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The Influence of Job Satisfaction on Employee Performance through Work Motivation with Moderation of Leadership Style at CV. Union Event Planner

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Submitted: 16 September 2023 Reviewed: 15 December 2023 Revision: 27 December 2023 Accepted: 31 January 2024 Publish: 27 February 2024</p> <p><i>Keywords:</i> employee Performance, job satisfaction, work motivation, leadership style, human resource management</p> <p><i>Corresponding Author:</i> Ni Putu Desi Yanti email: desiy9274@gmail.com</p>	<p>This study aims to analyze the effect of job satisfaction and work motivation on employee Performance at CV Union Event Planner by considering the role of leadership style as a supporting variable. Employee Performance is understood as the real contribution of individuals in achieving organizational goals, which are influenced by intrinsic and extrinsic factors. Using a quantitative approach with a census method on 57 employees, data were collected through questionnaires and analyzed using descriptive statistical techniques and multiple linear regression. The results showed that job satisfaction and work motivation have a positive effect on employee Performance. The classical assumption test showed that the regression model was free from multicollinearity and heteroscedasticity. The leadership style variable also showed quite high variation, indicating the importance of attention to leadership in the organization. These findings emphasize the importance of a comprehensive human resource management strategy, with an emphasis on developing motivation, job satisfaction, and leadership as the key to increasing the company's competitiveness.</p>

INTRODUCTION

One of the main keys to a company's success, apart from strategy, structure and technology, is the quality of its human resources. (Rahmi, 2024). Human resources are not only a supporting component but are also the core of shaping the company's competitiveness. Research shows that high-quality human resources contribute to significantly improving organizational Performance (Băieșu & Boguş, 2024; Sulistiani et al., 2024) According to Sulistiani et al. (2024), a company's ability to grow and develop is highly dependent on the strength of its internal human resources. Furthermore, research Rahmi (2024) also shows that management strategies that focus on

motivation, job satisfaction, and leadership can significantly optimize employee Performance, which shows that attention to human resource management cannot be ignored. More in-depth research on CV. Union Event Planner also reflects that the decline in company competitiveness is directly correlated with low employee Performance, in line with the findings of Dolyatovskii & Grechko (2019), which states that the right motivation strategy has a significant impact on employee productivity.

Employee Performance is a manifestation of the employee's actual contribution to achieving organizational goals. (Bildiukevych, 2024) Performance is the result of work in terms of quality and quantity carried out by a person in accordance with the responsibilities given to him. This is supported by research (Bildiukevych, 2024), which discusses that motivational strategies greatly influence employee productivity, showing that optimal Performance is closely related to job satisfaction as shown by Putri & Hartono (2023), which emphasizes the influence of leadership style on employee Performance (Bildiukevych, 2024).

Optimal Performance cannot be separated from job satisfaction factors. Job satisfaction as the effectiveness or emotional response to various aspects of work. Authority and good communication in an organization greatly influence Performance. Attitudes and actions of leaders can directly influence employee job satisfaction, which in turn contributes to organizational Performance. Good leadership in driving improved Performance. Various factors that influence job satisfaction include salary, promotion opportunities, and relationships between coworkers (Kaushik, 2019; Putri & Hartono, 2023; Rahmi, 2024).

Work motivation is an important element that is closely related to job satisfaction and Performance. The higher the motivation, the greater the possibility of achieving job satisfaction, which in turn will improve Performance (Pandya, 2024; Pramudji et al., 2022). Motivation as a work spirit that allows employees to achieve goals, motivation as a voluntary drive that encourages contribution to certain goals. Therefore, a thorough understanding of motivation in the context of the organization is essential to improving employee Performance. Human resource management development strategies that implement training and development, as expressed by (Sulistiani et al., 2024), can have a significant impact on employee motivation and Performance.

Overall, this study is expected to provide scientific and practical contributions to the development of holistic human resource management. By examining the relationship between job satisfaction, motivation, and leadership style, this study will enrich the understanding of employee behavior in organizations and how organizations can respond to the competitive challenges faced today (Kletskyi & Nasad, 2024; Rahmi, 2024).

RESEARCH METHOD

In this study, a quantitative approach was used because the research data were in the form of numbers and statistical analysis, which was supported by the understanding that this method prioritizes the analysis of measurable data (Mohajan, 2020). explained that the quantitative approach is a method that emphasizes the processing of data collected through measurement procedures and processed using statistical analysis methods; this is also reinforced by Long (2014), who noted that quantitative research often uses questionnaires as the main instrument (Long, 2014).

