



The Influence of Work Motivation and Leadership Transformational Effect on Employee Performance with Job Satisfaction as A Mediating Variable

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ABSTRACT

This research aims to contribute to the literature and conceptual model of the influence of work motivation and transformational leadership on employee performance, with job satisfaction as a mediating variable. This type of research is quantitative research with a survey method. The number of samples studied in this study was 115 DIY Marine and Fisheries Service employees. Census method, because the entire population is used as a sample, the data collection method used is a questionnaire. The data analysis technique uses Structural Equation Modeling (SEM) with the SmartPLS program. This research shows that work motivation and transformational leadership partially have a positive and significant effect on job satisfaction. Work motivation, transformational leadership, and job satisfaction partially have a positive and significant effect on employee performance. Job satisfaction can mediate the influence of work motivation and transformational leadership on employee performance.

Keywords: *Work Motivation, Transformational Leadership, Job Satisfaction, and Employee Performance*

1. INTRODUCTION

In general, strategic issues can come from both external and internal environments. Strategic issues that encompass the DIY Marine and Fisheries Service as part of the Regional Apparatus that aims to improve the quality of life, life, and livelihood of the community with a social order that guarantees unity in diversity within the framework of the Unitary State of the Republic of Indonesia and can maintain and develop the culture of Yogyakarta. With good human resources, it is hoped that companies or organizations can optimize and improve employee performance. According to [1], performance is the work results that can be achieved by employees both individually and in groups in a company organization, in accordance with the authority and responsibility given by the organization to achieve the vision, mission, and goals of the organization concerned, including ability, perseverance, independence and the ability to solve problems by the time limit given legally, not violating the law and by morals and ethics. One of the efforts of the DIY Marine and Fisheries Service to overcome the limitations of existing human resources is by optimizing performance by motivating employee work. Work motivation is very much needed to improve the employees of the DIY Marine and Fisheries Service is very important According to [2], High motivation in an organization's influence will lead someone to achieve satisfaction with the expected needs. Work motivation is said to affect employee performance, and research that examines the relationship between work motivation and employee performance is carried out [3]. This research states that employee work motivation has an important role in employee performance. In addition, transformational leadership is no less important in optimizing employee performance. [3], stated that employee work motivation has an important role positively towards employee performance. In addition, no less important in optimizing employee performance is transformational leadership.

One important aspect that needs to be considered regarding how to maximize employee performance is to look at the leadership style applied. DIY Marine and Fisheries Service as a public service. According to [3] The determinant of group efficacy and performance is transformational leadership, characterized by employee empowerment through the transformation of authority from leaders to carry out tasks and work so that employees also develop. Although full

of risks and challenges in carrying it out. Thus, it can be understood that true leadership is a critical aspect that needs special attention because it will affect employee performance. Another aspect that is no less important in optimizing employee performance is job satisfaction. This is by research examining job satisfaction's influence on employee performance. Job satisfaction variables are used as mediation because job satisfaction is contextually a benchmark for leadership style and work motivation, and job satisfaction variables can also improve employee performance. Employees are objects in achieving goals and become subjects or actors.

Previous studies that showed the influence of several variables on employee performance were the results of research conducted by [4], which states that motivation has a positive and significant effect on employee performance. In contrast to results, motivation has not had a positive effect on performance. This is supported by research [5] which shows results show no significant influence between work motivation and employee performance. Researchers [4], stated that transformational leadership significantly influences employee performance. However, it differs from the researcher, who stated that transformational leadership does not affect employee performance. Meanwhile, the research results [6] show that the transformational leadership variable on performance and job satisfaction has a positive and significant effect. Still, job satisfaction does not have a significant effect on performance.

Based on the research results above, there is still a gap in research or differences in previous research results, so the variables above are still interesting to study. In addition, there is a phenomenon in the DIY Marine and Fisheries Service where employee work motivation is very important; this is to anticipate the increasingly complex tasks and functions of the DIY Marine and Fisheries Service, so it takes motivation from employees to work together or as a team to continue to strive to optimize performance to achieve organizational goals.

