing as follows:

Table.3. Discriminat Validity

	Leadership Style	Job Satisfaction	Employee performance	Work Motivation
Leadership Style	0.740			
Job Satisfaction	0.758	0.917		
Employee performance	0.733	0.769	0.832	
Work Motivation	0.886	0.795	0.721	0.790

Source: Smart PLS 3.3.3

The results of table 2 above have a value greater than other variables in each indicator and variable so that it can be concluded that the results of discriminant validity research are validly distributed.

3) Composite reliability

Incomposite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is

below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style	0.836	0.855	0.878	0.547
Job Satisfaction	0.905	0.906	0.940	0.840
Employee performance	0.776	0.768	0.817	0.693
Work Motivation	0.877	0.927	0.908	0.624

Source: Smart PLS 3.3.3

In table 3 above, it can be seen that in the Cronbach alpha column, there is a value for each variable greater than 0.7, which means that the data reliability is faithful to the variable. The composite reliability column has a value greater than 0.6 so that it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable has a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so that they are considered reliable and valid.

b. Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

Coefficient of Determination (R²)

At the next stage, namely evaluating the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table.5. R Square Results

	R Square	R Square Adjusted
Job Satisfaction	0.776	0.755
Employee performance	0.700	0.679

Source: Smart PLS 3.3.3

There is an R square value of the Employee Performance variable with an R square value of 0.679 and if the percentage is 67.9%, it means that the effect of work motivation. Leadership style and job satisfaction on employee performance is 67.9% and the rest is in other variables. The R square value of the job satisfaction variable is 0.755 and if it is a percentage of 75.5%, it means that the influence of work motivation variables. Leadership style and employee performance on job satisfaction is 75.5% and the rest is on other variables.

c. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the variables as suspected in this review. Testing the speculation in this review is done by looking at the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Road Coefficient:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style -> Job Satisfaction	0.325	0.276	0.192	1.699	0.000
Leadership Style -> Employee performance	0.103	0.102	0.205	0.503	0.615
Job Satisfaction -> Kinerja karyawan	0.722	0.737	0.096	7.540	0.000
Work Motivation -> Job Satisfaction	0.884	0.859	0.177	4.980	0.000
Work Motivation -> Employee performance	0.000	0.001	0.203	0.001	0.999

Source: Smart PLS 3.3.3

The direct research results above will be explained as follows:

- 1) Leadership style has a positive and significant effect on job satisfaction with an original sample value of 0.276 and P values of 0.000. This means that the existence of a leadership style is able to make or increase the job satisfaction of employees

or employees, because the leadership style of a person's job where he is placed is not due to job satisfaction created by the organization.

- 2) Leadership style has a positive and insignificant effect on employee performance with an original sample value of 0.102 and p values 0.615. This means that the leadership style formed by the organization and employees can make employee performance in each employee increase, because strong performance against the company is the result of treating employees or employees well.
- 3) Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.737 and p values of 0.000. This means that if job satisfaction increases, employee performance will increase and if employee performance decreases, job satisfaction will also decrease.
- 4) Work motivation has a positive and significant effect on job satisfaction with an original sample value of 0.859 and p values of 0.000. This means that work motivation is able to increase job satisfaction, employees also still think that job satisfaction is maximized for their employees.
- 5) Work motivation has a positive and insignificant effect on employee performance with an original sample value of 0.001 and p values 0.999. This means that if work motivation increases, employee performance will increase and if work motivation decreases, employee performance will also decrease.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style -> Job Satisfaction -> Employee performance	-0.235	-0.199	0.140	1.675	0.095
Work Motivation -> Job Satisfaction -> Employee performance	0.638	0.630	0.140	4.549	0.000

Source: Smart PLS 3.3.3

The results of the indirect effect above can be explained as follows:

1. Leadership style has a negative and insignificant effect on employee performance through job satisfaction indirectly with original sample results -0.199 and p values 0.095. This means that job satisfaction is not an intervening variable because it is unable to indirectly influence leadership style on employee performance.

2. Work motivation has a positive and significant effect on employee performance through job satisfaction with an original sample value of 0.630 and p values of 0.000. This means

This means that job satisfaction is an intervening variable because it is able to influence work motivation on employee performance indirectly.

5. CONCLUSION

Based on the research results above, the following conclusions are drawn:

- a. Leadership style has a positive and significant effect on job satisfaction at BPJS Ketenagakerjaan Sumbagut Regional Office.
- b. Leadership style has a positive and insignificant effect on employee performance at BPJS Ketenagakerjaan Sumbagut Regional Office.
- c. Job satisfaction has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Sumbagut Regional Office.
- d. Work motivation has a positive and significant effect on job satisfaction at BPJS Ketenagakerjaan Sumbagut Regional Office.
- e. Work motivation has a positive and insignificant effect on employee performance at the BPJS Employment Sumbagut Regional Office.
- f. Leadership style has a negative and insignificant effect on employee performance through job satisfaction at BPJS Ketenagakerjaan Sumbagut Regional Office.
- g. Work motivation has a positive and significant effect on employee performance through job satisfaction at BPJS Ketenagakerjaan Sumbagut Regional Office.

Suggestion

After drawing conclusions on the results, the researcher makes suggestions for the company as follows:

- a. Companies must maintain a leadership style in the company by making leadership attitudes directed at employees who work and provide Company performance is increasing with the leadership style.
- b. The company must maintain job satisfaction in working well and safely. With maximum employee job satisfaction, it will improve company performance in general.
- c. The company must maintain work motivation in working well and safely. With maximum employee work motivation, it will improve company performance in general.
- d. Employee performance in the company must be improved, if employee performance increases, company performance will increase and provide great benefits to the company with an increase in company performance.

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