

## **Effect of Leadership on Employee Satisfaction, Employee Motivation and Employee Performance**

**Nur Iman**

*Kendari, Indoensia*

*Corresponding Author: Nur Iman*

---

**Abstract:** *This study aims to explain the influence of leadership on job satisfaction, motivation and performance of employees. This research method used survey approach. The sampling technique is a census with the unit of analysis are the employees of AMIK Yapennas. The analytical tool used to test the hypothesis is PLS. The results showed that leadership has a significant effect on job satisfaction, motivation and employee performance. Furthermore, job satisfaction and work motivation affect the performance of employees. However, job satisfaction has no significant effect on work motivation. Finally research can prove that work motivation job satisfaction acts as mediation relationship between leadership with employee performance*

**Keywords -** *Leadership, Job Satisfaction, Motivation, Employee Performance*

---

Date of Submission: 27-07-2018

Date of acceptance: 13-08-2018

---

### **I. Introduction**

In the face of globalization of human resources (HR) plays a very dominant role in the activities or activities of organizations either public organizations or private organizations both national and international levels. The more intense competition in the education sector that requires institutional management to be proactive and can provide quality educational services to the wearer in order to survive and develop, the way is to understand the perceptions of the needs of learners in the field of science, methods and apply them according to global needs. So that the management of institutional human resources in this case the employee is required to be able to carry out the tasks assigned to him in a professional, hard-working, disciplined, honest, loyalty and dedication to achieve maximum employee performance, the proper use of the superior leadership is one factors that can drive, direct, guide and motivate employees to better perform in work (Anderson, 1988). Leaders can influence morale, work motivation, job satisfaction, security, quality of work life and especially the level of achievement of an organization.

Organizations in umumnya percaya that To mencapai keunggulan harus mengusahakan individual yang semaksimal mungkin performance, karena pada dasarnya kinerja individual mempengaruhi kinerja dan pada team or work group is keseluruhan. Kinerja yang tingkat kinerja organisasi akhirnya bermuara on both menuntut pegawai berperilaku according to the scope of AMIK Yapennas yang diharapkan oleh organisasi. Hal tersebut juga terjadi Kendari. Given the function of educational institutions in human life to make a quality human, in the sense that people who have skills, intelligence and behavior that can give good influence in society can even change the state of society to a better direction. Thus, the main task of AMIK Yapennas Kendari is to create human resources (human resources) that occupy in various aspects, namely human skilled, competent, competitive, based on future human resource needs as a form of participating in the intellectual life of the nation and participate in carrying out order dunia. Dalam realize it then AMIK Yapennas must have a maximum performance where the performance of organizational resources as the key achievement of the goals of the organization.

This study was conducted with the consideration that the outcomes offered in the institutions under study are the creation of a new generation of competitive, accountable and competitive human resources, so that every employee is required to be professional in carrying out its main task. So f okus of this research will test the independent factor that influence the performance of AMIK Yapennas employee, that is leadership. Allegedly independent factors have a positive effect on employee performance, in the sense the better leadership that occurs in AMIK Yapennas it will be better the level of job satisfaction, work motivation, and employee performance.

Research matters in this research are:

1. Does leadership affect employee performance?
2. Does leadership affect work satisfaction?
3. Does leadership affect work motivation?
4. Does job satisfaction affect work motivation?
5. Does job satisfaction affect employee performance?
6. Does work motivation affect employee performance?
7. Does job satisfaction serve as a mediating relationship between leadership and employee performance?
8. Does job motivation serve as a mediating relationship between leadership and employee performance?

## II. Literature Review

### Leadership

Leadership is a process of influencing others to achieve certain goals (Winandi, 2002 : 47, Hughes *et al.* , 2002; Robbins, 2002: 163; Yukl, 2005: 8) . In a business framework a manager is a leader when he or she is able to influence subordinates, coworkers or even their bosses to direct their efforts toward the achievement of organizational goals.

Miftha Thoha in his book Organizational Behavior (1983: 255). The leader is someone who has the ability to lead, which means having the ability to influence other people or groups regardless of the form of reason.

Kartini Kartono (1994: 33). Leadership in the sense of a leader is a person who has the skills and advantages, especially the skills and advantages in one field, so he is able to influence others to jointly perform certain activities, for the achievement of one or several purposes.

Almost all of the definitions of leadership have a common point of the keyword "a process of influence". However, the conceptualization of leadership is found in many different ways. Differences in terms of "who uses the influence, the purpose of the influence effort, ways of using that influence". The difference can be measured from the direction, relationship, influence, control and exemplary of leadership.

