

**THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION
ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION
IN EMPLOYEES AT BHAKTI HUSADA BEKASI**

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Article History

Received: January 15th 2026
Revised : January 16th 2026
Accepted : January 17th 2026
Published : January 17th 2026

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Cite This Article: Yoga Pratama, & Retno Purwani Setyaningrum. (2026). THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION IN EMPLOYEES AT BHAKTI HUSADA BEKASI. *International Journal Management and Economic*, 5(1), 01–07.
<https://doi.org/10.56127/ijme.v5i1.2489>

DOI:

<https://doi.org/10.56127/ijme.v5i1.2489>

Abstract: Human resource management is a process that involves the utilization of individuals or staff, including the recruitment, use, development, and maintenance of existing human resources to support an organization or its activities. The existence of quality human resources in a company can improve effective and directed employee performance in achieving predetermined targets. Employee performance is the result of a person's activities that reflect the quality and quantity of work performed. This study aims to understand the influence of leadership style and work motivation on employee performance with job satisfaction as a mediating variable at Bhakti Husada Hospital, Bekasi. The method used in this study is quantitative, with a sample of 67 respondents from a total population of 203 employees at Bhakti Husada Hospital, Bekasi. Data analysis was carried out using SmartPLS 3.0 software, and data collection was carried out through Google Forms. The results of the study indicate that leadership style has a significant influence on employee performance. On the other hand, work motivation does not show a significant influence on employee performance.

Keywords: Leadership Style, Work Motivation, Employee Performance, Job Satisfaction

1. INTRODUCTION

With the rapid development of technology and the advent of the current era of freedom, competition in the business world is increasingly fierce. One factor that companies cannot afford to overlook is human resources. Human resources are a key asset that significantly impacts a company's progress and success. Therefore, achieving company goals requires consistent expenditure.

Therefore, companies need good management, particularly in human resource management, as human resources are the primary asset for planning, organizing, directing, and mobilizing factors within a company. Issues related to human resources are considered crucial within a company.

The following data shows fluctuations in employee performance levels:



Based on this data, it can be seen that employee performance decreased by 1.17% from 2018 to 2019. Then, in 2020, employee performance increased again by 1.89%, and by the end of 2021, it had increased again by 0.86%. This study analyzes this phenomenon by considering several factors that influence employee performance. Employee performance is influenced by various external and internal conditions, resulting in variations in the increase or decrease in work performance from period to period.

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance is a process carried out by companies to evaluate individual work results. The success of an organization as a whole and within various groups depends heavily on employee performance (John Fernos, 2023). Good employee performance will support the organization in delivering optimal results. Conversely, if employee performance is poor, the organization will struggle to achieve maximum results. Any organization will also experience negative impacts if employees are unable to work effectively.

2.2 Leadership Style

This leadership style describes a leader's ability to influence others by fostering positive feelings in their followers to achieve desired goals (Tajuddin et al., 2023). This study explains that leadership style has a significant impact on employee performance. This means that the higher the leadership style applied, the better the employee's performance.

This indicates that leadership style plays a significant role in improving employee motivation and performance (Manik & Bancin, 2022). In other words, improving leadership style will have a positive impact on employee performance.

2.3 Work Motivation

Work motivation is an action or driving force capable of igniting a person's enthusiasm for work, thus encouraging them to collaborate in generating work ideas to achieve desired goals (Djaya, 2021). Work motivation is defined as an inner drive or driving force that can trigger, direct, and organize a person's behavior.

Work motivation is a condition that drives a person to undertake certain changes or activities, making it a crucial factor in understanding changes in economic behavior (Caissar et al., 2023). In this context, increased income will lead to increased consumption, but not proportionally to increased work.

2.4 Job Satisfaction

Job satisfaction in a company or organization is closely related to an employee's results or performance. When an employee is satisfied with their job, this will positively impact their performance, both for the employee and the company. Job satisfaction is the result of an individual's emotional state toward their job and their attitude and assessment of the work situation.

This suggests that good job satisfaction will improve employee performance. Job satisfaction has a positive influence on employee performance (Nurhasanah et al., 2022).

