

How to Cite

Putra, A. P. A. V. S., Zunaidah, Z., Karimudin, Y., & Muizzuddin, M. (2025). The effect of work motivation and leadership style on employee performance through job satisfaction as an intervening variable in the financial management of the Palembang KPPN. *International Journal of Business, Economics and Management*, 8(3), 115-121. <https://doi.org/10.21744/ijbem.v8n3.2410>

The Effect of Work Motivation and Leadership Style on Employee Performance Through Job Satisfaction as an Intervening Variable in the Financial Management of the Palembang KPPN

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Abstract---This study aims to determine how work motivation and leadership style affect employee performance with job satisfaction as an intervening variable in the financial management of the Palembang KPPN. 165 respondents completed the questionnaire at the Palembang KPPN. The analysis technique used was Structural Equation Model Partial Least Squares (SEM-PLS) analysis. The results of this study indicate that work motivation and leadership style have a positive and significant influence on employee performance, and job satisfaction mediates the influence of work motivation and leadership style on employee performance in a significant manner. This study is expected to serve as a reference for future research regarding the use of variables in similar studies. The implications of this study are to provide input to financial managers at the KPPN Palembang unit to enhance employee motivation and leadership style, thereby improving employee performance through job satisfaction.

Keywords---Employee Performance, Job Satisfaction, Leadership Style, Motivation.

Introduction

Performance is influenced by various factors. According to Gibson, three factors influence performance, namely: 1. Individual factors: abilities, skills, family background, work experience, social status, and demographics. 2. Psychological factors: perceptions, roles, attitudes, personality, motivation, and job satisfaction. 3. Organisational factors: organisational structure, job design, leadership, and reward systems (Nati et al., 2021).

KPPN stands for Kantor Pelayanan Perbendaharaan Negara (State Treasury Service Office), which has the duty and authority to disburse state cash. KPPN authorises requests for fund disbursement from the treasurer of an agency or government office in the region, especially in terms of disbursement and the state budget.

One element of work motivation is feedback provided by leaders as a means of motivating improvement in performance that is not yet optimal. The feedback provided by supervisors is still ineffective, failing to meet the

psychological needs of employees, ranging from the need for clarity and recognition to the need for development and feeling valued. When these needs are met, employee motivation will increase significantly, ultimately having a positive impact on individual and organisational performance as a whole (Popoola & Fagbola, 2023; Cummings et al., 2010).

Leadership can take the form of character, personal behaviour, influence over others, patterns of interaction, cooperative relationships between roles, the position of an administrative office, and others' perceptions of the legitimacy of influence (Sabariah, 2020). Leadership style is a form of behaviour that can be developed to align organisational goals with individual goals, making leadership style a behavioural norm that influences others according to one's intentions. Currently, the leadership style in the APBN management unit (satker) under the KPPN Palembang is not yet optimal.

The lack of effective leadership is evident in the inadequate supervision carried out by leaders. Leaders who are still ineffective in implementing legitimacy within their units are reflected in the suboptimal provision of guidance and direction to employees in achieving optimal performance. In leadership style, one indicator is the leader's motivation to seek creative solutions to problems faced. The following is data on the intellectual stimulation index of leaders within the scope of financial management officers at the Palembang KPPN, which still has an index that is not yet optimal.

In conducting a review of budget implementation, it can be seen that there are still few employees who achieve both internal and external job satisfaction, with the following units/indices: (1) only internal job satisfaction is met, (2) only external job satisfaction is met, and (3) both internal and external job satisfaction are met.

Several studies have been conducted on the factors that influence employee performance. Researchers highlight several key studies as references, such as the study by Munji & Andi (2024), which states that there is a positive and significant influence of work motivation on employee performance, consistent with what was stated by Adinegara et al. (2023), Hadiwijaya & Ahmad (2023), Yusuf (2021), Laili & Safrizal (2021), Riyanto et al. (2021), Fauziah et al. (2020), Paais & Pattiruhu (2020), and Soebyakto et al. (2019), but differs from Purnamiati (2024), who revealed that work motivation does not have a significant direct effect on employee performance.

