

American Journal of Humanities and Social Sciences Research (AJHSSR)

e-ISSN :2378-703X

Volume-5, Issue-1, pp-546-561

www.ajhssr.com

Research Paper

Open Access

The Impact of Leadership Style, Work Environment, and Work Motivation on Performance with Job Satisfaction as Intervening Variable at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

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ABSTRACT: This study aims to test whether there is an impact of leadership style, work environment and work motivation on performance with job satisfaction as intervening variable in the Department of Tourism, Youth, and Sports of Mentawai Islands Regency. The study population was all 50 employees of the Tourism, Youth and Sports Office of the Mentawai Regency. The sampling technique used was total sampling which the number of sample to be examined involving the entire population with the total of 50 people. The research hypothesis testing was carried out using path analysis of statistical analysis techniques. The results of the study found that: (1) Leadership style had a significant impact on job satisfaction. (2) The work environment had a significant effect on job satisfaction. (3) Work motivation did not have significant effect on job satisfaction. (4) Leadership style had a significant effect on performance. (5) The work environment had a significant effect on performance. (6) Work motivation had a significant effect on performance. (7) Job satisfaction had a significant effect on performance. (8) Leadership style had a significant influence on performance through job satisfaction, (9) Work environment had a significant influence on performance (through job satisfaction), (10) Work motivation had a significant effect on performance through job satisfaction.

Keywords: leadership style, work environment, work motivation, performance, job satisfaction

I. INTRODUCTION

Human resources play a crucial and strategic role to achieve organizational goals in government circles. This is due to humans' role as planners, actors, and determinants of the realization of organization goals even though the infrastructure and other resources are sufficient. Therefore, in order to have the organizational tasks in government circles run effectively, efficiently, and optimally, a planned and sustainable development of human resources is required so that competent, professional, and capable human resources will be created and have high quality performance in accordance with the demands of the organization.

In order the goal of an organization to be achieved, the employees with good performance are needed. The performance is categorized as good when the work done is meet the goal set in term of quality, quantity and is done in predetermined time. Performance is the work result, quantity and quality, achieved by employees carrying out their duties in accordance with the responsibilities given to them [1].

As an Institution, the Department of Tourism, Youth, and Sports of the Mentawai Islands Regency has a duty in formulating the technical policy, organizing the public service, training for execution, training for technical execution unit office, managing the administration for execution office in the field of tourism, youth and sports as it is mandate in Mentawai Islands Regent Regulation Number 47 Year 2016 concerning Organizational Structure and Work Procedures of Regional Apparatus.

The Department of Tourism, Youth and Sports of Mentawai Islands Regency consists of several fields, namely the Secretariat Division, Institutional and Destination Division, Marketing Division, Youth and Sports Division which is supervised by the Head of the Youth and Sports Tourism Office. Based on the organizational structure, the The Department of Tourism, Youth and Sports of Mentawai Island Regency consist of 17 structural positions, they are: 1 (one) Head of Service, 1 (one) Secretary, 3 (three) Heads of Fields, 2 (two) Head of Subdivisions, 9 (nine) Section Heads.

Based on the data obtained during the preliminary research at the Mentawai Regency Youth and Sports Tourism Office, there were several employees' performance issues found in the Mentawai Islands Regency

Youth and Sports Tourism Office. This can be known by the fact that there are still work targets that have not been fully realized. The employees' performance issues at the Tourism, Youth and Sports Office of the Mentawai Islands Regency are tabulated in the following table.

Table 1.1 The Employees' Performance Issues at the Department of Tourism, Youth, and Sports Mentawai Islands Regency

No	Strategic Target	Performance Indicator	Unit (% Document, people, Unit)	Target 2019	Realization 2019	Target Percentage 2019
1	Institutional and Destination Division	The development of conservation-based tourism villages	Percentage	100	30	30%
2	Marketing Division	Well-trained travel guides	People	80	60	75%
3	Marketing Division	The creation of promotion and tourism information material	Unit	10	7	70%

Source: Government Institution Performance Accountability Report (LAKIP) of Department of Tourism, Youth, and Sports Mentawai Islands Regency 2019

Based on Government Institution Performance Accountability Report (LAKIP) of Department of Tourism, Youth, and Sports Mentawai Islands Regency Year 2019 from table 1.1, several performance issues were found with following performance indicator:

1. The development of conservation-based tourism villages in Institutional and Destination Division which only achieved 30% of 100% target.
2. Well trained travel guides in Marketing Division which only achieved 60 people from 80 targeted people.
3. The creation of promotion and tourism information material in Marketing Division which only achieved 7 units form 10 targeted units.

Based on the table above, it can be concluded that the performance of employees at the Department of Tourism, Youth and Sports of Mentawai Islands Regency has not yet reached the predetermined target. The low performance of the employee is believed to be caused by leadership, work environment, work motivation and job satisfaction. Some of the factors that can affect organizational performance are discipline, work environment, motivation, organizational culture, compensation, leadership, job satisfaction and organizational commitment [2].

Leadership is the main key in management that plays an important and strategic role in the companies' sustainability. Leadership is the process of influencing or giving an example to the followers through communication process in order to achieve the goal of the organization [3]. Every leader must provide serious attention in fostering, mobilizing and directing all the employees' potential in the environment so that the volume and workload is directed at goals [4]. Leaders need to provide serious guidance to employees in their environment in order to increase job satisfaction, work motivation and high performance.

Leadership style is a method used by a leader in influencing the behavior of others. Leadership style is a behavior norm that is used by someone when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his ability and personality [4].

