

The Effect Of Leadership Style, Work Motivation, And Work Culture On Job Satisfaction And Employee Performance At The Indonesian Muslim University

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Abstract

The Purpose Of This Study Was To Examine The Effect Of Leadership Style, Work Motivation And Work Culture On Job Satisfaction; The Influence Of Leadership Style, Work Motivation And Work Culture On Performance; And Examine The Role Of Job Satisfaction As A Mediator On The Influence Of Leadership Style, Work Motivation And Work Culture On Performance. The Respondents Of This Study Were Employees Of The Indonesian Muslim University Makassar. The Sampling Technique Used Was Multistage Sampling, And The First Stage Was Carried Out To Determine The Place Of Research, And The Second Stage Was To Determine The Selected Research Respondents By Purposive Sampling. The Data Collected Were 131 Questionnaires Distributed. Validity And Reliability Tests Were Carried Out, And Then The Data Were Analyzed Using The Structural Equation Modeling Technique With The Help Of Partial Least Squares Software. The Results Showed That Leadership Style, Work Motivation And Work Culture Affect Job Satisfaction And Performance. However, Job Satisfaction Has No Effect. Job Satisfaction Is Proven To Play A Role As A Mediator In The Influence Of Leadership Style, Work Motivation And Work Culture On Performance.

Keywords: Leadership Style; Work Motivation; Work Culture; Job Satisfaction And Performance.

Date of Submission: 03-07-2023

Date of Acceptance: 13-07-2023

I. INTRODUCTION

In today's human civilization, all aspects of life cannot be separated from the organization because, by nature, humans are social beings who tend to always live in society. This is evident in household life and social organizations, especially when someone enters the world of work. The person will interact and become part of the organization where he works. Achieve organizational goals, every organization requires resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. Human resources are the most important organizational assets and make other organizational resources work (Simamora, 2006). Thus, without human resources, other resources will be unemployed and less useful in achieving organizational goals. In achieving the goals of the organization, of course, employees are required to maximize the Performance they have. Employee performance is an important thing for the organization to pay attention to because it can affect the achievement of organizational goals and progress in a global competition that often changes. Widodo (2006:78) argues that Performance is carrying out an activity and perfecting it according to his responsibilities with the expected results. Good Performance can be seen from the results obtained in accordance with organizational standards. There are negative factors that can reduce employee performance, including decreased employee desire to achieve good Performance, lack of motivation in completing work so that they do not comply with regulations, influences originating from the environment and organizational culture, and the absence of examples that must be used as a reference in the achievement of good Performance. In this case, the role of a leader is key in building the motivation of his subordinates to work and creating a good organizational culture. A leader must apply a leadership style to manage his subordinates because a leader will greatly influence the success of the organization in achieving its goals. For an institution that wants to maintain its existence even better, then the most fundamental thing is the ability of the leadership to manage all the potential that exists effectively and efficiently, and the utilization of the existing workforce will affect the improvement of employee performance, including those of the Indonesian Muslim University Makassar.

The Indonesian Muslim University Makassar is the largest private university in eastern Indonesia, which has obtained accreditation as a superior institution to foster approximately 18,000 students spread across 13 faculties and post-graduate programs. The Indonesian Muslim University has a vision: "To make the Indonesian

Muslim University a world-class renowned educational and da'wah institution by giving birth to human beings with practical knowledge, scientific charity and good morals and high competitiveness."

1. Carry out and develop Tri Darma Higher Education (Education, Research and Community Service) activities based on national and international standards based on Islamic values.
2. Forming human beings who are knowledgeable in practice, do scientific charity and have good morals that are addictive, transformative and innovative.
3. Implement Good University Governance-based governance and ISO-standard Quality Management System.
4. Applying the values of intellectual, emotional and spiritual intelligence based on the Koran and Hadith.

To carry out the vision and mission carried out, of course, must be supported by the ability of human resources as one of the determining factors for success. Quality human resources are very important and have a very strategic role in efforts to formulate and implement institutional policies. Human resources are a very valuable organizational asset and play an important role in the survival of the organization so that they work professionally according to what is given by the leadership. Facing global developments, challenges in the world of work and increasingly complex problems, this institution is required to improve the performance of its human resources in order to be able to face increasingly competitive problems in the future. The concept of Performance, according to Sedarmayanti (2009: 260), is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals, as well as ethics. In connection with the achievement of the Performance of the employees of the Indonesian Muslim University Makassar, which has not met expectations, of course, this cannot be separated from the influence of an ineffective leadership style, low work motivation and inadequate work culture. This can be seen from aspects including that, in general, all activities that are routine in nature, even though they can be completed according to the specified schedule, the quantity and quality of work are not as expected. There are leaders who do not pay attention to employee careers, and there is no visible leadership spirit from employees and a lack of cooperation between employees. Therefore, it is necessary to improve employee performance through effective leadership, high work motivation and close work culture to become independent variables that need to be studied so that the effect on job satisfaction and employee performance at the Indonesian Muslim University Makassar can be known.

Leadership style is the effort or way of a leader to achieve organizational goals by taking into account the elements of the philosophy, skills, traits, and attitudes of employees. So that the most effective leadership style is a leadership style that can encourage or motivate subordinates, foster a positive attitude of subordinates at work and organization, and easily adapt to all situations. Path-Goal Theory explains about leader behaviour directive style, supportive style, participative style, caregiver style, and achievement orientation style influence this expectation. Thus creating subordinate job satisfaction and subordinate Performance. By using one of the four styles, a leader must try to influence the perceptions of subordinates and be able to motivate them about the clarity of tasks, goal attainment, job satisfaction and effective implementation (Griffin, 1980). A leader has the responsibility to carry out such duties and responsibilities as required by a leader who knows all the members of the organization so as to foster harmonious cooperation between the components of the organization, here the role of the leader becomes very important in the success of the organization he leads in terms of directives.), supportive, participatory and achievement orientation for job satisfaction and the Performance of their subordinates. The organization is a social system with human resources as the main factor in achieving effectiveness and efficiency; another determining factor is work motivation.

Work motivation is a process where the need encourages someone to carry out a series of activities that lead to the achievement of certain goals. To motivate employees to fulfil their needs first, McClelland's theory focuses on three needs, namely the need for achievement (nAch), the need for power (need for power/nPow), and the need for relationship (need for affiliation/nAff). McClelland's theory of needs states that achievement, power/strength and relationship are three important needs that can help explain a person's motivation. The need for achievement is the drive to exceed, achieve standards, and strive to succeed. The need for power can make other people behave in a way that they would not have behaved otherwise, and the need for a relationship is the desire for friendly and intimate interpersonal relationships in an organizational setting. McClelland explains that every individual has a strong drive to succeed. This drive directs individuals to strive harder for personal achievement rather than for rewards. This then causes it to do something more efficiently than before. This first drive is known as nach, which is the need for achievement. McClelland said that most people have and exhibit a combination of these three characteristics and that these differences also influence how a person behaves. With the existence of work motivation, it can be seen the effect on employee performance. Where employees will take action on the basis of the desire to achieve and obtain a higher position in the company. Thus how important the motivation of human resources is. Therefore it is necessary to know and understand the things that can increase the work motivation of human resources. Three key elements in motivation, namely effort, organizational goals and needs, meaning that an individual organization is said to have work motivation if individual behaviour in an effort to meet needs is directed according to organizational goals (Adolf Henry, 2009). Organizations need to

consider that the human resource management strategy is an integrated part of the competition strategy, organizational strategy and business environment. Effective corporate management and human resources are currently facing various challenges as a result of changes in the business environment. Changes in the main business environment today, including globalization, information technology, and total quality, are realities that companies must face now and in the future (Luthans, 2001). Mathis & Jackson (2011) saw that in an organization or company, there is interdependence between human resources (employees) and their output, both seen from the quality and quantity aspects of the output. In other words, even though the availability of good quality production factors will not be meaningful if it is not balanced with capable human factors (human resources).