Furthermore, Rosmiati et al. (2024) state that leadership style has a positive and significant effect on employee performance, but this contradicts Purnamiati (2024), who reveals that leadership style does not have a significant direct effect on employee performance. On the other hand, there is an interesting statement from Beauty & Aigbogun (2022) that transformational and laissez-faire leadership styles have a significant positive impact on employee performance, while transactional leadership styles have a negative impact on employee performance.

Laili & Safrizal (2021) state that the indirect influence of work motivation on performance through job satisfaction is positive but not significant, and there is also the opinion of Wuryani et al. (2021) who state that work motivation does not contribute significantly to employee performance. Megawati et al. (2022) reveal that leadership style does not have a significant effect on employee performance through job satisfaction, in line with Paais & Pattiruhu (2020) who state that leadership does not have a significant effect on employee performance, but differs from Firmansyah (2020) who states that there is a positive and significant influence of leadership style on employee performance.

There is a positive and significant influence of job satisfaction on employee performance (Munji & Andi, 2024), as supported by Rahmadanti et al. (2024), Adinegara et al. (2023), Setia et al. (2022), and Megawati et al. (2022), who also state that job satisfaction has a significant positive direct influence on employee performance. This is slightly different from Laili & Safrizal (2021), who stated that job satisfaction has a positive but insignificant effect on employee performance. On the other hand, there is a difference expressed by Wahyuningtyas & Kirana (2022) that job satisfaction does not have a significant effect on employee performance.

Sharma & Vigneshwar (2024), state that work motivation has a significant positive influence on job satisfaction, in line with Laili & Safrizal (2021) who state the same thing but contrary to Hajiali et al. (2022), who state that work motivation has a significant negative influence on job satisfaction.

According to Megawati et al. (2022), leadership style does not have a significant indirect effect on performance through job satisfaction. Purnamiati (2024), states that leadership style has a significant influence on job satisfaction, reinforced by Kasalak et al. (2022), with the statement that there is a positive and moderate relationship between leadership style and job satisfaction, as stated by Megawati et al. (2022) and Specchia et al. (2021), who convey the same opinion.

As a research gap, the following article shows a negative relationship between the variables of Work Motivation and Job Satisfaction (Hajiali et al., 2022; Chi & Gursoy, 2009). There are also articles that show a negative relationship between the variables of Leadership Style and Employee Performance (Sarkar et al., 2023) and (Beauty & Aigbogun, 2022; Rosyidah et al., 2023).

Based on previous studies as mentioned above, and by replicating the research method in the article by [Perizade \(2024\)](#), with the research theme of public service motivation as an intervening variable of self-efficacy and competence on the performance of Civil Servants (ASN), there are still differences in the results regarding the influence of work motivation and leadership style on employee performance, especially when mediated by job satisfaction. Some studies show significant effects, while others yield inconsistent results. Additionally, few studies have specifically examined this relationship within the context of employee performance in the field of public financial management. Furthermore, incorporating job satisfaction as an intervening variable allows the research model to become more comprehensive and possess stronger predictive power. Studies that only measure direct relationships often overlook factors that bridge those relationships. With job satisfaction as a mediator, the research model can provide a complete and more accurate picture of how employee performance is formed within the KPPN Palembang environment, prompting the research team to develop a paper titled “The Influence of Work Motivation and Leadership Style on Employee Performance through Job Satisfaction as an Intervening Variable in Financial Management at the KPPN Palembang Unit.”

Research Method

The method used is a quantitative survey method with an associative (relationship) research approach. A survey is a quantitative study used to examine the characteristics of a group or individual behaviour. Generally, surveys use questionnaires as data collection tools. Surveys follow the rules of the quantitative approach, meaning that the larger the sample size, the more the results reflect the population ([Hikmawati, 2020](#)).

Associative research is research that aims to determine the relationship between two or more variables, seeking roles, influences, and causal relationships, namely between independent/exogenous variables and dependent/endogenous variables.