### Job satisfaction

Job satisfaction is an individual orientation that affects the role in work. Job satisfaction is an assessment, feelings or attitudes of a person or employee to his work and relationships with the work environment, type of work, compensation, social relations at work, and others. Job satisfaction fulfilled some wants and needs through work or work activities. Experts provide a definition or concept of job satisfaction with the expression of language and views from different perspectives but the meaning contained from the definition they express are generally the same, namely that satisfaction work is the attitude and general feeling of a worker to his work (Davis and Newstrom, 2001: 103; Robbins, 2002: 184).

Hasibuan (2007) states that a person tends to work energetically if satisfaction can be obtained from his job and employee job satisfaction is the key driver of moral, discipline, and employee performance in supporting the realization of organizational goals.

### Work motivation

Motivation grows from the attitude (*attitude*) of an employee who faced the situation (*situation*) work. Motivation is a condition that moves self-directed employees to achieve corporate goals. Jobmotivation is an individual motivation that moves the targeted or targeted employee to achieve the goals of the organization's organization (Vienna n , 2002: 1; Robbins, 2002 : 198). Work motivation becomes one of the important determinants for the achievement of individual achievement in an organization. The impact of work motivation is the creation of employee passion so that the productivity of employees will increase.

Motivation is the driving force in the individual that gives the driving force to do the best possible. If the individual has high motivation then he will perform high so that the goals to be achieved and the desired company can be realized. So, to reject motivation is the individual because the motivation resides in each individual. The diversity of motivation will create a diversity of employee behavior patterns in a company.

### Employee Performance

Performance of employees can be interpreted as the work performance of employees namely the work quality and quantity achieved by a workforce in carrying out its duties in accordance with the responsibilities given to him (Gibson *et al.*, 1997;). In Teor e tis, factors affecting the achievement of the performance is the capability (*ability*) and motivation factors (*motivation*). Ability is the determination of knowledge (*knowledge*) and skill (*skill*). Meanwhile, the motivation is formed from the attitude (*attitude*) in dealing with the situation (*situation*) work (Mangkunegara, 2004 : 79) .

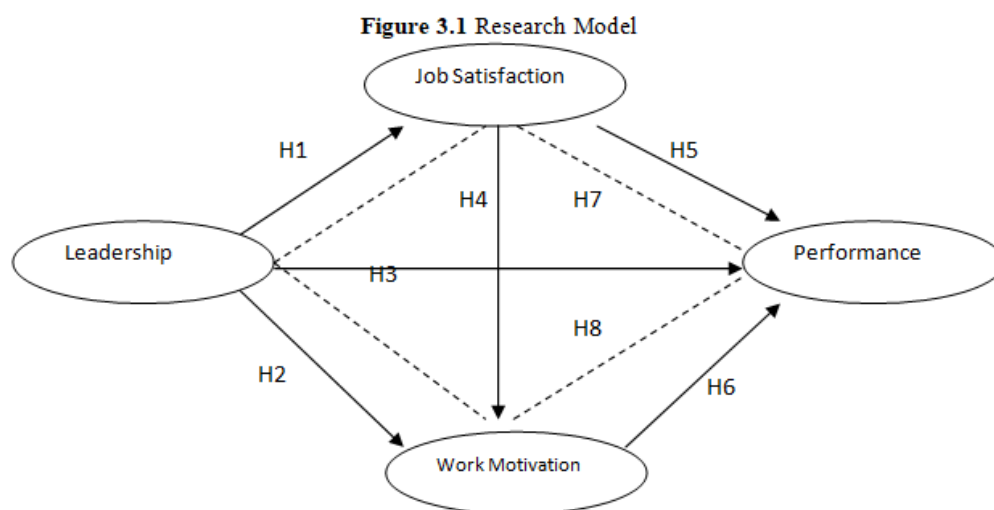
According Sutrisno (2010: 150) provides a definition of performance is a record of the results obtained from certain job functions over a certain period.

According Hasibuan (2007: 105) performance is a result of work achieved by a person in carrying out tasks assigned to him based on skills, experience, sincerity and timely.

Furthermore, according to Anwar Prabu Mangkunegara (2002: 67) performance is "The work in quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him".

Based on the above definitions can be drawn a systematic conclusion on the performance of employees is a manifestation of the work of employees both in quantity, quality in accordance with the efficiency of time and responsibilities given berdasarkan ability and job dekripsinya. This can be seen from his personality, his contribution and his potential by a person or more of his particular goals to be achieved. According to Flippo and Dharma (1992) the indicators in performance appraisal are quality, quantity, timeliness, supervision and responsibility.

### Conceptual Framework and hypothesis



Source: Bass and Avolio (1993), Waridin (2006), Agung Widhi Kurniawan (2013), whom researchers developed in the study.