Based on writer's observation at the Department of Tourism, Youth and Sports of the Mentawai Islands Regency, it can be seen that the leadership style has not been running as it should. In fact, the leaders have a strategic role in building employee performance to work both physically and psychologically. Therefore, the leadership style at the Department of Tourism, Youth, and Sports of the Mentawai Islands Regency should be able to encourage employees to do a satisfying job. The overview of the leadership style in the Department of Tourism, Youth, and Sports of the Mentawai Islands Regency that was gotten from initial observation shows most of the employees believed that the leader involved employees in making decisions, the leader implements strict work regulations without paying attention to employee conditions, the leader does not provide solutions to employees who face difficulties in carry out work so that many employee jobs are not completed on time and the leader gives freedom to employees in carrying out work without paying attention to the results of their work.

The work rotation rule in the Mentawai Islands District Government environment also caused changes in leadership styles and changes in policies implemented. Every leader has their own pattern in paying attention to fostering, mobilizing and directing all employees' potential in their environment. This difference is caused by the different leadership styles of each leader. Conformity between leadership styles, norms and organizational culture is seen as a key prerequisite for the successful achievement of organizational goals [5].

Based on writer's observation at the Department of Tourism, Youth and Sports of the Mentawai Islands Regency, it can be seen that the work environment has not supported the implementation of employee work. The work environment in the Tourism, Youth and Sports Office of the Mentawai Islands Regency still does not support employees to do their jobs properly, this can be seen from the answer of the employees that said the air condition in the office is not comfortable for them to work, there are still several rooms that haven't provided with air conditioner yet when the weather is hot, and the equipment provided by the office is still not available properly, thus interfering the work process.

Despite leadership style, work motivation can also affect ones' performance. Work motivation can certainly affect performance, although it is not the only factor that shapes performance [6]. Work motivation is a process of intensity, direction, and individual persistence towards achieving goals [7]. In improving employee performance, work motivation factors from superiors are very important. Motivation becomes someone's stimulus to carry out activities in order to get the best results.

Based on writer's preliminary observations, it is found that the work motivation of employees at the Department of Tourism, Youth and Sports of the Mentawai Island Regency is below expectation. It can be seen that from the 20 respondents observed, it was found that there were still employees who were not motivated to work well, this could be seen from the lack of desire of employees to work innovatively, employees did not work properly if there was no supervision, the lack of the willingness of employees to motivate themselves to do better and get work done on time.

Another factor that also affects employee performance is the work environment. As the main work, the organization must provide a comfortable and conducive work environment that is able to encourage employees to work productively. The availability of a comfortable work environment will offer satisfaction to employees with the work done and give a deep impression to employees which, in the end, will cause the employee to have good performance and of course can improve their performance [8].

Job satisfaction is also one of the factors that can affect performance. It is a clear reciprocal relationship between job satisfaction and performance. On the one hand, it is said that job satisfaction causes an increase in performance, the satisfied worker will be more productive [9]. Job satisfaction also shows the conformity between someone's expectations that arise and the rewards that the job provides. Job satisfaction is a general attitude towards a person's work, which shows the difference between the amount of rewards employees receive and the amount they believe they should be received [10].

Based on preliminary research in the field, job satisfaction of the employees in the Department of Tourism, Youth and Sports of the Mentawai Islands Regency is still lacking, this can be seen from the lack of intensive employees in the office, the lack of motivation of employees in carrying out their work. This indicates that job satisfaction has not been maximally felt and the conduciveness of the office which still not meet the expectation.

One of the previous researches related to employee performance was done by Defina which stated that leadership style and organizational motivation have a positive and significant effect on employee performance [11]. Work culture, job suitability, and leadership style have a positive impact on performance [12]. The work environment has a significant influence on employee performance. The work environment has a significant influence on employee performance [13]. The work environment has no positive and significant effect on employee performance [11]. Motivation has a significant effect on employee performance [15]. Motivation, leadership and work environment have a positive and significant effect on inspectorate employee performance [16].

The mediating effect of job satisfaction can increase the influence of leadership style, work environment, and organizational motivation on employee performance [11]. Competence and motivation have a positive and significant effect on nursing performance directly and indirectly through satisfaction [17]

Therefore, based on the problems of leadership style, motivation and job satisfaction that are stated above, the researchers are interested in conducting further research on employees' performance of the Department of Tourism, Youth, and Sport of Mentawai Island Regency, by identifying and examining various factors that affect employee performance which entitled "The Impact of Leadership Style, Work Environment, and Work Motivation on Performance with Work Satisfaction as Intervening Variable in the Department of Tourism, Youth, and Sports of Mentawai Islands Regency".

Research methods

This research used associative descriptive research as research method. Associative research aims to find out whether there is a relationship or influence between one variable and another and to determine the significance level between the independent and the dependent variable.

The population was all 50 employees of the Department of Tourism, Youth, and Sports of Mentawai Islands Regency. Sample is part of the numbers and characteristics of the population [18]. Total population sampling technique was used to determine the sample of the study which involved examining the entire population with the total of 50 employees of Department of the Tourism, Youth, and Sports of the Mentawai Islands Regency.

Types and sources of data used in this study are primary data from civil servants and non-civil servants at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency. The data collection technique used by the researcher was a questionnaire with a Likert scale. In addition, the data analysis technique used in this research was descriptive analysis by perceiving the level of achievement of the respondents. Meanwhile, to examine the hypothesis, the researcher used path analysis.

Results and Discussion

The analysis of the results was done based on the formulation of the problem and the hypothesis stated in the previous chapter. The analysis of the discussion was carried out based on data obtained which was processed by the SPSS program to determine the significance and the value of the correlation coefficient of exogenous variables on endogenous variables through path analysis.

Path analysis was a test used to analyze the patterns of relationships between variables. Path analysis was the use of regression analysis to estimate the causal relationship between variables which previously established based on the theory.