2. LITERATURE REVIEW

2.1. *Employee Performance*

[7] Defines performance as work results related to organizational goals such as quality, efficiency, and other effectiveness criteria. Performance reflects how well and how precisely an individual meets job standards. From the opinions above, the author comes to the understanding that performance is something that employees do that requires expertise and skills to contribute to the company to support the achievement of company goals. If an employee has performance success, it can be called productive, and vice versa. According to [8] The factors that influence employee performance are Effectiveness and efficiency, Authority, Discipline, and Initiative.

2.2. *Work motivation*

Motivation comes from the Latin word *Movere*, which means encouragement or moving. According to the meaning of the word, motivation means giving motive, giving rise to motive, or something that gives rise to encouragement, or circumstances that give rise to encouragement. [9]. According to [10] motivation is a person's persistence to achieve a goal. There are three basic elements: strength, direction, and persistence. Strength describes how hard a person tries to achieve his goals. Strength alone will not be enough to achieve the best performance; it needs to be directed at goals that align with organizational goals. And the last element is persistence, which is described as how long a person maintains his efforts. Motivated employees can persist with all efforts to achieve their goals. Based on the above understanding, it can be concluded that motivation is the driving force that causes a member of an organization to be willing and ready to mobilize their abilities in forming expertise and skills, their energy and time to carry out various activities that are their responsibility to achieve the goals and various targets of the organization that have been previously determined. Victor Vroom's Expectancy Theory contains three indicators of motivation, namely: [11] namely Expectancy, Instrumentality, and Valence (V),

2.3. *Transformational Leadership*

[12] Argues that leadership is the ability of a person to influence a group to strive to achieve the vision or goals of the organization; therefore, the organization needs strong leadership for optimal effectiveness. Transformational leaders can influence, stimulate, and inspire their followers to achieve something extraordinary. Transformational leadership is seen as a more effective leadership style during organizational change because they have a positive and creative personality; they also encourage their followers to develop and become more creative. Transformational leadership behavior dares to take on greater responsibility and has a strong influence to increase the effectiveness of

their followers in achieving organizational goals. According to [13] Transformational leadership style is about leading and changing the strategy and culture of the organization so that it becomes more in line with the surrounding environment. The leader acts as a change agent who energizes and directs employees to a new set of values. Transformational leadership is concerned with strong self-identification, creating a shared vision for the future, and a relationship between leader and followers based on something more than just gratifying obedience. These indicators are *Charismatic Leadership*, *Inspirational Motivation*, *Intellectual Stimulation*, and *Individualized Consideration*.

