

The Influence of Leadership, Motivation, and Work Environment on Employee Performance Through Employee Job Satisfaction : A case study of Ms Glow Office Malang, Indonesia

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ABSTRACT

This research aims to describe leadership, motivation, work environment, job satisfaction and employee performance, analyze the influence of leadership, motivation and work environment on job satisfaction, analyze the influence of leadership, motivation and work environment on employee performance, analyze the effect of job satisfaction on employee performance and analyze the influence of leadership, motivation and work environment on employee performance through job satisfaction. The sample in this study were 184 employees. The analysis technique uses path analysis. The results of the analysis show that leadership, motivation and work environment affect job satisfaction. Leadership, motivation and work environment affect employee performance. Job satisfaction has an effect on employee performance. Leadership.

Keywords: Leadership, Motivation, Work Environment, Job Satisfaction, Employee Performance.

1. INTRODUCTION

The existence of human resources is seen as a very decisive element in the organizational development process. Organizational development will be realized if it is supported by quality human resources. The success of building quality and professional human resources as well as improving employee performance cannot be separated from the role of company leaders. The role of the leader is considered as a factor in the success or failure of the company. The success or failure of a company, whether business-oriented or public, is usually seen as the success or failure of its leader. The role of the leader is so important that the discussion of leadership becomes a focus that attracts the attention of researchers in the field of human resource management and organizational behavior.

According to Siagian (2012: 89), there are several things that can trigger performance, including: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and others, but what will be discussed in this study is leadership, motivation, work environment, and job satisfaction. Leaders play a very important role in managing to implement various corporate strategies. The level of success of employees can be determined by the leadership in the company, namely by looking at the leadership they carry out. Leadership is related to the deliberate process of a person to emphasize his strong influence on others, guide, structure, facilitate activities and relationships within a group or organization (Yukl, 2005). The success of the organization in achieving its goals depends on leadership, namely whether the leadership is able to mobilize all human resources, natural resources, facilities, funds, and time effectively and efficiently and integrated in the management process. Therefore, leadership is the core of the organization, management, and administration (Kartono, 2011:14). Mondani (2012) suggests leadership is an important thing in a company or organization, because without good leadership, the company will not run well and the performance of each employee will not be achieved properly either. The importance of human resources, every company must pay attention to the level of leadership and communication skills that are good and correct to all employees so as to create a good family climate that can ultimately improve employee performance. Increasing effective and correct leadership is one aspect of the effectiveness of employees' work. The dominant leadership role is clear again, especially when it is associated with the necessity to interact with an ever-changing and evolving environment, partly because of the rapid advances in science and technology. Research result The importance of human resources, every company must pay attention to the level of leadership and communication skills that are good and correct to all employees so as to create a good family climate that can ultimately improve employee performance. Increasing effective and correct leadership is one aspect of the effectiveness of employees' work. The dominant leadership role is clear again, especially when it is associated with the necessity to interact with an ever-changing and evolving environment, partly because of the rapid advances in science and technology. Research result The importance of human resources, every company must pay attention to the level of leadership and communication skills that are

good and correct to all employees so as to create a good family climate that can ultimately improve employee performance. Increasing effective and correct leadership is one aspect of the effectiveness of employees' work. The dominant leadership role is clear again, especially when it is associated with the necessity to interact with an ever-changing and evolving environment, partly because of the rapid advances in science and technology. Research result moreover, it is related to the necessity of interacting with the environment which is always changing and developing, partly because of the rapid progress in the field of science and technology. Research result moreover, it is related to the necessity of interacting with the environment which is always changing and developing, partly because of the rapid progress in the field of science and technology. Research resultHardian et al. (2015) as well asHabeeb and Ibrahim (2017) found that leadership has an effect on performance. However, research results Kertiriasih et al (2018) found that leadership had no effect on performance.

Motivation is part of driving employees to seek good work results. Robbins and Judge (2008:222) say that motivation is a series of ways to describe levels, goals, tenacity and loyalty in an effort to achieve organizational goals. At the same time, it becomes a psychological part that represents a person's desire for activities, satisfaction and taking part in the activities carried out. Usually, the behavior of each individual is influenced by the desire to achieve something. The power of encouragement and spirit from within a person is something that really needs to be considered, because it is able to become energy for a person to carry out an activity, without this responsibility cannot be carried out properly which will have an impact on minimal output as well.

