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## The effect of employee performance through job satisfaction: work motivation and leadership at Satpol PP Padang Sidempuan North Sumatra

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### ABSTRACT

Human resources (HR) have an important role in the success of a business or organisation through their effort, talent, innovation, drive, and actual tasks. The purpose of this study is to analyse and reveal the effect of work motivation and leadership on job satisfaction and the effect of work motivation, leadership and job satisfaction on employee performance, the effect of organisational culture on employee performance at Satpol PP Padang Sidempuan North Sumatra. Then the effect of work motivation on employee performance mediated by job satisfaction, the effect of leadership on employee performance mediated by job satisfaction and the effect of communication on employee performance mediated by job satisfaction. The research method used is descriptive quantitative. The research was conducted with a sample size of 199 employees, data testing using SEM PLS. The results of this study indicate that there is an effect of work motivation, leadership, communication and job satisfaction partially on employee performance at Satpol PP Padang Sidempuan North Sumatra. The implications of the study found that there is no positive and significant effect of work motivation on job satisfaction and leadership and communication partially on job satisfaction.



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## Introduction

Regional rules (Perda) established by local governments (Pemda), specifically government entities, namely satpol PP, with the goals of establishing and enforcing legal clarity, fostering stability in society, and preserving public peace. The implementation of the Perda is a step toward establishing law and order in a community. As is the case with any company or organization, human resources (HR) play a crucial part in the success of the business or organization by their effort, talent, innovation, encouragement, and actual duties. (Rasmi et al., 2017).

In an organization, job satisfaction is needed to improve performance at work. Employee performance according to Robert L. Mathis and John H. Jackson (2006) in (Estiningsih, 2018) is the result of work done by someone in an organization in order to achieve the desired goals of an organization and minimize it. According to Kreitner and Kinicki (2001) in (Estiningsih, 2018) job satisfaction is "an effectiveness or

emotional response to various aspects of work". Job satisfaction refers to the general attitude of employees towards their work Saari & Judge (2004), terms of leadership can have an influence on subordinates, especially on employee job satisfaction Hsiao & Chen (2012) in (Jayanti & Nazwirman, 2020) and the relationship between motivation and performance is a positive one, increasing motivation will result in more effort and work performance or performance (Robescu & Iancu, 2016).

Currently, Satpol PP operates under the purview of the Directorate of Police PP san Limnas, which reports directly to the Directorate General of Regional Administration under the Ministry of Home Affairs. As part of these initiatives, the PP police force is working to standardize its officers' skill sets and undertake field-specific capacity building. It is envisaged that these initiatives would serve as a catalyst for further enhancements to the effectiveness of local police. It is anticipated that the high-low productivity and performance of satpol PP members would be affected by the standardization of their technical abilities, which is an effort to boost the motivation of members in the fulfillment of their responsibilities. Similar to how the mining and geology industries are growing, the technical activities in these fields benefit from the specialized drive of their respective workforces.

Leadership at Satpol PP must be managed with a human resource mindset to obey and carry out every job according to the vision and mission with the norms and rules that apply persuasively with language that is easy to understand and understand so that employee performance can improve iskandar. According to Tjiptono (2006) in (Alam & Monica, 2015), leadership is a method used by leaders in interacting with their subordinates in order to increase work motivation. Work motivation is a mental attitude or condition of a person where the person feels moved to do a job that is assigned to him, so that it can affect the ability and ability of employees to do work. With high work motivation in employees, it is hoped that they will love their work more, be able to work well, and have high loyalty.

Local governments produce Regional Regulations to aid in sustaining community peace and public order, as well as to aid in the commencement of operations and the regulation of the community at large (PERDA). The PERDA aims, in part, to establish and preserve law and order. Its execution necessitates the capacity to deal with a range of regional order infractions. The Pamong Praja Police Unit, or Satpol PP for short, is the primary element as an implementer on the ground responsible for carrying out PERDA enforcement. To maintain the peace and order in the region and to enforce regional regulations, Satpol PP serves as a regional apparatus organization (OPD). It is Satpol PP's role to aid the Regional Head in establishing law and order across the area so that governmental processes may go without interruption and citizens can go about their daily lives without fear of violence.