3. RESEARCH MODEL

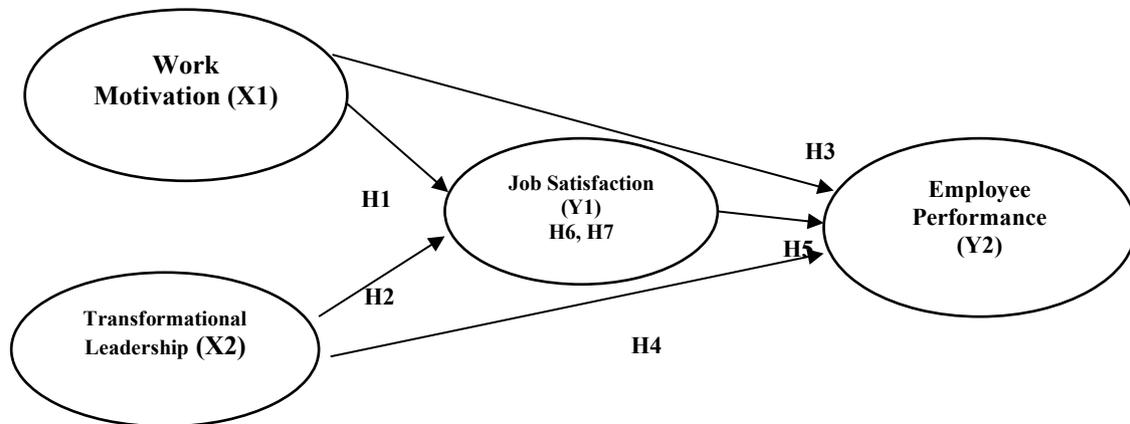


Figure 1. Research Model

4. METHOD

The subjects of this study were employees of the DIY Marine and Fisheries Service. The population was all DIY Marine and Fisheries Service employees, amounting to 115. The sample of this research is all employees of the DIY Marine and Fisheries Service, so the method used is saturated sampling (census), and there are 115 samples.

The type of data in this study is primary data, namely the source of research data obtained directly from the source or place where the author conducted the research. This study uses a questionnaire data collection method, a data collection technique where the author submits a list of questions to respondents. The respondents are employees of the DIY Marine and Fisheries Service.

5. RESULTS

Data processing techniques using the SEM method based on Partial Least Square (PLS) require 2 stages to assess the Fit Model of a research model. These stages are as follows:

5.1. Assessing the Outer Model or Measurement Model

Three criteria for using data analysis techniques with SmartPLS to assess the outer model are Convergence Validity, Discriminant Validity, and Composite Reliability. In this study, a loading factor limit of 0.50 will be used.

Table 1. Outer Loadings (Measurement Model)

Variables	Item	Outer Loadings	Information
Employee performance	KP1	0.668	Valid
	KP2	0.710	Valid
	KP3	0.764	Valid
	KP4	0.774	Valid
	KP5	0.723	Valid
	KP6	0.698	Valid
	KP7	0.761	Valid
	KP8	0.834	Valid
	KP9	0.678	Valid
	KP10	0.503	Valid
Job satisfaction	KK1	0.503	Valid
	KK2	0.639	Valid
	KK3	0.805	Valid
	KK4	0.738	Valid
	KK5	0.670	Valid
	KK6	0.593	Valid
	KK7	0.799	Valid
	KK8	0.821	Valid
	KK9	0.799	Valid
	KK10	0.718	Valid
Motivation	M1	0.776	Valid
	M2	0.726	Valid
	M3	0.786	Valid
	M4	0.703	Valid
	M5	0.808	Valid
	M6	0.739	Valid
	M7	0.549	Valid
	M8	0.821	Valid
	M9	0.643	Valid
Transformational Leadership	KT1	0.855	Valid
	KT2	0.626	Valid
	KT3	0.618	Valid
	KT4	0.545	Valid
	KT5	0.861	Valid
	KT6	0.756	Valid
	KT7	0.706	Valid
	KT8	0.733	Valid

Source: processed primary data, 2023

Table 1 shows the results of processing using SmartPLS. The outer model value or correlation between constructs and variables has met convergent validity because all indicators have loading factor values above 0.50, so the constructs for all variables are no longer eliminated from the model. Therefore, there is no need to modify the model.

5.2. Discriminant Validity

Discriminant validity conducted to ensure that each concept of each latent variable is different from other variables. The results of the discriminant validity test are obtained as follows:

Table 2. Discriminant Validity Value (Cross Loading)