Track Model I

Multiple linear regression analysis was used in this study in order to determine whether there was an effect of independent variables toward dependent variable. The use of statistical calculation in multiple linear regression analysis was to utilize the help of the IBM SPSS 17.0 computer program. The summary of the results of data processing using the SPSS program was as follows:

Table 1 The value of R Square X_4 (Job Satisfaction)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	.264	.217	4.01847

a. Predictors: (Constant), Work Motivation, Leadership Style, Work Environment

Simultaneously, leadership style, work environment, and work motivation had a positive and significant effect on job satisfaction of the employee. The value of the simultaneous effect was 0.300 which means that the contribution of variables X_1 , X_2 and X_3 to X_4 was 26.4% and the remaining 73.6% was the contribution of other variables which not included in the study. From the R^2 (R Square) value, e_1 was obtained by $e_1 = \sqrt{1 - 0.264} = 0.858$. Moreover, the results of the path analysis model III can be seen in table 4:21.

Table 2 The Regression of the Impact of Leadership Style, Work Environment and Work Motivation on Job Satisfaction
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.516	12.056		2.199	.033
	Leadership Style	.378	.143	.353	2.641	.011
	Work Environment	.339	.105	.435	3.239	.002
	Work Motivation	-.086	.145	-.083	-.591	.558

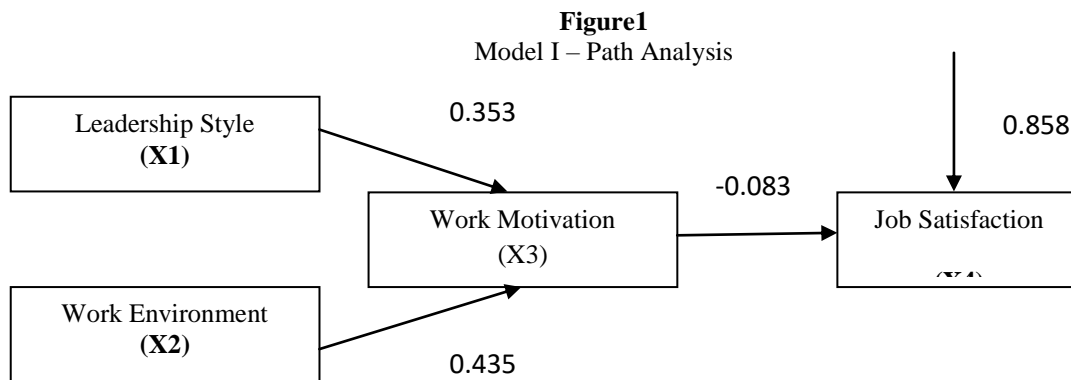
a. Dependent Variable: Job Satisfaction

Based on the table above, it was found that the significance value of the leadership style variable (X1) = 0.011 <0.05, this means that the leadership style (X1) had a significant effect on job satisfaction (Y). Work environment variable (X2) = 0.002 <0.05, which means that the work environment (X2) had a significant effect on job satisfaction (y). While the work motivation variable (X3) = 0.558 > 0.05, which means that work motivation (X2) had no significant effect on job satisfaction (Y). Based on the results above, a structural equation is obtained, namely:

$$Y = 26,516 + 0,378.X_1 + 0,339X_2 - 0,086X_3$$

This model is significant because the p value = 0.003, which is smaller than α 0.05

From processing the data above, it can be obtained the Path Diagram Model III, as follows:



Path Coefficient Model II

Multiple linear regression analysis was used in this study in order to determine whether there was an effect of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study was to utilize the help of the IBM SPSS 17.0 computer program. The summary of the results of data processing using the SPSS program was as follows:

Table 3The value of R Square Y (Performance)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709 ^a	.503	.458	3.72763

a. Predictors: (Constant), Job Satisfaction, Work Motivation, Leadership Style, Work Environment

Simultaneously leadership style, work environment, and work motivation had a positive and significant effect on employee performance. The value of the simultaneous effect was 0.503 which means that the contribution of variables X1, X2, X3 and X4 to Y was 50.3% and the remaining 49.7% was the contribution of other variables which was not included in the study. From the R2 (R Square) value, e1 was obtained by means of $e1 = \sqrt{1 - 0.503} = 0.705$. The results of the path analysis model I can be seen in table 4:22.

Table 4The Regression of the Impact of Leadership Style, Work Environment, Work Motivation, and Job Satisfaction on Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-15.045	11.757		-1.280	.207
	Leadership Style	.296	.143	.247	2.074	.044
	Work Environment	.245	.108	.282	2.277	.028
	Work Motivation	.291	.135	.251	2.151	.037
	Job Satisfaction	.341	.137	.306	2.495	.016

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
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	Leadership Style	.296	.143	.247	2.074	.044
	Work Environment	.245	.108	.282	2.277	.028
	Work Motivation	.291	.135	.251	2.151	.037
	Job Satisfaction	.341	.137	.306	2.495	.016