In carrying out their duties, Satpol PP needs to get satisfaction at work to improve performance while on duty, this can pay attention to the satisfaction assessment of work motivation and leadership of Satpol PP employees to measure how much influence performance through job satisfaction of Satpol PP employees. According to the results of (Alam & Monica, 2015) research on the first structural model, it shows that leadership style and work motivation partially show the direction of a positive relationship to job satisfaction. Similarly, the second structural model shows that leadership style, work motivation and job satisfaction partially show a positive relationship towards employee performance.

Research by Siagian & Khair (2018) reveals that leadership style and work environment both have a positive and significant impact on job satisfaction. Additionally, the work environment has a positive and significant effect on employee performance, while the effect of leadership style on employee performance is positive but insignificant. Job satisfaction also has a positive and significant effect on employee performance, but it does not mediate the relationship between leadership style and employee performance, nor does it mediate the relationship between the work environment and employee performance.

Hidayat (2021) research shows that compensation, motivation, and job satisfaction all influence employee performance. Compensation and motivation also have an impact on job satisfaction. However, job satisfaction does not mediate the relationship between compensation and employee performance, nor does it mediate the relationship between motivation and employee performance.

Hanafi & Yohana (2017) research demonstrates that motivation has a positive and significant effect on employee performance and job satisfaction. Job satisfaction, in turn, mediates the relationship between motivation and employee performance. The work environment does not have a significant effect on employee performance but has a positive and significant effect on job satisfaction.

The results of Rivaldo & Ratnasari (2020) research is that directly leadership does not have a significant effect on job satisfaction directly motivation has a significant effect on job satisfaction, leadership, motivation and job satisfaction directly have a significant effect on employee performance, leadership and motivation

through job satisfaction has no effect on employee performance. From (Jayanti & Nazwirman, 2020) research, it shows that leadership has a significant positive direct effect on job satisfaction and leadership has a significant positive direct effect on SWI performance. In line with (Sihaan, 2014) research, the results also show that leadership and work motivation can affect performance through employee job satisfaction.

Based on the description of the background above, which is supported by several conclusions, the results of the study show that to examine the influence of performance through job satisfaction by assessing from the side of work motivation and leadership at Satpol Pp Padang Sidempuan North Sumatra. In previous studies, no one has conducted research on Satpol PP Padang. The purpose of this study is to analyse and reveal the effect of work motivation and leadership on job satisfaction and the effect of work motivation, leadership and job satisfaction on employee performance, the effect of organisational culture on employee performance at Satpol PP Padang Sidempuan North Sumatra. Then the effect of work motivation on employee performance, mediated by job satisfaction, the effect of leadership on employee performance mediated by job satisfaction and the effect of communication on employee performance mediated by job satisfaction.

## Method

In this study using quantitative methods with a descriptive approach. According to (Sugiyono, 2017) The word "quantitative approach" refers to a type of philosophy in the social sciences known as positivism that emphasizes studying specific populations or samples, collecting data via the use of research tools, and analyzing that data quantitatively or statistically to evaluate hypotheses. In this research, we use a Structural Equation Model (SEM) strategy predicated on Partial Least Squares (PLS) to examine our data (PLS). Factor-based PLS is an example of a structural equation model (SEM). For example, structural equation modeling (SEM) is a branch of statistics that allows researchers to examine several complex connections using a single set of data. According to (S. Santoso, 2014) By combining factor analysis and regression analysis (choloration), structural equation modeling (SEM) is a multivariate analysis method used to examine the association between model variables, such as those between indicators and their underlying constructs or between different constructs themselves. This study used questionnaires as the main instrument to collect data. The data comes from the likert scale questionnaire. The subject of this research is employees of Satpol PP Padang Sidempuan North Sumatra, namely all employees who are in Satpol PP Padang Sidempuan North Sumatra, which is located on Jl. Captain Muslim No. 80 Sei Sikambing Medan, North Sumatra 22733.

According to (Supranto & Nandan, 2016) A population is a large group of things that share some features with each other but are otherwise distinct. An individual, period of time, item, or anything else that may be seen is considered a population element.

The population in this study was satpol PP Padang Sidempuan employees, which were 396 people. The sample is a population that is selected to participate in the study (Xolani Enoch Tyilana, 2005) According to (Xolani Enoch Tyilana, 2005) the size of the sample has an important role in interpreting sem results the sampling technique used in this study is purposive sampling, which is a sample determination technique with certain considerations (Sugiyono, 2016). The sample used is an employee of the Padang Sidempuan Civil Service Police Unit who has a minimum service period of one year with a total of all employees as many as 396 people.