Item	KP	KK	M	KT	Information
KP1	0.668	0.354	0.464	0.317	Good
KP2	0.710	0.406	0.567	0.324	Good
KP3	0.764	0.394	0.517	0.370	Good
KP4	0.774	0.467	0.595	0.499	Good
KP5	0.723	0.389	0.503	0.393	Good
KP6	0.698	0.459	0.446	0.427	Good
KP7	0.761	0.429	0.547	0.431	Good
KP8	0.834	0.506	0.594	0.473	Good
KP9	0.678	0.327	0.463	0.252	Good
KP10	0.503	0.390	0.404	0.306	Good
KK1	0.230	0.503	0.102	0.115	Good
KK2	0.316	0.639	0.281	0.238	Good
KK3	0.449	0.805	0.329	0.318	Good
KK4	0.410	0.738	0.390	0.382	Good
KK5	0.340	0.670	0.261	0.339	Good
KK6	0.383	0.593	0.207	0.275	Good
KK7	0.497	0.799	0.377	0.407	Good
KK8	0.516	0.821	0.311	0.321	Good
KK9	0.415	0.799	0.343	0.300	Good
KK10	0.430	0.718	0.404	0.251	Good
M1	0.605	0.344	0.776	0.374	Good
M2	0.445	0.326	0.726	0.234	Good
M3	0.576	0.329	0.786	0.377	Good
M4	0.412	0.272	0.703	0.247	Good
M5	0.595	0.370	0.808	0.410	Good
M6	0.434	0.317	0.739	0.253	Good
M7	0.357	0.181	0.549	0.143	Good
M8	0.609	0.422	0.821	0.396	Good
M9	0.486	0.213	0.643	0.173	Good
KT1	0.855	0.372	0.305	0.855	Good
KT2	0.624	0.301	0.387	0.626	Good
KT3	0.615	0.229	0.365	0.618	Good
KT4	0.547	0.152	0.022	0.545	Good
KT5	0.862	0.354	0.306	0.861	Good
KT6	0.756	0.430	0.393	0.756	Good
KT7	0.707	0.185	0.140	0.706	Good
KT8	0.733	0.303	0.328	0.733	Good

Source: processed primary data, 2023

From table 2. it can be seen that several loading factor values for each indicator of each latent variable already have the largest loading factor value compared to the loading value when associated with other latent variables. This means that each latent variable already has good discriminant validity.

5.3. Evaluating Reliability and Average Extracted (AVE)

The criteria for validity and reliability testing can be seen from the reliability value of a construct from each construct and the Average Variance Extracted (AVE) value of each construct. A construct is considered highly reliable if its value is 0.70, AVE with more than 0.50, and Cronbach Alpha with more than 0.60. Table 3 will explain all variables' Composite Reliability, Cronbach Alpha, and AVE values .

Table 3. Composite Reliability and Average Variance Extracted (AVE)

	Composite Reliability	Cronbach Alpha	AVE	Information
KP	0.918	0.901	0.530	Reliable
KK	0.911	0.891	0.512	Reliable
M	0.907	0.883	0.525	Reliable
KT	0.894	0.864	0.519	Reliable

Source: Processed Premier Data (2023)

In Table 3, the entire construct meets reliable criteria, and the value of each construct has met reliability, as recommended by the convergent validity criteria.

5.4. Structural Model Testing (Inner Model)

Inner model or structural models are carried out to see the relationship between constructs, significance values and R-square of research model. The structural model was evaluated using R-square for the dependent construct t-test as well as the significance of the structural path parameter coefficients.

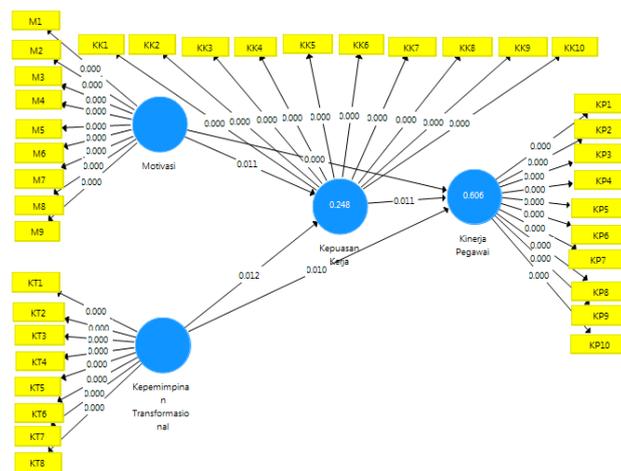


Figure 2. Structural Mode

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Table 4 is the result of R-square estimation using SmartPLS.