Human resources are seen as having an increasingly important role in the success of an organization, so many organizations are now realizing that the human element in organizations can provide a competitive advantage. The human element is the dominant factor for the success/success of an organization. It must be realized that an organization (container) is controlled/operated by humans. Therefore, the success and success of an organization in achieving its goals is the success and success of "humans" as actors of the organization. Many management practitioners and experts emphasize the importance of the human role in determining the success of an institution (organization).

The very basic thing from the perspective of human resource management is the assumption that the success of a company is influenced by the actions of the company's human resource management (Arthur, 1994). Basically, to get human resources according to needs, a strategy is needed in managing human resources. Good human resource management will be able to provide progress for the company, especially in dealing with situations and conditions that are always changing and developing (Wright & Snell, 1998). , and one of the strategies implemented by the company to gain a competitive advantage in this very competitive market is to manage and optimize human resources effectively and efficiently. Human resource management functional strategies must guide the effective use of human resources to achieve both the company's annual goals and employee satisfaction and development (Pearce & Robinson, 2013). Job satisfaction is defined by Smith et al. (2000) as a series of feelings of pleasure or displeasure and the emotions of an employee regarding his work, so it is an employee's assessment of pleasant or unfavourable feelings towards work. Then according to Church (1992) said that job satisfaction is the result of various kinds of attitudes (attitudes) owned by an employee. Job satisfaction itself is a variable that is motivated by the factor of trust in the organization. On the other hand, "satisfaction" is one of the main keys in the world of business or institutions. The success of an organization to be able to grow and develop is strongly influenced by the satisfaction that appears in all organizational activities. Furthermore, Huling (2000) suggests that job satisfaction is a function of the balance between work-role inputs, or something that a person invests in a work role (e.g., education, time, and effort), in comparison with work-role outcomes, or what is felt, for example, pay, status, working conditions, or intrinsic factors (Ostrof, 1992). Job satisfaction, according to Kreitner and Kinicki (2014), is "An effectiveness or emotional response to aspects of work". Job satisfaction shows the attitude of an individual towards work. Job satisfaction is an expression of pleasant or unpleasant feelings that arise from employees viewing work (Robbins & Judge, 2008). Locke (1976) said that job satisfaction is basically an affective response that is positive or pleasant as a response or feedback (feedback) workers to certain tasks and work environments (Maryani & Supomo, 2001). Locke's (1976) continued job satisfaction is something of pleasure or a positive emotional statement that results from being an award from someone where he works and work experience (Baron & Greenberg, 2007). Job satisfaction obtained by employees will have an impact on good jobs so as to satisfy their customers. Then job satisfaction is needed to provide maximum output in the field of work provided by the company. Meanwhile, according to Williams and Hazer (1986), job satisfaction is the affective orientation of individual workers towards work and its characteristics (Maryani & Supomo, 2001).

Mathis and Jackson (2011) state that job satisfaction is a positive emotional state from one's work experience. Work will be reflected in every individual attitude forms of job satisfaction. The level of satisfaction will vary from individual to individual based on the values prevailing within him. The more aspects of the work that are in accordance with the wishes of the individual, the perceived job satisfaction will increase. Job satisfaction means a pleasant emotional attitude and loving his work (Fathoni, 2009). Research on employee job satisfaction needs to be carried out because employee job satisfaction has an important role and can contribute to the effectiveness of the strategy itself. Employees with high levels of job satisfaction tend to have better physical and mental health, learn work-related tasks more quickly, have lower accident rates, and record fewer complaints. On the positive side, it was also found that satisfied employees exhibit more "citizenship" behaviours and activities, such as helping fellow workers, helping customers, and being more cooperative. (Luthans, 2011). In general, every company has great expectations that its employees can improve their Performance to be better and more effective in carrying out their responsibilities towards their jobs. Companies can give awards to employees who have done the best Performance for their company. Performance is generally interpreted as a person's success in carrying out a job. Employee performance is the work achieved by someone in carrying out the tasks assigned to him. Employee performance includes the quality and quantity of output as well as reliability at work. Employees

can work well if they have high Performance so they can produce good work too. Performance is the real behaviour displayed by employees in carrying out work and the results achieved from this work. Performance is the level of employee work in achieving the job requirements given; in other words, Performance is the work of employees both in terms of quality and quantity based on predetermined work standards (Yusuf et al., 2010, p. 67). Performance is a result of work that is achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time (Slamet Riyadi, 2011).

Explanation of job satisfaction and Performance associated with leadership style, work motivation, and work culture in human resources is important, considering the role of resources play a role in the organization is a very vital element for the ongoing life of the organization. However, at this time, the evaluation of employees still shows an unsatisfactory phenomenon. According to Arnold and Friedman (1996: 86), there are several factors that make a person feel positive and negative about his work, including compensation, competence, the work itself, career development opportunities, supervision, work groups, and work environment. Furthermore, according to Robbins (2002: 181), job satisfaction occurs when individual needs have been met and related to the degree of liking and disliking associated with employees is a general attitude possessed by employees which are closely related to rewards that are believed to be received after making sacrifices. In relation to the previous description, this research needs to be carried out because it will examine leadership style, work motivation, and organizational culture, which are related to job satisfaction and Performance. Increasing the job satisfaction of Indonesian Muslim University employees is very important for increasing their Performance; this is because of the contribution of employees to the tasks and functions provided by the institution. This can also be explained that this research has been supported by previous research; this can be a separate gap or gap with the studies conducted in this research so that this research can fill this gap. Based on this description is a very interesting reason and, at the same time, encourages researchers to conduct research entitled: "The Influence of Leadership Style, Work Motivation, Organizational Culture on Job Satisfaction and Employee Performance at the Indonesian Muslim University".

II. RESEARCH METHODS

Research Approach

Based on the formulation of the problem and research objectives that have been formulated previously, this study uses causal research, which analyzes how a variable affects other variables and is also useful in experimental research where the independent variables are treated in a controlled manner by the researcher to see the impact on the dependent variable directly or indirectly. The use of a causal research design is to provide empirical evidence and analyze leadership style, motivation, and work culture as independent variables on Performance as the dependent variable, with job satisfaction as an intervening variable. This research collects data at one time to answer questions (cross-sectional), which is a one-time study using many respondents (Sekaran, 2011).

Data Types and Sources

There are two types of data in this study, namely primary data and secondary data. The primary data in this study is the response of the employees of the Indonesian Muslim University Makassar related to the research data needed for analysis needs. All types of primary data needed in this study were obtained through the use of a structured questionnaire instrument. While the secondary data from this study are all data obtained through documentation from official sources at the Indonesian Muslim University Makassar

Method of collecting data

1. The data collection method used in this study is as follows:
2. Observation, namely collecting data through direct observation of leadership style, work motivation, work culture, job satisfaction and employee performance to obtain data related to this research. Questionnaire (questionnaire), namely data collection through a list of questions to respondents. Data collection through this questionnaire will be personally delivered by the author to each employee. The use of a questionnaire in its form is based on self-reports or self-reports, or at least on personal knowledge and or beliefs (Hadi, 2004). The assumptions held by researchers in using this method are that research subjects are people who know best about themselves and that the statements given to researchers are true and reliable (Hadi, 2004). The questionnaire contains a list of structured questions addressed to respondents with the intention of obtaining written information related to this study, using one type of questionnaire, namely a closed questionnaire. Statements in the questionnaire use a Likert scale with a score of 1 – 5. Number 1 (one) indicates that the respondent strongly disagrees, and number 5 (five) indicates that the respondent strongly agrees with the statement or question asked.
3. Document Review, namely the collection of data through books, reports, journals or scientific writings that have a relationship with the problem to be studied.