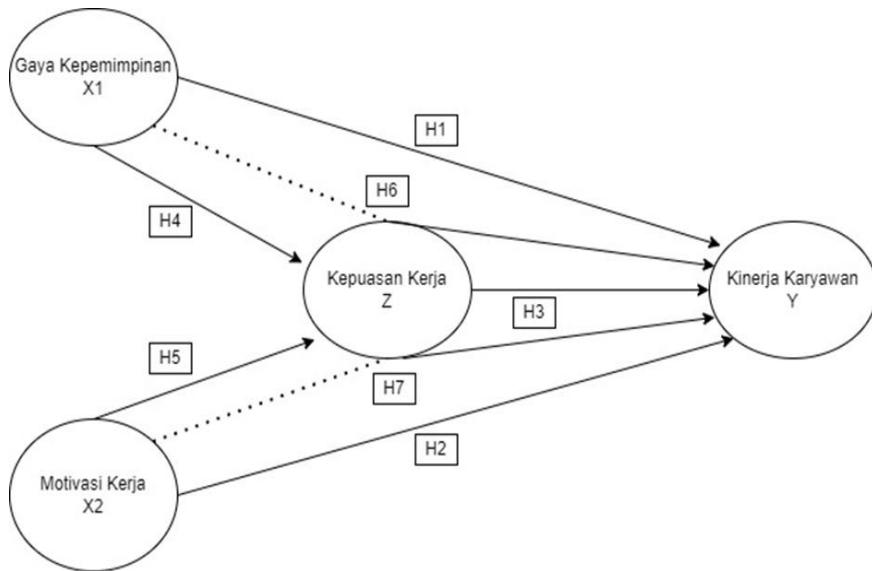


Figure 2. Research model, 2025

Based on the Research Model, the researcher formulated the following hypotheses:

H1: The leadership style provided by the company to employees will influence employee performance.

H2: The work motivation provided by the company will influence employee performance.

H3: The job satisfaction provided by employees to the company or organization will influence employee performance.

H4: The leadership style provided by the company or organization will influence job satisfaction.

H5: The work motivation provided by employees to the company or organization will influence job satisfaction.

H6: Leadership style can influence employee performance through job satisfaction as an intervening variable.

H7: The work motivation can influence employee performance through job satisfaction as an intervening variable.

3. METHODOLOGY

This research was conducted at Bhakti Husada Hospital, Bekasi, located on Jl. RE. Mardinata, Karang Baru, North Cikarang District, Bekasi Regency, West Java 17530. The research schedule was planned from proposal development to report preparation. This research method was used to examine the relationship between certain variables, adapted from the book by Sugiyono (2022). The population in this study consisted of 203 employees working at Bhakti Husada Hospital. To determine the required sample size, this study used the Slovin formula, with the following calculation:

Slovin formula:

$$n = 1 + \frac{N}{Ne^2}$$

$$n = \frac{203}{1 + 203 (0,1)^2}$$

$$n = 66,996$$

Description:

n = minimum sample size

N = population size

e = margin of error of 0.1

The calculation results indicate that the required sample size is 66,996 respondents. Therefore, the sample size used in this study is 67 respondents. Based on this, the research topic is "The Influence of Leadership Style and Work Motivation on Employee Performance with Job Satisfaction as the Mediator at Bhakti Husada Hospital, Bekasi."

4. RESULTS

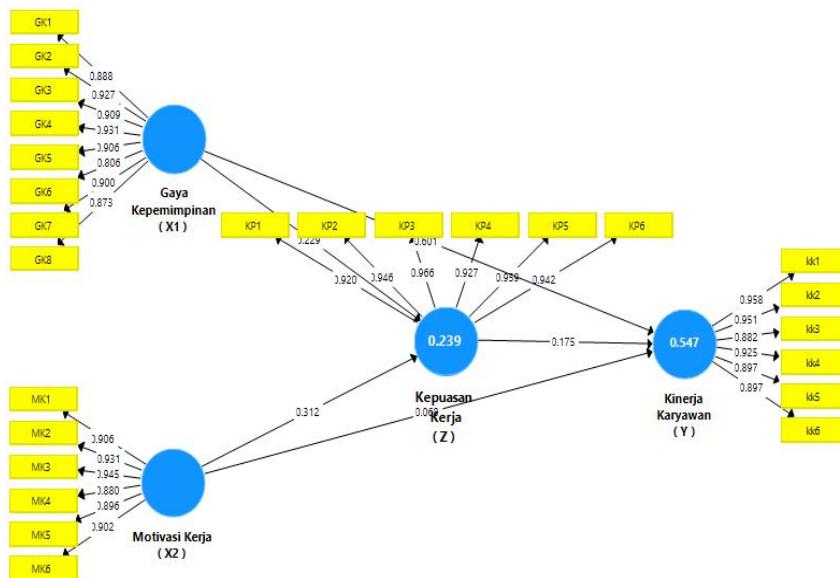


Figure: Processed Elimination Test, (2025)

RELIABILITAS TEST

Tabel 1. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability
Leadership Style	0.964	0.964
Work Motivation	0,958	0,958
Job Satisfaction	0.975	0.975
Employee Performance	0.963	0.963