Employee work results are also influenced by the work environment. A pleasant work environment is the dream of all employees in a company or organization. A good work environment will make employees work in pleasant or enthusiastic conditions and will cause work to be completed satisfactorily and on time. A fresh workplace, guaranteed safety and health can trigger someone to work because there is peace when carrying out various tasks that are their responsibility. This environment usually focuses or emphasizes the physical condition of the place. Measuring instruments of the condition of the place include room, temperature, noise. This means that all of this can affect employee performance when carrying out activities.

Robbins and Judge (2008) state that someone who feels high job satisfaction will show positive attitudes towards work such as higher productivity or performance, high level commitment to the organization, high level of job stress, high level of behavior, and what to do. such as high productivity or performance, high organizational commitment, high work stress levels, high levels of behavior, and what to support. Employees who have a high level of job satisfaction have a positive effect on improving employee performance. Job satisfaction is an individual thing and has different levels of satisfaction. Research resultKertiriasih et al (2018) found that job satisfaction has an effect on performance. However, the results of Irawan (2010) found that job satisfaction had no effect on performance.

Job satisfaction is not only related to enjoyable work, but also health and happiness. Viewed from the organization, employee job satisfaction is related to positive work behavior. There are several factors that affect job satisfaction, including leadership, motivation and work environment, including research resultsParipurna (2013), Astuti and Iverizkinawati (2019) found that leadership affects job satisfaction. Lumentut and Dotulong (2015), Parimita (2018) found that motivation affects job satisfaction. Furthermore, the results of the research by Paripurna (2013) and Astuti and Iverizkinawati (2019) prove that the work environment affects job satisfaction, in contrast to the results of research by Lumentut and Dotulong (2015) which found that the work environment had no effect on job satisfaction.

2. LITERATURE REVIEW

2.1. Leadership

Leadership according to Rivai and Mulyadi (2012: 53) is the ability of a leader to influence others by provoking positive feelings in the people he leads to achieve the desired goals. Furthermore, Robbins and Judge (2008: 93) suggest that leadership involves things that lead to change. Leaders set direction by developing a vision for the future then bring people together by communicating this vision and inspiring them to overcome obstacles.

Thoha (2010: 5) defines leadership as an activity to influence people to be directed to achieve organizational goals. Leadership includes the processes I influence in setting organizational goals, motivating follower behavior to achieve goals and influencing and improving the group and its culture. With leadership done, a leader also describes the direction and goals to be achieved from an organization. It can be said that leadership is very influential for an organization.

2.2 Motivation

There are several explanations about the meaning of motivation. Hasibuan (2010:143) said that motivation presents the driving force that raises the spirit of individual work so that the intention to work grows by relying on good relationships, efficient activities and integrated with everything in the work environment so that they get satisfaction. This encouragement is able to bring out the meaning of the level and intensity of workers' efforts in fighting and being diligent to get their goals. Conversely, minimal

encouragement is difficult to get results above the intensity of the drive. Sutrisno (2011:109) says that motivation is an individual's driving force to carry out activities. Handoko (2001:9) argues that motivation is a force that exists within a person's personality that is able to present, and become a machine, regulates how to behave.

2.3 Work environment

The work environment is a condition that surrounds the employee's work environment which greatly affects the activities of employees in doing their work. Sedarmayanti (2012:154) defines the work environment as follows: "environment is a process used by strategic planning to monitor the environmental sector in determining opportunities/threats to organizations/companies." Soedarso (2015:94) argues that: "The work environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure needed to carry out these tasks".

2.4. Job satisfaction

According to Ibrahim (2007: 154), "job satisfaction in general involves attitudes about work." A person will feel satisfied with the job, if the level of needs are met, while those needs include physiological needs, security needs, social needs, esteem and prestige needs as well as self-fulfillment or statement needs. Furthermore, according to Robbins and Judge (2007) said that job satisfaction is an individual's general attitude towards his job where in the job a person is required to interact with colleagues and superiors, follow the rules and policies of the organization to meet performance standards. Hasibuan (2008: 202) defines "job satisfaction as an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work. Meanwhile, according to Mangkunegara (2009: 117) "job satisfaction is a feeling of supporting or not supporting employees who are related to their work and their condition.