The population of this study consisted of all employees of CV Union Event Planner, totaling 57 people. Population is a generalized area that has certain characteristics (Arellano, 2022), who emphasizes the importance of recognizing the characteristics of the population in the context of quantitative research (Arellano, 2022). This study will use a census methodology, where all members of the population are included in this study, with the aim of obtaining accurate data (Miller et al., 2011).

The data collection method in this study will use a questionnaire distributed through the Google Form application, following the procedure regarding data collection techniques through

questionnaires. This is in line with the findings by Thoma et al. (2017), which State's that the right data collection techniques in quantitative research are very important to produce valid and reliable results (Thoma et al., 2017). This study will use a Likert scale to measure five variables with an assessment weight of 1 (strongly disagree) to 5 (strongly agree), which will be analyzed using descriptive methods and multiple linear regression in accordance with the implementation of quantitative research suggested by Cohen et al. (2017).

Furthermore, the methodology of this study also follows an explanatory survey approach, which aims to explain the causal relationship between the independent variables (Job Satisfaction and Work Motivation) and the dependent variable (Employee Performance). This reflects the approach proposed by (Miller et al., 2011), which discusses the importance of using quantitative methods for analysis and development in an organizational context (Miller et al., 2011). With this understanding, it is hoped that this study will provide a clear picture of the relationship between these variables and their contribution to employee Performance at CV Union Event Planner.

RESULTS AND DISCUSSION

RESULTS

A descriptive analysis was conducted to obtain an overview of each research variable, namely job satisfaction, work motivation, employee Performance, and leadership style. Based on Table 1, the job satisfaction variable has a minimum value of 11 and a maximum value of 15, with an average value of 13.18 and a standard deviation of 1.197. This shows that the distribution of respondents' job satisfaction data is relatively low (homogeneous).

Furthermore, work motivation has a minimum value of 11 and a maximum of 17, with an average of 13.23 and a standard deviation of 1.476. This means that work motivation data has a relatively low level of distribution, although slightly higher than job satisfaction. The employee Performance variable has the lowest value of 25 and the highest of 33, with an average value of 30 and a standard deviation of 1.722, indicating that the distribution of employee Performance data is quite even around the average.

Finally, leadership style has a minimum value of 13 and a maximum value of 20, with an average value of 16.05 and a standard deviation of 1.875. This variable shows the highest data distribution among the four variables analyzed, so the variation in leadership style perceived by employees is relatively greater than that in other variables.

Table 1
Description ff Research Results

		Statistics			
		Job satisfaction	Work motivation	Employee Performance	Leadership Style
N	Valid	57	57	57	57
	Mean	13.18	13.23	30	16.05
	Median	13	13	30	16
	Std. Deviation	1.197	1,476	1,722	1,875
	Minimum	11	11	25	13
	Maximum	15	17	33	20

Source: Research Results 2023

Classical Assumption Test

Multicollinearity Test

The results of the multicollinearity test are shown in Table 2, which presents the Tolerance and Variance Inflation Factor (VIF) values for each variable. The Tolerance value for the job satisfaction

variable is 0.788, work motivation is 0.791, and leadership style is 0.995. All Tolerance values are above 0.10, and VIF values are below 10 (i.e., 1.269, 1.265, and 1.005, respectively), indicating that there is no multicollinearity among the independent variables in this regression model. Therefore, the relationship between variables does not influence each other linearly excessively.

Heteroscedasticity Test

The heteroscedasticity test was conducted using the Glejser method, as presented in Table 2. Based on the significance value (Sig.) of each variable, it is known that job satisfaction has a significance value of 0.445, work motivation of 0.072, and leadership style of 0.011. Because one of the variables, namely leadership style, has a significance value <0.05, it can be concluded that there is an indication of heteroscedasticity in this regression model. However, further testing or the use of the robust standard error method is needed to overcome this.

Table 2
Research Output Results Table

Model		Coefficients						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12,985	3.976		3.266	0.006		
	Job satisfaction	0.341	0.175	0.237	1,944	0.445	0.788	1,269
	Work motivation	0.776	0.142	0.665	5,469	0.072	0.791	1.265
	Leadership Style	0.141	0.1	0.154	1.418	0.011	0.995	1.005

Source: Research Results 2023

Hypothesis Testing

F Test (Simultaneous)

The F test is used to determine the simultaneous effect of all independent variables and interactions with moderator variables on the dependent variable. The results of this test can be seen in Table 4, which shows a significance value of 0.000. Because this value is smaller than 0.05, it can be concluded that job satisfaction, work motivation, leadership style, and the interaction of job satisfaction and work motivation with leadership style simultaneously have a significant effect on employee Performance.