Source: Processed data, 2025

HIPOTESIS TEST

Tabel 2. Path Coefficent

Variabel	Original Sampel (O)	Sampel Mean (M)	Standar Deviation (STDEV)	T-Statistik (O/STDEV)	P Values
Leadership Style- > Employee Performance	0,601	0,610	0,103	5,810	0,000
Work Motivation -> Employee Performance	0,068	0,062	0,157	0,433	0,665
Job Satisfaction -> Employee Performance	0,175	0,170	0,128	1,368	0,172

Leadership Style -> Job Satisfaction	0,229	0,220	0,173	1,321	0,187
Work Motivation -> Job Satisfaction	0,312	0,313	0,179	1,749	0,081

Source: Processed data, 2025

1. The results of this study indicate that leadership style has a significant impact on employee performance at Bhakti Husada Hospital, Bekasi. This conclusion also aligns with research conducted by Lely Lasro Ariska Manik and Mira Antasari Bancin in a journal article (2020) on the influence of leadership style on employee performance at the Pardede International Hotel, Medan.
2. The results of this study indicate that work motivation has a positive and significant impact on employee performance at Bhakti Husada Hospital, Bekasi. This conclusion aligns with research conducted by Dio Saputra and Jhon Feros in a journal article on the influence of work motivation and work environment on employee performance at Ar Risalah, Padang City (2023).
3. The results of this study indicate that job satisfaction has a positive and significant impact on employee performance at Bhakti Husada Hospital, Bekasi. These findings and conclusions align with research conducted by Muhamad Haekal Auwali, Endri Sentosa, and Sarpan in a journal article discussing the influence of work motivation and job satisfaction on employee performance, with work discipline as a connecting variable, published by PT. Putra Rasya Mandiri 2024.
4. The results of the study indicate that job satisfaction has a positive and significant impact on employee performance at Bhakti Husada Hospital, Bekasi. This finding aligns with research conducted by Ropella Naibaho and Elistina R. Lubis in a journal article discussing the influence of communication and leadership style on employee performance through job satisfaction as a mediating variable at PT. Indomarco Prismatama, Medan branch (2024).
5. The results of this study indicate that work motivation has a positive and significant impact on job satisfaction at Bhakti Husada Hospital, Bekasi. These findings and conclusions align with research conducted by Nathalie Anitias Kosidin and Oey Hnnes Widjaja in a journal article discussing the influence of leadership style, work motivation, and work environment on job satisfaction.

MEDIASI TEST

Table 3. Mediasi Test

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Leadership Style -> Job Satisfaction -> Employee Performance	0,040	0,033	0,046	0,876	0,382
work motivation -> Job satisfaction -> Employee performance	0,055	0,055	0,062	0,887	0,376

Source: Processed data, 2025

1. The results of this study indicate that job satisfaction acts as a mediator in the influence of leadership style on employee performance at Bhakti Husada Hospital, Bekasi. These findings and conclusions align with research conducted by Diana Sari Iswar and Tien Yustini in a 2024 journal article entitled "The Influence of the Head of the Center's Leadership Style on Employee Performance through Employee Job Satisfaction at the Housing Provision Implementation Center, Directorate General of Housing, Ministry of Public Works and Housing."
2. The results of this study indicate that job satisfaction acts as a mediator in the influence of work motivation on employee performance at Bhakti Husada Hospital, Bekasi. These findings and conclusions are supported by research conducted by Revina Handriyani, Raden Lestari Ganarsih, and

Yusni Maulida in a journal article discussing the influence of work motivation and organizational culture on employee performance at PT. Bank Rakyat Indonesia (Persero), Tbk, Pekanbaru Sudirman branch, with job satisfaction as a mediating variable (2023).

5. CONCLUSION

1. Leadership style can influence the way employees work at Bhakti Husada Hospital, Bekasi. The better the leadership style provided by the company, the better the employee performance at the hospital.
2. Work motivation can also influence employee performance at Bhakti Husada Hospital, Bekasi. The better the motivation provided by the company, the better the employee performance at the hospital.
3. Job satisfaction influences employee performance at Bhakti Husada Hospital, Bekasi. The higher the level of job satisfaction provided by the company, the better the employee performance at the hospital.
4. Leadership style influences employee job satisfaction at Bhakti Husada Hospital, Bekasi. The better the leadership style provided by the company, the better the employee's job satisfaction.
5. Work motivation also influences employee job satisfaction at Bhakti Husada Hospital, Bekasi. The better the motivation provided by the company, the better the employee's job satisfaction.
6. Job satisfaction is the link between leadership style and employee performance at Bhakti Husada Hospital, Bekasi. With a good leadership style, employee work results will increase, making them more satisfied with their work.
7. Job satisfaction is the link between work motivation and employee performance at Bhakti Husada Hospital, Bekasi. Good work motivation improves employee performance, making them more satisfied with their work.

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