a. Dependent Variable: Performance

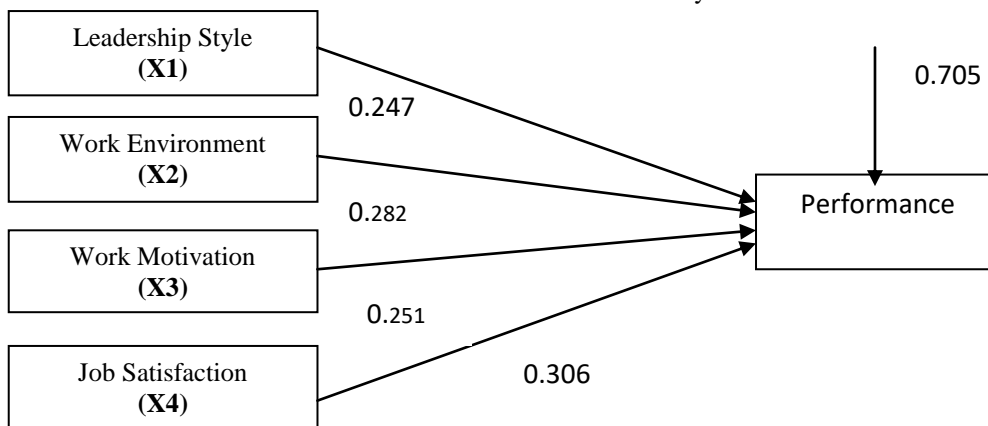
Based on the table above, it was found that the significance value of the leadership style variable (X1) = 0.044 <0.05, this means that the leadership style (X1) had a significant effect on performance (Y). Work environment variable (X2) = 0.028 <0.05, which means that the work environment (X2) had a significant effect on performance (Y). Work motivation variable (X3) = 0.037 <0.05 had a significant effect on performance (Y). Job satisfaction variable (X3) = 0.016 <0.05 had a significant effect on performance (Y). Based on the results above, a structural equation was obtained, namely:

$$Y = -15,045 + 0,296.X_1 + 0,245X_2 + 0,291X_3 + 0,341X_4$$

This model is significant because the p value = 0.000, which is smaller than α 0.05

From the data processing above, it can be obtained the Path Diagram Model I, as follows:

Figure2
Model II – Path Analysis



4.4 Hasil Uji Hipotesis

From the two models of path analysis, the researcher obtained the results analysis of the hypotheses for this study, as follows:

1. Analysis of the impact of the leadership style variable (X1) on job satisfaction (X4).
From the variable analysis above, it was found that the value for the performance variable (Y) = 0.011 <0.05. It means that the leadership style (X1) had a significant effect on work motivation (X4).
2. Analysis of the impact of the work environment (X2) on job satisfaction (X4).
From the variable analysis above, it was found that the work environment variable value (X1) = 0.002 <0.05. It means that the work environment (X2) had a significant effect on job satisfaction (X4).
3. Analysis of the impact of work motivation (X3) on job satisfaction (X4).
From the variable analysis above, it was found that the work environment variable value (X1) = 0.558 > 0.05. It means that the work environment (X3) had no significant effect on job satisfaction (X4).
4. Analysis of the impact of the variable leadership style (X1) on performance (Y).
From the variable analysis above, it was found that the leadership style variable value (X2) = 0.044 <0.05. It means that the leadership style (X1) had a significant effect on performance (Y).
5. Analysis of the impact of work environment variables (X2) on performance (Z).

- From the variable analysis above, it was found that the work environment variable value (X2) = 0.028 < 0.05. It means that the leadership style (X1) had a significant effect on performance (Y).
6. Analysis of the impact of work motivation (X3) on performance (Y).
From the variable analysis above, it was found that the variable value of work motivation (X2) = 0.037 < 0.05. It means that work motivation (X1) had a significant effect on performance (Y).
 7. Analysis of the impact of job satisfaction (X4) on performance (Y).
From the variable analysis above, it was found that the variable value of job satisfaction (X2) = 0.016 < 0.05. It means that job satisfaction (X4) had a significant effect on performance (Y).
 8. Analysis of the impact of leadership style (X1) through job satisfaction (X4) on performance (Y).
From the analysis of the variables above, it was obtained that the direct effect of the variable leadership style (X1) on performance (Y) was 0.247. While the indirect effect given by X1 through X4 on Y is the multiplication of the beta value X1 to Y with the beta value of Z on Y, namely = $0.247 \times 0.306 = 0.076$. Then the total effect given by work environment style (X1) on performance (Y) was = $0.247 + 0.076 = 0.323$. Based on the calculation result, it was known that the value of the direct effect was 0.247 and the value of the indirect effect was 0.076, which means that the value of the direct effect was greater than the value of the indirect effect. These results indicate that direct leadership style (X1) through job satisfaction (X4) had a significant effect on performance (Y).
 9. Analysis of the impact of the work environment (X2) through job satisfaction (X4) on performance (Y).
From the analysis of the variables above, it was obtained that the direct effect of the work environment variable (X2) on performance (Y) was 0.282. While the indirect effect given by X2 through X4 on Y was the multiplication of the beta value X2 to Y with the beta value X2 to Y, namely = $0.282 \times 0.306 = 0.086$. Then the total effect given by the work environment (X2) on performance (Y) is = $0.282 + 0.086 = 0.368$. Based on the calculation result, it was known that the value of the direct effect was 0.282 and the value of the indirect effect was 0.086, which means that the value of the direct effect was greater than the value of the indirect effect. These results indicate that direct the work environment (X2) through job satisfaction (X4) had a significant effect on performance (Y).
 10. Analysis of the impact of work motivation (X3) through job satisfaction (X4) on performance (Y).
From the analysis of the variables above, it was found that the direct effect of the work motivation variable (X3) on performance (X4) was 0.251. While the indirect effect given by X3 through X4 on Y is the multiplication of the beta value X3 against Z with the beta value X3 on Y, namely = $0.251 \times 0.306 = 0.077$. Then the total effect of work motivation (X2) on performance (Y) was = $0.251 + 0.077 = 0.328$. Based on the calculation result, it was known that the value of the direct effect was 0.251 and the value of the indirect effect was 0.077, which means that the value of the direct effect was greater than the value of the indirect effect. These results directly indicated that work motivation (X3) through job satisfaction (X4) has a significant effect on performance (Y).