Based on the research model, the hypothesis in this study are as follows:

- H 1 : Leadership has a significant effect on Job Satisfaction.
- H 2 : Leadership has a significant effect on Work Motivation
- H 3 : Leadership has a significant effect on Employee Performance .
- H 4 : Job Satisfaction has a significant effect on Work Motivation.
- H 5 : Job Satisfaction has a significant effect on Employee Performance
- H 6 : Work Motivation has a significant effect on Employee Performance .
- H 7 : Job Satisfaction serves as a mediating relationship between leadership and employee performance
- H 8 : Work Motivation acts as a mediating relationship between leadership and employee performance

### III. Methodology

#### Research methods

This research method used survey approach. The sampling technique is a census with the unit of analysis are the employees of AMIK Yapennas. The analytical tool used for hypothesis testing is partial least square (PLS). Variable penelitian, namely: leadership (X) is an *exogenous* variable; job satisfaction ( $Y_1$ ) and work motivation ( $Y_2$ ), is *intervening* variable, employee performance ( $Y_3$ ), is *endogenous* variable.

This study examines and analyzes the effect of leadership on job satisfaction and work motivation and employee performance AMIK Yapennas Kendari be technically demonstrated through the analysis of structural equation models or *structural equation modeling* (SEM) based on the theories and concepts of programming packages Partial Least Squares (Smart PLS). The existence of job satisfaction and work

motivation variable is used as *intervening* variable in this research because it is expected to influence indirectly leadership factor which is exogenous variable to employee performance variable which is endogen variable. The

population in this study is all employees AMIK Yapennas amounted to 68 people who are also as a sample of research by using the census method .

#### IV. Result and Discussion

##### Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if questions and questionnaires are able to uncover something that will be measured by the questionnaire (Ghozali: 45). As a measuring instrument used, this analysis is performed using SPSS 16.0 validity test is done by correlating between item score with total score étem. In this case the correlation coefficient of significance less than 5% ( *Level of significance* ) indicates that the items are already valid as the formation of the indicator.

##### Test Reliability

Reliability is a tool to measure a questionnaire that is an indicator of a variable. A questionnaire is said to be reliable or reliable if the answer to the question is consistent or stable over time, (Ghozali 2006: 45). The reliability test shows the *consistency* and *stability* of a score of a measuring instrument. Test reliability is only done on questions that are considered valid. Test of measurement reliability in this study was conducted by using *cronbach's alpha* with the help of *SPSS software* . The coefficient of *cronbach's alpha* which is more than the value of *r-table* is called reliable. There is also a reliable opinion if the *alpha* is greater than 0.60. This shows the reliability of the instrument. In addition, *cronbach's alpha* approaching 1 indicates the higher the internal consistency of its reliability.

##### Partial Least Square Analysis (PLS)

*Partial Least Square* (PLS) is a *powerful* analytical method because it does not have to assume data with certain measurements, it can be applied to any data scale, does not require many assumptions and sample sizes in use then *Smart PLS* programming aid (Ghozali, 2012).

Evaluation of the *outer model* is also required to determine the feasibility of the model. This test consists of test validity and reliability test. Validity test can be seen from value *loading factor*, *discriminant validity* (using *square foot of average variance extracted / AVE*). While reliability can be seen from the value of *composite reliability*, *Cronbach's Alpha* , and *communality* and *Redundancy*.

##### Hypothesis Testing Results

Direct influence between variables

Hypothesis	Relationship Variables Between	Path Coordinator	t-statistics	p- value	Information
H1	KP -> KK	0.776	23.432	0.000	Significantly accepted
H2	KP -> MTK	0.644	5.264	0.000	Significantly accepted
H3	KP -> KNP	0.273	2.330	0.023	Significantly accepted
H4	KK -> MTK	0.151	1.261	0.212	Not Significant / rejected
H5	KK -> KNP	0.757	7.720	0.000	Significantly accepted
H6	MTK -> KNP	0.459	4.617	0.000	Significantly accepted

Indirect Influence (Mediation)

Hypothesis	Independent Variables	Intervening Variables	Dependent Variables	Path Coefficient	Nature of Mediation	Information
H7	KP ->	KK ->	KNP	0.587	<i>CompliteMediation</i>	Significantly accepted
H8	KP ->	MTK ->	KNP	0.296	<i>CompliteMediation</i>	Significantly accepted

Source: data processed, 2015

Description: KP (Leadership), KK (Job Satisfaction), MTK (Work Motivation) and KNP (Employee Performance).