2.5. Performance

Mathis and Jackson (2012:378) define performance as what employees do or don't do. Furthermore, Mangkunegara (2009:67), "The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). Understanding performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, Timpe (2002) states that performance is the level of achievement of a person or employee in an organization or company that can increase productivity.

2.6. Hypothesis

The hypothesis in this study is formulated as follows:

- H1 : It is suspected that leadership, motivation and work environment have a significant effect on job satisfaction.
- H2 : It is suspected that leadership, motivation and work environment have a significant effect on employee performance.
- H3 : It is suspected that job satisfaction has a significant effect on employee performance.
- H4 : It is suspected that leadership, motivation and work environment have a significant effect on employee performance through job satisfaction.

3. RESEARCH METHOD

3.1 Variable Operational Definition

a. Performance (Y)

Employee performance is a result of work that has been achieved by an employee in carrying out a job that has been given to him to achieve the goals of the organization, as measured by the following indicators: quantity, quality, timeliness, attendance and ability to cooperate

b. Job Satisfaction (Y1)

Job satisfaction is the attitude that workers have about work jobs. By indicators: job, salary, supervisory or supervisory work, promotion opportunities and coworkers.

c. Leadership (X1)

Leadership is the style of company leaders to assess work results. With indicators: the ability to foster good cooperation and relationships, the ability to be effective, participatory leadership, the ability to delegate tasks or time and the ability to delegate tasks or authority.

d. Motivation (X2)

Motivation is an internal trigger or from within the individual in encouraging and aspires one's behavior to a goal. The instruments to measure it are: physiological needs, safety and security needs, social needs, esteem needs and self-realization needs.

e. Work Environment (X3)

The work environment is the environment around employees because they work to achieve common goals. The indicators of the work environment are as follows: physical work environment and non-physical work environment.

3.2. Population and Sampling Techniques

According to Sanusi (2003:65), the population is the entire collection of elements that show certain characteristics that can be used to make conclusions. The population in this study were all employees of MS Glow Office Malang, totaling 184 permanent employees. The sample is part of the population, the sample in this study was 184 permanent employees. The sampling technique used is the census, that is, all permanent employee populations are used as research samples.

3.3. Data Analysis Techniques

The method of analyzing the data in this study was carried out using descriptive analysis techniques and path analysis. Descriptive analysis used is tabulation of data which is then carried out with frequency distribution of research variables from questionnaires that have been filled out by respondents.

4. RESEARCH RESULTS AND DISCUSSION**4.1. Research result**

The hypothesis testing method is carried out by path analysis, namely by using multiple regression and then filtering based on statistical tests and significance. This statistical test can be done using the standardized beta coefficient (β standard). If the value of is significant, then the path coefficient is significant. The path coefficients that are not significant are discarded. Significance test can be done by comparing the significance of the path. If the significance value of the path coefficient is less than 0.05 then the coefficient is considered significant. On the other hand, if the significance value of the coefficient is greater than 0.05, it is considered insignificant. To see the influence of leadership, motivation and work environment on employee performance through employee performance, it is presented in table 1 below.

Table1 1. Summary of Results of Direct, Indirect, and Total Effect Analysis from Path Analysis

Exogenous Variable	Intervening Variables	Endogenous Variables	Direct Effect	Prob	Indirect Effect	Total Effect
Leadership	Job satisfaction	-	0.414	0.000*	-	-
Motivation	Job satisfaction	-	0.236	0.001*	-	-
Work environment	Job satisfaction	-	0.266	0.000*		
Leadership	-	Employee performance	0.157	0.011*	-	-
Motivation	-	Employee performance	0.139	0.034*	-	-
Work environment	-	Employee performance	0.154	0.019*		
-	Job satisfaction	Employee performance	0.461	0.000*		
Leadership	-	Employee	0.157	-	0.414 X 0.461 =	0.348

		performance			0.191	
Motivation	-	Employee performance	0.139	-	$0.236 \times 0.461 = 0.109$	0.248
Work environment	-	Employee performance	0.154	-	$0.236 \times 0.461 = 0.123$	0.277

* significant on α 5%.