In order to find out the coefficient of determination value which indicated by the value of R Square, it can be seen in the table below:

Table 5 The Result of R Square Y (Performance)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709 ^a	.503	.458	3.72763

a. Predictors: (Constant), Job Satisfaction, Work Motivation, Leadership Style, Work Environment

From table 5 above, the coefficient of determination (R Square) was 0.503 (the value of 0.709 is the square of the correlation coefficient or R, which is $0.709 \times 0.709 = 0.503$), where the magnitude of the coefficient of determination (R Square) 0.503 was equal to 50.3%. This means that leadership style, work environment, work motivation and job satisfaction affected the performance of 0.36%. While the rest ($100\% - 50.3\% = 49.7\%$) was affected by other variables outside this regression model. The value of the effect of these other variables was often referred to as error (e).

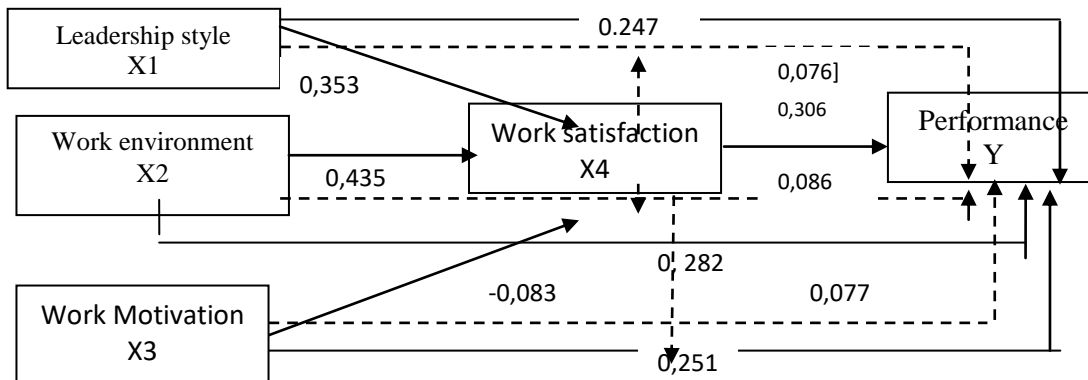
Direct and Indirect Effect Test

Not only used the independent variable (X) which was more than one variable, but also this study used intervening variables. The intervening variable is a mediating variable whose function is to mediate the relationship between the independent variable and the dependent variable. To examine the effect of the

intervening variables, the path analysis method was used. Path analysis is an extension of regression analysis to estimate the causality relationship between predetermined variables based on theory (Ghozali, 2011).

The following was a path analysis to examine the relationship between leadership style, work environment and work motivation toward job satisfaction and whether the relationship between leadership style, work environment and work motivation on performance was mediated by job satisfaction as shown below:

Figure 4.5
Path Analysis Model



Based on the image above, the path model was proposed correlation based on the theory that leadership style has a direct correlation with performance. In addition, this pathway model was presented based on the theory that the work environment has a direct correlation with Performance. However, the leadership style, and work environment also have an indirect correlation to performance i.e. from leadership style toward the work motivation, then it affects the performance, and the work environment correlates with work motivation then to performance, leadership style also correlates with the job satisfaction and it brings the impact on the performance. Last, the environment affects the job satisfaction and also the performance.

Table 6 Summary of Model Parameter Estimation Results

Model	Path Coefficient	T	P	R ²
Sub Structure I (X1,X2, X3 ke X4)				
X ₁ (pX ₄ X ₁)	0.353	2.641	0.011	0.264
X ₂ (pX ₄ X ₂)	0.435	3.239	0.002	
X ₃ (pX ₄ X ₃)	-0.083	-0.591	0.558	
Sub Structure II (X1,X2, X3 ke Y)				
X ₁ (pYX ₁)	0.247	2.074	0.044	0.503
X ₂ (pYX ₂)	0.282	2.277	0.028	
X ₃ (pYX ₃)	0.251	2.151	0.037	
X ₄ (PYX ₄)	0.306	2.495	0.016	

Indirect Effect dan Total Effect:

1. Indirect effect, X1 to Y through X4 = pX₄X₁ x pX₄Y = (0.247 x (0.306)) = 0.076. Thus the total effect = pYX₁ + IE = 0.247 + 0.076 = 0.323.
2. Indirect effect, X2 to Y through X4 = PX₄X₂ x PX₄Y = (0.282) x (0.306) = 0.086. Thus the total effect = pYX₂ + IE = 0.282 + 0.086 = 0.368.
3. Indirect effect, X3 to Y through X4 = PX₄X₃ x PX₄Y = (0.251) x (0.306) = 0.077. Thus the total effect = pYX₃ + IE = 0.251 + 0.077 = 0.328.

1. The Impact of Leadership Style on Employee Job Satisfaction at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The results of the first hypothesis test showed that leadership style has a significant effect on employee job satisfaction at the Tourism, Youth and Sports Office of the Mentawai Islands Regency. A better leadership style was performed by influencing, motivating, directing, and guiding employees in carrying out their duties, and these absolutely increased the job satisfaction of employees at the Tourism, Youth and Sports Office of the Mentawai Islands Regency.

Thus, it can be concluded that a good and fair leadership style can encourage employees' passion and hard will to achieve the optimal performance. In addition, the job satisfaction can be obtained if an employee's expectations match the reality he gets at work. The level of employee job satisfaction was influenced by the leadership style where the existence of a better leadership style certainly increased the job satisfaction of employees in carrying out their daily tasks because this leadership style was a process of implementing tasks and leadership abilities as the direct supervisor of employees in carrying out their work. Hence, an important role in the leadership style was the endeavour that someone put to play the role of a leader in order to influence other people in a particular organization to achieve organizational goals.

