

The Effect of Motivation and Compensation as Well as Leadership Style on the Performance of Employees of the Population and Civil Registration Office of Samarinda City with Job Satisfaction as an Intervening Variable

Otoh Sanusi¹, Eddy Soeginto K², Eka Yudhyani³

Master of Management Department, University of 17 Agustus 1945 Samarinda,

Jl. Ir. H. Juanda no. 08 Samarinda City, East Kalimantan, Indonesia

Corresponding Author: osanusi08@gmail.com, titin@untag-smd.ac.id

ABSTRACT

Purpose: The Effect Of Motivation And Compensation As Well As Leadership Style On The Performance Of Employees Of The Population And Civil Registration Office Of Samarinda City With Job Satisfaction As An Intervening Variable

Design/methodology/approach: using a quantitative approach. In this study, the data used are primary data and secondary data. Sampling in this study uses the census method or also called total sampling. Taking a total sampling due to the population being less than 100. In other words, all existing population members will be part of the research sample, while the number of samples for this research is 93 employees of the Samarinda City Population and Civil Registration Office.

Findings: The results of this study showed that motivation (X1) had a positive and significant effect on performance (Y), compensation (X2) had a positive and significant effect on performance (Y), leadership style (X3) had no positive and significant effect on performance (Y), motivation (X1) had a positive and significant effect on job satisfaction (Z), compensation (X2) had a positive and significant effect on job satisfaction (Z), leadership style (X3) had a positive and significant effect on satisfaction work (Z), job satisfaction (Z), has a positive and significant effect on performance (Y), motivation (X1) has a positive and significant effect on performance (Y) through job satisfaction (Z) as an intervening variable, compensation has a positive and significant effect on performance (Y) through job satisfaction (Z) as an intervening variable, leadership style has a positive and significant effect on performance (Y) through job satisfaction (Z) as an intervening variable of the Population and Civil Registration Office Samarinda City.

Keyword: Motivation, Compensation, Leadership Style, Job Satisfaction, Performance.

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I. INTRODUCTION

A. Background

The Office of the Population and Civil Registration Office in the city of Samarinda in its activities has the main task of carrying out a complete and timely recording, registration, and bookkeeping, as well as providing the best legal certainty for the birth, death of marriage and divorce of a citizen. The success of a government in achieving its goals is greatly influenced by the human resources contained in the government. Human resources are a very important element in determining the success of a government, because humans are creatures who have certain thoughts, feelings, needs and expectations such as motivation and compensation as well as leadership style, job satisfaction and employee performance.

Problems that often occur in the Population and Civil Registration Office of Samarinda City are often miscommunication of information that is not conveyed effectively, causing misunderstandings, conflicts between employees, disharmony between teams/individuals that can interfere with employee performance. Lack of supervision or reward for employees, social jealousy between employees and superiors, coordination with citizens, superiors and co-workers is lacking. The number of works is still not in accordance with the SOP or the main tasks of the work, facilities and infrastructure are still lacking such as parking lots and workspaces, the network is sometimes sluggish and broken, computers and printers are faulty. The obstacles that often occur in the Samarinda City Population and Civil Registration Office are that the inter network is disconnected or sluggish, too often asked for help to help other fields or sections, often throwing responsibility for the work which causes other employees who are not the main task of the job to complete the work.

Seeing this, there is still less than optimal employee performance and still lack of job satisfaction, which can be caused by a lack of motivation and compensation as well as a leadership style on the performance of employees of the Samarinda City Population and Civil Registration Office with job satisfaction. A problem is every problem that is a solution to solving a problem first, it is necessary to know about how the situation is and what background and factors are the causes, so that it will get out of the problem.