Based on the table above, it can be explained that the leadership beta coefficient value is 0.414 and the t value is 7.368 and the p value is 0.000 which is smaller than $p = 0.05$ ($\alpha = 5\%$), which means that leadership significant effect on employee job satisfaction. Score the motivational beta coefficient is 0.236 and the t value is 3.542 and the p value is 0.001 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that motivation significant effect on employee job satisfaction. Score work environment beta coefficient of 0.225 and t value of 4.050 and p value of 0.000 is smaller than $p = 0.05$ ($\alpha = 5\%$), which means that the work environment significant effect on employee job satisfaction. Thus the first hypothesis which states that leadership, motivation and work environment have a significant effect on job satisfaction statistically tested.

Score the leadership beta coefficient is 0.157 and the t-value is 2.581 and the p-value is 0.011 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that leadership significant effect on employee performance. Score the motivational beta coefficient is 0.139 and the t-value is 2.134 and the p-value is 0.034 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that motivation significant effect on employee performance. Score the work environment beta coefficient is 0.154 and the t-value is 2.362 and the p-value is 0.019 smaller than $p = 0.05$ ($\alpha = 5\%$), which means that the work environment significant effect on employee performance. Thus the second hypothesis which states that leadership, motivation and work environment have a significant effect on employee performance statistically tested.

Score the beta coefficient of job satisfaction is 0.461 and the t-value is 6.532 and the p-value of 0.000 is smaller than $p = 0.05$ ($\alpha = 5\%$), which means that job satisfaction significant effect on employee performance, so the third hypothesis which states that Job satisfaction has a significant effect on employee performance statistically tested.

The results of the analysis show that job satisfaction status can mediate the leadership variable on employee performance, because the total influence value (0.348) is greater than the direct effect (0.157). Job satisfaction has the status as a variable that can mediate the effect of work motivation on employee performance, because the total influence value (0.248) is greater than the direct effect (0.139). The work environment is a variable that can mediate the effect of work motivation on employee performance, because the total influence value (0.277) is greater than the direct effect (0.154). Thus the fourth hypothesis which states leadership, motivation and work environment have a significant effect on employee performance through employee performance statistically tested.

4.2. Discussion

4.2.1. The Influence of Leadership, Motivation and Work Environment on Job Satisfaction

Leadership has an effect on job satisfaction, which means that the better the application of the leadership style applied in the company can increase employee job satisfaction. Leadership is the power to influence employees, either in doing something or not doing something, subordinates are led from not by telling or pushing from behind. As view Rivai and Mulyadi (2012: 53) state that leadership is the ability of a leader to influence others by provoking positive feelings in the people he leads to achieve the desired goals. This is what can affect the level of employee job satisfaction. Leaders must be able to combine the needs of their subordinates with the needs of the organization and the needs of society as a whole, through leadership tasks that encourage subordinates 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 is an individual behavior that in each activity will have consequences such as influence, motivation, and decision-making patterns by employees. Employees will voluntarily do work in order to achieve the goals to be achieved. A leader must have the ability to influence subordinates in carrying out their work to achieve organizational goals effectively and efficiently. The results of this study support Paripurna (2013), Astuti and Iverizkinawati (2019) which state that leadership has an effect on job satisfaction.

Motivation has an effect on job satisfaction, which means that the higher work motivation can increase job satisfaction. Motivation is a psychological factor that shows an employee's interest in work, a sense of satisfaction and responsibility for the activities or work carried out. Employee behavior is motivated by the desire to achieve certain goals. Motivation is an important thing to note, because with motivation an employee can have high enthusiasm in carrying out the assigned tasks. This is in accordance with the opinion of Handoko (2001:9) who argues that motivation is a force or factor

contained in humans that causes, moves and organizes behavior. Without motivation, an employee is not able to fulfill his duties properly, the work produced is not optimal. The results of this study support Lumentut and Dotulong (2015) and Parimita (2018) which state that motivation has an effect on job satisfaction.

