



RESEARCH ARTICLE

The Effect of Leadership Style and Work Motivation on Employee Satisfaction and Its Impact on Employee Performance at Pt.Dmc Teknologi Indonesia Manufacturing Department

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Abstract

The purpose of this study is to determine the effect of performance allowances and organizational justice on employee performance through organizational commitment at the Bekasi Religious Court. This study uses quantitative research with a descriptive approach. The population in this study were all employees at the Bekasi Religious Court, namely 60 employees. The sampling technique used in this study was saturated sampling which is included in non-probability sampling. Non-probability sampling is a sampling technique that does not provide equal opportunities or chances for each member of the population to be selected as a sample. The results of the study indicate that the performance allowance received makes employees perceive the performance allowance as a form of appreciation for work contributions, thus encouraging the formation of a stronger organizational commitment; the perception of justice tends to be seen as a normative system obligation, so that its existence does not directly increase the psychological attachment of employees to the organization.

Keywords

Organizational Justice; Organizational Commitment; Performance allowances.

1 | INTRODUCTION

A company is an organizational system consisting of a work structure in which roles and responsibilities are integrated to achieve organizational objectives. The success of company operations depends greatly on employees as the primary human resource. Optimal employee performance contributes to higher productivity and improved service quality. Employee performance refers to the work outcomes achieved by an individual based on predetermined standards within a certain period (Kasmir, 2019). Employee performance is influenced not only by individual capability, but also by managerial and psychological factors, including leadership style, work motivation, and job satisfaction. Among these factors, leadership style has a strategic role because it shapes employee behavior and influences work outcomes. Leadership refers to a leader's ability to direct, guide, and influence subordinates in achieving organizational goals (Sutrisno, 2020). Previous studies have reported that leadership style has a positive and significant effect on employee performance (Kamal *et al.*, 2019). However, the effect of leadership on performance is often associated with the degree of job satisfaction experienced by employees.

Job satisfaction refers to employees' attitudes and feelings toward their work and reflects the extent to which the job fulfills their needs and expectations (Handoko, 2020). A high level of job satisfaction has been shown to improve employee performance significantly (Paparang *et al.*, 2021). In addition, work motivation is an important factor that encourages employees to exert their best efforts in achieving organizational objectives (Suryani *et al.*, 2020). PT DMC Teknologi Indonesia, the only industrial touchscreen manufacturer in Indonesia, determines performance targets based on QQCD aspects, namely Quantity, Quality, Cost, and Delivery. These targets are measured using the Balanced Scorecard. In achieving such targets, leadership, motivation, and job satisfaction are important factors that support both departmental and organizational performance.

The Balanced Scorecard (BSC) is a strategic performance management system developed by Robert S. Kaplan and David P. Norton in the early 1990s. It was first introduced in the Harvard Business Review through the article entitled The Balanced Scorecard Measures That Drive Performance (Kaplan & Norton, 1992). Kaplan and Norton (1996) proposed four main perspectives in the Balanced Scorecard financial, customer, internal business processes, and learning and growth. At PT DMC Teknologi Indonesia, performance issues in the Manufacturing Department during the 2022–2025 period were primarily reflected in the internal business process perspective. Low performance in the Manufacturing Department may delay task completion, extend production lead times, and reduce the overall operational effectiveness of the company. Such conditions indicate that employee performance has not yet achieved the targets stated in the Manufacturing Department's Key Performance Indicators under the Balanced Scorecard. Therefore, further evaluation and strategic improvement are required to address existing problems and improve performance in line with organizational targets.

Preliminary findings also indicate that leadership practices in the Manufacturing Department have not functioned effectively. Several employees reported that leaders were not sufficiently able to provide problem-solving support, motivate employees, offer guidance, or distribute workloads fairly. In addition, work motivation and job satisfaction among employees in the Manufacturing Department have not reached the expected level. Some employees expressed dissatisfaction with the supervision provided by their superiors and with coworkers who tended to prioritize personal interests over teamwork. Several employees also felt that their contributions were not adequately appreciated, which may reduce their motivation at work. In modern business organizations, performance improvement, reflected in productive, qualified, and responsible employees, is a major determinant of organizational success and growth. The current business environment is characterized by rapid change, complexity, and uncertainty. Companies across sectors face challenges that are both domestic and global.