Table 4. R-Square Value

Variables	R-Square
KK	0.245
KP	0.606

Source: processed primary data, 2023

In principle, this study uses two variables that are influenced by other variables: the Job Satisfaction (KK) variable, which is influenced by Motivation (M) and Transformational Leadership (KT), and the Employee Performance (KP) variable, which is influenced by Motivation (M), Transformational Leadership (KT), and Job Satisfaction (KK).

Table 4 shows the R-square value for the KK variable obtained at 0.245 and the KP variable obtained at 0.606. These results indicate that 24.5% of the Job Satisfaction (KK) variable can be influenced by the Motivation (M) and Transformational Leadership (KT) variables, 24.5% of the Employee Performance (KP) variable, at 60.6%, is influenced by the Motivation (M), Transformational Leadership (KT), and Job Satisfaction (KK) variables.

5.5. Hypothesis Testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight.

Table 5. Results for Inner Weights

	Estimate	T-Statistics	P-Value
M -> KK	0.313	2,557	0.011
KT -> KK	0.294	2,530	0.012
M -> KP	0.506	4,210	0.000
KT -> KP	0.207	2,572	0.010
KK -> KP	0.262	2,552	0.011

Source: processed primary data, 2023

1. Hypothesis I in this study is that there is a positive influence of motivation on job satisfaction. Based on table 4.20, the Structural Equation Model-1 can be obtained as follows:

$$\mathbf{KK = 0.313M + 0.294KT}$$

Based on the equation above, the estimated motivation for job satisfaction is 0.313, this shows that every 1% increase in motivation will be followed by a 31.3% increase in job satisfaction.

The Influence of Motivation on Job Satisfaction.

Data processing shows that the t-statistics value on the relationship between motivation and Job Satisfaction is 2.557, and the P-value is 0.011. These values are above 1.96 for t-statistics and below 0.05 for the P-value. Thus, it can be said that motivation and employee performance have a positive and significant influence. The hypothesis of this study can be supported.

2. Hypothesis Test 2

Hypothesis 2 in this study is that there is a positive influence of the use of transformational leadership on Job Satisfaction. Based on table 4.20, the Structural Equation Model-1 can be obtained as follows:

$$\mathbf{KK = 0.313M + 0.294KT}$$

Based on the equation above, the estimated transformational leadership on job satisfaction is 0.294, this shows that every 1% increase in transformational leadership will be followed by a 29.4% increase in job satisfaction.

The Influence of Transformational Leadership on Job Satisfaction

Data processing shows that the t-statistics value on the relationship between transformational leadership and Job Satisfaction is 2.530, and the P-value is 0.012. These values are above 1.96 for t-statistics and below 0.05 for the P-value. Thus, it can be said that transformational leadership positively and significantly influences job satisfaction. The hypothesis of this study can be supported.

3. Hypothesis Test 3

Hypothesis 3 in this study is that there is a positive influence of the use of motivation on employee performance. Based on table 4.20, the Structural Equation Model-2 can be obtained as follows:

$$\mathbf{KP = 0.506M + 0.207KT + 0.262KK}$$

Based on the equation above, the estimated motivation toward employee performance is 0.506. This shows that a 50.6% increase will follow every 1% increase in motivation in employee performance.

The Influence of Motivation on Employee Performance

Based on data processing, it is known that the t-statistics value on the relationship between motivation and employee performance is 4.210, and the P-value is 0.000. These values are above 1.96 for t-statistics and below

0.05 for the P-value. Thus, it can be said that there is a positive and significant influence between motivation and employee performance. The hypothesis of this study can be supported.

4. Hypothesis Test 4

Hypothesis 4 in this study is that the use of transformational leadership positively influences employee performance. Based on table 4.20, the Structural Equation Model-2 can be obtained as follows:

$$KP = 0.506M + 0.207KT + 0.262KK$$

Based on the equation above, the estimated transformational leadership on Employee Performance is 0.207, this shows that every 1% increase in transformational leadership will be followed by an increase in employee performance of 20.7%.