The sample used in this research using the formula (Hair et al., 2014) is an ideal and receptive sample, the required sample is obtained by the formula. The determination of the number of samples in this study was carried out using statistical calculations, namely using the Slovin formula. The sample in this study was determined by the Slovin. So the sample in this study was 199 respondents.

## Results and Discussions

### Results

In accordance with the formulation that the questionnaires distributed online using google forms to employees of Satpol PP Padang Sidempuan City, North Sumatra, totaling 199 respondents, were samples in this study. The methods used to process and analyze data in this study are descriptive and SEM (Structural Equation Modeling). Meanwhile, SEM analysis uses the SMARTPLS 3 tool. Before conducting a descriptive test of 199 respondents, the researcher first conducted an instrument test on 199 respondents to obtain a valid and reliable questionnaire.

### Evaluation of the Measurement Model (Outer Model)

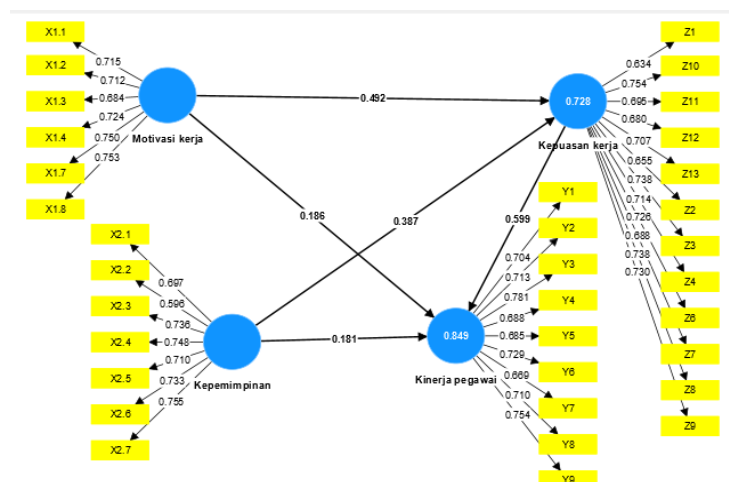
(Arismayanti, 2017) Test the validity and reliability of the measurement model will be carried out. If the construct fulfills all the prerequisites for further investigation, then it can be continued as research. Two types of evaluation will be carried out in this validity test.

**Table 1.** The Rule of Validity and Reliability Test

Validity and Reability	Criterion	Rule of Thumb
<b>Convergent Validity</b>	Loading Factor	<input type="checkbox"/> 0.70 for pc Confirmatory Research
		<input type="checkbox"/> > 0.60 for Explanatory Research.
	Average Variance Extracted (AVE)	<input type="checkbox"/> > 0.50 for Confirmatory and Explanatory Research
	Communality	<input type="checkbox"/> 0.50 for Confirmatory and Explanatory Research
<b>Discriminant Validity</b>	Cross Loading	<input type="checkbox"/> > 0.70 for each variable
<b>Reliability</b>	AVE Square Root and Correlation between Latent Constructs of Cronbach's Alpha	<input type="checkbox"/> AVE Square Root > Correlations between Latent Constructs
		<input type="checkbox"/> >0.70 a.m. for Confirmatory Research
		<input type="checkbox"/> > 0.60 is still acceptable for Explanatory Research
	Composite Reliability	<input type="checkbox"/> >0.70 a.m. for Confirmatory Research
		<input type="checkbox"/> > 0.60 – 0.70 is still acceptable for Explanatory Research.

### Outer Loading Factor

Convergent validity of the measurement model can be seen from the relationship between the indicator scores and the variable scores. (F. Hair Jr et al., 2014) Explaining latent constructs. The loading factor value of 0.5 to more has a fairly strong validation value. The initial outer loading values for all variables can be seen in Table 5. (Istianingsih et al., 2019) stated that a loading factor of 0.5 is suitable for the indicator. The results of testing the outer model using the SmartPLS 3.0 analysis tool obtained the outer loading value as follows.