The result of testing direct influence of leadership on job satisfaction, work motivation and employee performance can be proved with *estimate* value of path coef *fi* cient with positive direction. The positive path coefficient marked positive has a relationship between leadership to job satisfaction, work motivation and performance is unidirectional. Then it can be proved by the value of tipping point (t-statistic) with *p-value* probability  $\lt \alpha$  ( $\alpha = 0,05$ ). The results of hypothesis testing proves that the better the leadership model then job satisfaction, work motivation at the level of employees increases. This means the direct and tangible

leadership improvement towards increased job satisfaction, work motivation to improve employee performance. so the hypothesis proposed in this study can be accepted or supported by facts. Test result of direct

influence between job satisfaction to work motivation can be proved with *estimate* value of coefficient of path equal to 0,151 with value of critical point (t-statistic) 1,261 with *p-value* equal to 0,212 >  $\alpha = 0,05$ . This result means not proving that the increase of job satisfaction will increase work motivation. This means that the increase in job satisfaction is not submitted to the increase of work motivation, so the hypothesis (H4) proposed in this research is rejected or not accepted.

The indirect influence (mediation) test advances to detect the position of intervening variables in the model. The mediation test is performed to determine the nature of the relationship between the variables as either perfect, the mediator not perfect and not as the mediating variable. The indirect effect of leadership variable (X) on employee performance variable ( $Y_3$ ) through job satisfaction variable ( $Y_1$ ) is equal to 0,587. A value of 0.587 has the meaning that effective leadership can trigger good job satisfaction and able to improve employee performance at AMIK Yapennas of 58,7%. This means that job satisfaction is proven to mediate between leadership variables on employee performance. The indirect influence of leadership variable (X) on employee performance variable ( $Y_3$ ) through work motivation variable ( $Y_2$ ) is equal to 0,296. The value of 0,296 means that leadership has a significant effect on employee performance mediated by work motivation which can trigger the increasing of employee performance at AMIK Yapennas Kendari institution equal to 29,6%. Which also means that the variable of work motivation proved to mediate between leadership variables to employee performance variable.

## V. Discussion

Deepening of the development of leadership studies, job satisfaction, work motivation and employee performance in this study is an effort to see whether or not the assessment of respondents to the role of job satisfaction and work motivation in mediating influence leadership on employee performance dilingkup AMIK Yapennas institution. Thus the discussion of this research includes: discussion of mean values (*mean*), model measurement (*outer loading*), discussion of path coefficient and the results of hypothesis testing.

### Effect of Leadership Variables on Employee Performance

Assessment of employee performance in this research more focus on level of achievement of work result in totality. Study theories form the basis for assessing and measuring the performance concept in this research is raised by Moeheriono (2009) *kinerja (performance)* is an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through strategic planning of an organization. Mangkunagara (2002) suggested *kinerja* employees can be interpreted as an employee work performance which results in quality and quantity of work achieved by a workforce in performing their duties in accordance with the responsibilities given to him.

Empirical facts based on the average (*mean*) of employee performance according to respondents' perception of quality indicators deemed most priority in its implementation compared to other indicators. The results of employee performance based on testing more reflected by quantity indicator, but empirical facts can not be used as a major consideration in its application because according to respondents who took precedence in the implementation of quality indicators. This means that if viewed from the fact of the real empiris to improve the performance of employees is an indicator of the quality embodied in the form of work given is in accordance with the respective tupoksi and employees work in accordance with the competence field.

Hypothesis test results of leadership influence on performance can be proved by the value of path coefficient *estimation* shows the existence of positive and significant influence. This means that the better the leadership model that is applied then the performance of employees will increase. This research is supported by previous researcher by Marudut Marpaung (2014), Alexandru Mihalcea (2013) and Ramli et al (2014), giving empirical evidence that leadership has a significant effect on employee performance.

### Effect of Leadership Variables on Job Satisfaction

The importance of leadership assessment to satisfaction in da sarkan the views expressed by Robbins (1996), Wexley & Yukl (1977) and Steve M. Jex (2002: 131) job satisfaction is always related to the attitude of workers on the job. The attitude takes place in the cognitive and behavioral aspects. The cognitive aspect of job satisfaction is the worker's belief about the job and the work situation. A worker's behavioral aspect is the behavioral tendency of the worker to be shown through the work done, to stay in his position, or to work regularly and discipline.

The result of testing the influence of leadership on job satisfaction can be proved by *estimate* value of path *coefficient* shows the positive and significant influence. Test results that the better the leadership model applied then the higher the employee job satisfaction on the scope of AMIK Yapennas Kendari institution. This study is strengthened by the results of research conducted by Challagalla and Shervani (2006), A. Soegihartono (2012), Alexandru Mihalea (2013) which states that leadership has a significant effect on job satisfaction.

### **The Influence of Leadership Variables To Work Motivation**

The work motivation referred to in this research is the employee's response reflected through task orientation, timing, leader's trust, and appreciation. Winandi (2002); Robbins (2002) states that work motivation is an individual motivation that moves self-directed or targeted employees to achieve organizational goals. Facts on the field based on the description indicates the direction indicator direfleksikanmelalui leadership, relationships, influence, control and exemplary menyatakan some respondents had an excellent implementation. Result n assessment of respondents to the leadership for the direction indicator has the highest average scores followed indicators of influence, modeling, control and relationships. However, based on the results of testing the value of *estimate loading* which has the largest contribution in reflecting the leadership is an indicator of influence.