Population and Research Sample

Population

The population in this study were all employees of the Indonesian Muslim University Makassar. The population or universe is the total number of units of analysis whose characteristics will be estimated. The population can be divided into two groups, namely: the sampling population and the target population (Singarimbun, 2005). The population in this study was the sampling population, namely 363 Indonesian Muslim University employees spread across bureaus, faculties and units.

Sample

The sample is the smallest part of a population. The sample is a set of observation units that provide information or data needed by a study (Singarimbun & Effendi, 2002). In connection with this research, it is further stated that survey research is research that takes samples from a population and uses a list of questions as the principal data collection tool (Pedhazur, 2002).

Data Analysis Techniques

In accordance with the formulation of the problem and research objectives, to explain the problems in this study, the analytical tool used is the Structural Equation Model (SEM). Structural Equation Models (SEM) are statistical techniques that allow the testing of a series of relatively complex relationships simultaneously. Complex relationships can be built between one or more dependent variables and one or more independent variables. There may also be a variable that plays a dual role, namely as an independent variable in a relationship, but becomes a dependent variable in another relationship, considering that there is a tiered causality relationship. Each dependent and independent variable can be in the form of a factor or a construct built from several indicator variables; likewise, among the variables can be in the form of a single variable that is observed or measured directly in a research process. Such a structural equation model has been widely recognized in social studies under various names, including causal modelling, causal analysis, simultaneous equation modelling or covariance structure analysis. Based on the path diagram model of the relationship between the variables of this study, the hypothesis testing in this study used the PLS (Partial et al.) method, which is a least squares analysis. PLS is a regression-based technique that has its roots in path analysis. (Ghozali, 2008). The direction of the hypothesis determines the test, whether to use one side (One-Tailed) or two sides (Two-Tailed). To test the research hypothesis used, it can be seen from the magnitude of the statistics. The limit for rejecting or accepting the hypothesis proposed in this study is able. If the statistical value > t table, then the proposed hypothesis is accepted; conversely, if the statistical value is < t table, then the proposed hypothesis is rejected.

III. RESEARCH RESULTS AND DISCUSSION

The results of the estimation of the regression coefficient values of the functional relationship between the independent variables and the dependent variable in the S.E.M. model can be seen in Table 27.

Table 27. Parameter Estimation Results of Direct Influence Between Variables Based on the S.E.M. Model

No.	Functional variables	relationship between	Estimated Value	CR (Critical Ratio)	P (prob)
1	X1	Y	0,315	3,198	0.001
		Z	0.241	2.045	0.041
2	X2	Y	0.428	2.438	0.015
		Z	0.111	0.529	0.597
3	X3	Y	0.276	2,078	0.038
		Z	0.015	0.093	0.926
4	Y	Z	0.301	2.064	0.039

Source: Results of Data Analysis

Based on the data in Table 27, it can be explained as follows:

1. The regression coefficient of the influence of leadership style (X1) on job satisfaction (Y) is 0.315. This shows that a better leadership style will increase job satisfaction by the value of the leadership style regression coefficient, which is equal to 0.315 (other variables are fixed). The first hypothesis states that the leadership style variable has a positive and significant effect on job satisfaction. These results show that the critical ratio value is 3.198 and a significance level of $0.001 \leq 0.05$, so the first hypothesis can be accepted or proven.
2. The regression coefficient for the effect of employee commitment (X2) on job satisfaction (Y) is 0.428. This shows that better work motivation will increase job satisfaction by the value of the regression coefficient of employee commitment, which is equal to 0.428 (other variables are fixed). The second hypothesis states that the variable of work motivation has a positive and significant effect on job satisfaction. These results indicate

that the critical ratio value is 2.438 and a significance level of $0.015 \leq 0.005$, so the second hypothesis can be accepted or proven.

3. The regression coefficient for the effect of work culture (X3) on job satisfaction (Y) is 0.276. This shows that a better work culture will increase job satisfaction by the value of the regression coefficient of work motivation, which is equal to 0.276 (other variables are fixed). The third hypothesis states that work culture has a positive and significant effect on job satisfaction. These results indicate that the critical ratio value is 2.078 and a significance level of $0.038 \leq 0.05$, so the third hypothesis can be accepted or proven.
4. The regression coefficient of the influence of leadership style (X1) on employee performance (Z) is 0.241. This shows that the leadership style variable has no significant effect on employee performance because the critical ratio value is only 2.045, and the required significance level is $0.041 \leq 0.05$. Thus, the fourth hypothesis, which states that the leadership style variable has a positive and significant effect on employee performance so that the fourth hypothesis can be accepted or proven.
5. The regression coefficient for the influence of work motivation (X2) on employee performance (Z) is 0.111. This shows that better work motivation will increase employee performance by the value of the regression coefficient of work motivation, which is equal to 0.111 (other variables are fixed). The fifth hypothesis states that work motivation has a positive and significant effect on employee performance. This shows that the value of the critical ratio is 0.529 and a significance level of $0.597 \geq 0.05$, with the requirement that the fifth hypothesis cannot be accepted or not proven.
6. The regression coefficient for the influence of work culture (X3) on employee performance (Z) is 0.015. This shows that a better work culture will increase employee performance by the value of the work culture regression coefficient, which is equal to 0.015 (other variables are fixed). The sixth hypothesis states that work culture variables have a positive and significant effect on employee performance. These results indicate that the critical ratio value is 0.019 and a significance level of $0.926 \geq 0.05$, with the requirement that the sixth hypothesis cannot be accepted or not proven.
7. The regression coefficient for the effect of job satisfaction (Y) on employee performance (Z) is 0.301. This shows that increasing job satisfaction will increase employee performance by the value of the regression coefficient of job satisfaction, which is equal to 0.301 (other variables are fixed). The eighth hypothesis states that the variable of job satisfaction has a positive and significant effect on employee performance. These results show that the critical ratio value is 2.064 and a significance level of $0.039 \leq 0.05$, so the seventh hypothesis can be accepted or proven.

Analysis of Direct, Indirect, and Total Variable Effects.

The path coefficient (regression) is defined as the value of the direct effect coefficient. In addition to direct effect analysis, an indirect effect analysis was also carried out through the intervening variables and the total effect between the variables in the model. This is intended to compare the magnitude of the influence of each construct for each variable. The direct effect is the coefficient of all coefficient lines with one-way arrows, while the indirect effect is the effect that arises through an intervening variable, while the total effect is the effect of various relationships (Ferdinand, 2002, p. 139). The influence does not take place, showing the impact of the intervening variable, where the impact of the intervening variable is strengthening the relationship or weakening the relationship. In connection with this research, it can be seen that the indirect effect of exogenous variables, namely: leadership style (X1), work motivation (X2), and work culture (X3), on the endogenous variable, namely employee performance (Z) through the intervening variable, namely satisfaction work (Y). The impact of the job satisfaction variable as an intervening variable in this research is to strengthen the relationship of the exogenous variable (X) on employee performance at the Indonesian Muslim University Makassar. Furthermore, the model can be interpreted by looking at the value of the path coefficient of indirect influence and total influence, as shown in Table 28.