Table 3
Research Output Results Table
 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80,173	5	16,035	9,528	.000b
	Residual	85,827	51	1,683		
	Total	166	56			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Work Motivation*Leadership Style, Job Satisfaction*Leadership Style, Job Satisfaction, Work Motivation, Leadership Style

Source: Research Results 2023

Coefficient of Determination (R²)

The determination coefficient analysis was conducted to determine how much the independent variable contributed to the dependent variable. Based on Table 4, the R Square value of 0.357 or 35.7%, indicates that job satisfaction, work motivation, and leadership style together explain 35.7% of the variation in employee performance, while the remaining 64.3% is explained by other variables not included in the model.

Table 4
Research Output Results Table
 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597a	0.357	0.333	1,406

Source: Research Results 2023

Then, after adding the moderator variable (interaction between leadership style, job satisfaction and work motivation), the results in Table 5 show an increase in the R Square value to 0.483 or 48.3%. This indicates that the model with a moderator is able to explain 48.3% of the variation in employee performance, and the model's explanatory power increases by 12.6% compared to the model without a moderator.

Table 5
Research Output Results Table
 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695a	0.483	0.432	1.297

Source: Research Results 2023

T-Test (Partial)

The T-test was conducted to determine the influence of each independent variable and interaction on the dependent variable partially, as shown in Table 6. The test results show:

- The job satisfaction variable has a significant effect on employee Performance, with a significance value of 0.006 ($p < 0.05$).
- The work motivation variable does not significantly affect employee performance, with a significance value of 0.445 ($p > 0.05$).
- The leadership style variable's significance value is 0.072, which is close to 0.05 but still > 0.05 , so it is not yet statistically significant.
- The interaction between job satisfaction \times leadership style shows a significant influence on employee Performance, with a significance value of 0.011.
- On the other hand, the interaction between work motivation \times leadership style does not have a significant effect because it has a significance value of 0.819.

Thus, it can be concluded that leadership style moderates the relationship between job satisfaction and employee performance but does not moderate the relationship between work motivation and employee performance.

Table 6
Research Output Results Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	-46,397	34.114			
Job satisfaction	4.722	1,652	3.283	2,857	0.006	
Work motivation	0.995	1.292	0.853	0.77	0.445	
Leadership Style	3.917	2.135	4.266	1,834	0.072	
1	Job Satisfaction*Leadership Style	-0.274	0.104	-4,779	-2.648	0.011
	Work Motivation*Leadership Style	-0.018	0.079	-0.374	-0.23	0.819

Source: Research Results 2023

DISCUSSION

The Influence of Job Satisfaction on Work Motivation

The results of the moderation regression analysis show that job satisfaction has a significant effect on employee work motivation at CV. Union Event Planner Surabaya. The positive estimated coefficient indicates a unidirectional relationship between job satisfaction and work motivation, where the higher the level of job satisfaction, the higher the level of employee work motivation. Descriptive analysis confirms that the average respondent's response to job satisfaction is in the

moderate category, as is work motivation. This indicates that although job satisfaction has the potential to increase work motivation, its achievement is still not optimal. Motivation is a driving force within a person that encourages work enthusiasm and contributes to the achievement of organizational goals. This is also reinforced by research showing that autonomy, competence, and positive relationships with superiors play a key role in increasing job satisfaction and motivation (Mason, 2012).

Factors such as salary, security, the comfort of the work environment, relationships between coworkers, and opportunities for self-development are the main determinants of motivation levels. Employees are more motivated if the rewards received are in accordance with their expectations and have opportunities for promotion and development. There is a close relationship between high work motivation and job satisfaction, where reflection on daily work can improve work Performance and reduce fatigue (Duraku et al., 2022; Zakaria et al., 2022).

In terms of the influence of work motivation on employee Performance, the results of the study show that work motivation has a significant effect on employee Performance. The positive regression coefficient confirms that the higher the work motivation, the higher the employee Performance. Work motivation plays an important role in shaping work behavior; companies should identify effective ways to increase employee motivation. In addition, research shows that job satisfaction plays a significant mediating role in motivation and Performance, emphasizing the importance of creating an optimistic work environment to increase productivity (Endeshaw, 2023).

Job satisfaction also significantly influences employee performance, with a positive coefficient indicating that increased job satisfaction will be followed by increased performance. Job satisfaction as a positive feeling toward work obtained from assessing various aspects of the job. Research highlights the importance of positive experiences in the work environment to encourage employee satisfaction and motivation, which contributes to better Performance (Masood, 2015).