Digital technologies such as automation, the Internet of Things (IoT), big data analytics, and artificial intelligence (AI) have transformed the way companies operate, market products, and deliver services to customers. At PT DMC Teknologi Indonesia, examples include real-time production output automation and other digital applications that support the production process. At the same time, globalization creates opportunities while intensifying competition. Products and services from various countries can now enter domestic markets more easily. Consumers have more alternatives, requiring companies to innovate continuously in order to maintain customer loyalty. In addition, changes in government regulations, sustainability demands, and shifts in consumer preferences require organizations to respond more rapidly.

For PT DMC Teknologi Indonesia, these developments directly affect corporate strategy and operational activities. As a technology-based manufacturing company, its success depends on the speed of innovation, production timeliness, product quality, and cost efficiency. None of these goals can be achieved without strong employee performance. As a touchscreen manufacturer in Indonesia, PT DMC Teknologi Indonesia recognizes that employee performance must continue to improve in response to increasingly intense global industrial competition. Human capital value therefore becomes a key factor in sustaining the company's growth. Based on these considerations, the research examines The Influence of Leadership Style and Work Motivation on Job Satisfaction and Its Impact on Employee Performance at PT DMC Teknologi Indonesia Manufacturing Department.

2 | BACKGROUND THEORY

Performance

Performance has various definitions. Many experts define performance as the result of a work process carried out by an individual or an organization. According to Bernardin and Russell (2010:179), performance is defined as a record of outcomes produced from specific job functions during a certain period. This definition emphasizes that performance is not merely an activity, but a real result that can be measured and compared with predetermined standards. Furthermore, Bernardin and Russell (2010) stated that employee performance can be measured through six main dimensions, namely work quality, work quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. These six dimensions provide a clear description of individual performance within an organization. In the present study, the six performance dimensions are relevant for measuring the performance of employees at PT DMC Teknologi Indonesia, particularly in the Manufacturing Department. This is because manufacturing companies require performance standards that not only emphasize production quantity, but also quality, cost efficiency, independence, and solid teamwork. Therefore, Bernardin and Russell's (2010) performance theory is used as the basis for measuring the dependent variable in the study.

Leadership Style

Literally, the definitions of leadership style proposed by experts vary. However, the meaning and essence remain the same, namely to encourage high employee morale, support decision-making, and improve productivity in order to achieve organizational goals optimally. According to Robert House (1971; 1996) in Path-Goal Theory, leadership style refers to the behavior of leaders used to influence, motivate, and guide subordinates in achieving predetermined goals by clarifying the path toward those goals and removing obstacles that hinder their attainment. House emphasized that leaders must adapt their leadership style to task conditions and the characteristics of subordinates in order to increase motivation, job satisfaction, and performance. He also stated that an effective leadership style is one that provides clear direction, offers support, involves subordinates in decision-making, or sets high standards, depending on situational demands. According to House, leadership is not a single rigid style, but rather adaptive behavior that helps subordinates understand the path toward goal achievement and increases their chances of success. Path-Goal Theory was developed by Robert House (1971, revised in 1996) as an important approach in leadership studies that emphasizes how leader behavior can influence subordinate motivation, satisfaction, and performance.

Motivation

Motivation is one of the factors that influences human behavior. It is often described as a driving force, desire, support, or need that encourages a person to act in certain ways in order to fulfill internal urges and achieve desired goals. The term motivation comes from the Latin word *movere*, which means to move or to drive. In management, motivation is directed toward human resources in general and subordinates in particular. Motivation concerns how to direct the potential of subordinates so that they are willing to work productively in cooperation with others to achieve predetermined goals (Hasibuan, 2009:141). According to Mangkunegara (2010), motivation is formed from employees' attitudes in facing work situations within the company. Motivation is a condition or energy that drives employees and directs their behavior toward the achievement of organizational goals.