Table 28 Results of Path Coefficients and Hypothesis Testing of Direct and Indirect Effects

No.	Variable			Direct	Indirect	Total	P-Value	Is
	Independent	Intervening	depend					
1	Leadership Style (X1)	-	Job satisfaction (Y)	0,312	-	0,312	0,002	(+) Significant
2	Motivation Work (X2)	-	Job satisfaction (Y)	0,340	-	0,340	0,026	(+) Significant
3	Organizational culture (X3)	-	Job satisfaction (Y)	0,275	-	0,275	0,024	(+) Significant
4	Leadership Style (X1)	-	Employee Performance (Z)	0,290	-	0,290	0,041	(+) Significant
5	Motivation Work	-	Employee Performance	0,092	-	0,092	0,658	(+) Not Significant

	(X2)		(Z)					
6	Organizational culture (X3)	-	Employee Performance (Z)	0,019	-	0,019	0,909	(+) Not Significant
7	Job satisfaction (Y)	-	Employee Performance (Z)	0,364	-	0,364	0,034	(+) Significant
8	Leadership Style (X1)	Job satisfaction (Y)	Employee Performance (Z)	0,314	0,112	0,426	0,083	(+) Not Significant
9	Motivation Work (X2)	Job satisfaction (Y)	Employee Performance (Z)	0,364	0,130	0,494	0,114	(+) Not Significant
10	Organizational culture (X3)	Job satisfaction (Y)	Employee Performance (Z)	0,252	0,090	0,342	0,638	(+) Not Significant

Source: Results of Analysis with S.E.M.

Based on the data in Table 28, it can be interpreted that the results of testing the direct effect, indirect effect and total effect between variables as well as the empirical findings of this study, are as follows:

1. The test results show that the direct effect coefficient value between leadership style and job satisfaction is 0.312 with a P-Value of $0.002 < 0.05$. This means that leadership style has a positive and significant effect on job satisfaction; thus, the first hypothesis is accepted.
2. The test results show that the direct effect coefficient value between work motivation and satisfaction is 0.340 with a P-Value of $0.026 < 0.05$. This means that work motivation has a positive and significant effect on job satisfaction. Thus, the second hypothesis is accepted.
3. The test results show that the direct effect coefficient value between work culture and job satisfaction is 0.275 with a P-Value of $0.024 < 0.05$. This means that work culture has a positive and significant effect on job satisfaction. Thus the third hypothesis is accepted.
4. The test results show that the direct effect coefficient value between leadership style and employee performance is 0.290 with a P-Value of $0.041 < 0.05$. This means that leadership style has a positive and significant effect on employee performance. Thus, the fourth hypothesis is accepted.
5. The test results show that the direct effect coefficient value between work motivation and employee performance is 0.092 with a P-Value of $0.658 > 0.05$. This means that work motivation has a positive and insignificant effect on employee performance, so the fifth hypothesis is rejected.
6. The test results show that the direct effect coefficient value between work culture and employee performance is 0.019 with a P-Value of $0.909 > 0.05$. This means that the work culture variable has a positive and insignificant effect on employee performance. So the sixth hypothesis is rejected.
7. The test results show that the direct effect coefficient value between job satisfaction and employee performance is 0.364 with a P-Value of $0.034 < 0.05$. This means that job satisfaction has a positive and significant effect on employee performance, so the seventh hypothesis is accepted.
8. The test results show that the value of the coefficient of indirect effect (indirect effect) between leadership style on employee performance through job satisfaction is 0.314 with a P-Value of $0.083 > 0.05$. This means that the leadership style variable has no significant effect on employee performance through job satisfaction, or it can be said that the intervening variable, in this case, job satisfaction is not able to strengthen the relationship between leadership style and employee performance, which is supported by facts and empirical data, so the eighth hypothesis is rejected.
9. The test results show that the value of the indirect effect coefficient between work motivation on employee performance through job satisfaction is 0.364 with a P-value of $0.114 > 0.05$. This means that work motivation has no significant effect on employee performance through job satisfaction, or it can be said that the intervening variable, in this case, job satisfaction is not able to strengthen the relationship between work motivation and employee performance, which is supported by facts and empirical data, so the ninth hypothesis is rejected.
10. The test results show that the coefficient value of the indirect effect (indirect effect) between work culture on employee performance through job satisfaction is 0.252 with a P-value of $0.638 > 0.05$. This means that work culture has no significant effect on employee performance through job satisfaction, or it can be said that the intervening variable, in this case, job satisfaction is not able to strengthen the relationship between workplace culture and employee performance, which is supported by facts and empirical data, so the tenth hypothesis is rejected.

Discussion of Research Results

The Effect of Leadership Style on Job Satisfaction

Leadership style is a pattern of behaviour possessed by leaders to influence, direct and guide subordinates so that they are able to carry out all the main task mechanisms effectively and efficiently. Therefore, to increase job satisfaction and performance of employees who have an effective leadership style so that their subordinates can work well. The results of the complete S.E.M. model test show that the leadership style variable has a positive and significant influence on job satisfaction. This is indicated by the value of the critical ratio and the probability value as required. This means that the two variables have a positive and significant casual relationship. The positive influence of the leadership style variable on job satisfaction is determined by the ten indicators that make it up, namely: superiors are always willing when subordinates are consulted; superiors treat subordinates equally; superiors like detailed procedures; superiors expect subordinates to obey the rules; superiors pay attention to the priority interests of subordinates; superiors encourage subordinates to increase self-confidence; superiors remind subordinates to prioritize tasks at work; and superiors take the time to update or improve the knowledge of subordinates. The indicator that superiors are always willing when subordinates are consulted is able to form a variable style of leadership, meaning that these indicators in the model can significantly measure leadership style because superiors are always available when subordinates are consulted. Superiors who always consult with subordinates will provide satisfaction for subordinates to work optimally so that they can make a major contribution in shaping the variable style of leadership, which in turn influences the increase in job satisfaction of employees at the Indonesian Muslim University Makassar. Indicators of superiors always treating subordinates equally are able to form a variable of leadership style, meaning that the indicator in the model can significantly measure the variable of leadership style because superiors always treat subordinates equally indiscriminately. Superiors who always treat subordinates indiscriminately will provide satisfaction for subordinates to work more optimally, so this indicator contributes to shaping the leadership style variable, which in turn influences the increase in job satisfaction at the Indonesian Muslim University Makassar. Superiors' indicators help subordinates to form leadership style variables, meaning that these indicators in the model can significantly measure leadership style because superiors always help their subordinates in solving problems encountered at work. Superiors who always help their subordinates will provide their own satisfaction for subordinates to work more optimally so that they can contribute to forming a leadership style which will further affect the increase in employee job satisfaction at the Indonesian Muslim University Makassar.

According to Stoner et al. (1996), leadership styles are various patterns of behaviour favoured by leaders in the process of directing and influencing workers. The relationship between leadership style and job satisfaction is based on path-goal theory; namely, the influence of leader behaviour on employee job satisfaction depends on situational aspects, including job characteristics and employee characteristics (Yukl, 1989). The empirical findings resulting from this study are that there is a positive and significant direct effect between leadership style and job satisfaction. The implications of the results of this study for science are supported by empirical studies (previous research), which provide the same results, namely that leadership style has a positive and significant effect on job satisfaction. Empirical evidence linking leadership style to job satisfaction shows consistent results with this study, as stated by Griffin (1980) in Yukl (1990); Holdnack et al. (1993); McNesse-Smith (1996); Challagalla and Shervani (2006); Ali (2005); Muhtar Hamzah (2011), who concluded that leadership style has a positive and significant effect on job satisfaction. Thus, this research can be used as a reference for further research. Theories about leadership style, job satisfaction, and employee performance are valid and proven.