This finding is in line with the opinion of Hasibuan (2014: 202) that job satisfaction is a pleasant emotional attitude and affection toward a job [19]. This attitude is reflected by work morale, discipline and work performance. Additionally, job satisfaction is a feeling of relative pleasure or displeasure that is different from objective thinking and behavioral desires. One of the factors that caused the job dissatisfaction was the nature of the leader who did not want to hear complaints and views of workers and was willing to help when needed [20]. Workers who received a higher award from the leader compared to their own assessment were more satisfied [20].

Employee satisfaction was affected by the following factors; (1) fair and appropriate remuneration; (2) appropriate placement according to expertise; (3) the frequency of work; (4) work atmosphere and environment; (5) equipment that supports the implementation of work; (6) organizational leadership; and (7) the nature of the work to cut or not [19].

There were many factors that affect job satisfaction such as leadership, work productivity, leadership behavior, fulfillment of payroll expectations and job effectiveness [21]. In fact, leadership greatly affected the job satisfaction of a teacher, an employee who was satisfied with leadership would be able to carry out his job well, and even they participated and became pro-active in implementing the work programs that had been prepared by the leader together with other fellow employees. Vice versa, employees who were not satisfied with the leadership of a leader did not support the program made by the leadership and would not want to carry out the work process properly. The behavior of a leader was also very influential on employee job satisfaction; leaders who performed a good behavior would be respected by employees in which this would also affect the behavior of an employee.

In short, several factors regarding the needs and desires of employees were good salary, safe work, solid co-workers, and respect for work, meaningful work, opportunities for advancement, fair and wise leadership, reasonable direction and orders, and organization or workplace which is appreciated by society [22].

2. The Impact of Work Environment on Employee Job Satisfaction at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The testing results of second hypothesis revealed that the work environment had a significant effect on job satisfaction of the employees of the Tourism, Youth and Sports Office of the Mentawai Islands Regency. This showed that the importance of the work environment was to increase job satisfaction of the employees in the Tourism, Youth and Sports Office in the Mentawai Islands Regency. Additionally, employee job satisfaction was high if the Tourism, Youth and Sports Office in the Mentawai Islands Regency created conducive work environments, both physical and non-physical environments that supported the implementation of employee work.

A comfortable and safe work environment would give the employees a comfortable working feeling so that the tasks performed by employees were also satisfactory and it affected the employees' job satisfaction. Employees would work optimally if the work environment was comfortable and supportive because employees would feel satisfied with the existing work environment [23].

A work environment (both physical and non-physical) was expected by the employees to work optimally, and vice versa, if the environment was not convenience, the employees would not gain the job satisfaction [24]. Therefore, the conditions and situations that existed around employees at work must be maintained with a great effort to make the employees feeling comfortable at work. A work environment that included a harmonious work relationship, clear targets, a dynamic work climate, and adequate work facilities would affect the employee's job satisfaction [25].

The High work motivation who matches the employees' expectations would have an effect on employees' job satisfaction [26]. An employee who was not satisfied with his work could be motivated to work in a better level for improving himself. So, high work motivation was able to reflect a sense of responsibility and work passion which created a desire to work and put the best endeavour for the job.

3. The Effect of Work Motivation on Employee Job Satisfaction at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The obtained results of the third hypothesis test were the fact that work motivation had no significant effect on the job satisfaction of employees of the Youth Tourism and Sports Office in Mentawai Islands Regency. This indicated that employee job satisfaction will not be high even though employees of the Youth Tourism and Sports Office of Mentawai Islands Regency had a high urge to carry out the job well.

One of the functions of MSDM is the integration that includes work motivation and job satisfaction. Work motivation is an encouragement to employees to carry out their work to foster the spirit of work in achieving organizational goals while job satisfaction is the way employees feel their work. If the work being carried out is able to please them, they would say satisfied, and vice versa. As a matter of fact, motivational factors had a significant influence on employee job satisfaction which indicated that the higher the motivation factor given, the higher the employee's job satisfaction.

4. The Effect of Leadership Style on Employee Performance at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The obtained results of the fourth hypothesis test are the leadership style played a significant effect on the performance of employees in the Youth Tourism and Sports Office of Mentawai Islands Regency. As a matter of fact, this showed that the importance of leadership style to improve the performance of employees in the Youth Tourism and Sports Office of Mentawai Islands Regency. Thus, the employee's performance would be satisfactory if the head of the Youth tourism and Sports Office of Mentawai Islands Regency was able to apply a suitable leadership style according to the environmental conditions of the agency so that it would encourage the spirit of employees to carry out the work properly.

Based on the results of the path analysis, it revealed that the direct influence of leadership style on performance was more significant than the influence of leadership style on performance through job satisfaction. This means that this leadership style directly affects employee performance.

In fact, this also indicated that the leadership style had a significant impact on improving the performance of lecturers. One factor that affected lecturer performance was the leadership style in which the effective leadership would support the improvement of lecturers' performance. The rising of Efforts to improve the performance of lecturers demand the role of management through an effective leadership approach. The increasing change always demands a strong leadership [30]. Thus, leaders who possessed the strong abilities could encourage and influence their employees to do the work in achieving the objectives of the organization so it would improve their performance.

The leadership style basically emphasized to appreciate the individual goals so that later individuals would have confidence that the actual performance would exceed their performance's expectations. A leader must apply a leadership style to manage his subordinates because a leader will greatly influence the success of the organization in achieving goals [31].

The factor that influenced performance was the leadership style which was defined as an understanding of the background of the emotional intelligence abilities needed by each leadership style [32]. Leadership style greatly affects working conditions, which related to how employees guess a leadership style, either they like it or not, the employees must willingly accept it. On the other hand, the leadership style could lead to improvement, and vice versa, it could also lead to a decreased performance.

The success of an organization both as a whole or a various groups in a particular organization mainly depends on the effectiveness of the leadership contained in the organization concerned.