The result of testing the influence of leadership on work motivation can be proved by *estimate* value of path *coefficient* indicating the existence of positive and significant influence. The test results that the better the leadership model applied, the employee's work motivation is higher on the scope of AMIK Yapennas institution. Where research was supported by the results of research conducted by Arif Sefudin (2011) Agustuti Handayani (2010) Webb (2007) found that leadership has a major role and have a significant effect on work motivation.

### **Influence Variable Job Satisfaction With Work Motivation**

The job satisfaction referred to in this study is the employee's response to his work and the work environment or general attitude of an employee to his work measured through five indicators : supervisi, job type, promotion opportunity, co-workers, and compensation Hasibuan (2007). The work motivation referred to in this research is the employee's responses reflected through task orientation, timing, leadership, and appreciation, Winandi (2002).

The result of testing the direct effect of job satisfaction on work motivation as evidenced by *estimate* value of path coefficient has positive influence but with t-statistic value with p-*value* greater than  $\alpha$  hence can mean that increase to variable job satisfaction reflected by indicators of supervision, job type, promotion opportunity, co-worker, and compensation have no influence on the improvement of work motivation. This is supported by previous research Laily (2008) found that job satisfaction directly has no significant effect on work motivation and job satisfaction have a significant effect on employee performance at managerial level. Another study also conducted by Ostroff (1992) found that there is a positive relationship between work environment, job satisfaction, work motivation and employee performance. Thus, the study of job satisfaction variable on job motivation does not have a significant impact, the high level of job satisfaction on AMIK Yapennas employee has no impact on work motivation.

### **Influence of Variable Job Satisfaction With Employee Performance**

Job satisfaction in question in this research is the response of employees to their work and the work environment or the general attitude of an employee towards work that is reflected through the indicators supervisi, type of work, promotion, co-workers, and compensation. While the performance of employees in this study focus on the level of achievement of the results in totality. The theoretical study which is the basis for studying and measuring the concept of performance in this research is found by Moeheriono (2009) k work is a description of the level of achievement of the implementation of an activity or policy program in realizing organizational goals, objectives, vision and mission as outlined through strategic planning an organization. Gibson *et al*, (1997) suggested that *inerja k* can be interpreted as an employee work performance which results in quality and quantity of work achieved by a workforce in performing their duties in accordance with the responsibilities given to him

Result of hypotsis test of influence of job satisfaction to performance can be proved by coefficient *estimation* value of the path which shows the influence of positive and significant between job satisfaction to employee performance mean higher job satisfaction at employee AMIK Yapennas hence higher also level of employee performance at AMIK Yapennas institution. It means that the better the job satisfaction of employees, the performance of employees will increase. This study reinforces the results of an earlier researcher Arif Sefudin (2011) Alexandru Mihalea (2013), Hina Salem (2014) and Javad Khalatbari (2013) which states that job satisfaction have a significant effect on employee performance.

### **Influence Variable Motivation Work Against Employee Performance**

The work motivation referred to in this study is the employee's response reflected by four measurement indicators: task orientation, timetable, leader's trust, and appreciation. Winandi (2002); Robbins (2002) states that work motivation is an individual motivation that moves self-directed or targeted employees to achieve organizational goals of the organization. Result of hypothesis test of influence of work motivation to performance can be proved with value of path coefficient *estimation* showed existence of positive and significant influence. This means that the better the work motivation of employee performance will increase. This research is supported by previous researcher that is research by Marudut Marpaung (2014), Agustuti Handayani (2010), Arif Sefudin (2011) Eko Aprihadi Cahyono, (2012) proves that motivation has significant effect to employee performance.

### **The Role Of Job Satisfaction In Mediating Between Leadership With Employee Performance**

The test results of the influence of leadership variables on the performance of employees on the initial model by involving the variables of mediation showed leadership directly influence significant to job satisfaction and employee performance variable. In order to conclude the variable nature of job satisfaction mediation in the model, direct leadership is reexamined without involving the mediation variables in the model and test results well known to the influence of leadership on employee performance through job satisfaction is the partial mediation. The results showed that the relationship between leadership can directly affect the performance of employees can also be through job satisfaction. The results of these tests there is enough evidence empirically that leadership has a significant effect on employee performance mediated by job satisfaction. This means that job satisfaction is significantly influenced by leadership and job satisfaction showed significant results on employee performance, then leadership significantly affect employee performance.

