

THE EFFECT OF WORK MOTIVATION, TRANSFORMATIONAL LEADERSHIP STYLE AND JOB SATISFACTION AS INTERVENING VARIABLES ON EMPLOYEE PERFORMANCE

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Abstract: This study aims to analyze the effect of Work Motivation, Transformational Leadership Style, and Job Satisfaction as an Intervening Variable on Employee Performance. The method used in this study is a quantitative method. The population in this study were 40 employees who worked at PT SUN Television Network. The sampling technique used was non-probability sampling with a total sample of 40 people. The approach used in this study is the Smart Partial Least Square (PLS) analysis tool. The conclusion shows that Work motivation has a positive and significant effect on job satisfaction. Transformational leadership style has a positive and significant effect on job satisfaction. Work motivation has a positive and insignificant effect on employee performance. Transformational leadership style has a positive and insignificant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance.

Keywords: Work Motivation, Transformational Leadership Style, Job Satisfaction, Employee Performance, Employee.

INTRODUCTION

Entering the current era of globalization, business companies will begin to be more or more scattered and the tighter competition between these companies, so in dealing with these situations and conditions, companies must be able to determine their strategies and management policies, especially in the field of human resources. Basically, HR is very important in achieving the goals of an organization, so it is necessary to do what is called management or development that aims to create productive humans. With good HR development or management, an employee can easily face and solve task demands both in the present and the future, Susan (2019).

Employees are important human resources in an organization or company because they act as planners, implementers, and controllers who are always involved in realizing an organizational goal Filippo (2019). The research will be researched by researchers at PT. SUN Television Network. PT SUN Televisi Network or known as Inews TV television network is a company engaged in media or national television networks that have the most local television networks throughout Indonesia. With the support of this very wide network, iNews will certainly raise and highlight various types of local content from each region. Performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him Mangkunegara (2017). However, in fact, there are still problems related to employee performance at PT SUN Televisi Network, which is indicated that employee performance in the company is not optimal.

The phenomenon that occurs in the company PT SUN Televisi Network that can affect employee performance is work motivation. Work motivation is very necessary, this will make a performance in the organization better, high work motivation will have a significant impact on the development and progress of the organization, and vice versa, organizations with low member work motivation will certainly experience stagnation and even setbacks. However, low work motivation appears at PT SUN Televisi

Theoretical Studies

Employee Performance.

Performance is the result of work in terms of quality and quantity of work done by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara (2017). Meanwhile, according to Sutrisno (2019) Performance is the result of employee work seen in terms of aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization.

Work Motivation.

Motivation is every individual doing activities which certainly have factors that drive them to do these activities Harahap (2019). Meanwhile, according to Widiyanto and Nugraheni (2018) explain motivation as something that causes and supports human behavior to work hard and enthusiastically achieve optimal results.

Transformational Leadership Style.

Transformational Leadership Style is a leadership style that leaders carry out by motivating and empowering the people they are responsible for working together to realize the company's vision Candrawhardani (2023).

Meanwhile, according to Suwatno (2019) revealed that the Transformational Leadership Style is a leadership style that affects employees so as to make employees have confidence, pride, loyalty and respect for their leaders and also have the motivation to do more expected.

Job Satisfaction.

Job Satisfaction is a general attitude towards a person's job that shows the difference between the benefits workers receive and the amount they think they should receive Afandi (2018). Meanwhile, according to Handoko (2019), Job Satisfaction is the feelings or emotions of employees, either pleasant or unpleasant for employees to see when their work.

Hypothesis development

The Effect of Work Motivation on Job Satisfaction

According to Sembiring, Jufrizen, Tanjung (2021) shows that the variable of Work Motivation has a significant effect on Job Satisfaction. This means that if employee motivation improves, employee job satisfaction will also improve. According to Carvalho, Riana, Soares (2020) shows that the variable Work Motivation has a significant effect on Job Satisfaction. This explains the company needs to create conditions where its employees always feel motivated to work. According to Paais & Pattiruhu (2020), it shows that Work Motivation has a significant effect on Job Satisfaction. This explains that motivation as a driving factor in increasing employee job satisfaction and this is also inseparable from the role of leaders to change the organization to be more optimal. Based on previous research and the description above, the shared hypothesis can be formulated as follows:

H1 = Work Motivation has a positive and significant effect on Job Satisfaction

The Effect of Transformational Leadership Style on Job Satisfaction

In research conducted by Siagian & Khair (2018) shows that Transformational Leadership Style has a significant effect on Job Satisfaction. This relates to job satisfaction which aims for employees to be involved to provide ideas, provide input suggestions to them and others so that they feel cared for by the company so that their job satisfaction improves. In research conducted by Winarto & Purba (2018) shows that Transformational Leadership Style has a significant effect on Job Satisfaction. Leadership style plays an important role in achieving organizational goals effectively and efficiently. One of the goals to be achieved is that employees are satisfied with their work. In research conducted by Suryani (2018) shows that Transformational Leadership Style has a significant effect on Job Satisfaction. Transformational leadership is also able to encourage and inspire

subordinates to give extra effort to achieve group goals. Based on previous research and the description above, the hypothesis shared can be formulated as follows:

H2 = Transformational Leadership Style has a positive and significant effect on Job Satisfaction

The Effect of Work Motivation on Employee Performance

In research conducted by Hustia (2020) shows that Work Motivation has a significant effect on Employee Performance. This illustrates that with work motivation, it will contribute to improving employee performance in the company. According to Harahap and Tirtayasa (2020) in their research shows that Work Motivation has a significant effect on Employee Performance. This explains that motivation is very important to support employee performance, so there needs to be encouragement for employees to improve their performance. According to Paaïs & Pattiruhu (2020) in their research shows that Work Motivation has a significant effect on Employee Performance. Motivation is very important for employees to work well in accordance with company operational standards. This explains that based on previous research and the description above, the hypothesis shared can be formulated as follows:

H3 = Work Motivation has a positive and significant effect on Employee Performance.

The Influence of Leadership Style on Employee Performance

Research conducted by Pratama, Surtha and Mahayasa (2020) shows that the variable of Transformational Leadership Style has a significant effect on Employee Performance. With the implementation of a good transformational leadership style, it will encourage the creation of employee performance which will certainly be better in the future. According to Gani (2020) shows that the Transformational Leadership Style variable has a significant effect on Employee Performance. This explains the leadership style plays a role in directing, fostering so that performance becomes good. According to Rosalina and Wati (2020) shows that the variable of Transformational Leadership Style has a significant effect on Employee Performance. These results show that the better the influence of leadership style, the more employee work discipline will also increase and have an impact on improving employee performance. Based on previous research and the description above, the shared hypothesis can be formulated as follows:

H4 = Transformational Leadership Style has a positive and significant effect on Employee Performance

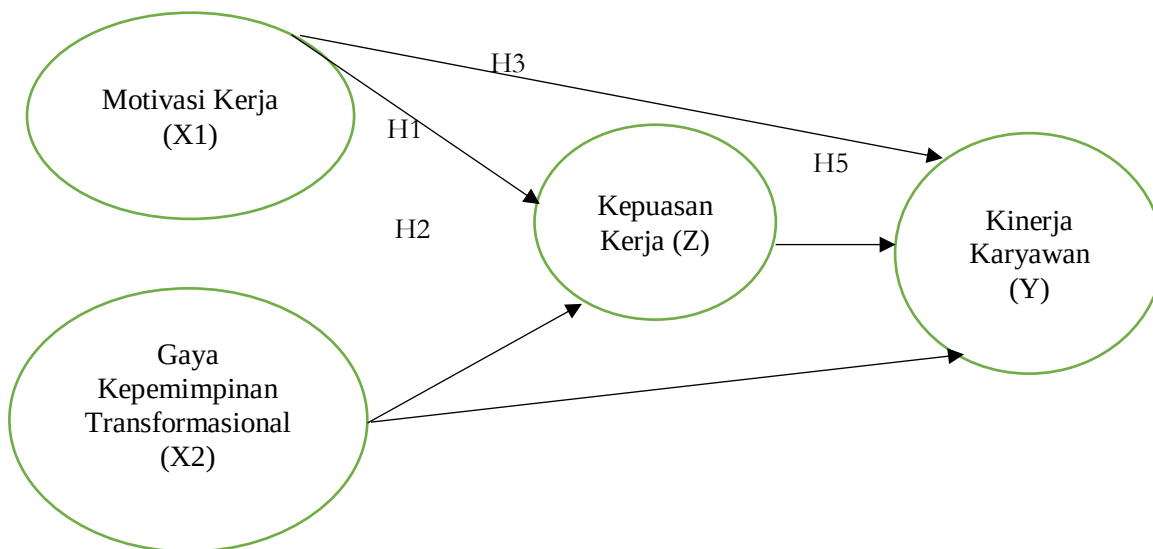
The Effect of Job Satisfaction on Employee Performance

From the results of research conducted by Latifah and Muafi (2021) shows that Job Satisfaction has a significant effect on Employee Performance. This means that the higher the level of job satisfaction, it will increase employee performance and vice versa if employee job satisfaction is low, it will result in poor employee performance. According to Sembiring, Jufrizen, Tanjung (2021) shows that Job Satisfaction has a significant effect on Employee Performance. This means that the better the job satisfaction, the better the performance of the employees.