Primary data in this study were collected using a questionnaire distributed to 165 financial management employees at the Palembang KPPN. The questionnaire in this study consisted of statements related to endogenous variables, namely employee performance, intervening variables, namely job satisfaction, and exogenous variables, namely work motivation and leadership style.

- 1) The analysis method used in this study is a quantitative research method with Structural Equation Modelling (SEM) analysis. This study uses a second-order construct system in the Hierarchical Component Model (HCM) because the variables used have their measurement dimensions. Each of these dimensions has separate indicators. Therefore, in this study, the indicators in each dimension will form latent variables, which will then hierarchically construct the main variables, as follows:
- 2) Work motivation consists of the dimensions of goal clarity, goal difficulty, commitment to goals, and feedback.
- 3) Leadership style consists of the dimensions of transactional leadership style and transformational leadership style.
- 4) Job satisfaction consists of the dimensions of internal job satisfaction and external job satisfaction.
- 5) Performance consists of the dimensions of work quality, work quantity, responsibility, cooperation, and initiative.

Result and Discussion

Table 1
Results of Direct Effect Analysis

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Work Motivation -> Performance	0.302	0.310	0.110	2.750	0.003
Leadership Style -> Performance	0.208	0.210	0.119	1.758	0.040
Work Motivation -> Job Satisfaction	0.336	0.345	0.100	3.369	0.000
Leadership Style -> Job Satisfaction	0.385	0.381	0.104	3.716	0.000
Job Satisfaction -> Performance	0.264	0.254	0.106	2.502	0.006

Source: processed from questionnaire, 2025

Table 2
Results of Indirect Effect Analysis

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Work Motivation -> Job Satisfaction -> Performance	0.089	0.087	0.045	1.962	0.025
Leadership Style -> Job Satisfaction -> Performance	0.102	0.095	0.045	2.245	0.013

Source: processed from questionnaire, 2025

Work motivation has a positive and significant effect on employee performance because the test results show that the effect of work motivation on employee performance has an Original Sample value of 0.302, with T T-statistic of 2.750 and P P-value of 0.003. Because the P value is < 0.05 and T Statistics > 1.96 .

The results of this study are consistent with those of [Perizade \(2024\)](#) and [Hadiwijaya & Ahmad \(2023\)](#), who state that work motivation has a positive and significant influence on employee performance and that an increase in work motivation contributes to improved employee performance ([Perizade, 2024](#)) However, this contradicts the findings of [Yusuf \(2021\)](#), who stated that motivation does not have a positive and significant influence on performance.

Leadership style has a positive and significant impact on employee performance, with an Original Sample of 0.208, T-statistics of 1.758, and P-values of 0.040. With $P < 0.05$, this status is accepted despite the T-statistic value being close to the minimum threshold.

The results of this study are supported by [Rosmiati et al. \(2024\)](#), who state that leadership style has a positive and significant effect on employee performance, but contradict [Purnamiati \(2024\)](#) and [Wahyuningtyas & Kirana \(2022\)](#), who reveal that leadership style does not have a significant direct effect on employee performance.

Work motivation has a direct influence on job satisfaction, as indicated by data with an Original Sample of 0.336, T-statistics of 3.369, and P-values of 0.000. With $P < 0.01$ and high T Statistics, this can be accepted, meaning that work motivation has a positive and significant influence on employee job satisfaction.

In another study, [Sharma & Vigneshwar \(2024\)](#) stated that work motivation has a significant positive influence on job satisfaction, in line with [Laili & Safrizal \(2021\)](#), who stated the same thing, but contrary to [Hajiali et al. \(2022\)](#), who stated that work motivation has a significant negative influence on job satisfaction.

Leadership style has a direct, positive, and significant influence on job satisfaction. This can be seen from the Original Sample of 0.385, the T-statistic of 3.716, and the P-value of 0.000. Thus, these measurement units indicate that leadership style has a positive and significant influence on employee job satisfaction.