### **The Role Of Work Motivation In Mediating Between Leadership With Employee Performance**

The test results influence on employee performance leadership variables on the initial model involves mediating variables directly show leadership significantly influence employee motivation and performance variables pegawai. Agar inferring properties mediating variables in the model of work motivation, leadership then immediately tested again without involving mediating variables in the model and the test results well known influence on employee performance leadership through work motivation is mediation perfect. The results showed that the relationship between leadership can directly affect the performance of employees can also be through work motivation. Results of these tests are enough empirical evidence that leadership significantly influence employee performance mediated by work motivation. This means that work motivation significantly influenced by the leadership and motivation significantly affect the performance of an employee, then the leadership significantly influence employee performance.

## **VI. Conclusion**

1. Good leadership can contribute to improving the performance of employees. The results of this peneltitian known that the leadership is reflected through the indicators of influence, while the employee's performance more reflected through quantity indicators. That is in improving the performance of employees through leadership roles must increase the influence that has a real contribution to improving employee performance in totality on the implementation of the tasks given and resolved through supervision, kerj quality, timely, and based on the attitude and responsibility.
2. Good leadership can improve job satisfaction. Implementation in improving job satisfaction malalui leadership are reflected through a briefing, relationships, influence, control and role models have an important role in terlaksanannya model of good leadership and effective so that it can give a real contribution in the improvement of employee satisfaction in scope AMIK Yapennas Kendari.
3. Good leadership can improve employee motivation. Implementation in increasing employee motivation malalui leadership are reflected through a briefing, relationships, influence, control and role models have an important role in terlaksanannya model of good leadership and effective so that it can give a real contribution in the increase in the scope of employee motivation AMIK Yapennas Kendari.
4. Good job satisfaction increased the motivation of good work. pengukuran job satisfaction that is reflected through supervision, type of work, promotion, co-workers, and compensation had very little effect so that the results of this study based on the test results in this study regarding the direct effect of job satisfaction on work motivation as evidenced by the value *estimate* coefficient lines have influence with the value of the critical point (t-statistic) with a probability value (p-value) is greater than  $\alpha$ , it can be concluded that there is no significant effect between increased job satisfaction on the increased motivation to work together.

5. Good job satisfaction can improve employee performance. p engukuran job satisfaction that is reflected through supervision, type of work, promotion, co-workers, and compensation have an important influence on the performance of employees in the scope penigkatan AMIK Yapennas Kendari. The results of this research note that more job satisfaction is reflected by the supervision, while the performance of more reflected by indicators of quantity.
6. Motivation good work can improve employee performance. p engukuran motivation reflected through task orientation, pemanfaatan time, trust the leader, and the award has an important influence on the performance of employees in the scope penigkatan AMIK Yapennas Kendari. The results of this research note that motivation more reflected by the trust pemimpinan, while the performance of employees more reflected by indicators of quantity. However, empirical evidence on respondents that motivation more reflected by a co-worker who became the greatest motivation, while the performance of employees more reflected by quality indicators as a measure of the success of the employment.
7. Job satisfaction as mediating the relationship between leadership variable influence on employee performance can provide a real contribution to improving the performance of employees. Results of research on employee performance malalui leadership job satisfaction is partial mediation (*partial mediation*). This means that the employee's performance was significantly affected by the leadership and job satisfaction significantly.
8. Then, work motivation as mediating the relationship between the leadership to employee performance provide real contribution to improving the performance of employees. Results of research on employee performance malalui leadership, work motivation is partial mediation (*partial mediation*). That is a real employee performance is significantly influenced by the leadership and motivation.

## VII. Suggestion

1. Job satisfaction and motivation of employees working in institutions AMIK Yapennas Kendari which some employees perceived as good, but it needs serious attention and continued development of the institutions AMIK Yapennas Kendari in order to increase the professionalism of employees, although some employees assume good but needs to be improved and more internalized into *the inner motivation* of the employees.
2. Kepemimpinan a leader in the scope of Kendari Yapennas AMIK institutions dipre of contraception is still little influence on the performance of employees. Kepuasan work and motivasi working employees deserve the attention of management AMIK Yapennas Kendari in order to maintain and improve the performance of employees by always evaluating through briefings, the relationship between managers and employees to provide a good influence and provide taladan good as a role model for employees.
3. For those employees who are performing well enough should the institution to keep his job satisfaction and motivation does not decrease. As for employees whose performance is less well needs to be accelerated by a factor of *motivational external* factors and *motivational internal*.
4. Accuracy and precision of the analysis model sebsar 0, 9669. This means that the diversity of leadership on job satisfaction, motivation and employee performance can be explained by 96, 69% and the remaining 3.31% is explained by other variables. Therefore, it is expected to further study to develop a research model by adding other variables related to the development of human resources performance.