Job Satisfaction is very important for employee, for that it needs to be maintained which is already good and must continue to evaluate and improve job satisfaction such as salary in accordance with responsibilities, a good work environment and job placement in accordance with their respective skills in order to be able to improve employee performance. Based on previous research and the empirical description above, the hypothesis shared can be formulated as follows:

H5 = Job Satisfaction has a positive and significant effect on Employee Performance

Figure 1. Conceptual Framework Model



Based on the theoretical review of literature review, the following is a hypothesis compiled by the author, namely:

H1: Work Motivation has a positive and significant effect on Job Satisfaction

H2: Transformational Leadership Style has a positive and significant effect on Job Satisfaction

H3: Work Motivation has a positive and significant effect on Employee Performance

H4: Transformational Leadership Style has a positive and significant effect on Employee Performance

H5: Job Satisfaction has a positive and significant effect on Employee Performance

METHOD

In this study, researchers used a quantitative research method, which aims to test established hypotheses. The data collection technique in this study was a questionnaire. The population in this study was 40 employees at PT. SUN Television Network. The sampling technique used in this study used a saturated sample technique. According to Sugiyono (2018), saturated sampling is a sampling technique where all members of the population are used as samples. In this case, researchers took the entire population of 40 respondents. The data analysis method used in this study is Component or Variance Based Structural Equation Model where the data processing uses the Partial Least Square (Smart PLS)

program version 3.0 PLS. (Partial Least Square) is a component-based or variant-based Structural Equation Modeling (SEM) equation model.

Table 1. Variable Definition Operational

Variable	Definition	Indicators
Work Motivation (X1)	Motivation is every individual doing activities that certainly have factors that are driving to do those activities.	1. Provision of rewards 2. The state of the work 3. Environment Adequate facilities and infrastructure 4. Work results 5. Praise and assessment of work performance
Transformational Leadership Style (X2)	Transformational Leadership Style is a leadership style that influences employees so as to make employees have confidence,	1. Has charisma and influence 2. Inspires his subordinates 3. Leaders treat subordinates as unique individuals

	pride, loyalty and respect for their leaders and also have the motivation to do more that is expected.	4. Able to influence subordinates to find new perspectives
Job Satisfaction (Z)	Job satisfaction is the feelings or emotions an employee has either pleasant or unpleasant for the employee to see when his job.	1. Enjoys the job 2. The amount of pay received 3. Promotion Provide 4. guidance in the implementation of work 5. Colleagues who help each other complete their work
Employee Performance (Y)	Performance is the result of employee work seen in terms of aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization.	1. Includes the level of quantity and quality and supervision 2. Knowledge related to job duties 3. Initiative in carrying out work 4. Morale 5. Attendance level 6. Ability to receive work instructions

RESULTS AND DISCUSSION

Research Results. This study aims to examine the effect of Work Motivation, Transformational Leadership Style and Job Satisfaction as intervening variables on Employee Performance. The data collection process was carried out through a research questionnaire instrument distributed to respondents totaling 40 employees at PT SUN Televisi Network. After the distribution of questionnaires, it was found that the questionnaires distributed to research respondents were 40 respondents and did not experience a reduction when returning questionnaires.