The Effect of Work Motivation on Job Satisfaction

Work motivation is a process when humans are driven to carry out activities because of a need that must be met so that they can carry out a job seriously. The results of the analysis show that the variable work motivation has a significant effect on job satisfaction. The coefficient of influence is positive, which means that work motivation is reflected through the need for achievement, the need for power, and the high need for affiliation, which tends to increase employee job satisfaction in a high direction. Empirical evidence shows that the work motivation of the employees of the Indonesian Muslim University Makassar based on the responses of the respondents is in a good category, so it can be stated that based on the responses of the respondents, work motivation on job satisfaction is in a high category and even leads to the creation of high work motivation. In other words, employee motivation that is supported by the need for achievement, the need for power, and the need for affiliation with others can increase job satisfaction. The need for employee achievement is the drive to excel and excel in relation to a set of standards within the institution and to strive for job satisfaction and success. They show to be willing to accept relatively high risks, desire to get feedback about the results of their work, and also desire to take responsibility for solving problems. This need has been fulfilled by employees and has a positive impact on the organization/company, where their job satisfaction and productivity are better and also, this greatly benefits the organization where they work. This is supported by the results of the descriptive analysis of variables; the highest (mean) value is an indicator of the need for achievement. This gives an illustration of employee

motivation having to have a sense that working well is a need for achievement, meaning that employees want to be able to participate in every activity within their organization and working well will make them excel in their institutions so that craftsmen will be motivated to improve their performance. Likewise, the need for employee affiliation is also able to encourage job satisfaction. They think that they have felt involved and participated in a workgroup in their respective agencies, and they feel warmth and support in relationships with co-workers, which means they have felt their desire to be liked and well-accepted by their co-workers. They form warm social relationships, maintain and develop positive affective relationships and improve social relations with co-workers so that they can work together with co-workers and establish close relationships. They realize that at work, they need to depend on their co-workers, so they also try to keep that relationship going.

These findings support the results of a study conducted by Yuan Ting (1996), who conducted research on the effect of motivation on employee job satisfaction, which varies in that job satisfaction can be identified as part of work and organizational factors that are as good as individual characteristics whose effect on job satisfaction, especially regarding strengths cooperate with office workers in federal countries. Indraswari (2013) The results of this study indicate that there is a positive relationship between work motivation and job satisfaction. A meta-analytic study conducted by Kinicki et al. (Robins & Timothy, 2008), covering nine analysis results involving 2,237 workers, revealed that there is a positive and significant relationship between motivation and job satisfaction. The same support is also shown in the findings of Brahmasari and Suprayetno (2008). The results show that motivation has a significant effect on employee job satisfaction. The results of research from Melani et al. (2016) and Sundarminingsih et al. (2016) state that the variable work motivation has a positive and significant influence on employee job satisfaction. Greater work motivation will increase employee job satisfaction.

The Influence of Work Culture on Job Satisfaction

Work culture is a valuable way of working every day, and data is a source of inspiration and motivation to work better. Work culture can be seen from its implementation in the form of work ethic, fighting values, characteristics, and norms that are part of individual development in activities based on habits in the organization. We are prohibited from violating the rules that have been agreed upon for certain reasons that cannot be accounted for. When the friends were ordered to respect the Badr experts because of a certain degree of privilege to them, the friends obeyed this rule. In establishing working relationships with others, we should comply with applicable regulations. Violating the rules that have been mutually agreed upon will harm others and yourself. For example, work targets are not achieved, communication relations are less harmonious, and unwanted disputes occur. The results of the analysis show that the effect of work culture on employee job satisfaction is significant, which can be proven in a positive direction. The coefficient of influence is positive, which means that a high work culture has an impact on the increase in the variable of job satisfaction. Empirical evidence shows that work culture based on employee responses is in a good or high category indicating good work culture variable dimensions and leads to statements of agreement, so it can be stated that based on employee responses, work culture is in a good category even leads to the creation of very good work culture. Good. The results of testing the hypothesis prove that work culture has a positive and significant effect on employee job satisfaction at the Indonesian Muslim University Makassar, so it can be concluded that an increase in work culture towards a higher direction is positive and significant towards a high increase in employee job satisfaction. In other words, an employee work culture that is supported by Innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability can increase job satisfaction.

The results of this study also support research from Koberg and Chusmir (1987) which found that there is a significant relationship between culture and partner needs and job satisfaction. Other studies that are in line were put forward by Cherington (1994) and Harvey and Bown (2001), who found that their job satisfaction, salary, security and responsibility were valued by management. This is mainly because of the function of culture, which provides a set of values for setting priorities and informing how things are done in a group or company. Research conducted by Lumbanraja (2008) states that if the values of an organization's work culture are increasingly strongly embraced and consistently used in solving problems and in achieving organizational goals by all members of the organization (all employees), then this will be able to increase job satisfaction. Employees so that performance will increase. Likewise, research conducted by Koesmono (2005) found that organizational work culture has a positive effect on job satisfaction.

The Effect of Leadership Style on Performance

Leadership style is behavior and strategy as a result of a combination of philosophy, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of subordinates. Leadership style describes a consistent combination of philosophy, skills, traits and attitudes underlying a person's behavior. The results of testing the complete S.E.M. model show that leadership style significantly influences employee performance. This is indicated by a significance level of $0.041 \geq 0.05$ (table 23), which means that leadership style is able to significantly improve employee performance at the Muslim University of Indonesia

Makassar. Leadership style has a significant effect on employee performance, meaning the effectiveness of superiors' attention and guidance to subordinates in completing tasks properly; in this case, superiors pay close attention to subordinates personally in carrying out tasks, and superiors also consult with subordinates regarding the implementation of tasks. And also, superiors have maximally implemented official work procedures in accordance with existing regulations, and employees who consider superiors to be wise in treating subordinates equally indiscriminately. Therefore, the indicators that give a high contribution must be maintained and improved in forming a leadership style to improve employee performance. The leadership style adopted by the Indonesian Muslim University of Makassar tends to be supportive and achievement-oriented. While the application of the participative style, caregiver style, and directive style is still not optimal, where managers make all decisions related to work and order subordinates to carry them out by directly participating, guiding and directing in carrying out tasks so that subordinates can complete the work properly according to what is expected. Expected. This means that there is a need for superiors to directly participate, guide, and direct subordinates effectively, especially subordinates who have insufficient work knowledge. Meanwhile, the supportive style and achievement orientation style can only be directly applied to employees who have adequate work knowledge. Thus, the leadership style is more supportive of improving employee performance in the future.

The path-goal theory (Path-Goal Theory) developed by Robert House (1971, in Kreitner and Kinicki, 2005) states that leaders encourage higher performance by providing activities that influence their subordinates to believe that valuable results can be achieved with effort. Serious. Universally applicable leadership results in high levels of subordinate performance and satisfaction. According to Siagian (2012), the success of an organization, both as a whole and as a group, is highly dependent on the leadership style contained in the organization concerned. It was further stated that the leadership style contained in an organization plays a very dominant role in the success of the organization in carrying out its various activities, especially seen in improving the performance of its employees. Then Sujak (2000) states that if the leader gives greater encouragement to fulfilling subordinates' expectations, the greater the achievement that will be obtained by the subordinates. Thus, it means that leadership style plays an important role in improving employee performance. In connection with this assessment, it can be concluded that leadership style has no significant effect on employee performance. Empirical evidence linking leadership style to employee performance shows inconsistent results with this study, as stated by Kreitner and Kinicki (2005), Armanu (2005), Bass and Avolio (1993), and Brahmasari Suprayitno (2008), proving that Leadership style affects individual performance. The empirical findings resulting from this research are that leadership style has no significant effect on employee performance.