## VIII. Limitations

This study did not conduct a study about the same relation to similar institutions or other organizations in Southeast Sulawesi khususnya in Kendari city. Therefore, the results of a feasibility study can not be generalized to an institution similar or other organizations. This study examines only a limited few measurement variables are only used leadership, job satisfaction, motivation and performance of employees AMIK Yapennas Kendari, namely the *exogenous construct* leadership. Therefore, there is expected to further research to see the broader factors that influence job satisfaction, motivation and performance of employees and other relevant variables in research development.

## References

- [1]. Anderson (1988), "*leadership means using power to influence the thoughts and actions of others in such a way that achieve high performance*".
- [2]. Aprihadi, Eko, Cahyono. 2012. Pengaruh Kepemimpinan, Motivasi Kerja dan Iklim Organisasi Terhadap Kinerja Pegawai Bagian Engineering Pada PT. Arabikatama Khatulistiwa Fishing Industry Denpasar.
- [3]. Arikunto, Suhasmi, 2002. Prosedur Penelitian. Jakarta : Rineka Cipta. Aditama. Ostroff, C, 1992, "The Relationship Between Satisfaction, Attitudes and Performance An Organization Level Analysis", *Journal of Applied Psychology*, Vol: 77, No. 6, p. 933-973



- [4]. Bass, B.M. and Avolio, B.J., *Improving Organizational Effectiveness through Transformational Leadership* (Thousand Oaks. Sage.1994)
- [5]. Davis, Keith & Werther, William. 1998. Human Resources and Personal Managemen. 8<sup>th</sup> Edition Mc. Graw-Hil Inc. USA.
- [6]. Davis, K. dan Newstroom, J.W. 2001. *Perilaku Dalam Organisasi*, Jilid 1 dan 2, Penerjemah Agus Dharma. Jakarta: Erlangga.
- [7]. Dharma, Agus. 1991. Manajemen Prestasi Kerja. Rajawali, Jakarta.
- [8]. Ferdinand A. 2006. Struktural Equalition Modeling, Edisi ketiga, Penerbit : Universitas Diponegoro. Semarang.
- [9]. Flippo, Edwin B. 1992. Manajemen Personalialia. Erlangga, Jakarta.
- [10]. Gery Yukl. 1998. Kepemimpinan Dalam Organisasi. Edisi Kelima, Penerbit PY. Remaja Rosdakarya.----- 2004. Fundamental Organization Behavior. Diterjemahkan oleh Agus Dharma. Penerbit Erlangga. Jakarta .
- [11]. Gibson, James L. Et. Al. 1982. Organization Behavior Structure. Processes. 4<sup>th</sup> ed. Richard D. Irwin. Inc.
- [12]. Ghozali, Iman, 2006. Aplikasi Analisis Multivariat dengan Program SPSS. Semarang : BP Universitas Diponegoro. Semarang.-----, 2012. Aplikasi *Struktural Equatin Model* (SEM) dengan Analisis *Partial Least Square* (PLS). Semarang : BP Universitas Diponegoro. Semarang.
- [13]. Goleman, Daniel dkk(2005), "Kepemimpinan Berdasarkan Kecerdasan Emosi", Edisi Ketiga, Gramedia, JakartaHughes, R.L., R.C. Ginnett, and G. J. Curphy. 2002. *Leadership: Enhancing The Lessons of Experience*. McGraw-Hill Companies, Inc.: New York.Hamid, E.S. dan Rowi, B. 2003. *Membangun Profesional Muhammadiyah*. Yogyakarta: LPTP Muhammadiyah dan UAD Press.
- [14]. Harsiwi Agung M., 2003. Hubungan Kepemimpinan Transformasional dan Karakteristik Personal Pemimpin. Yogyakarta: Artikel
- [15]. Hina Saleem.2014. The impact leadership styles on job santisfaction and mediating role of perceived organizational politics. *Procedia - Social and Behavioral*. 27:443 – 447
- [16]. Handayani, Agustus, 2010. Analisis Pengaruh Gaya Kepemimpinan dan Motivasi Krja Terhadap Kinerja Pegawai pada Dinas Tenaga Kerja Propinsi Lampung. *Jurnal Ilmiah Administrasi Publik dan pembangunan*, Bandar Lampung.
- [17]. House, 1997. Manajemen Sumber Daya Manusia dan Organisasi.Bogor. Cetakan Kedua. Penerbit PY. Remaja Rosdakarya.
- [18]. Hasibuan, S.P. Melayu 2007. Manajemen Sumber Daya Manusia.PT. Bumi Aksara: Jakarta.