3 | METHOD

The research was carried out at PT DMC Teknologi Indonesia, located in Jababeka Industrial Estate 2, Jalan Industri Utama Blok RR7, Pasirsari, Cikarang Selatan, Bekasi Regency, West Java 17550. Data collection was conducted from October to December 2025. The research location was chosen because PT DMC Teknologi Indonesia is a manufacturing company with a considerable number of production employees and a structured work system, making it appropriate for examining employee-related variables in an industrial setting. The population consisted of 305 production employees working at PT DMC Teknologi Indonesia. Since the total population was clearly identified, production employees were used as the main source of primary data. Data were collected directly from respondents through questionnaires distributed during the research period. Supporting data were also obtained from company documents and relevant references to strengthen the analysis. The research applied a quantitative approach because it aimed to examine the relationship among the variables using numerical data. The period from October to December 2025 was considered sufficient for collecting the necessary information and for describing the actual condition of employees during the implementation of the research.

4 | RESULTS AND DISCUSSION

4.1 Results

The multiple linear regression equation in Substructure 1 is used to analyze the effect of the independent variables on the intervening variable in the research model. At this stage, leadership style and work motivation are positioned as the independent variables, while job satisfaction serves as the dependent variable. The analysis is conducted to determine the magnitude of the effect of each independent variable, both partially and simultaneously, on employee job satisfaction. The test results in this substructure provide the basis for understanding the relationships among variables before proceeding to the next stage of analysis. Through this equation, the direction of the relationship, significance level, and explanatory power of the model can be identified.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.774	.771	3.127

Table 1 shows an R value of 0.880, indicating a very strong relationship between the independent and dependent variables. The R Square value of 0.774 means that 77.4% of the variation in the dependent variable is explained by the model. An Adjusted R Square of 0.771 confirms model stability, while the standard error of 3.127 indicates a relatively small prediction error.

Table 2. Coefficients

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	7.789	1.885	-	4.132	<.001
	Leadership Style	0.627	0.056	0.558	11.267	<.001
	Motivation	0.278	0.034	0.400	8.078	<.001

From the results of the substructure 1 regression equation above, the following explanation is obtained: $X_3 = 0.558(X_1) + 0.400(X_2) + 0.734(\epsilon_1)$

- 1) The value of the substructure regression 1 in the coefficients table shows that the significance value of the variable $X_1 = <0.01$, this value is smaller than 0.05, so it is significant, meaning that leadership style has a significant effect on job satisfaction and $X_2 = <0.01$, the value is smaller than 0.05, so it is significant, meaning that motivation has a significant effect on job satisfaction.
- 2) The value of R² or R Square in the model summary table is 0.880, this shows that the contribution of X_1 and X_2 to X_3 is 88.0% while the remaining 12% are other variables that were not studied.
- 3) The leadership style variable has a coefficient value of 0.558. This means that if the job satisfaction variable remains constant, then for every 1% increase in the leadership style variable, the value will increase by 0.558. The leadership style coefficient is positive and significant, indicating a positive relationship between leadership style and job satisfaction. Therefore, it can be said that an increase in the leadership style value will increase job satisfaction.
- 4) The motivation variable has a coefficient value of 0.400. This means that if the job satisfaction variable remains constant, then for every 1% increase in motivation, the motivation variable will have a value of 0.400. The motivation variable coefficient is positive and significant, indicating a positive relationship between motivation and job satisfaction. Therefore, it can be said that increasing motivation values will increase job satisfaction.
- 5) ϵ_1 Other factors that influence the job satisfaction variable are 0.734

Substructure Equation 2 was estimated using multiple linear regression in SPSS version 27 to examine the effects of Leadership Style, Motivation, and Job Satisfaction on performance. The analysis was conducted to determine whether the three independent variables jointly and individually influence the dependent variable. The regression output provides information on the magnitude and direction of each coefficient, along with the significance level for testing the proposed relationships. A positive coefficient indicates that an increase in the predictor is followed by an increase in performance, while a negative coefficient would indicate the opposite pattern. Through this procedure, the model also shows which variable has the strongest effect based on the standardized coefficient value. The results of the regression test are presented in the following table and serve as the basis for interpreting the role of Leadership Style, Motivation, and Job Satisfaction in explaining employee performance within the estimated model more clearly.