The Influence of Transformational Leadership on Employee Performance

Data processing shows that the t-statistics value on the relationship between transformational leadership and employee performance is 2.572, and the P-value is 0.010. Both of these values are above 1.96 for t-statistics and below 0.05 for the P-value. Thus, transformational leadership has a positive and significant influence on employee performance. The hypothesis of this study can be supported.

5. Hypothesis Test 5

Hypothesis 5 in this study is that job satisfaction positively influences employee performance. Based on Table 4.20, the Structural Equation Model-2 can be obtained as follows:

$$KP = 0.506M + 0.207KT + 0.262KK$$

Based on the equation above, the estimated job satisfaction towards Employee Performance is worth 0.262, this shows that every 1% increase in job satisfaction will be followed by an increase in employee performance of 26.2%.

The Influence of Job Satisfaction on Employee Performance

Data processing shows that the t-statistics value on the relationship between job satisfaction and employee performance is 2.552, and the P-value is 0.011. Both of these values show a value above 1.96 for t-statistics and below 0.05 for the P-value. Thus, it can be said that job satisfaction and employee performance have a positive and significant influence. The hypothesis of this study can be supported.

6. Mediation Test (indirect effect)

The indirect effects table shows the significance of the indirect influence between variables, which is the basis for testing for mediation.

Table 6. Indirect Effect Output

	Specific Indirect Effects
Transformational Leadership -> Job Satisfaction -> Employee Performance	0.027
Motivation -> Job Satisfaction -> Employee Performance	0.028

Source: Processed Premier Data (2023)

Based on the table above, it can be concluded that:

1. The Influence of Motivation on Employee Performance Through Job Satisfaction
Based on the mediation test, the relationship between motivation and employee performance mediated by job satisfaction has a P-value of 0.027, smaller than 0.05. Thus, job satisfaction can mediate the influence of motivation on employee performance.
2. The Influence of Transformational Leadership on Employee Performance Through Job Satisfaction
Based on the mediation test, the relationship between Transformational leadership and employee performance mediated by job satisfaction has a P-value of 0.028, which is smaller than 0.05. Thus, job satisfaction can mediate the influence of Transformational leadership on employee performance.

6. DISCUSSION

6.1. The Influence of Motivation on Job Satisfaction

The study's results indicate that motivation and job satisfaction are positively and significantly influenced. The hypothesis of this study can be supported. The higher the motivation, the higher the job satisfaction. This result is supported by descriptive research variables that show motivation in the high category, namely 50.43%. This means that the DIY Marine and Fisheries Service has offered very attractive rewards every time they give work to employees. DIY Marine and Fisheries Service employees continue to carry out the functions that must be done well in a job, even though the work is hard. Employees have been able to develop their work by using existing work facilities. There is a match between the work that must be done and the existing work methods. Employees consider the rewards received before accepting a particular job. The DIY Marine and Fisheries Service has provided additional incentives; in addition to the basic salary, employees have received a higher salary than their current salary. Employees' decisions in purchasing products to meet their needs and their families are based on the salary received.

These results explaining positive feelings about their work, employees with high levels of satisfaction tend to have positive feelings about their work, on the other hand, employees with low levels of satisfaction will have negative feelings about their work. From collecting data on overall organizational satisfaction and productivity, it was found that organizations with more satisfied employees tend to be more effective than organizations with low employee satisfaction. The results of previous researchers conducted [10], and explained that motivation has a significant effect on job satisfaction. Motivation is a drive for employees to fulfill their needs. Each employee has different job satisfaction. A job has meaning for employees when it fulfills their needs optimally and satisfactorily.

6.2. The Influence of Transformational Leadership on Job Satisfaction

The study's results indicate a positive transformational leadership and significant influence between transformations. The hypothesis of this study can be supported. The higher the transformational leadership, the higher the job satisfaction. This result is supported by descriptive research variables that show transformational leadership in the high category, namely 53.04%. This means that employees of the DIY Marine and Fisheries Service are motivated by the leader who comes before working hours, the leader has conveys creative ideas or concepts related to the work, the leader has given direction to employees in carrying out the assigned work, the leader has provided development training according to the employee's field and if there is an opportunity the leader visits employees in each field.