- [19]. Kartono, Kartini. 1994. Pemimpin dan Kepemimpinan. Jakarta : PT. Raja Grafindo Persada.----- 2003. Pemimpin dan Kepemimpinan. Jakarta : PT. Raja Grafindo Persada.
- [20]. Keeves, J. 1997. 'Path analysis', in J. Keeves (ed) *Educational Research, Methodology, and Measurement: an International Handbook*, Oxford, Pergamon, pp.723-730.Laily, N. 2008. *Pengaruh Karakteristik Individu dan Karakteristik Pekerjaan serta Iklim Organisasi terhadap Kepuasan Kerja dan Motivasi kerja serta Kinerja Manajer Menengah Indistri Pupuk Nasional di Indonesia*. Disertasi, Surabaya: Program Pascasarjana Universitas Airlangga.
- [21]. Margono, 2004. Metodologi Penelitian Pendidikan. Jakarta : Rineka Cipta.
- [22]. Mihalcea, A. (2013). The Impact of Leader's Personality on Employees' Job Satisfaction. *Procedia-Social and Behavioral Sciences* , 78, 90-94.
- [23]. Mihalcea, A. (2014). The Impact of Leader's Personality on Employees' Job Satisfaction , 90, 91-94.Mangkunegara, A.P. 2002. *Evaluasi Kinerja SDM*. Bandung. PT Refika
- [24]. Marpaung, M. 2014. Pengaruh Kepemimpinan Dan Team Work Terhadap Kinerja Pegawai di Koperasi Sekjen Kemdikbud Senayan Jakarta. *Jurnal Ilmiah WIDYA* , v2 (1) : h : 33 – 40
- [25]. Thoha, Miftah, 1983. Perilaku Organisasi. PT. Grafindo Persada. Jakarta.
- [26]. Mihalcea, A. (2014). Leadership, personality, job satisfaction and job performance, 127,443 – 447
- [27]. Mihalcea, A. (2013). The Impact of Leader's Personality on Employees' Job Satisfaction. *Procedia-Social and Behavioral Sciences* , 78, 90-94.
- [28]. Moeheriono. 2009. Pengukuran Kinerja Berbasis Kompetensi, Cetakan I. Bogor: Ghalia Indonesia.Mangkunegara, A.P. 2004. *Evaluasi Kinerja SDM*. Bandung. PT Refika Aditama.
- [29]. Mangkunegara, Anwar Prabu, 2006. Manajemen Sumber Daya Manusia Penerbit Remaja Rosafakarya, Bandung.
- [30]. Ramli *et all* .2013. Peran Kepemimpinan Dalam Meningkatkan Kinerja Pegawai Pada Kantor Camat Samboja Kabupaten Kutai Kartanegara. *eJournal Administrative Reform*, 2014, 2 (1): 807-819Robbins, S.P. 2002. *Perilaku Organisasi: Konsep, Kontroversi, Aplikasi*. Alih Bahasa Hadyana Pujaatmaka dan Benyamin Molan. Edisi Kedelapan. Jilid 2. Jakarta: Prenhallindo.Robbins, Stephen P. 1990. *Organization Theory : Structu, Design and Application*. Prentice Hall International, Englewod Cliffis
- [31]. Pastor,Ioan.2013. *Leadership and emotional intelligence: the effect on performance and attitude*. *Jurnal Procedia Economics and Finance* 15 ( 2014 ): 985 – 992
- [32]. Spegihartono, A. 2012. Pengaruh Kepemimpinan dan Kepuasan Kerja Terhadap Kinerja dengan Mediasi Komitmen (di PT Alam Kayu Sakti Semarang). *Jurnal Mitra Ekonomi dan Manajemen Bisnis*, Vol.3, No. 1, April 2012, 123-140.
- [33]. Challagalla, N.G. and Shervani, A.T. 2006. "Dimensional and type of Supervisory Control: Effect on Sallesperson Performance and Satisfaction", *Journal of Marketing*, Vol. 60. January
- [34]. Sefudin, A. 2011. Pengaruh Kepemimpinan, Komunikasi Organisasi Dan Motivasi Kerja Terhadap Kinerja Pegawai (Studi Pada PT Bank Tabungan Pensiunan Nasional Cabang Semarang), *JRBI*. Vo.12. Hal: 63-74.
- [35]. Sutrisno, Edi. 2010. Manajemen Sumber Daya Manusia. Kencana Prenada media Group. Jakarta.Webb, K. 2007. Motivating Peak Performance: Leadership Behaviors That Stimulate Employee Motivation And Performance. *Christian Higher Education*, 6:53–71
- [36]. Winandi, J. 2002. *Motivasi dan Pemotivasian dalam Manajemen*, Jakarta : Rajawali Press. Yukl, G. 2005. *Kepemimpinan dalam Organisasi*. Edisi Kelima. Alih Bahasa Budi Supriyanto. Jakarta: PT Indeks Kelompok Gramedia.

Nur Iman "Effect Of Leadership On Employee Satisfaction, Employee Motivation And Employee Performance." *IOSR Journal of Business and Management (IOSR-JBM)* 20.8 (2018): 41-49.