Table 2. Validity Test Results

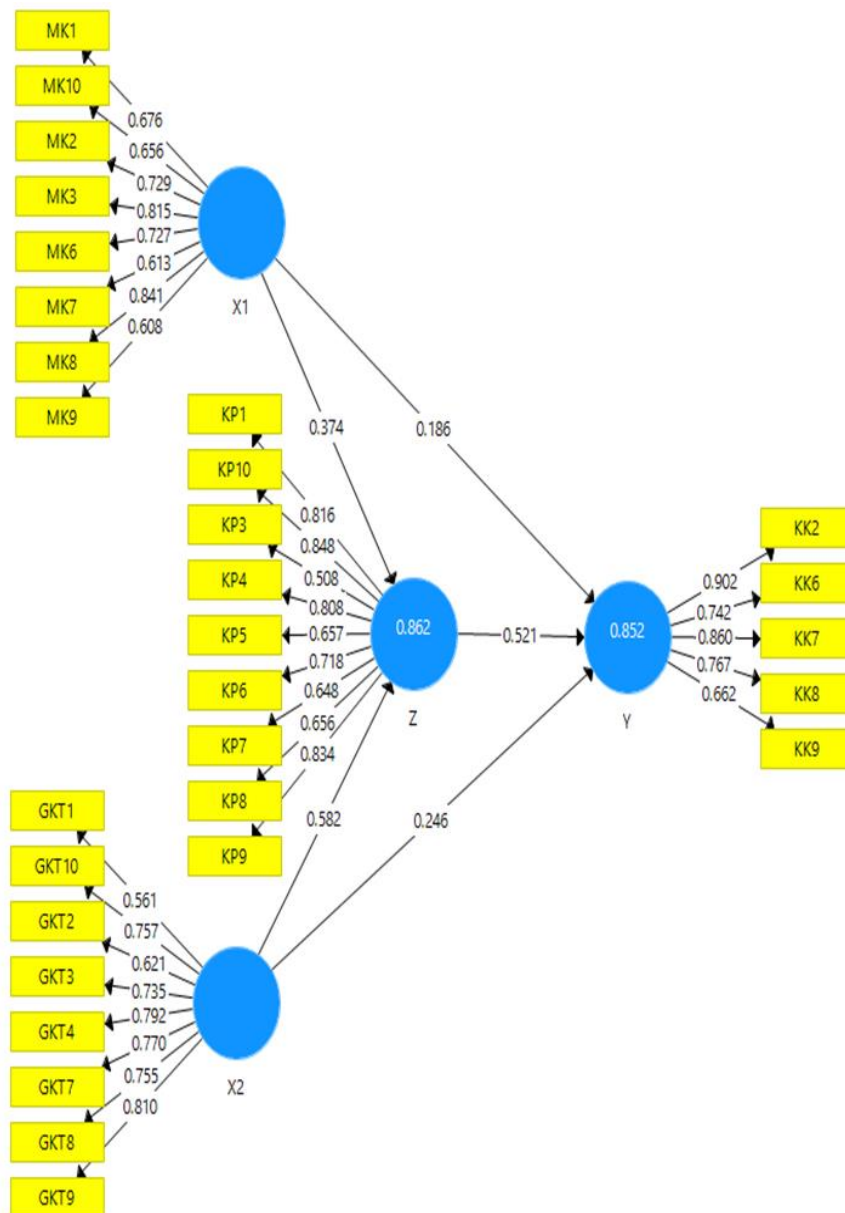
Variable	Indicators	Outer Loading	Information
Work Motivation (X1)	MK1	0.676	valid
	MK2	0.729	valid
	MK3	0.815	valid
	MK6	0.727	valid
	MK7	0.613	valid
	MK8	0.841	valid
	MK9	0.608	valid
	MK10	0.656	valid
Transformational Leadership Style (X2)	GKT1	0.561	valid
	GKT2	0.621	valid
	GKT3	0.735	valid
	GKT4	0.792	valid
	GKT7	0.770	valid
	GKT8	0.755	valid
	GKT9	0.810	valid
	GKT10	0.757	valid
Job Satisfaction (Z)	KP1	0.816	valid
	KP3	0.508	valid
	KP4	0.808	valid
	KP5	0.657	valid
	KP6	0.718	valid
	KP7	0.648	valid
	KP8	0.656	valid
	KP9	0.834	valid

	KP10	0.848	valid
Employee Performance (Y)	KK2	0.902	valid
	KK6	0.742	valid
	KK7	0.860	valid
	KK8	0.767	valid
	KK9	0.662	valid

Source: Output PLS 3.0

Based on Table 1, it can be seen that all indicators have met convergent validity because they have a loading factor value above 0.50 (Ghozali, 2020).