Table 3. Substructure Multiple Linear Regression Equation II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.921 ^a	0.848	0.845	3.474

Table 3 shows an R value of 0.921, indicating a very strong relationship between Leadership Style, Motivation, Job Satisfaction, and performance. The R Square value of 0.848 means that 84.8% of performance variation is explained by the model. The Adjusted R Square of 0.845 confirms model consistency, while the standard error of 3.474 indicates a small prediction error overall.

Table 4. Table. Coefficients

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	-0.890	2.197	-	-	0.686
1	Leadership Style	0.647	0.082	0.426	7.925	<.001
1	Motivation	0.275	0.045	0.293	6.120	<.001
1	Job Satisfaction	0.385	0.085	0.285	4.515	<.001

From the results equality regression substructure 2 above obtained explanation as following. $Y = 0.426 (X1) + 0.293 (X2) + 0.285 (X3) + 0.475 (\epsilon 2)$

- 1) Values in regression substructure 2 in the coefficients table that mark significance from third variable $X1 = < 0, 0 0 1$, $X2 = < 0.001$ and $X3 = < 0.05$, results This give conclusion that regression substructure 2, namely variable $X1$, variable $X2$ and variable $X3$ have an influence significant to variable Y .
- 2) The size The R^2 or R Square value contained in the model summary table is amounting to 0.921 things This show that the contribution of $X1, X2, X3$ to Y is by 92.1% while the remaining 7.9% is other variables that are not researched .
- 3) In the leadership style variable, the coefficient value is 0.426. This means that if the employee performance variable remains the same or does not change, then for every 1% increase, the leadership style variable has a value of 0.426. The coefficient of the leadership style variable is positive and significant, meaning that there is a positive relationship between leadership style and performance. So it can be said that the increasing value of leadership style will increase performance.
- 4) The motivation variable has a coefficient value of 0.293. This means that if the employee performance variable remains the same or does not change, then for every 1% increase, the motivation variable will have a value of 0.293 . motivation worth positive and significant It means There is positive relationship between motivation with performance employees . Then you can it is said the more increasing mark motivation so will increase performance employee.
- 5) The job satisfaction variable has a coefficient value of 0.285. This means that if the employee performance variable remains the same or does not change, then for every 1% increase in the job satisfaction variable, the value will increase by 0.285. satisfaction Work worth positive and significant It means There is positive relationship between satisfaction Work with performance . Then it can it is said the more increasing mark satisfaction Work so will increase performance.
- 6) $\epsilon 2$ Other influencing factors variables satisfaction Work of 0.475.

4.2 Discussion

Descriptive Analysis Results

Results The highest indicator for the leadership style variable is found in the statement "Leaders provide direct direction to employees when problems arise." This finding indicates that leaders are considered responsive and effective in controlling work processes operationally. Direct involvement of leaders in the field contributes to preventing work errors and maintaining smooth production processes. Thus, the role of leaders as operational controllers has been running optimally and is a strength of the organization. The company is advised to maintain this leadership pattern and strengthen it through a structured monitoring system to ensure ongoing supervision effectiveness. The lowest indicator for the leadership style variable is found in the statement "Leaders set realistic production targets that can be achieved." Although still in the fairly good category, this value is relatively lower than other indicators. This indicates that some employees still feel a mismatch between the set production targets and actual working conditions, both in terms of workforce capacity, time, and resource availability. This finding indicates the need for an evaluation of the work target-setting mechanism to be more participatory and based on operational data. Leaders are advised to involve employees or production line supervisors in the target-setting process, so that the targets determined are not only oriented towards results, but also

consider the abilities and working conditions of employees. In this way, the clarity of work objectives can be improved and has the potential to strengthen employee motivation and performance.