**Figure 1.** Outer Model Test Results

Outer model testing aims to see the correlation between the score of an item or indicator and the score of a variable or its construct. According to (Saputro & Siagian, 2017) in the development stage a correlation of 0.5 to 0.6 is considered still adequate or still acceptable, meaning that a statement item is said to be valid if it has a convergent validity value above 0.5. The following are the results of data processing from SmartPLS. The analysis in image 1 above, is contained in the X1 statement. 5 and invalid X1.6, X2. 8, X2.9 and X2.10 are invalid then Z5 and Z6 are invalid due to outer loading values < 0.5.

### Reliability and Validity Test

Cronbach's alpha and composite reliability scores were used to assess the dependability of the instrument in this investigation. When estimating composite reliability, Cronbach Alpha tends to underestimate the

reliability of variables with lower Composite Reliability (Ridwan, Mulyani, & Ali, 2020). If Cronbach's Alpha is more than 0.70, the measurement is considered reliable. According to (P. I. Santoso, 2018) the variable is declared reliable if the Composite Reliability value is above 0.70.

**Tabel 2.** Value of Construct Reliability and Validity  
Reability Test for Research Variables (n=199)

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Mean of extracted variance (AVE)
Leadership	0,837	0,839	0,878	0,508
Work motivation	0,818	0,818	0,868	0,523
Job satisfaction	0,908	0,910	0,922	0,598
Employee performance	0,880	0,881	0,904	0,512

Source : SmartPLS 3 Processed Primary Data

Cronbach's Alpha value is more than 0.7 for all research variables, as shown in Table 6. As a result, the indicators used in this study can be considered credible. The AVE value was tested by applying a limit of 0.5 to see if it was a valid measure of variation. None of the variables in Table 5.17 have an AVE value lower than 0.50. Thus, all indicators and variables are considered valid.

### Structural Model Evaluation (Inner Model) R-Square (R<sup>2</sup>)

The predictive power of the structural model was measured using R-Square. R-Squares explains if exogenous latent factors have a substantive effect on endogenous latent variables.

**Tabel 3.** R-Square (R<sup>2</sup>) R Square Value Evaluation

Variable	R-square	Adjusted R-square
Job satisfaction	0,728	0,725
Employee performance	0,849	0,846

Source: SmartPLS 3 Processed Primary Data

Adjusted R-Square jobsatisfaction construct of 0.728 or 72.8% which describes the magnitude of the influence it receives by the job satisfaction construct from the work motivation and leadership construct or is an influence in simulated work motivation and leadership constructs to job satisfaction. Meanwhile, the Adjusted R-Square value for employee performance constructs of 0.849 or 84.9% shows the magnitude of the influence given by work motivation, leadership and job satisfaction in explaining or influencing employee performance. The higher the Adjusted R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural equations formed.

### Hypothesis testing

This structural relationship model was tested to see if it could explain the relationship between research variables. The t-test was used to test the assumptions of the structural model. The output image and the values contained in the output patch coefficient and indirect effects serve as the basis for testing the hypothesis directly. An explanation of hypothesis testing is given below. The significance value between constructs, t-statistics, and p-values can be used to determine whether a hypothesis is accepted or rejected. For example, rather than relying on statistical assumptions, estimates of measurements and standard errors are derived from real data. Ha is accepted and Ho is rejected using the bootstrap resampling approach in this study when the significance value of the t-value is greater than 1.96 and/or the p-value is less than 0.05. The following are the proposed hypotheses (F. Hair Jr et al., 2014a).

### Direct Effect Analysis

The Bootstrap function in SmartPLS 3.0 can be used to determine whether a hypothesis is accepted or not. When the t-value is more than the important value or the significance level is less than 0.05, the hypothesis is accepted (F. Hair Jr et al., 2014b). The value of t statistics for a significance level of 5% is 1.96.

**Tabel 4.** Path Coefficient Results

No	Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
1	Leadership -> Job satisfaction	0,387	0,390	0,076	5,112	0,000
2	Leadership-> Employee Performance	0,413	0,417	0,069	6,016	0,000

No	Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
3	Job satisfaction -> Employee performance	0,599	0,599	0,071	8,464	0,000
4	Work motivation -> Job satisfaction	0,492	0,487	0,079	6,268	0,000
5	Work motivation -> Employee performance	0,481	0,474	0,070	6,832	0,000

Source: Processed Data SmartPLS 3

Based on the table above, it can be seen that, of the 5 hypotheses stating a direct influence relationship, there are 5 significant hypotheses, namely where the P-Value < 0.05.