Based on the background description above, the author tries to formulate the main problems in this study, namely:

1. Does motivation affect the performance of Employees of the Samarinda City Population and Civil Registration Office?
2. Does Compensation affect the performance of Employees of the Population and Civil Registration Office of Samarinda City?
3. Does Leadership Style affect the performance of employees of the Samarinda City Population and Civil Registration Office?
4. Does Motivation affect the Job Satisfaction of employees of the Samarinda City Population and Civil Registration Office?
5. Does Compensation affect the Performance Satisfaction of Employees of the Population and Civil Registration Office of Samarinda City?
6. Does Leadership Style affect the Performance Satisfaction of Employees of the Population and Civil Registration Office of Samarinda City?
7. Does Job Satisfaction affect the Performance of Employees of the Samarinda City Population and Civil Registration Office?
8. Does Motivation Affect the Performance of Employees of the Samarinda City Population and Civil Registration Office through Job Satisfaction as an Intervening Variable?
9. Does Compensation affect the performance of Employees of the Samarinda City Population and Civil Registration Office through Job Satisfaction as an Intervening Variable?
10. Does Leadership Style affect the performance of Employees of the Samarinda City Population and Civil Registration Office through Job Satisfaction as an Intervening Variable?

B. Literature review

1. Motivation

The motivation of human needs is composed in a hierarchy of needs that causes the existence of five levels of human needs and desires. Higher needs will encourage a person to get satisfaction with those needs after the (previous) lower needs are satisfied (Alam, 2021). Motivation is the encouragement, effort, and desire in humans that activate, empower, and direct their behavior to carry out tasks and responsibilities in the work environment (Rahmawati, 2016). Motivation shows the drive and effort to meet or satisfy a need or to achieve a (Sukidi & Wajdi, 2017).

2. Compensation

Compensation is defined as "all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company (Wicaksono, 2019). Defines that compensation is all remuneration that an employee receives as a result of the labor he has given to the company (Mundakir & Zainuri, 2018). Compensation can be interpreted in several terms, including: salary, allowances or bonuses. Salary is a reward in the form of money received by employees as a contribution to achieving the company/organization's goals (Afifah, 2017). (Garaika, 2020).

3. Leadership Style

Leadership style is a way that a leader does in influencing the behavior and thoughts of his subordinates so that they are able to carry out their duties in an effort to achieve organizational goals (Frisca et al., 2018). Leadership style is a set of characteristics that leaders use to influence subordinates to achieve organizational

goals or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Hamid, 2023). Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved, or it can also be said that leadership is a pattern of behavior and strategy that is preferred and often applied by a leader (Ummah, 2019).

4. Performance

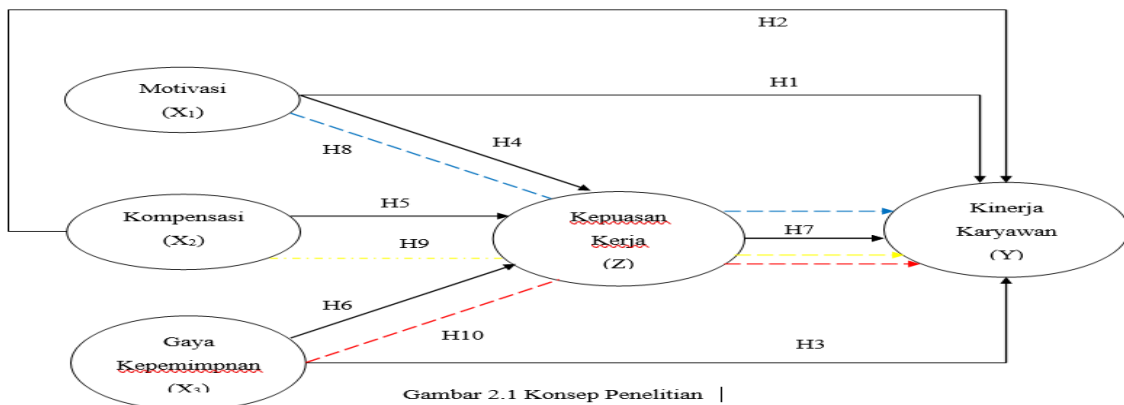
Performance also means as the result of employee work seen in terms of quality, quantity, work time, and cooperation to achieve the goals that have been set by the organization (Siagian & Khair, 2018). Performance is the level of task performance that can be achieved by a person, unit or division by using existing abilities and limitations that have been set to achieve the goals of the organization/company (Pps et al., 2021). Performance as the result of work achieved by workers or employees in quality and quantity in accordance with their responsibilities (Yasser, 2023).