The results of this study are supported by [Purnamiati \(2024\)](#), who states that leadership style has a significant influence on job satisfaction, reinforced by [Kasalak et al. \(2022\)](#), with the statement that there is a positive and moderate relationship between leadership style and job satisfaction, as stated by [Megawati et al. \(2022\)](#) and [Specchia et al. \(2021\)](#), who expressed similar views. However, [Wahyuningtyas & Kirana \(2022\)](#) revealed the opposite, that leadership style does not have a significant effect on job satisfaction.

Job satisfaction has a direct, positive, and significant effect on employee performance, as indicated by the Original Sample of 0.264, T Statistics of 2.502, and P Values of 0.006. Since $P < 0.01$, it can be accepted that job satisfaction has a positive and significant effect on employee performance.

This aligns with research on all administrative employees at PT Semen Tonasa, which concluded that job satisfaction has a significant direct effect on employee performance ([Megawati et al., 2022](#)).

Several studies have also concluded that there is a positive and significant effect of job satisfaction on employee performance, as stated by [Munji & Andi \(2024\)](#), supported by [Rahmadanti et al. \(2024\)](#), [Adinegara et al. \(2023\)](#), and [Setia et al. \(2022\)](#), who also stated that job satisfaction has a significant positive direct effect on employee performance. This differs slightly from [Laili & Safrizal \(2021\)](#), who stated that job satisfaction has a positive but insignificant effect on employee performance. On the other hand, there is a difference highlighted by [Wahyuningtyas & Kirana \(2022\)](#), who state that job satisfaction does not significantly influence employee performance.

The indirect influence of work motivation on employee performance through job satisfaction is highly significant and positive. This can be seen from the Original Sample test results of 0.089, with T Statistics of 1.962 and P Values of 0.025. Since the P value is < 0.05 and the T Statistics are above the minimum threshold, this indicates that job satisfaction plays a significant mediating role in strengthening the influence of work motivation on employee performance.

This is in line with research on the influence of leadership style and motivation on employee performance, with job satisfaction as a mediator at Bappeda and Brida in Jembrana Regency, with the research results showing that job satisfaction acts as a significant mediator between leadership style and work motivation on employee performance (Purnamiati, 2024).

Leadership style has a significant indirect influence on job satisfaction on employee performance. This can be concluded from the Original Sample results of 0.102, with a T-statistic of 2.245 and a P-value of 0.013. Since the P-value is less than 0.05, it indicates that job satisfaction acts as a significant mediator in the relationship between leadership style and employee performance. This is supported by research on LLDIKTI-IX office employees, which shows that leadership style has a positive and significant influence on job satisfaction and performance (Hajjali et al., 2022).

Table 3
Summary of Hypothesis Results

No.	Hypothesis	Description
H1	Work Motivation Directly Affects Employee Performance	Accepted
H2	Leadership style has a direct impact on employee performance.	Accepted
H3	Work Motivation Directly Affects Job Satisfaction.	Accepted
H4	Leadership Style Directly Affects Job Satisfaction	Accepted
H5	Job satisfaction has a direct impact on employee performance.	Accepted
H6	Job Satisfaction Mediates the Influence of Work Motivation on Employee Performance.	Accepted
H7	Job Satisfaction Mediates the Influence of Leadership Style on Employee Performance	Accepted

Source: Compiled by Researchers, 2025.

Conclusion

The research conducted at the Palembang KPPN Work Unit, with the research object being financial management employees, aimed to determine the influence of work motivation and leadership style on employee performance through job satisfaction as an intervening variable in financial management at the Palembang KPPN work unit. Based on this objective, seven hypotheses were formulated and tested using SEM based on Smart-PLS, with the following results:

- 1) Work motivation has a direct, positive, and significant effect on employee performance.
- 2) Leadership style has a direct, positive, and significant effect on employee performance.
- 3) Work motivation has a direct, positive, and significant effect on job satisfaction.
- 4) Leadership style has a direct, positive, and significant effect on job satisfaction.
- 5) Job satisfaction has a direct, positive, and significant effect on employee performance.
- 6) Job satisfaction mediates the effect of work motivation on employee performance significantly.
- 7) Job satisfaction significantly mediates the influence of leadership style on employee performance.

Acknowledgments

Thank you to those who have helped, so that this manuscript was accepted and published in an international journal.

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