These results, stated that transformational leaders inspire their followers to put aside their interests for the organization's good. They can have a tremendous influence on their followers. The organizational situation with transformational leadership makes employees always enthusiastic about working. There is always something new that makes employees get exciting achievements. So transformational leadership has a very strong influence on employee job satisfaction, especially because of the characteristics of leaders who care about the differences in employee abilities. The results of previous research conduct explained that transformational leadership significantly positively affects job satisfaction.

6.3. The Influence of Motivation on Employee Performance

The study's results indicate that motivation and employee performance are positively and significantly influenced. The hypothesis of this study can be supported. The higher the motivation, the higher the employee performance. This result is supported by descriptive variable research, which shows motivation in the high category, namely 50.43%. This means that the DIY Marine and Fisheries Service has offered very attractive rewards every time it gives work to employees. DIY Marine and Fisheries Service employees continue to carry out the functions that must be done well on a job, even though the work is difficult. Employees have been able to develop their work by using existing work facilities. There is a match between the work that must be done and the existing work methods. Employees consider the rewards received before accepting a particular job. The DIY Marine and Fisheries Service has provided additional incentives; in addition to the basic salary, employees have received a higher salary than their current salary. Employees' decisions in purchasing products to meet their needs and their families are based on the salary received.

These results Motivation will create enthusiasm in employees so that motivation can influence employee performance. that employee performance results from work in terms of quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given. The results of previous research conducted explained that transformational leadership significantly positively affects job satisfaction.

6.4. The Influence of Transformational Leadership on Employee Performance

The study's results indicate a significant positive influence between transformational leadership and employee performance. The hypothesis of this study can be supported. The higher the transformational leadership, the higher

the employee performance. This result is supported by descriptive research variables that show motivation in the high category, namely 50.43%. This means that employees of the DIY Marine and Fisheries Service are motivated by the leader who comes before working hours, the leader has conveyed creative ideas or concepts related to the work, the leader has given direction to employees in carrying out the assigned work, the leader has provided development training according to the employee's field and if there is an opportunity the leader visits employees in each field.

These results, opinion that transformational leaders make followers more aware of the importance and value of work and persuade followers not to prioritize self-interest for the sake of the organization. So, the influence of transformational leadership impacts employee attitudes towards better performance. Transformational leaders can influence, stimulate, and inspire their followers to achieve something extraordinary. Transformational leadership is seen as a more effective leadership style during organizational change because they have a positive and creative personality; they also encourage their followers to develop and become more creative. Transformational leadership behavior dares to take on greater responsibility and has a strong influence on increasing the self-effectiveness of their followers in achieving organizational goals. The results of previous research conducted by explained that transformational leadership significantly positively affects employee performance.

6.5. The Influence of Job Satisfaction on Employee Performance

The study results indicate that job satisfaction and employee performance have a positive and significant influence. The hypothesis of this study can be supported. The higher the job satisfaction, the higher the employee performance. This result is supported by descriptive research variables that show job satisfaction in the high category, namely 51.3%. This means that employees of the DIY Marine and Fisheries Service are satisfied with their current jobs, like their jobs more than their leisure activities, are satisfied with the supervision of their career levels, are satisfied with the supervisor who gives awards, the supervision given has motivated employees to work optimally, like work that can be completed with other coworkers.

These results, that job satisfaction is fulfilling all worker's needs in carrying out their duties at a certain time. Job satisfaction is a general attitude, either a positive or negative attitude of an employee in carrying out their duties or work at a certain time. If the level of employee job satisfaction is high, it will affect the effectiveness of employee performance in carrying out their duties. Job satisfaction is a pleasant emotional attitude that loves one's job. This attitude is reflected in work enthusiasm, discipline, and work performance. Job satisfaction is enjoyed in the workplace, outside work, and a combination. Job satisfaction in the workplace is enjoyed through praise for work, placement, treatment, equipment, and good work results. Employees who prefer to enjoy job satisfaction will prioritize their work over remuneration. The results of previous research conducted and explain that job satisfaction significantly affects employee performance.