5. Job Satisfaction

Job satisfaction is a feeling related to work involving aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, and quality of supervision (Sukidi & Wajdi, 2017). (Sugiono, Darmadi, et al., 2021) says that job satisfaction is a level of positive or negative feelings about some aspect of the job, work situation, and relationships with coworkers. Revealed that job satisfaction is a positive attitude that concerns the healthy self-adjustment of employees to work conditions and situations, including wage issues, social conditions, physical conditions and psychological conditions (Muslimin, 2020).

C. Conceptual Framework

To find out the problem to be discussed, it is necessary to have a framework of thinking that is the basis for researching problems that aim to find, and develop in testing the correctness of a research and the framework of thinking can be described as follows:



Gambar 2.1 Konsep Penelitian |

Figure 1. Research concept

D. Hypothesis

Hypothesis is an answer that is still theoretical, and in the formulation of the hypothesis is from the rumor of the problem and based on the description that has been explained earlier, the hypothesis of the data of this research is:

1. Motivation has a positive and significant effect on the performance of Employees of the Population and Civil Registration Office of Samarinda City.
2. Compensation has a positive and significant effect on the performance of Employees of the Samarinda City Population and Civil Registration Office.
3. Leadership Style has a positive and significant effect on the performance of Employees of the Samarinda City Population and Civil Registration Office.
4. Motivation has a positive and significant effect on the Job Satisfaction of employees of the Samarinda City Population and Civil Registration Office.
5. Compensation has a positive and significant effect on the Job Satisfaction of Employees of the Population and Civil Registration Office of Samarinda City.

6. Leadership Style has a positive and significant effect on Job Satisfaction of Employees of the Population and Civil Registration Office of Samarinda City.
7. Job Satisfaction has a positive and significant effect on the performance of employees of the Samarinda City Population and Civil Registration Office.
8. Motivation has a positive and significant effect on the performance of Employees of the Samarinda City Population and Civil Registration Office through Job Satisfaction as an Intervening Variable.
9. Compensation has a positive and significant effect on the performance of Employees of the Samarinda City Population and Civil Registration Office through Job Satisfaction as an Intervening Variable.
10. Leadership Style has a positive and significant effect on the performance of Employees of the Population and Civil Registration Office of Samarinda City through Job Satisfaction as an Intervening Variable.

II. METHODS

A. Type Of Research

Quantitative research is a type of research activity whose specifications are systematic, planned, and structured from the beginning to the creation of the research design, both about the research objectives, research subjects, research objects, data samples, data sources, and methodologies. As the name implies, quantitative research involves itself in calculations or numbers or quantities. This research was conducted at the Samarinda City Population and Civil Registration Office. The scope of this study is to analyze the influence of motivation, compensation, and leadership style on the performance of employees of the Samarinda City Population and Civil Registration Office with Job Satisfaction as an Intervening Variable.

B. Population and Sample

The population in this study is all employees or parties in the Population and Civil Registration Office of Samarinda City which totals 93 existing employees.

C. Data Analysis Method

The statistical method used to test the hypothesis proposed in this study is Partial Least Square ((SEM-SmartPLS) V.3.2.9). There are several steps in the use of PLS (Partial Least Square) according to Ghozali (2015) including:

1. Outer Model Testing

External model analysis is carried out to ensure that the measurements used are appropriate for the measurements (valid and reliable). There are several calculations in this analysis:

- 1) Average Variance Extracted (AVE)
- 2) The model has better discriminatory validity if the square root of the AVE for each construction is greater than the correlation between the two constructions in the model. AVE is an average variance of at least 0.5.
- 3) Convergent Validity
- 4) The convergence validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score and the latent variable score or construction score estimated with the PLS program. The expected value exceeds > 0.7 as the minimum limit for factor loading values, meaning that the values meet the convergent validity requirements so that all indicators are suitable for use in further research and analysis.
- 5) Discriminant Validity
- 6) If the loading value of each indicator item on the construction is greater than the cross-loading value, which is 0.5. Thus, it can be concluded that all constructions or latent variables have good discriminatory validity, where the indicators in the construction indicator block are better than the indicators in the other blocks.
- 7) Composite Reliability and Cronbach alpha
- 8) Variables can be declared to meet composite reliability if they have a value of > 0.6 or composite reliability measurements if the reliability value > 0.6 then the value constructed has a high reliability value. Meanwhile, Cronbach alpha is a variable that can be declared reliable if it meets the Cronbach alpha value > 0.7 .

2. Inner Model Testing

Model Testing In Structural models (inner models) are evaluated by looking at the coefficient values of the relationship path parameters between latent variables.

- 1) Path Output Coefficient if the result of $R^2 > 0.67$ for endogenous latent variables in the structural model indicates that the influence of exogenous variables on endogenous variables is in the good category.
- 2) Goodness of fit (Q2) The calculation result of $Q2 \geq 0.90$ means that the structural model without moderating variables or with moderating variables is fit, so the model can be used for hypothesis testing.

3. Proving hypothesis

- 1) Direct causal effect is the influence of an exogenous variable that has a positive and significant effect on an endogenous variable that occurs without other endogenous variables.
- 2) Indirect causal effect is the influence of an exogenous variable that has a positive and significant effect on an endogenous variable that occurs through another endogenous variable.
- 3) Total causal effect is the sum of direct causal and indirect causal effects.

III. RESULTS AND DISCUSSION

A. Research result

The Model analysis is carried out through evaluation of the outer model and inner model, which is explained below:

1. Outer Model Testing

Outer model analysis is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). The results of testing the outer construct indicator model are presented based on the following image:

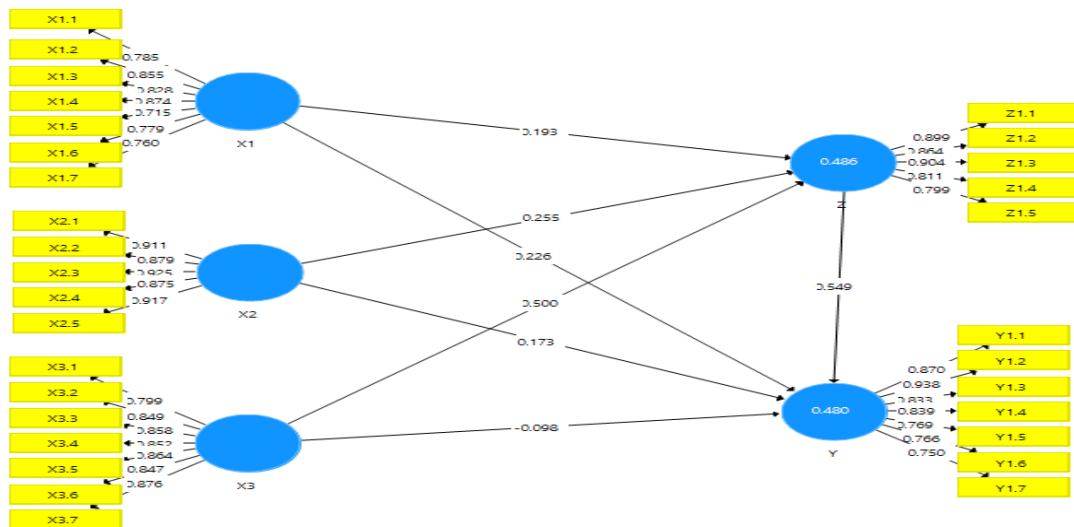


Figure 2. Outer Model Testing

Source: Research results, 2024

Figure 2. is the result of the outer model testing after all indicators on the variables of competence, work stress, workload, job satisfaction, and performance have an outer loading model value of > 0.7 .