The work environment affects job satisfaction, which means that a good work environment can increase job satisfaction. A conducive work environment provides a sense of security and allows employees to work optimally. A good work environment can only be established if all members are passionate about achieving the same goals and are willing to put aside personal interests for the company's success. If the employee likes the work environment where the employee works, then the employee will feel at home at work, carrying out their activities so that work time is used effectively. The results of this study support Plenary (2013) and Astuti and Iverizkinawati (2019) which state that the work environment affects job satisfaction. However, the results of this study do not support Lumentut and Dotulong (2015) which state that the work environment has no effect on job satisfaction.

4.2.2. The Influence of Leadership, Motivation and Work Environment on Employee Performance

Leadership has a significant effect on employee performance, which means the better the leadership applied in the company can improve employee performance. Leadership shows directly or indirectly, about a leader's belief in the abilities of his subordinates. As view Riva'i and Mulyadi (2012: 53) state that leadership is the ability of a leader to influence others by provoking positive feelings in the people he leads to achieve the desired goals. This shows that leadership has an important role in achieving the goals that have been set. Therefore, a leader must have extensive expertise and knowledge obtained through self-development. The results of this study support Hardian et al. (2015) as well as Habeeb and Ibrahim (2017) which state that leadership has an effect on performance. However, the results of this study do not support Kertiasih et al (2018) which states that leadership has no effect on performance.

Motivation has an effect on employee performance, which means that the higher employee motivation can improve employee performance. Motivation is a psychological factor that shows an employee's interest in work, a sense of satisfaction and responsibility for the activities or work carried out. Employee behavior is motivated by the desire to achieve the goals to be achieved. Motivation is an important thing to note, because with motivation an employee can have high enthusiasm in carrying out the assigned tasks. Without motivation, an employee is not able to fulfill the obligations and tasks assigned by the leadership, the results of the work produced are not satisfactory. This is in accordance with Hasibuan's opinion (2010: 143) which states that motivation is the provision of a driving force that can create one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts in order to achieve employee job satisfaction. Motivation will give meaning to the size of a person's business, trying or working hard to achieve his needs. On the other hand, someone with low motivation will never achieve results that exceed the motivational power of employees. Work motivation is an impetus for employees to do work if the employee has a strong drive from within himself or from outside himself (eg from the bank), then the employee will be stimulated or compelled to do something well. The results of this study support Hidayat and Taufiq (2012), Hardjono (2013),

The work environment affects employee performance, which means that if the created company environment pays attention to aspects of the work environment which include lighting or light at work, temperature or air temperature at work, air circulation at work, color schemes at work, music at work and safety at work, then the goal to achieve high employee performance will be achieved can improve employee performance. The existence of a conducive work environment can provide a sense of comfort for employees to always provide the best results for employees in the company. This is in accordance with the opinion of Sedarmayanti (2011) that the work environment is the overall tools and materials encountered, the environment around which employees work, work methods, and work arrangements both as individuals and as groups. The work environment is the atmosphere or conditions around the work location. The work environment can be in the form of rooms, layouts, facilities and infrastructure. The results of this study support Hidayat and Taufiq (2012), and Sagita (2015) which states that the work environment affects employee performance.

4.2.3. The Effect of Job Satisfaction on Employee Performance

Job satisfaction has an effect on employee performance, which means that the higher the level of employee job satisfaction can improve employee performance. Employees will be satisfied if the desired conditions are in accordance with factual conditions. If the discrepancy between the factual conditions and the desired conditions is greater, the greater the employee dissatisfaction. Job satisfaction reflects the attitude of employees towards their work, which is seen in the positive attitude of employees towards work and everything they face in the work environment. Job satisfaction is a form of feeling happy about what he has done, but job satisfaction is subjective. Satisfaction from one individual to another tends to be different, because each individual has its own satisfaction criteria in measuring the level of life satisfaction, but employee satisfaction at work can be seen from how employees perform. This is in line with the view Robbins and Judge (2007) which states that job satisfaction is an individual's general attitude towards his work where in the job a person is required to interact with colleagues and superiors, follow the rules and policies of the organization to meet performance standards. Job satisfaction is enjoyed on the job, off the job,