Results The highest indicator on the motivation variable is in the statement "Production Employees are involved in reducing NG in the Production Line". This high score indicates that employees have a strong sense of ownership towards the quality of production results. Active involvement in efforts to reduce NG (Not Good) reflects that employees are not only oriented towards completing tasks, but also towards continuous improvement. This finding indicates that management has succeeded in fostering a quality culture in the production line. Therefore, the company needs to maintain and strengthen employee involvement through programs such as quality control circles, kaizen, or regular improvement forums, so that employee contributions to quality improvement can be structured and sustainable. The lowest indicator on the motivation variable is in the statement "The company pays attention to employees who excel in the production department". This condition indicates the need to strengthen a more transparent and structured reward system. Management is advised to develop reward mechanisms that are not only financial, but also non-financial, such as formal recognition, providing career development opportunities, or performance appraisals that are communicated openly. Thus, employee motivation can be increased more evenly and sustainably.

results showed the highest level of satisfaction, particularly for the statement "Relationships with co-workers have a positive influence on job satisfaction." This high score reflects that interpersonal relationships in the production environment are well-established and supportive. Teamwork, mutual assistance between co-workers, and relatively effective communication are the main factors that support employee comfort and satisfaction at work. In addition, the statement related to "Communication between co-workers in production runs well" also obtained the second highest average score, which strengthens the finding that the social work climate in the production line is conducive. This condition indicates that the company has succeeded in building a collaborative work environment. Therefore, management needs to maintain and strengthen the teamwork culture through activities to improve cooperation, regular briefings, and cross-line communication. This harmonious working relationship can be utilized as social capital to support the achievement of production targets and quality control. Conversely, the Work Itself indicator, particularly the statement "I am satisfied with the workload arrangement on the production line," received the lowest satisfaction score. This indicates that some employees still feel an imbalance in the workload, both in terms of work volume, target pressure, and task distribution between shifts or production lines. These results suggest the need for management to evaluate workload management and compensation systems. Companies are advised to review task allocation, work scheduling, and the alignment between production targets and workforce capacity. Furthermore, transparency in salary determination and performance-based increases needs to be strengthened to improve employee perceptions of fairness, ultimately positively impacting employee satisfaction and performance.

Results The high score on the Need for Supervision indicator in the statement item "Without supervision, my work results remain consistent" indicates that employees have a strong level of independence, internal discipline, and work consistency, even without direct supervision from management. This indicates that work norms, individual responsibility, and internalization of professional values have been well established within employees. Theoretically, this condition reflects mature performance characteristics, where external control is starting to be replaced by self-control and intrinsic responsibility, which are important indicators of sustainable performance. For management, this finding indicates that the implemented work system has been able to build relatively independent employees. Therefore, the company can reduce technical and operational supervision, and shift it to strategic supervision and employee development. In addition, management can begin to implement a trust-based work pattern (empowerment) and results-oriented performance assessment. The low timeliness indicator in the statement item "I am always on time in completing tasks." The lowest score on the punctuality indicator indicates that the timeliness aspect is not fully optimal compared to other performance dimensions. This condition may reflect obstacles in work time management, task complexity, or workload imbalances that affect the speed of work completion. Conceptually, punctuality is a crucial element of performance effectiveness, so relatively low performance on this indicator can impact overall work process efficiency. This finding serves as a signal for management to evaluate work planning, process flows, and task scheduling. Companies are advised to improve time management systems, clarify work priorities, and ensure adequate resources so employees can complete tasks on time without compromising work quality.

Results of Influence Test (Path Analysis)

Based on the results of the direct influence test (Path Analysis), it shows that leadership style has a positive effect on employee performance and has the highest value compared to the direct influence of the Motivation and Job Satisfaction variables on employee performance. This finding confirms that in a manufacturing company environment, employee performance is greatly influenced by the direct role of leaders in controlling work processes, providing operational direction, and responding to production problems quickly and appropriately. From a managerial perspective, the dominant influence of leadership style indicates that clear instructions, consistent supervision, and leadership involvement in the work area are key factors in maintaining a smooth production process and achieving performance targets. Manufacturing work conditions that demand punctuality, quality standards, and coordination between

departments make operational and responsive leadership more effective in driving performance, compared to relying solely on increasing employee motivation or job satisfaction. The implications of this finding indicate that companies need to focus their performance improvement strategies on strengthening the quality of line leadership, particularly in aspects of work direction, decision-making in the field, and solving production problems. With strong and directly involved leadership, employee performance can be improved in a more measurable and sustainable manner. The results of this study are in line with previous research conducted by Jeli Nata (2019) which showed that leadership style has a significant positive effect on employee performance.