The Effect of Work Motivation on Performance

Work motivation is a process when someone is driven to move because of a need that must be met so that they work seriously. Motivation with performance is closely related because motivation is an individual's drive to work. To work, motivation is needed so that what is done can achieve what is expected. The work motivation of the employees of the Indonesian Muslim University Makassar seems to have high morale; this is reflected in their daily work activities, even though in terms of fulfilling needs, there are still some employees who say they still cannot be fulfilled, but because of the work motivation they have they are still enthusiastic. To carry out their activities. The results of the analysis show that the variable work motivation has a significant effect on performance in a positive direction.

The coefficient of influence is positive, meaning that work motivation is reflected through the need for achievement, power, and high need for affiliation, which tends to increase employee performance in a high direction. Empirical evidence shows that the work motivation of the employees of the Indonesian Muslim University Makassar based on the responses of the respondents is in a good category, so it can be stated that based on the responses of the respondents, work motivation on job satisfaction is in a high category and even leads to the creation of high work motivation. Employee achievement needs are the driving force that motivates their work enthusiasm; therefore, this need for achievement encourages them to develop creativity and direct all their abilities and energy to achieve optimal work performance. This result is supported by the results of the variable descriptive analysis showing that the highest (mean) value of the average score of 4,353 indicates the need for achievement. This illustrates the motivation of employees to have a sense that working well is a need for achievement, meaning that employees want to be able to participate in every activity within their organization and working well will make them excel in their agencies so that craftsmen will be motivated to improve their performance. Employees will feel the need for affiliation because of the concern for fellow employees at work and also the existence of harmonious association accompanied by tolerance and warmth. They draw closer to, cooperate with, or reciprocate the invitation of others who ally with themselves, and they feel warmth and support in their relationships with co-workers.

Victor Vroom's theory reinforces this assumption in a more practical form; this theory says that employees will be motivated to issue a high level of effort when they believe that the effort will result in a good performance appraisal. So it can be concluded that the motivation given to fulfilling an expectation is the

fulfillment of high performance driven by high motivation as well. Atkinson considers motives as latent dispositions that strive to achieve certain goals, such as achievement, affiliation or power. Furthermore, it was also explained that the degree of motivation and effort increases until the probability of success reaches 50 percent, then begins to decrease even though the probability of success will continue to increase (Thoha, 2005). According to Mc. Clelland "A person is considered to have the motivation to excel if he has the desire to do something that performs better than other people's work" Thoha, (2005). The findings of this study support the results of research by Loana et al. (2014), which stated that employees who are motivated or driven to do a job would have the enthusiasm to do their job; thus, employees will be able to achieve performance. The level of motivation given by the leadership to employees will also affect the level of work performance obtained by employees, where employees who get high motivation will also have high work performance.

The Effect of Work Culture on Performance

Work culture is a habit that is reflected in daily behaviour related to the applicable karma and manners in the work environment. Humans have a variety of personalities that are not the same as one another, and those who work or organize in one company or association are required to get to know each other so that they can live comfortably and peacefully in a conducive work environment. The results of the analysis show that the influence of work culture on employee performance is not significant. The coefficient of influence is positive, which means that a high work culture has an impact on the increase in the performance variable. Empirical evidence shows that work culture based on employee responses is in a bad category, so it can be stated that based on employee responses, work culture is in a good category and even leads to the creation of very good work culture. The results of testing the hypothesis prove that work culture has a positive but not significant effect on employee performance at the Indonesian Muslim University Makassar, so it can be concluded that increasing work culture in a higher direction is positive and significant towards increasing high employee performance. In other words, an employee work culture that is supported by Innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability can improve performance.

The results of the descriptive analysis show that the variable value (mean) is the highest indicating that the innovation and risk-taking indicators, as well as the team orientation indicator, are a reflection of the work culture variable with a value (mean) of 4.010. This means that risk-taking is a characteristic of every employee who shows Innovation in carrying out his work activities optimally. In addition, it can also be explained that in working with a team or group orientation that is prioritized, things are in accordance with what should be done, which means that in completing work, working with colleagues both vertically and horizontally has been carried out with full responsibility.

The results of this study support the theory of Kotter & Heskett (2006) in the theory of strong culture, stating, "...a strong corporate culture will have a positive effect on business performance because it can provide extraordinary motivation to employees. A strong corporate culture means that employees in the company have a belief in the same cultural values. This will create a comfortable work environment where employees feel valued, resulting in employee motivation to be loyal to the company, which ultimately encourages them to achieve the performance the company wants. Robins and Judge (2008) also stated that organizational members form an overall perception of the organization based on the characteristic factors of the corporate culture. This perception as a whole becomes a strong and weak culture of a company and will then affect performance. The findings of this study support the results of a study by Dewanggana et al. (2016) which revealed that organizational work culture has a positive and significant effect on work performance; the stronger the employee organizational work culture is formed, the higher employee performance. Employees behave in certain ways because employees expect certain results from their behaviour. With hope, employees will be motivated to use their abilities to achieve the achievements expected by the business entity. Every employee in the organization carries out the tasks in accordance with what is expected of him, which is revealed both formally and informally as an expectation that is communicated continuously, in which the communication contains promises in the form of rewards and sanctions as a consequence of whether or not employee expectations are fulfilled. This expectation is inseparable from the motivation and ability of employees to achieve performance.

The Effect of Job Satisfaction on Performance

Job satisfaction is a person's positive and pleasant emotional state that results from the assessment of a job or work experience. Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. In accordance with research conducted by Efendi (2007), it is also stated that there is a significant influence between job satisfaction and individual performance. Discussion on the effect of job satisfaction on employee performance using the results of the complete S.E.M. model test. The results of testing the complete S.E.M. model show that job satisfaction has a positive and significant effect on employee performance. This is indicated by the critical ratio value of $2.064 \geq 1.96$ and the required probability value of $0.000 \leq 0.05$. This means that job satisfaction and

employee performance have a positive and significant causal relationship. The positive effect of the variable job satisfaction on employee performance is determined by the indicators that make it up, namely: the salary received is in accordance with the workload; decent and satisfactory benefits; satisfied every employee; willing to help fellow colleagues; get support from colleagues; superiors always provide communication supports between superiors and updating knowledge.

The results of the Confirmatory Factor Analysis test on the variable job satisfaction show that the ten indicators above can be explained that the indicator of updating knowledge gives the highest average loading factor value, then followed by the indicator of good communication between superiors and subordinates, current job indicators are as desired, indicators of getting support from co-workers, indicators of decent and satisfying benefits, indicators of satisfaction with the awards given, indicators of superiors always paying attention to indicators of salary received according to workload, indicators of promotion opportunities for each employee, and indicators of being willing to help fellow co-workers. Thus, it can be said that what is more dominant in shaping job satisfaction are: indicators of updating knowledge, indicators of good communication between superiors and subordinates, and indicators of current work as desired, where the three indicators need to be maintained while other indicators show loading values. The lowest factor still needs to be ranked in order to support the improvement of employee performance at the Indonesian Muslim University Makassar in the future. Employees who get job satisfaction certainly have a good attendance record and also have work performance. Employees who have high job satisfaction are more loyal to the organization, and this is an asset in encouraging high productivity. A positive coefficient indicates job satisfaction has a positive influence on employee performance. This means that the higher the employee's job satisfaction, the higher the employee's performance. This income is supported by Moncrief et al. (1997) in Dewi (2010), who revealed that high job satisfaction with the organization would affect employee performance. Empirical evidence linking job satisfaction to employee performance shows consistent results with this study, as stated by Sajib & Thomas (2008), that employee or worker satisfaction will affect their performance. Furthermore, according to Adair (2008) that an individual who feels frustrated and unhappy (satisfied) in his work climate will not provide maximum performance for the organization. In previous research, it was also stated that job satisfaction has a significant effect on employee performance, as stated by As'ad (2001: 104); Robbins (2007:112); Samsi (2006), that the relationship between job satisfaction and individual performance is unidirectional (positive), and also the correlation between satisfaction and individual performance has a significantly high level.