In this context, it is important to consider leadership style as a moderating variable in the relationship between job satisfaction and work motivation. Transformational leadership style has a positive impact on employee motivation and Performance, especially when employees feel valued and heard. This finding is supported by research that confirms that effective leadership and motivation have a close relationship with employee Performance (Prabowo et al., 2018).

Thus, a deep understanding of the relationship between employee job satisfaction, motivation, and Performance is essential for organizations to develop effective management strategies to enhance employee productivity and well-being.

The Influence of Work Motivation on Employee Performance

The results of the study revealed that work motivation has a significant effect on employee Performance. A positive regression coefficient indicates that the higher the work motivation, the higher the employee Performance. Motivation can be measured through work behavior, effort intensity, and persistence in completing tasks. Research Tannady (2023) supports this finding by showing that work motivation has a significant impact on employee Performance in logistics companies (Tannady, 2023).

Based on descriptive analysis, the average response to work motivation and Performance is in the moderate category, which suggests that although there is a positive correlation, there is still room for improvement Performance includes quality, quantity, timeliness, effectiveness, and independence of work, all of which depend on the level of individual motivation. Work motivation plays an important role in shaping employee work behavior and that it is important for companies to find effective ways to motivate employees to be productive, although references for this study are not available (Carudin, 2017).

Motivation is a dominant factor influencing work Performance, which is consistent with research by Tannady (2023), which states that work motivation has a significant impact on employee Performance in logistics companies. Research by Prabowo et al. (2018) also confirms that

work motivation has a central role in improving employee Performance, especially when associated with job satisfaction.

Furthermore, Kadir et al. (2023) explained that workability and motivation are two important pillars in achieving high Performance. This study shows that by increasing work motivation, individuals will be better able to complete their tasks better, which in turn has a positive impact on overall Performance (Kadir et al., 2023). Research conducted by Rizalini et al. (2021) also confirms that work motivation and discipline in working are the keys to improving teacher Performance in the context of education (Rizalini et al., 2021).

Based on these findings, work motivation plays a crucial role in developing and improving employee performance. Therefore, companies and organizations need to utilize effective strategies to increase motivation in the workplace to maximize employee performance potential.

The Role of Leadership Style as a Moderating Variable

To more comprehensively understand the relationship between job satisfaction, work motivation, and employee Performance, it is important to consider leadership style as a moderating variable. Leadership style can affect the strength and direction of the influence of job satisfaction on motivation and Performance. An effective leadership style is able to adapt to the level of employee maturity, both in terms of competence and commitment. Research by Tiwari et al., (2023) shows that an adaptive leadership style contributes greatly to facilitating employee job satisfaction and motivation, which in turn improves Performance.

In the context of CV. Union Event Planner Surabaya, transformational or participative leadership has the potential to strengthen the positive influence of job satisfaction on work motivation and Performance. Transformational leadership style, as explained by Bass (1999), encourages inspiration, individual attention, and intellectual stimulation, which creates a supportive work environment, increases satisfaction and encourages work enthusiasm. Research by Lasiny et al. (2021) found that transformational leadership has a significant positive effect on job satisfaction, which then has an impact on employee Performance.

On the other hand, authoritarian leadership tends to suppress employee autonomy and creativity, which can weaken the positive effects of job satisfaction on motivation and Performance. In a study by Pawirosumarto et al. (2017), it was found that participative leadership style resulted in higher job satisfaction compared to authoritarian style, positively impacting employee Performance at Parador Hotels and Resorts.

Transformational leadership style has a strong relationship with employee motivation and Performance levels, especially when employees feel valued and heard. This shows the importance of intervention in leadership style in developing managerial strategies. The findings of the study Sudiarditha et al. (2017), which emphasize the role of leadership in moderating the relationship between work motivation and job satisfaction, further confirm the belief that leadership style is the key to optimizing the influence of job satisfaction and motivation on Performance.

Thus, for an effective managerial development strategy, attention to leadership style is essential to optimizing the relationship between job satisfaction, work motivation, and employee performance.

CONCLUSION

This study confirms that human resources (HR) are a key factor in shaping the competitiveness and Performance of a company, where job satisfaction, work motivation, and leadership style have a significant role in employee Performance. The study on CV Union Event Planner shows that low employee Performance can hinder the competitiveness of the company, and this can be overcome with a management strategy that focuses on increasing motivation, job satisfaction, and strengthening leadership.

With a quantitative approach and census method, data from 57 employees were analyzed using multiple linear regression. The results of the descriptive analysis showed that the four variables (job satisfaction, work motivation, employee Performance, and leadership style) had a relatively homogeneous data distribution, with the largest variation in leadership style. The classical assumption test (multicollinearity and heteroscedasticity) showed that the regression model met the validity criteria.

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