2. Proving Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.226	0.228	0.092	2.448	0.007
X1 -> Z	0.193	0.199	0.076	2.534	0.006
X2 -> Y	0.173	0.164	0.101	1.717	0.043
X2 -> Z	0.255	0.236	0.112	2.275	0.012
X3 -> Y	-0.098	-0.101	0.072	1.364	0.087
X3 -> Z	0.500	0.514	0.126	3.971	0.000
Z -> Y	0.549	0.567	0.143	3.835	0.000

Figure 3 Path Coefficient Output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Z -> Y	0.106	0.111	0.052	2.033	0.021
X2 -> Z -> Y	0.140	0.134	0.074	1.879	0.030
X3 -> Z -> Y	0.274	0.292	0.108	2.547	0.006

Figure 4 Output Indirect Effect

B. Discussion of Research Results

1. The Influence of Motivation on Employee Performance

The results of the test of the influence of motivation (X1) on the performance (Y) of employees at the Samarinda City Population and Civil Registration Office conducted using SmartPLS 3.2.9 showed a T-Statistics value of 2.448 > 1.96 and a p-value of 0.007 < 0.05. The original sample showed a value of 0.226, which showed a positive and significant influence of motivation on the performance of employees of the Samarinda City Population and Civil Registration Office, so that the first hypothesis (H1) could be concluded. The findings are consistent with previous research that shows that high motivation is positively correlated with good performance (Sutanjar & Saryono, 2019). And shows that work motivation has a positive and significant effect on performance (Hartaroe et al., 2016). is an example of research that supports a positive relationship between work motivation and employee performance, thus work motivation is not only an internal motivation, but also an important key in improving the productivity and quality of individual and organizational performance as a whole, in accordance with the findings in this study and consistency with previous theories and research.

(Selviandry & Noviantoro, n.d.) Work motivation is an effort to encourage, as well as efforts and desires contained in humans that activate, empower, and can direct several human behaviors to carry out the tasks given properly within the scope of their work. (Alam, 2021) Human needs are organized into a hierarchy of needs which leads to the existence of five levels of human needs and desires. Higher needs will encourage a person to get satisfaction for those needs after the lower (previous) needs are satisfied. Motivation.

2. The Effect of Compensation on Employee Performance

The effect of compensation (X2) on the performance (Y) of employees of the Samarinda City Population and Civil Registration Office proved positive and significant, with a T-Statistics value of 1.717 which exceeded the critical value of 1.96, and a p-value of 0.043 which was less than the significance level of 0.05. The original sample showed a value of 0.173, which showed that there was a positive and significant effect of compensation on the performance of employees of the Samarinda City Civil Registration and Occupation Office, so that the second hypothesis (H2) could be accepted. Support from previous research, such as that conducted by (Habib Ibnu Alwan, 2018), also corroborates these findings by showing that compensation has a positive and significant effect on employee performance such as research (Karomah & Aldiansyah, 2019), and (Fikri et al., 2018) There is a positive influence of compensation on employee performance, meaning that the better the compensation received from the agency, the better the employee's performance will increase (Mardiyah & Mariyono, 2024)

(Wicaksono, 2019) Compensation is everything that employees receive in return for their work. (Mundakir & Zainuri, 2018) Compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company. These findings confirm that rewards given through compensation not only have an impact on the financial well-being of employees, but also on the productivity and quality of the performance they produce, thus compensation is not only a form of material reward, but also an important factor that motivates employees to achieve optimal performance. This research makes an important contribution in understanding how compensation management can support the achievement of organizational goals through better motivation and performance of employees.