It can be concluded that the quality of leadership owned by an organization played a very dominant role toward the success of the organization in carrying out its various activities, especially in the performance of its employees [1]. This shows that the leadership style had a significant influence on improving employees' performance and it affected the employees' performance to increase the work productivity in order to achieve goals [34]. Leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

In sum, leadership played a significant role in determining the employee performance [34]. The quality of the employees was linked to leadership. In reality, leaders can influence morale and job satisfaction, security,

quality of work life and especially the level of achievement of an organization [34]. Therefore, striving for good leadership is a must in an effort to improve performance.

The leadership style basically focused on respecting individual goals so the individuals would have the confidence that actual performance will exceed their performance's expectations. A leader must possess a leadership style to manage his subordinates as a leader will greatly impact the success of the organization in achieving goals.

5. The Impact of Work Environment on Employee Performance at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The results of the fifth hypothesis test were the work environment had a significant impact on the performance of employees in the Youth Tourism and Sports Office of Mentawai Islands Regency. Particularly, this shows that the work environment is important to improve the performance of employees in the Youth Tourism and Sports Office of Mentawai Islands Regency. Employees would have a high quality performance if the Department of Youth Tourism and Sports Mentawai Islands Regency was able to create a clean and comfortable work environment to support the employees doing their job.

The environmental conditions were also acknowledged as the factor which affected the performance of employees. In fact, those employees observed their work environment, both in terms of personal comfort and ease of doing a good work. Additionally, the work environment was divided into two categories; they were the physical work environment and the non-physical work environment. The convenience work environment could affect the performance of employees and the physical work environment also affected the motivation and morale of employees because when the work environment in the company was comfortable and pleasant, the employees would absolutely improve their performance so that the company's goals could be achieved as expected.

The comfortable, safe and enjoyable work environment was one of the company's methods to improve the performance of employees. The performance was 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 [1]. The employees improved their performance to the maximum by having the support from the appropriate work environment.

The physical work environment is the entire physical conditions that exist around the workplace which can affect employee work either directly or indirectly [36]. Physical work environment was a factor that could improve employee performance. The factors of a good and comfortable physical work environment for employees ensured that employees worked enthusiastically so that it affected the employees' performance and the special attention was required regarding the physical work environment. To increase company activities, companies must pay attention to physical work environment factors such as air, sound, light, and color. The work environment is the place of work, facilities that support work and work relationships within the company itself.

From the several factors that could affect employees' performance, physical and non-physical environmental factors had a significant influence on improving the performance of the Food Security Agency and Regional Extension Officers in Samarinda City [37]. In addition, physical work environment variables had a significant and positive effect on the employees' performance variables and non-physical work environment variables had an insignificant influence on employee performance variables [38]. The physical work environment and the non-physical work environment simultaneously had a significant influence on employee performance which meant that if the physical work environment and non-physical work environment could work out properly together, it undeniably would improve the performance of the employees of PT. Telkomsel Area III Java-Bali Nusra city of Surabaya.

6. The Effect of Work Motivation on Employee Performance at the Department of Tourism, Youth and Sports of Mentawai Islands Regency

Based on the sixth hypothesis, work motivation had a significant effect on the performance of the employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency. In addition, this implied the importance of work motivation to improve the performance of the employees of the Tourism, Youth and Sports Office of the Mentawai Islands Regency. The employees will have high performance if the employees in the Mentawai Islands District Tourism, Youth and Sports Office encourage themselves to do their job optimally.

A person who possesses the good work motivation can encourage work morale, increase job satisfaction, work productivity, loyalty and discipline, create an atmosphere in a good working relationship, increase employee creativity and participation, and enhance employees' sense of responsibility towards their duties [19]. The Ability factors and motivation factors [1]. Motivation can certainly affect performance although it is not the only factor that shapes performance [7]. Workers will be more motivated if they believe that their performance will be recognized and appreciated. Performance issues depend on the right combination of individual input, job context factors, motivation, and motivated behavior.

Work motivation was one of the factors that determined one's performance. The quantity of the motivation impact on one's performance depended on how much motivation intensity was given [39].

Differences in work motivation for a teacher were usually reflected in various activities and even the achievements they have achieved". Meanwhile, "teacher work motivation is a process carried out to mobilize teachers so that their behavior can be directed towards concrete efforts to achieve predetermined goals.

7. The Effect of Job Satisfaction on Employee Performance at the Department of Tourism, Youth and Sports of Mentawai Islands Regency

Based on the seventh hypothesis, job satisfaction had a significant effect on the performance of the employees of the Tourism, Youth and Sports Office in the Mentawai Islands Regency. This shows that the job satisfaction was important to improve the performance of the employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency. As a matter of fact, the employees would perform a great performance when the Mentawai Islands Regency Tourism, Youth and Sports Office provided job satisfaction for employees.

There was a reciprocal correlation between job satisfaction and performance [9]. On the other hand, it was mentioned that job satisfaction caused a rise in performance so that satisfied workers became more productive. In addition, job satisfaction also occurred due to a performance or work presentation so that the high productive workers gained satisfaction in carrying out their job. Organizations that had a lot of employees feeling satisfied of their job tend to be more effective compared to the ones that have less satisfied employees [35]. Hence, some managers assumed that high level of job satisfaction would always lead to high performance [40].

Job satisfaction was a general attitude towards one's job as the difference between the amount of reward received by workers and the amount of reward that was believed to be received. Describing the factors that determine job satisfaction were mentally challenging work, reasonable salary or wages, supportive working conditions, personal suitability for work. If the satisfaction of each employee with the organization was high, it would affect the performance of each employee [41].

Job satisfaction had an effect on employee performance in which it is a form of employee work's behavior, which is defined as a fun or positive emotional outcome for someone's job appraisal or an employee's work experience [42]. A person's satisfaction is determined by the difference between what is expected and everything that is felt from his job.