Figure 2. Convergent Validity Test Results



Source : Output PLS 3.0

Based on Figure 2 above, it is known that all indicators have met convergent validity because they have a loading factor value above 0.50

Table 3. Reality Test Results

Variable	Composite Realibity	Cronbach Alpha	Information
Employee Performance	0,892	0,847	Reliabel
Work Motivation	0,891	0,859	Reliabel
Transformational Leadership Style	0,900	0,872	Reliabel
Job Satisfaction	0,909	0,886	Realabel

Source : Output PLS 3.0

Table 3 shows that the results of composite reliability and cronbach's alpha tests show satisfactory values, because all latent variables have composite reliability and cronbach's alpha values ≥ 0.70 . This means that all latent variables are said to be reliable.

Table 4. Coefficient of Determination Test Results

Variable	R-square
Employee Performance	0,852

Source : Output PLS 3.0

Based on Table 4 shows that the structural model indicates that the model on the employee performance variable can be said to be strong because it has a value above 0.75. The model of the influence of independent latent variables (work motivation, transformational leadership style) and job satisfaction as latent intervening on employee performance gives an R-square value of 0.852 which can be interpreted that the variability of employee performance constructs that can be explained by the variability of employee performance constructs, can be explained by 85.2% while 14.8% is explained by other variables outside the studied.

Table 5. Hypothesis Test Results

	Original Sample (O)	T – Statistics	P -Values	Information
Work Motivation - > Job Satisfaction	0,374	2,766	0,006	Positive Significant -
Transformational Leadership Style - > Job Satisfaction	0,582	4,237	0,000	Positive Significant -
Work Motivation - > Employee Performance	0,186	0,936	0,350	Positive Insignificant -
Transformational Leadership Styles - > Employee Performance	0,246	1,426	0,154	Positive Insignificant -

Job Satisfaction - > Kinerja Karyawan	0,521	2,163	0,031	Positive Significant	-
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Source : Output PLS 3.0

The results of the hypothesis test in this study obtained the results of the T-statistic value of 2,766 and the original sample value of 0.374 The T-statistic value is more than the T-table value of 1.96 and the original sample value shows a positive value, these results show that Work Motivation has a positive and significant effect on Job Satisfaction. The results of the hypothesis test in this study obtained the results of the T-statistical value of 4.237 and the original sample value of 0.582 The T-statistic value was more than the T-table value of 1.96 and the original sample value showed a positive value, these results showed that the Transformational Leadership Style had a positive and significant effect on Job Satisfaction.

The results of the hypothesis test in this study obtained the results of the T-statistical value of 0.936 and the original sample value of 0.186. The T-statistic value is less than the T-table value of 1.96 and the original sample value shows a positive value, this result shows that Work Motivation has a positive and insignificant effect on Employee Performance. The results of the hypothesis test in this study obtained the results of the T-statistical value of 1.426 and the original sample value of 0.246.

The T-statistic value is less than the T-table value of 1.96 and the original sample value shows a positive value, this result shows that the Transformational Leadership Style has a positive and insignificant effect on Employee Performance. The results of the hypothesis test in this study obtained the results of T-statistical values of 2.163 and original sample values of 0.521. The T-statistic value is more than the T-table value of 1.96 and the original sample value shows a positive value, this result shows that Job Satisfaction has a positive and significant effect on Employee Performance.

Discussion

Effect of Work Motivation on Job Satisfaction

The results of the hypothesis test in this study obtained the results of the T-statistic value of 2,766 and the original sample value of 0.374 The T-statistic value was more than the T-table value of 1.96 and the original sample value showed a positive value, these results showed that Work Motivation had a positive and significant effect on Job Satisfaction, the results of this study were in line with the results of Harahap's research (2019) which stated that Work Motivation had a positive and significant effect on Job Satisfaction.

This means that motivation as every individual carries out activities which certainly has factors that drive them to carry out activities, employees who have high work motivation will certainly be more enthusiastic in doing their duties. So that the perceived job satisfaction will increase.

Effect of Transformational Leadership Style on Job Satisfaction

The results of the hypothesis test in this study obtained the results of the T-statistic value of 4,237 and the original sample value of 0.582 The T-statistic value is more than the T-table value of 1.96 and the original sample value shows a positive value, these results show that the Transformational Leadership Style has a positive and significant effect on Job Satisfaction, the results of this study are in line with the results of Suwatno's research (2019) which states that the Transformational Leadership Style is influential Positive and significant to Job Satisfaction means a leadership style that influences employees so as to make employees have confidence, pride, loyalty and respect for their leaders and also have the motivation to do more as expected. This shows that company leaders should be able to pay attention to their employees, such as involving them in discussions on what shortcomings must be addressed, providing them with training, allowing them to innovate in their tasks and so on.