#### Indirect Effect Analysis (Mediation)

To see whether the Expected Value (Y1) variable can mediate the relationship between all exogenous variables to endogenous variables, namely Interest in Visiting (Y2). The relationship between exogenous variables and endogenous variables through mediating variables in this study can be seen in Table 5 below:

**Table 5.** Indirect Effect Results

No	Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
1	Work motivation -> Job satisfaction -employee performance >	0,295	0,292	0,060	4,906	0,000
2	Leadership -> Job satisfaction -employee performance >	0,232	0,234	0,053	4,387	0,000

Source: Processed Data SmartPLS 3

Based on the table above, it can be seen that, of the 3 hypotheses stating the indirect influence relationship, there are 2 significant hypotheses, namely where P-Value < 0.05 dan 1 hipotesis tidak signifikan dikarenakan P-Value > 0.05.

#### Discussion

After the previous chapter presented the results of testing and statistical analysis of research data with the Influence of Employee Performance through Job Satisfaction: Work Motivation, Leadership, And Communication at Satpol PP Padang Sidempuan North Sumatra. Several conclusions can be drawn as follows:

##### The Effect of Job Motivation on Job Satisfaction

In this study tCan have a significant positive influence motivation towards job satisfaction at Satpol PP Padang Sidempuan North Sumatra. Where on hypothesis testing t-statistical or t-countvaluewitht-table 1.96 at 5% alpha. Where is the value t-statistics > t-table 1.96 at 5% alpha or 6,286 > 1.96 it shows H0 rejected and **H1 Accepted**, in other words there is a significant positive influence motivation towards job satisfaction on Satpol PP Padang Sidempuan North Sumatra. This is in line with research conducted by (Harahap & Khair, 2019) showing that work motivation affects job satisfaction.

##### The Effect of Leadership on Job Satisfaction

In this study tCan have a significant positive influence leadership towards job satisfaction at Satpol PP Padang Sidempuan North Sumatra. Where the comparison between the value of t-statistics or t-count with t-table is 1.96 at 5% alpha. Where is the value t-statistics > t-table 1.96 at 5% alpha or 5,112 > 1.96 this suggests that H0 rejected and **H2 Accepted**, in other words there is a significant positive influence leadership towards job satisfaction on Satpol PP Padang Sidempuan North Sumatra. The results of this study are in line with the research conducted by research (Xolani Enoch Tyilana, 2005) as well as research ((Sasidaran, 2018), (2017), (Xolani Enoch Tyilana, 2005) (Kucharska & Erickson, 2020), ((Putra & Indrawati, 2018) states that leadership can affect job satisfaction.

##### The Effect of Work Motivation on Employee Performance

In this study tCan have a significant positive influence work motivation towards employee performance at Satpol PP Padang Sidempuan North Sumatra. Where the comparison between the value of t-statistics or t-count with t-table is 1.96 at 5% alpha. Where is the value t-statistics > t-table 1.96 at 5% alpha or 6,832 > 1.96

therefore  $H_0$  rejected and **H3 Accepted**, in other words there is a significant positive influence work motivation towards employee performance in Satpol PP Padang Sidempuan North Sumatra. The results of this study are in line with the research conducted by the research (Xolani Enoch Tyilana, 2005) (Xolani Enoch Tyilana, 2005) (Xolani Enoch Tyilana, 2005) (Xolani Enoch Tyilana, 2005) and (Xolani Enoch Tyilana, 2005) that is, motivation affects performance.

#### **The Influence of Leadership on Employee Performance**

In this study  $t$  Can have a significant positive influence leadership towards employee performance at Satpol PP Padang Sidempuan North Sumatra. Where the comparison between the value of  $t$ -statistics sort-count with  $t$ -table is 1.96 at 5% alpha. Where is the value  $t$ -statistics  $>$   $t$ -table 1.96 at 5% alpha or  $6,016 > 1.96$  therefore  $H_0$  rejected and **H4 Accepted**, in other words there is a significant positive influence leadership towards employee performance in Satpol PP Padang Sidempuan North Sumatra. The results of this study are in line with the research conducted by research (Xolani Enoch Tyilana, 2005) ((Ouakouak et al., 2020)., 2020), (Rita et al, 2018), ((Ng & Parry, 2016) 2019), and ((Rademacher & Stürmer, 2020)., 2021). Leadership affects performance.