3. The Influence of Leadership Style on Employee Performance

The influence of leadership style (X3) on the performance (Y) of employees of the Samarinda City Population and Civil Registration Office based on the analysis of the results of the hypothesis test carried out can be seen as the T-Statistics value of $1.364 < 1.96$ and the p-value of $0.087 > 0.05$. However, the original sample showed a negative value (-0.098), which showed that the leadership style did not have a significant influence on the performance of employees of the Samarinda City Population and Civil Registration Office, so it can be concluded that the third hypothesis (H3) was rejected. The results of this study are in line with the research conducted by (Wasis Budiarto, Indra Prasetyo, n.d.). In addition, other studies conducted by (Purba Astakoni, 2017) Leadership style has a negative and insignificant effect on employee performance, supported by research (Asiva Noor Rachmayani, 2015) in line with (Rahmaini, 2023) and (Sasandaru, 2018). This shows that leadership style does not have a direct effect on employee performance. This means that leadership style does not have a direct effect on employee performance

Leadership styles that do not affect the performance of employees in the Samarinda City Population and Civil Registration Office are often influenced by complex factors inside and outside the organization. First, unresponsive work environment conditions, such as limited resources or inadequate infrastructure, can be a major obstacle to the implementation of effective leadership strategies. For example, when the resources needed to run an employee development project or program are insufficient, the leader may not be able to provide adequate support to his team. This can result in frustration and decreased motivation among employees, even if the right leadership style has been implemented.

4. The Effect of Motivation on Job Satisfaction

The positive effect of motivation (X1) on job satisfaction (Z) of the Samarinda City Population and Civil Registration Office is significant, shown by a T-Statistics value of 2.534 which exceeds the critical value of 1.96, and a p-value of 0.006 which is smaller than 0.05, indicating that motivation plays a crucial role in increasing the level of job satisfaction, so that the fourth hypothesis (H4) can be concluded.

The results of this study are in line with the research conducted by (Aryo Primanda, 2016), also strengthened that work motivation has a positive and significant impact on job satisfaction (Primandaru et al., 2018), also supported by research (Cahyo Agung Laksono, Mochamad Edris, n.d.). supported by research (Misdiana, Iranita, 2018), supported by research (Dems de Haan et al., 2022). These findings are consistent with the results of this study which shows that high levels of motivation can increase employees' perception of their satisfaction with their work and work environment.

5. The Effect of Compensation on Job Satisfaction

The statistical results of this study show that the T-Statistics value for the effect of compensation (X2) on job satisfaction (Z) in the Samarinda City Population and Civil Registration Office is 2.275, exceeding the critical value of 1.96. In addition, the p-value obtained was 0.012, which is smaller than the significance level of 0.05. This shows that there is strong evidence that compensation has a positive and significant influence on job satisfaction in the Samarinda City Population and Civil Registration Office. so that the fifth hypothesis (H5) can be concluded to be accepted.

The results of this study are in line with the findings (Mundakir & Zainuri, 2018) shows that compensation and work motivation have an effect on employee job satisfaction. Compensation has a significant effect on job satisfaction (Rifdah Abadiyah, n.d.). Compensation has a significant effect on job satisfaction at Prof. Dr. R. D. Kandou Manado Hospital (Christin et al., 2019). there is a significant effect between Compensation and Job Satisfaction (Nur Aidah, Muhammad Aziz Firdaus, n.d.). The results of this study support the finding that adequate compensation can increase employee job satisfaction. When employees feel that the rewards they receive are proportional to their contributions and work output, they tend to feel more valued and satisfied with their work, in addition to other studies conducted by (Rini & Adelia, 2016).

6. The Influence of Leadership Style on Job Satisfaction

The statistical results of this study show that the T-Statistics value for the influence of leadership style (X3) on job satisfaction (Z) in the Population and Civil Registration Office of Samarinda City is 3.971 which is greater than the critical value of 1.96, and the p-value of 0.000 which is smaller than the significance level of 0.05, shows that the relationship between leadership style and job satisfaction in the Population and Civil Registration Office of Samarinda City is strong and significant, so that the sixth hypothesis (H6) can be concluded.