and a combination of on and off work. Satisfied employees will encourage employees to work better. Employees who are satisfied at work always come on time, meaning that the employee respects his work and is responsible for the tasks he must do. Not complaining about tasks and work that is always able to accept new and difficult jobs with grace and have a harmonious relationship with other employees and superiors. This is in line with the research of Kertiriasih et al (2018) which states that job satisfaction affects employee performance. However, the results of this study do not support Irawan (2010) who found that job satisfaction has no effect on performance.

4.2.4. The Influence of Leadership, Motivation and Work Environment on Employee Performance Through Job Satisfaction

Job satisfaction is able to mediate the influence of leadership, motivation and work environment on employee performance, which means that leadership, motivation and work environment can improve employee performance, if employees are satisfied with their work. Employee evaluation of the work with his condition is closely related to employee job satisfaction. This is because a positive assessment can increase employee job satisfaction, while a negative assessment can result in employee job dissatisfaction. The ability of leaders to create a conducive work environment can also lead to employee job satisfaction. Therefore, leaders must be able to apply leadership that is in accordance with the situation and needs of employees so that the relationship between superiors and subordinates is harmonious. The leadership recognizes the existence of employees, it can be seen from the opportunity for employees to move up in positions and groups. This recognition can also be seen when the leader reprimands and smiles at employees so that employees feel valued. The relationship between leadership and employees will be harmonious if the leader is able to adjust the leadership style to the situation at hand. As the opinion of Robbins and Judge (2007: 181) that a leader is able to motivate and create social conditions that benefit each employee so that the achievement of employee job satisfaction has implications for increasing employee performance. The existence of appropriate leadership is expected to provide job satisfaction to employees.

5. CONCLUSIONS AND SUGGESTIONS

5. Conclusion

Based on the results of research and discussion conducted, the following conclusions can be drawn:

- 1) Performance is formed by quantity, quality, timeliness, attendance and ability to cooperate. The main thing that can improve employee performance is punctuality as reflected in being able to complete work on time. Job satisfaction is shaped by employment, salary, supervisor or work supervision, promotion opportunities and co-workers. The main thing in increasing job satisfaction is that work is reflected in the work assigned according to ability. Leadership formed by the ability to foster good cooperation and relationships, effective ability, participatory ability, ability to delegate tasks or time and ability to delegate tasks or authority. The main thing that enhances leadership is the ability to foster collaboration and relationships. Good performance is reflected in the leadership building cooperation and good relations with subordinates in carrying out the tasks that are their respective responsibilities and the effectiveness of the ability is reflected in the leadership completing tasks on time. Motivation is formed by physiological needs, safety needs and safety, social needs, esteem needs and self-actualization needs. The main thing that can build motivation is social needs which are reflected in the cooperation between employees in carrying out their duties. The work environment is formed from a physical work environment and a non-physical work environment. The main thing that can create the work environment is a non-physical work environment reflected in the harmony within the company and every employee is given the opportunity to advance.
- 2) Leadership, motivation and work environment affect employee satisfaction, which means that leadership that is implemented properly and supported by employees has high motivation at work and is supported by a pleasant work environment that can improve employee performance.
- 3) Leadership, motivation and work environment affect employee performance. This means that employee performance can be built through good leadership, employee motivation and a comfortable work environment at work.
- 4) Employee job satisfaction has an effect on employee performance, which means that the more satisfied the employee with the job can improve the employee's performance.
- 5) Job satisfaction mediates the influence of leadership, motivation and work environment on employee performance. This means that employee performance can be improved if leadership is well defined, employees have high work motivation and a supportive work environment.

5.2. Suggestion

In connection with the matters described above, the following suggestions can be made:

- 1) MS Glow Malang maintains the existing motivation and provides opportunities for employees to attend education and training.
- 2) MS Glow Malang maintains the existing work environment so that employees feel comfortable and safe while working.
- 3) For future researchers, the results of this study can be used as a reference for further research.

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