#### **The Effect of Job Satisfaction on Employee Performance**

In this study  $t$  Can have a significant positive influence job satisfaction with employee performance at Satpol PP Padang Sidempuan North Sumatra. Where the comparison between the value of  $t$ -statistics sort-count with  $t$ -table is 1.96 at 5% alpha. Where is the value  $t$ -statistics  $>$   $t$ -table 1.96 at 5% alpha or  $8,464 > 1.96$  therefore  $H_0$  rejected and **H5 Accepted**, in other words there is a significant positive influence job satisfaction with employee performance in Satpol PP Padang Sidempuan North Sumatra. The results of this study are in line with the research conducted by research (Xolani Enoch Tyilana, 2005) (Xolani Enoch Tyilana, 2005) (Xolani Enoch Tyilana, 2005) (Xolani Enoch Tyilana, 2005) (Kurcharska & Erikson), job satisfaction on employee performance has a positive and significant influence.

#### **The Effect of Work Motivation on Employee Performance Through Job Satisfaction**

Job satisfaction mediates work motivation to the performance of employees significantly at Satpol PP Padang Sidempuan North Sumatra. Where the comparison between the value of  $t$ -statistics sort-count with  $t$ -table is 1.96 at 5% alpha. Where is the value  $t$ -statistics  $>$   $t$ -table 1.96 at 5% alpha or  $4,906 > 1.96$  it shows that **H6 mediating**, in other words job satisfaction mediating work motivation towards employee performance at Satpol PP Padang Sidempuan North Sumatra.

#### **The Influence of Leadership on Employee Performance Through Job Satisfaction**

Work satisfaction is proven to mediate leadership towards employee performance significantly at Satpol PP Padang Sidempuan North Sumatra. Where the comparison between the value of  $t$ -statistics sort-count with  $t$ -table is 1.96 at 5% alpha. Where is the value  $t$ -statistics  $>$   $t$ -table 1.96 at 5% alpha or  $4,387 > 1.96$  it shows that **H7 mediating**, in other words job satisfaction proven to mediate leadership towards employee performance significantly at Satpol PP Padang Sidempuan North Sumatra.

There are still many factors that affect employee performance at Satpol PP Padang Sidempuan North Sumatra, so it is recommended in the next researcher to develop the results of this study by adding free variables outside of this variable. This study uses the variable of job satisfaction as an intermediate variable (intervening) so that for the next study it is likely to produce different findings, if the variable of job satisfaction is positioned as a moderation variable (moderating). This research was conducted at Satpol PP Padang Sidempuan North Sumatra, then the next research is expected to be with other human resource respondents, for example teachers, employees or employees in different research scopes.

## **Conclusions**

The results of this study can be used as a reference in providing advice, especially in order to increase employee job satisfaction and employee performance at Satpol PP Padang Sidempuan North Sumatra. Thus, it can be recommended the scale of policy priorities that should come first. In an effort to improve the performance of satpol PP Padang Sidempuan employees in North Sumatra, the research implications found that there was no positive and significant influence of job motivation on job satisfaction as well as partial leadership and communication on job satisfaction. Then this study found that there was an influence of work motivation, leadership, communication and job satisfaction partially on employee performance at Satpol PP Padang Sidempuan North Sumatra. Work motivation will be able to be further improved if the management of the pp police can improve and pay attention to the need to excel, the need to expand associations, and the need to master the work of employees to be more fulfilled and pay more attention to employees whose duties and responsibilities given to employees are in accordance with their educational background and abilities

because this is a statement that has the lowest value. Leadership will be able to be further improved if the management of the pp police can improve and pay attention to idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration to be further improved and pay more attention to how the leader has always been a good role model or tauladan for his employees.

There are still many factors that affect employee performance at Satpol PP Padang Sidempuan North Sumatra, so it is recommended in the next researcher to develop the results of this study by adding free variables outside of this variable. This study uses the variable of job satisfaction as an intermediate variable (intervening) so that for the next study it is likely to produce different findings, if the vaiabel of job satisfaction is positioned as a moderation variable (moderating). This research was conducted at Satpol PP Padang Sidempuan North Sumatra, then the next research is expected to be with other human resource respondents, for example teachers, employees or employees in different research scopes.

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