Based on the results of the direct influence test (Path Analysis), it shows that work motivation has a positive effect on employee performance and has a higher value compared to the direct effect of job satisfaction on employee performance, which indicates that work motivation is a more dominant factor in driving performance improvement. Thus, the higher the employee's work motivation such as the drive to achieve targets, maintain quality, and increase productivity, the employee's performance tends to increase more significantly than only relying on the level of job satisfaction. The results of this study prove that there is a partial positive relationship between motivation variables and employee performance. The results of this study are in line with previous research conducted by Nurul Isnaini Awaluddin1*, Sukmawati Mardjuni2, Herminawati Abubakar2 (2024).

The research results show that leadership style has a positive and dominant influence on employee job satisfaction compared to motivation. This finding indicates that in a manufacturing work environment, employee job satisfaction is more shaped by how leaders manage and direct daily work, rather than solely by individual motivational drives. The dominant role of leadership style reflects that clarity of work instructions, consistency of supervision, fairness in performance evaluations, and leadership involvement in resolving operational problems are the main factors that create a sense of comfort and employee job satisfaction. In manufacturing work conditions that demand discipline, punctuality, and high quality standards, responsive and structured leadership can reduce job uncertainty and operational pressure felt by employees. The managerial implications of this finding emphasize that efforts to improve employee job satisfaction should be prioritized by strengthening the quality of line leadership, especially at the supervisor and department head levels. Developing leadership capabilities in providing clear direction, establishing two-way communication, and making fair and appropriate decisions will have a more significant impact on job satisfaction than relying solely on motivational improvement programs. With effective leadership, companies can create a more stable and conducive work environment, thereby increasing employee job satisfaction sustainably.

Based on the results of the direct influence test (Path analysis), it shows that motivation has a positive effect on job satisfaction and is lower than the influence of leadership style on job satisfaction. This indicates that at PT. DMC Teknologi Indonesia Manufacturing Department, employee job satisfaction is more dominantly influenced by leadership factors than employee internal motivation. In other words, although motivation remains an important factor in increasing job satisfaction, the role of leadership in providing direction, support, supervision, communication, and decision-making is more decisive in determining the level of employee job satisfaction. Therefore, efforts to increase job satisfaction can be done by strengthening employee work motivation, but will be more effective if accompanied by the application of an appropriate and supportive leadership style. Thus, the results of this study prove that there is a partial positive relationship between motivation variables and job satisfaction. The results of this study are in line with previous research conducted by Imanessy Nur Rahmah (2024).

Based on the results of the Direct Effect Test (Path analysis) shows that job satisfaction has a positive effect, this indicates that job satisfaction still contributes to improving employee performance at PT. DMC Teknologi Indonesia Manufacturing Department. However, compared to the influence of leadership style and work motivation, the value of the influence of job satisfaction is the lowest, so it can be interpreted that job satisfaction has a smaller role in driving performance improvements directly. This finding indicates that although employees are satisfied with some aspects of the job, leadership and motivation factors are more dominant in influencing employee performance. Thus, improving employee performance will be more effective if the company prioritizes strengthening leadership style and work motivation, but is still accompanied by efforts to improve aspects of job satisfaction so that its contribution to performance can be more optimal. The results of this study prove that partially there is a positive relationship between motivation variables and employee performance. The results of this study are in line with previous research conducted by: Silahuk Mukmin (2021).