Effect of Work Motivation on Employee Performance

The results of the hypothesis test in this study obtained the results of the statistical T-value of 0.936 and the original sample value of 0.186. The statistical T-value is less than the T-table value of 1.96 and the original sample value shows a positive value, these results show that Work Motivation has a positive and insignificant effect on Employee Performance, the results of this study are in line with the results of Widiyanto & Nugraheni's (2018) research which states that Work Motivation has a positive effect and not significant to Employee Performance means Motivation as something that causes and supports human behavior in order to work hard and enthusiastically achieve optimal results. This shows that motivation is very important to be able to support employee performance, therefore it is necessary to evaluate and increase motivation such as superiors providing guidance, security at work, training, equipment at work and bonuses to employees if completing their tasks can improve employee performance.

Effect of Transformational Leadership Style on Employee Performance

The results of the hypothesis test in this study obtained the results of the statistical T-value of 1.426 and the original sample value of 0.246. The T-statistic value is less than the T-table value of 1.96 and the original sample value shows a positive value, these results show that the Transformational Leadership Style has a positive and insignificant effect on Employee Performance, the results of this study are in line with the results of Chandrawhardani's (2023) research which states that the Transformational Leadership Style Positive and insignificant influence on Employee Performance means the leadership style carried out by the leader by motivating and empowering the people who are his responsibility to work together to realize the company's vision. This shows that the lower the leadership style applied, the lower the performance of Inews employees. Vice versa, the higher the leadership style applied, the higher the employee performance that will be produced. The role of leaders in the company must be able to make their employees become more disciplined and get faster decision results through discussions with their employees, namely what are the shortcomings in this company and what must be improved so that the company can achieve its goals.

Effect of Job Satisfaction on Employee Performance

The results of the hypothesis test in this study obtained the results of the T-statistic value of 2.163 and the original sample value of 0.521. The T-statistic value was more than the T-table value of 1.96 and the original sample value showed a positive value, these results showed that Job Satisfaction had a positive and significant effect on Employee Performance, the results of this study were in line with the results of Sutrisno's research (2019) which stated that Job Satisfaction had a positive and significant effect on Performance Employee means Job Satisfaction, which is an employee's attitude towards work related to work situations, cooperation between employees, benefits received at work, and matters concerning physical and psychological factors. So the company must make employees feel comfortable while working so that job satisfaction improves, of course, employee performance will definitely increase again.

CONCLUSIONS

Based on the results of the study, it can be concluded that Work Motivation has a positive and significant effect on Job Satisfaction. This shows that by paying attention to the motivation of its employees, the employee's work passion will increase. Employees who have high work motivation will certainly be more enthusiastic in doing their duties, so their performance will definitely increase. Transformational Leadership Style has a positive and significant effect on Job Satisfaction. This shows that company leaders should be able to pay attention to their employees so that employees become comfortable at work and do not let their work pile up. This can make employees feel enjoy and carry out work optimally so that they do not feel an excessive workload.

Work Motivation has a positive and insignificant effect on employee performance showing that motivation is very important to be able to support employee performance, because of the need for evaluation and increased motivation such as a comfortable workplace space, security in our workplace, training, complete workplace equipment and bonuses to employees if they complete their tasks it can improve employee performance. Transformational Leadership Style has a positive and insignificant effect on Job Satisfaction. This shows that the

lower the leadership style applied, the lower the employee performance. And vice versa. The role of leaders in the company must be able to make their employees become more disciplined and get faster decision results through discussions with their employees,

namely what are the shortcomings in the company and what must be improved so that the company can achieve its goals.

Job Satisfaction has a positive and significant effect on Employee Performance. This shows that increased job satisfaction can certainly have a good impact on employee performance which will certainly also have an impact on the company's goals to be achieved. Therefore, companies must make employees feel comfortable while working so that job satisfaction improves and of course employee performance will definitely increase again. It is recommended for the company PT SUN Televisi Network to improve its leadership style by being willing to hear complaints or aspirations from its subordinates because sometimes by being a good listener it can be an extraordinary value for the future such as filtering some ideas for the company in the future, getting strategies to influence people and so on this will also definitely have a very good impact on the sustainability of this company in the future. It is also expected to pay attention to the effectiveness of the performance of subordinates by providing training tailored to the needs of their employees besides that it is also supported by adequate facilities and infrastructure so that training can run optimally so that it can increase the effectiveness and productivity of employees at work.

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