Basically, job satisfaction is an individual thing and each person has a different level of satisfaction according to the value system that applies to him, which is caused by differences between himself and other individual. In addition, the more aspects of work that match the individual desires, the higher the level of satisfaction felt and vice versa. The relationship between subordinates and the leadership is very important in increasing the work productivity. Therefore, job satisfaction can be increased through attention and good relations from the leader to the subordinates, so that employees will feel that they are an important part of the work organization [43].

Job satisfaction was considered to have a crucial factor to increase the quality of employees' performance which consecutively will contribute to improve the organizational performance. Hence, the job satisfaction is the result of various attitudes related to work and special factors such as wages, supervision, job stability, job security, opportunities for advancement, fair job appraisal, social relations at work, and superior treatment [25].

8. The effect of leadership style on performance through job satisfaction of employees at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The testing results of the eighth hypothesis showed that leadership style had a significant effect on performance through job satisfaction of the employees in the Tourism, Youth and Sports Office of Mentawai Islands Regency. In addition, the result implied that employee performance increased when the leader performed the suitable leadership style, which resulted in high job satisfaction for employees.

In fact, the organizational leaders must be able to use their authority to change the attitudes and behavior of employees so that they give their best effort that will lead to achieve the optimal results. The leadership styles were used by leaders to influence employees' performance through thoughts, feelings, attitudes and behavior of organizational members or subordinates [44]

Leadership style gave a crucial impact on employee performance which will rise when the employees are satisfied by the things they can get at where they work. In addition, the factors that affect employee job satisfaction are as follows: salary, co-workers, promotions and the job itself [46].

Leadership is as the ability to affect a group with the aim of achieving goals [10]. The ability of employees to achieve the goals and objectives of the organization was a reflection of employee performance. Thus, it can be concluded that the leadership style played a big role in improving employee performance through job satisfaction felt by the employees.

Job satisfaction is one of the factors that contributed in increasing the performance of an employee [33]. Although job satisfaction was interesting and important, the most basic thing was the effect of job satisfaction on the organization which affected the employee performance [47].

Hence, the indirect impact implied that leadership style and work environment had a positive and significant effect on performance through satisfaction [48]. Didit (2016) states that there is an indirect influence between transformational leadership styles on employee performance through employee job satisfaction [49]. Leadership style, organizational culture and work environment also indirectly had a positive and significant effect on employee performance [50].

9. The effect of work environment on performance through job satisfaction of employees at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The results of the ninth hypothesis testing implied that the environment had a significant effect on performance through job satisfaction of the employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency and it was found that employee performance increased when the work environment was maintained conducive, which caused the employees to feel comfortable in carrying out their work, resulting in high job satisfaction for employees.

Leadership style, organizational culture and work environment also indirectly give a positive and significant effect on employee performance [50]. Additionally, positive job satisfaction mediates the relationship between work environment and employee performance [51]. The indirect effect shows that leadership style and work environment have a positive and significant effect on performance through satisfaction [52].

10. The effect of work motivation on performance through job satisfaction of employees at the Department of Tourism, Youth, and Sports of Mentawai Islands Regency

The testing results of the tenth hypothesis showed that motivation gave a significant effect on performance through job satisfaction at the employees of the Tourism, Youth and Sports Office of the Mentawai Islands Regency in which the result implied that employee performance increased if the employee possessed high work motivation to carry out the job, resulting in high job satisfaction for employees.

Employee performance is a function of ability and motivation, where abilities consist of the skills, training and resources needed to perform tasks and motivation is described as inner strength that encourages individuals to act on something [53]. The high motivated employees in institutions are those who have the motivation to increase productivity, quality, quantity and commitment. [51]

Motivation variables indirectly have a positive and significant effect on employee performance at PD.BPR BKK Wonosobo through employee job satisfaction [54]. Bayu (2017) states that motivation for employee performance is mediated by job satisfaction. [51]

CONCLUSION

Based on the results of research and discussion, conclusions are drawn as follows:

1. The leadership style had a significant effect on employee job satisfaction in the Tourism, Youth and Sports Office of the Mentawai Islands Regency. This means that employee job satisfaction will increase if the leader applies the right leadership style.
2. The work environment significantly affected the employee job satisfaction in the Tourism, Youth and Sports Agency, Mentawai Islands Regency which meant that employee job satisfaction increased if a conducive work environment encouraged employees to do a good job
3. Work motivation did not have a significant effect on employee job satisfaction in the Tourism, Youth and Sports Office of the Mentawai Islands Regency which meant that employee job satisfaction would not increase even though employees are motivated to do their job properly
4. The leadership style gave a significant impact on the performance of employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency which implied employee performance increased if the leadership style was appropriately implemented.
5. The work environment had a significant impact on the performance of employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency and this meant that employee performance increased if the work environment improved.
6. Work motivation gave a significant effect on the performance of employees in the Tourism, Youth and Sports Agency, Mentawai Islands Regency and it meant that employee performance increased when the employee motivation increased.

7. Job satisfaction affected the performance of employees in the Tourism, Youth and Sports Agency, Mentawai Islands Regency which implied that the employee performance increased when the employee job satisfaction increased.
8. The leadership style had a significant impact on performance through job satisfaction of employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency. This meant that employee performance would increase if the applied leadership style could provide satisfaction for employees in carrying out work.
9. The work environment significantly affected the work performance through job satisfaction of employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency and this implied that employee performance increased when the work environment was conducive so the employees felt satisfied doing their work.
10. Work motivation had a significant influence on performance through job satisfaction of employees in the Tourism, Youth and Sports Office of the Mentawai Islands Regency which meant that employee performance would increase when the employee was motivated to carry out the work so that the employee felt satisfied doing the job.

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