Based on the results of the indirect influence test using Path Analysis, leadership style through job satisfaction has a greater influence on employee performance compared to motivation through job satisfaction. This finding indicates that job satisfaction is formed more strongly as a result of the implementation of an effective leadership style than the encouragement of internal employee motivation. However, the magnitude of the indirect influence of leadership style through job satisfaction on employee performance is still lower compared to the direct influence of leadership style on employee performance. This indicates that the role of leadership style in improving employee performance does not entirely depend on increasing job satisfaction, but also works directly through work direction, supervision, and control of work processes. Thus, these results indicate that job satisfaction acts as a partial mediating variable in the relationship between leadership style and employee performance. This means that leadership style can improve employee

performance both directly and indirectly through increasing job satisfaction, with the direct influence being more dominant. The managerial implication of this finding is that strategies to improve employee performance should focus on strengthening direct leadership in the field, such as improving the leadership's ability to provide clear direction, fair supervision, and prompt problem solving. Job satisfaction and motivation improvement programs are still needed, but they function as supporting factors to strengthen the impact of leadership on employee performance in a sustainable manner. Meanwhile, work motivation also still needs to be considered, but its improvement needs to be accompanied by strategies that can strengthen job satisfaction so that its impact on employee performance becomes more significant. So it can be concluded that job satisfaction through leadership style has a positive effect on performance. The results of this study are in line with previous research conducted by Silahul Mukmin (2021).

Based on the results of the indirect influence test (mediation) using Path Analysis, it was found that work motivation through job satisfaction was positive, but the strength of the influence was relatively low. This finding indicates that job satisfaction does not play a strong role in bridging the influence of work motivation on employee performance. In other words, although work motivation can increase job satisfaction and ultimately contribute to improved performance, this contribution is not dominant in explaining variations in employee performance in the Manufacturing Department of PT. DMC Teknologi Indonesia. Furthermore, when compared with the results of the test of the indirect influence of leadership style through job satisfaction on employee performance, it appears that the mediating effect of work motivation is much smaller. This difference indicates that in the context of this study, job satisfaction is more strongly formed through leadership factors than through work motivation. This can be interpreted as meaning that an effective leadership style such as the ability to provide direction, supervision, communication, support, and decision-making is more capable of creating working conditions that increase employee satisfaction, which then has a significant impact on improved performance. Overall, the results of this study confirm that work motivation still contributes to employee performance, but its role through the mechanism of job satisfaction as a mediating variable tends to be weak. Therefore, the company needs to strengthen its performance improvement strategy by emphasizing strengthening leadership quality and increasing job satisfaction through more supportive organizational policies, such as proportional workload management, a clear reward system, and creating a conducive work environment. These efforts are expected to significantly increase job satisfaction and encourage sustainable employee performance at PT. DMC Teknologi Indonesia Manufacturing Department. Therefore, it can be concluded that job satisfaction through motivation influences performance. The results of this study align with previous research conducted by Silahul Mukmin (2021).

5 | CONCLUSIONS AND FUTURE WORK

Based on the descriptive analysis and hypothesis testing using Path Analysis, the study concludes that leadership style, motivation, and job satisfaction significantly affect employee performance at PT DMC Teknologi Indonesia, especially in the Manufacturing Department. Among these variables, leadership style shows the strongest role in improving performance. In a production setting, employees work under clear targets, time pressure, quality standards, and coordination demands. Under such conditions, leaders are not only expected to give instructions, but also to monitor work progress, solve operational problems, and maintain discipline on the production floor. A responsive, firm, and supportive leader helps employees understand priorities, reduce mistakes, and complete tasks more effectively. Motivation also plays an important role because motivated employees tend to show greater effort, persistence, and responsibility in completing their duties. At the same time, job satisfaction strengthens employee willingness to maintain performance, as workers who feel valued, comfortable, and fairly treated are more likely to show commitment to organizational goals. The findings indicate that employee performance is not shaped by a single factor, but by the interaction of managerial direction, personal drive, and positive feelings toward work. For the company, the results suggest that performance improvement should not rely only on technical systems or production targets. Management also needs to strengthen leadership practices, build employee motivation, and maintain job satisfaction in order to achieve stable and sustainable performance in the manufacturing process. This means that better performance can be built through balanced managerial action, employee support, and consistent supervision across production activities.

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