Previous research conducted by (Sinurat, n.d.) It also supports these findings by showing that leadership style has a positive and significant effect on job satisfaction. In line with the research conducted by (Siti & Fuadati, 2024) Leadership style has a significant positive effect on job satisfaction. Leadership style has been shown to have a partial effect on job satisfaction (Zulher et al., 2022). Leadership style has a direct effect on job satisfaction (Kholid, n.d.). Leadership style has a positive and significant effect on (Ismail & Rahmawati, 2016). Job satisfaction This study reinforces the conclusion that leaders who are able to adopt a leadership style that suits the needs of the team and the situation can play a crucial role in creating a work environment that is conducive to high job satisfaction. Overall, this study not only provides empirical evidence regarding the significant influence of leadership style on job satisfaction, but also strengthens the urgency for organizations to develop and improve leadership competencies as a strategy to improve employee performance and satisfaction.

7. The Effect of Job Satisfaction on Employee Performance

The statistical results of this study show that the T-Statistics value for the effect of job satisfaction (Z) on employee performance (Y) at the Samarinda City Population and Civil Registration Office is 3.835 which exceeds the critical value of 1.96, and the p-value of 0.000 which is smaller than the significance level of 0.05, shows that the relationship between job satisfaction and performance in the Samarinda City Civil Registration and Population and Civil Registration Office is strong and significant. so that the seventh hypothesis (H7) can be concluded.

The results of this study are in line with the research conducted by (Mardiyana et al., 2019) Supported by (Wan Dedi Wahyudi, 2023), and (Winarsih et al., 2018) Also by (Abdullah, 2023) and (Sitti Husniah, Aryati Arfah, Baharuddin Semmaila, 2022) It shows that job satisfaction has a positive and significant influence on employee performance. These results provide strong empirical support that organizations need to pay attention to and improve job satisfaction levels as a strategy to improve overall employee performance. In conclusion, the findings of this study not only strengthen the theory and empirical support regarding the positive influence of job satisfaction on performance, but also highlight the importance of human resource management oriented to improving and maintaining a high level of job satisfaction as an effort to improve organizational performance.

8. The Effect of Motivation on Employee Performance through Job Satisfaction as an Intervening Variable

The results of the study using SmartPLS3.2.9, found that job satisfaction plays a significant intervening variable between work motivation and employee performance at the Samarinda City Population and Civil Registration Office. The results of the analysis show that the path coefficient between motivation (X1) and employee performance (Y) at the Samarinda City Population and Registration Office through job satisfaction (Z) as an intervening variable is 0.106, with a T-Statistics value of 2.033 and a p-value of 0.021. A T-Statistics value greater than 1.96 and a p-value smaller than 0.05 indicate that the relationship is statistically significant, validating through the role of job satisfaction as an intervening variable, so that the eighth hypothesis (H8) can be concluded.

Results of previous research by The role of job satisfaction in mediating the positive influence of work motivation on employee performance in PT PLN (Persero) UP3 Kuala Kapuas - Kalimantan Tengah (Noor Riadi Kurniawan, 2020). Motivation for employee performance mediated by job satisfaction and the result is that it has a significant influence (Bayu Dwilaksono Hanafi, Yohana, 2017). Job satisfaction mediates motivation with employee performance (Liza Aprilianti, Dimas Angga Negoro, Lista Meria, 2023). These findings provide additional evidence that job satisfaction plays an important role in linking work motivation to optimal performance in an organizational context. Job satisfaction mediates the influence of motivation on employee performance (Pratiwis & Yuniantos, 2018).

9. The Effect of Compensation on Employee Performance through Job Satisfaction as an Intervening Variable

The results of the study using SmartPLS3.2.9, it was found that through job satisfaction (Z) played a role as a significant intervening variable between compensation (X2) and employee performance (Y) at the Samarinda City Population and Civil Registration Office. The results of the analysis show that the path coefficient between compensation (X2) and employee performance (Y) at the Population and Civil Registration Office of Samarinda City through the Intervening variable as job satisfaction is 0.140, with a T-Statistics value of 1.879 and a p-value of 0.030. Although the T-Statistics value is slightly below the critical value of 1.96, the p-value smaller than 0.05 still shows an indication of statistical significance through job satisfaction as an intervening variable at the Samarinda City Population and Civil Registration Office, so that the ninth hypothesis (H9) can be concluded.