The empirical findings resulting from this study are that there is a direct and significant influence between job satisfaction and employee performance. The implications of the results of this study for science supported by empirical studies (previous research) provide similar results, namely, job satisfaction has a significant effect on employee performance. Thus, this research can be used as a reference for further research. Theories about job satisfaction and employee performance apply or are proven.

The Effect of Leadership Style on Performance Through Job Satisfaction.

The results of the Confirmatory factor Analysis test show that the leadership style variable as a whole indicator shows that all the indicators used are able to support leadership style but have no significant effect on employee performance through job satisfaction as an intervening variable. The results of testing the complete S.E.M. model show that leadership style has a positive and insignificant influence on employee performance through job satisfaction as an intervening variable. The test results show that the leadership style variable has no significant effect on employee performance through job satisfaction, which can be seen from the indirect effect of 0.112 with the significance level of the Sobel Test analysis results obtained $0.083 > 0.05$, which is required. This means that the impact of the variable job satisfaction as an intervening variable is not significant, or job satisfaction has not been able to strengthen the relationship between leadership style and employee performance, which is supported by facts and empirical data. Leadership style has no significant effect on employee performance through job satisfaction due to the lack of effective attention and guidance from superiors to subordinates in completing tasks properly. That is, the subordinates are only happy and satisfied with the attention and guidance are given by the superior but do not pay attention to the tasks that are their responsibility, so the superior must provide firmness so that the subordinate can work optimally and responsibly as expected. Thus, job satisfaction will be able to strengthen the relationship between leadership style and employee performance at the Indonesian Muslim University Makassar in the future. Leadership at the Indonesian Muslim University Makassar is more likely to apply a supportive style and achievement orientation style, which is considered unable to support increased employee job satisfaction compared to other leadership styles such as participative style, nurturing style, and directive style, where this leadership style is very much needed by subordinates, especially subordinates who still have low workability and less work knowledge. Thus, job satisfaction has not been able to strengthen the relationship between leadership style and employee performance. Therefore, the application of the participatory style, caregiver style, and directive style needs to be made more effective in order to support increased job

satisfaction in order to significantly strengthen the relationship between leadership style and employee performance in the future at the Indonesian Muslim University Makassar.

Path-Goal Theory (Evans, 1970; House, 1971; House & Mitchell, 1974 in Yulk, 1989) says that leaders encourage higher employee performance by providing activities that influence subordinates to believe that valuable results can be achieved with effort. Leadership that is universally applicable results in high levels of performance and subordinate satisfaction. This theory states that different situations require different leadership styles. Subordinates with an internal locus of control have higher job satisfaction with a participative leadership style, while subordinates with an external locus of control have higher job satisfaction with a directive style. Path-Goal Theory explains about leader behaviour directive style, supportive style, participative style, caregiver style and presentation orientation style influence this expectation. Thus affecting the work presentation of subordinates and the performance of subordinates. By using one of the four styles, a leader must try to influence the perceptions of subordinates and be able to motivate them about the clarity of their tasks, goal attainment, job satisfaction and effective implementation (Griffin, 1980).

Leadership style directly affects employee performance, but first, there needs to be job satisfaction from employees first. So, leadership style will increase job satisfaction, so if job satisfaction is sufficient or high, then employee performance will also increase. However, in this study, leadership style has no significant effect on employee performance through the variable job satisfaction, or it can be said that the intervening variable job satisfaction has not been able to significantly strengthen the relationship between the two variables. Thus, it can be said that the ninth hypothesis (H8), which states that leadership style has a positive and significant effect on employee performance through job satisfaction, is not proven and is not supported by facts and empirical data. The empirical findings resulting from this study are that there is no significant influence between leadership style and employee performance through the variable job satisfaction as an intervening variable. The implications of the results of this study above science are supported by empirical studies (previous research), which provide the same results, namely, leadership style has no significant effect on employee performance through job satisfaction as an intervening variable. This finding is different from the results of research conducted by Griffin (1980) in Yuki (1990); Holdnack et al. (1993); McNesse Smith (1996); Challagalla and Shervani (2006); who concluded that leadership style has a positive and significant effect on employee performance through job satisfaction as an intervening variable. Thus, this research can be used as a reference for further research. Theories about leadership style, job satisfaction, and employee performance have not been proven, so further research is needed to prove the existence of a theory of leadership style, job satisfaction and employee performance.

The Effect of Work Motivation on Performance Through Job Satisfaction

Based on hypothesis testing and the results of examinations that have been carried out to determine the value of the indirect effect (mediation of job satisfaction) that increased performance can be done directly and by mediating job satisfaction, which can explain the effect of work motivation on employee performance at the Indonesian Muslim University Makassar, that job satisfaction based on the principle is the mediator in explaining the effect. Based on the test results shows the magnitude of the indirect effect obtained from the interaction of the path coefficient value of work motivation on job satisfaction and the value of the path coefficient of job satisfaction on performance so that the total effect of work motivation on performance through job satisfaction can be seen from the indirect effect 0.130 with the significance level of the results of the Sobel Test analysis obtained $0.114 > 0.05$ which is required. This means that employee motivation, which is supported by the need for achievement, the need for power, and the need for affiliation, has not been able to improve performance through job satisfaction.

The need for achievement is the drive from within the individual to achieve success. Respondent employees have high expectations for success and success rather than fear of failure. They tend to direct and maintain behaviour to achieve success. Where the value of success refers to the difference with something for solving problems that have been achieved by employees or in the form of success, which is considered to contain a value of honour. The need for affiliation is the desire for friendly and close personal relationships. Respondent's employees form warm social relations, maintain and develop positive affective relationships and improve social relations with co-workers so that those with high affiliation needs will tend to avoid disappointment. They desire to get closer or desire to cooperate with others, please and get the affection of others, and are loyal to friends. This need for affiliation includes trust, goodwill, affection, love, and sympathetic empathy and is also a motivation for friendship/affiliation. The need for power is also important to complement the need for affiliation and the need for achievement by getting other people to work together to achieve organizational goals or a form of expression from employees to control and influence their co-workers. These needs are considered capable of providing job satisfaction and ultimately improving performance. These results explain that job satisfaction significantly acts as a mediator in explaining the effect of work motivation on performance. Based on the results of the examination to find out the type of mediation, the job satisfaction variable in the research model is said to be a mediating variable. This means that work motivation has a significant effect on performance, work motivation has a

significant effect on job satisfaction, and job satisfaction has a significant effect on performance so that whether or not there is the mediation of job satisfaction, work motivation can, directly and indirectly, have a significant effect on improving performance.