6.6. The Influence of Motivation on Employee Performance with the Mediating Variable of Job Satisfaction

There is an indirect influence between motivation and employee performance through the job satisfaction variable, with a value of 0.027. This shows that Job Satisfaction can positively mediate the relationship between motivation and employee performance. If employees of the DIY Marine and Fisheries Service can meet their employee needs, namely Expectancy, Instrumentality, and Valence, which are accompanied by an increase in employee satisfaction, namely Satisfaction with salary, Satisfaction with the job itself, Satisfaction with promotion, Satisfaction with superiors' attitudes and Satisfaction with coworkers, it will affect employee performance. If reinforced by high job satisfaction, the direct relationship between motivation and employee performance will further improve employee performance.

There are several principles in motivating employee work, including the principle of participation, the principle of communication, the principle of recognizing subordinates, the principle of delegation of authority, and the principle of paying attention. These principles, if accepted by employees with Satisfaction, will further improve employee performance. So motivation accompanied by increased job satisfaction will improve employee performance. Job satisfaction also mediates the influence of transformational leadership on employee performance. Job satisfaction is a pleasant emotional attitude that involves loving one's job. This is in line with the role of leadership, which can influence subordinates' performance; it will be able to have more influence on employee performance.

6.7. The Influence of Transformational Leadership on Employee Performance with the Mediating Variable of Job Satisfaction

There is an indirect influence between transformational leadership and employee performance through the variable of job satisfaction, with a value of 0.028. This shows that Job Satisfaction can positively mediate the relationship between transformational leadership and employee performance. If the leader in the DIY Marine and Fisheries Service (*Charismatic Leadership*, Inspirational Motivation) Intellectual Stimulation and Individualized Consideration, which is accompanied by an increase in employee satisfaction, namely Satisfaction with salary, Satisfaction with the job itself, Satisfaction with promotion, Satisfaction with the attitude of superiors, and Satisfaction with coworkers, will affect employee performance. The direct relationship of transformational leadership to employee performance, if reinforced with high job satisfaction, will further improve employee performance. Transformational leadership is when a leader inspires his followers to put aside their interests for the organization's good, and they can have an extraordinary influence on their followers, including job satisfaction. Transformational leadership has a very strong influence on job satisfaction, especially because of the characteristics of leaders who care about the differences in employee abilities.

7. CONCLUSION

Based on the results of the research and discussion, several conclusions can be drawn as follows:

1. There is a positive and significant influence between motivation and job satisfaction. The stronger the motivation, the higher the job satisfaction
2. There is a positive and significant influence between transformational leadership on job satisfaction. The better the transformational leadership, the higher the job satisfaction
3. There is a positive and significant influence between motivation and employee performance. The stronger the motivation, the higher the employee's performance.
4. There is a positive and significant influence between transformational leadership on employee performance. The better the transformational leadership, the higher the employee performance.
5. There is a positive and significant influence between job satisfaction and employee performance. The higher the job satisfaction, the higher the employee's performance.
6. Job satisfaction is able to positively mediate the relationship between motivation and employee performance
7. Job satisfaction is able to positively mediate the relationship between transformational leadership and employee performance.

8. SUGGESTION

The DIY Marine and Fisheries Service should increase and maintain job satisfaction variables. The results of the descriptive analysis of the job satisfaction variable are in the high category, namely 51.3%, so it can be recommended to the DIY Marine and Fisheries Service to increase employee job satisfaction by Leaders should involve employees in making decisions regarding policies and programs in their respective work environments, Facilitate meetings or forums where employees can convey ideas and input, Provide clean, comfortable and safe work facilities, and Providing facilities and equipment needed to support employee work.

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