Previous research supports these findings, one of which is by (Gorap et al., 2019) (Fikri et al., 2018), Dan (Sumarno et al., 2017). Compensation has a significant positive influence on employee performance with job satisfaction as an intervening variable so that the hypothesis is accepted (Muhamad Rifa'i, Rosalia Sela, n.d.). in support with research (Cahyaningrum & Budianto, 2019). in support with research (Talashina & Ngatno, 2020). Compensation has been proven to have a positive effect on employee performance through job satisfaction (Sugiono, Efendi, et al., 2021).

10. The Influence of Leadership Style on Employee Performance through Job Satisfaction as an Intervening Variable

The results of the study using SmartPLS3.2.9, it was found that job satisfaction (Z) played a role as a significant intervening variable between leadership style (X3) and employee performance (Y) in the Population and Civil Registration Office of Samarinda City. The analysis shows that the path coefficient between leadership style and employee performance through intervening variables as job satisfaction is 0.274, with a T-Statistics value of 2.547 and a p-value of 0.006. A T-Statistics value greater than 1.96 and a p-value smaller than 0.05 indicate that through job satisfaction as an intervening variable on the relationship between leadership style and employee performance is statistically significant, so that the tenth hypothesis (H10) can be concluded.

An effective leadership style is able to create a positive and supportive work environment, where subordinates feel valued, supported, and motivated to perform high. When high job satisfaction is achieved, employees tend to be more motivated and committed to achieving organizational goals because they feel that their contributions are recognized and valued. Previous research supports this research conducted by (Nurwijayanti et al., 2019). Thus this research is in line with (Kholid, n.d.). Leadership style on employee performance through job satisfaction has a silmuting effect (Putro, 2021). Leadership style and work environment on employee performance through job satisfaction have a silmutant or joint effect (Alfiyansyah & Serang, 2024). Thus this research is in line with (Fatyandri & Surbakti, 2023). Leadership style indirectly, through performance, has a significant influence on job satisfaction (Taufan, 2023). Positive Influence of Leadership Style on Employee Performance through Job Satisfaction as an Intervening Variable (RAHAYU, 2020). It was found that leadership style had a significant effect on employee performance through job satisfaction mediation. These findings confirm that an effective leadership style not only provides direct direction and support, but also influences performance through the creation of working conditions that promote employee satisfaction and motivation.

IV. CONCLUSION

1. Motivation has a positive and significant effect on the performance of employees of the Samarinda City Population and Civil Registration Office. That is, the higher the level of motivation of employees, the higher the performance that can be achieved by them.
2. Compensation has a positive and significant effect on affecting employee performance. This suggests that fair and adequate compensation can improve employee motivation and performance.
3. Leadership style does not have a significant direct influence on employee performance. Nevertheless, a good leadership style can increase job satisfaction, which in turn can positively affect employee performance.
4. Motivation has a positive and significant effect on employee job satisfaction. This indicates that the higher the employee's motivation, the higher the job satisfaction they feel in carrying out their duties.
5. Compensation has a positive and significant effect on employee job satisfaction. This means that good compensation not only increases employee motivation but also increases their job satisfaction.
6. Leadership style has a positive and significant effect on employee job satisfaction. This shows that an effective leadership style can directly increase employee job satisfaction.
7. Employee job satisfaction has a positive and significant effect on employee performance. Employees who are satisfied with their jobs tend to have higher motivation and performance.
8. Motivation has a significant positive influence on employee performance, through job satisfaction as a mediator. High motivation can increase job satisfaction, which then contributes to improving employee performance.
9. Compensation has a significant positive influence on employee performance, through job satisfaction as a mediator. Satisfactory compensation can increase job satisfaction, which ultimately affects employee performance positively.
10. Leadership style has a significant positive influence on employee performance through job satisfaction as a mediator. This shows that a good leadership style not only increases job satisfaction but also has a positive impact on employee performance.

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