The Effect of Work Culture on Performance Through Job Satisfaction

Based on hypothesis testing and the results of examinations that have been carried out to determine the value of the indirect effect (mediation of job satisfaction) that increased performance can be done directly and by mediating job satisfaction, which can explain the effect of work culture on employee performance at the Indonesian Muslim University Makassar, that job satisfaction based on the principle is the mediator in explaining the effect. Based on the test results shows the magnitude of the indirect effect obtained from the interaction of the work culture path coefficient value on job satisfaction and the job satisfaction path coefficient value on performance, which can be seen from the indirect effect of 0.090 with a significance level from the results of the Sobel Test analysis obtained $0.638 > 0.05$ required. In other words, an employee work culture that is supported by Innovation and risk-taking, attention to detail, Result orientation, People orientation, Team orientation, Aggressiveness, and Stability can improve performance through job satisfaction.

A new idea implemented by employees to initiate or improve work processes. With this Innovation, they are encouraged to find new ways that are better, have a higher level of creativity, are encouraged to make new breakthroughs at work and are encouraged to develop their abilities. Risk-taking is an encouragement to employees to carry out new ideas at work and encouragement to be responsive in taking advantage of existing opportunities. Including paying attention to detail, employees are given the authority to carry out their duties, trusted to be responsible, and the accuracy in choosing the way to complete the work according to goals. By being result-oriented, employees can focus on results which include information alignment, work success, level of efficiency and level of effectiveness. In addition, people-orientation is important for employees because it takes into account the effect of results on people in the organization through employee empowerment, whether there is employee approval, opportunities given by superiors to learn continuously, criticism and suggestions are allowed or not allowed, as well as a clear reward system. And no less important is team orientation, namely how units within the organization, including employees, are encouraged to carry out their activities in good coordination, to what extent linkages and cooperation are emphasized in carrying out tasks and how deeply interdependence is instilled between employees. Employees are also required to be aggressive in order to be competitive and not relax in completing work, and also maintain stability by being loyal to colleagues. All of these things can foster job satisfaction and will ultimately improve their performance. Work culture within the organization becomes the glue between employees. Basically, humans tend to group with those who have the same norms, values, beliefs, customs, and other assumptions. These similarities bring different individuals to work together to achieve organizational goals. The results mentioned above explain that job satisfaction significantly acts as a mediator in explaining the effect of work culture on performance. This means that work culture has a significant effect on performance, work culture has a significant effect on job satisfaction, and job satisfaction has a significant effect on performance so that whether or not there is the mediation of job satisfaction, work culture can, directly and indirectly, have a real effect on improving performance.

IV. Research Findings

1. Leadership style has a positive and significant direct influence on job satisfaction, and these findings prove the results of Hassan Ismail's research, Rini Rahmawati (2014).
2. Work motivation has a positive and significant direct effect on employee satisfaction. This finding is different from the results of Ujang Wawan Sam Adinata's research (2015), Ni Made Nurcahyani and I.G.A. Dewi Adnyani (2016), Muhammad Rasbi (2016), but prove the findings of Didit Putra Pamungkas (2015).
3. Work culture has a positive and significant direct influence on employee satisfaction. This finding is in line with the research results of Zainul Arifin (2012).
4. Leadership style has a positive and significant influence on employee performance. This finding is in line with the results of research by Enrico Maramis (2013)
5. Work motivation has a positive and insignificant influence on employee performance. This finding differs from that of Kinman, Gail and Kinman (2001).
6. Work culture has a positive and insignificant influence on employee performance.
7. Job satisfaction has a positive and significant influence on employee performance. This finding proves the research results of Ni Made Nurcahyani and I. G.A. Dewi Adnyani (2016) but is different from the findings of Fandy Aryawan, Sugeng Wahyudi, and Ahyar Yuniawan (2017).
8. Leadership style has a positive but not significant effect on performance through employee satisfaction. The results of this study are not in line with the results of research conducted by Hardianti Rise P. Margono Setiawan, Umar Nimran (2010)
9. Motivation has a positive and insignificant influence on employee performance through job satisfaction.

10. Organizational culture has a positive but not significant effect on performance through job satisfaction.

V. CONCLUSION AND SUGGESTION

Conclusion

Based on the analysis of research results and discussion, it is concluded as follows:

1. There is a direct, positive and significant influence of leadership style with indicators of participative style, nurturing style, directive style, supportive style and achievement orientation style on the job satisfaction of Universitas Muslim Indonesia employees.
2. There is a direct, positive and significant effect of work motivation with the need for achievement, the need for power, and the need for affiliation on the job satisfaction of Indonesian Muslim University employees.
3. There is a positive and significant direct effect of work culture with indicators of Innovation and risk-taking, attention to detail, output orientation, people orientation, team orientation, aggressiveness, and stability on the job satisfaction of Universitas Muslim Indonesia employees.
4. There is a positive and significant direct effect of leadership style with indicators of participative style, caregiver style, directive style, supportive style and achievement orientation style on the performance of Indonesian Muslim University employees
5. There is a positive and insignificant direct effect of work motivation with indicators of the need for achievement, the need for power, and the need for affiliation on the performance of Indonesian Muslim University employees
6. There is a positive and insignificant direct effect of work culture with indicators of Innovation and risk-taking, attention to detail, output orientation, people orientation, team orientation, aggressiveness, and stability on the performance of Indonesian Muslim University employees
7. There is a direct, positive and significant effect of job satisfaction with indicators of satisfaction with salary and benefits, satisfaction with promotions, satisfaction with co-workers, satisfaction with supervisors and satisfaction with work on the performance of Indonesian Muslim University employees.
8. There is a direct, positive and non-significant influence of the leadership style variable on performance through the job satisfaction variable as a mediator in the employees of Universitas Muslim Indonesia.
9. There is a direct, positive and non-significant influence of the work motivation variable on performance through the work satisfaction variable as a mediator in the employees of the Muslim University of Indonesia.
10. There is a direct, positive and non-significant influence of work culture variables on performance through job satisfaction variables as a mediator on the performance of the Muslim University of Indonesia employees.

Suggestion

Based on the conclusions that have been presented, then:

1. It is suggested to the leaders of the Indonesian Muslim University Makassar to always support employees to increase their self-confidence and have a great desire to work in improving performance because superiors' variable indicators always encourage subordinates to increase self-confidence, which has the highest contribution and is seen as important for achieving better performance.
2. It is suggested to the employees of the Indonesian Muslim University Makassar to motivate each other to achieve more and achieve a high position or power to be able to enjoy material rewards, social rewards, and obedience which can ultimately increase job satisfaction and performance because the indicators for the need for achievement and the need for power from variables work motivation has an influence on job satisfaction and performance.
3. It is recommended to employees of the Indonesian Muslim University Makassar to always innovate to complete their work and dare to take risks for these innovations, and it is important to be involved in every organizational work activity carried out in the form of work teams because the indicators of Innovation and risk-taking, as well as the team orientation of work culture variables, give the most influence on job satisfaction and performance.
4. The impact of job satisfaction which is not significant in strengthening leadership style with employee performance, needs special attention to be maximized so that job satisfaction is able to strengthen the relationship between leadership style and performance in the future.
5. The impact of job satisfaction which can strengthen the relationship between work motivation and employee performance, still needs to be improved and made effective in order to be able to strengthen the relationship between workplace culture and performance in the future.
6. The impact of job satisfaction which can strengthen the relationship between workplace culture and employee performance, still needs to be improved and made effective in order to be able to strengthen the relationship between workplace culture and performance in the future.
7. Job satisfaction has a positive and significant influence on employee performance. This means that increasing job satisfaction also increases employee performance.

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