

Effect of Leadership Style, Organizational Commitment and Motivation on Job Satisfaction and Employee Performance at PT. Bank Sulselbar

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Abstract: *This study aimed to analyze the effect of (1) leadership Style, organizational commitment and work motivation on employee job satisfaction in PT. Sulselbar Bank, (2) leadership style, organizational commitment and job satisfaction on employee performance in PT. Sulselbar Bank, (3) job satisfaction on employee performance in PT. Sulselbar Bank, and (4) leadership Style, organizational commitment, work motivation on employee performance through job satisfaction. The research was conducted at PT. Sulselbar Bank with a sample of 101 people from a population of 1,074. Data were analyzed using SEM (Structural Equation Modeling) with the help of the program AMOS version 18. The results showed that (1) leadership Style effect positive and significant on job satisfaction, (2) organizational commitment effect positive and significant on job satisfaction, (3) motivation effect positive and no significant on job satisfaction of employees, (4) leadership style has a positive effect and significant on the performance of employees, (5) organizational commitment effect positive and significant on employee performance; (6) motivation effect positive and no significant on the performance of employees, and (7) job satisfaction effect positive and a significant on employee performance.*

Keywords: *Leadership Style, Organizational Commitment, Motivation, Job Satisfaction and Employee Performance*

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I. Introduction

Survival and growth of a company is not only determined by the success in managing finances, marketing and products, but also determined by the success of managing human resources. At present human resources are considered an important resource for organizations, because without qualified human resources, the organization will not be able to survive in competition. Managing human resources in organizations is not easy because it involves various elements in an organization, namely employees, leaders, and the system itself. The combination of the three things is expected to bring about a conducive work environment so that both employees and leaders can carry out their work to the fullest. For employees, this conducive work environment is expected to create job satisfaction. Job satisfaction has a considerable influence on organizational productivity both directly and indirectly. Dissatisfaction is the starting point of problems that arise in organizations such as absenteeism, manager-worker conflict and employee turnover. In terms of workers, dissatisfaction can cause a decrease in motivation, a decrease in work morale, and a decrease in the appearance of work both qualitatively and quantitatively.

Every leader basically has different behavior in leading his subordinates, the difference in behavior of leaders is called leadership style. Leadership has a very close relationship with employee motivation and performance, because the success of a leader in moving his employees to achieve their intended goals is very dependent on the authority of the leader, the ability of leaders to create motivation for employees, and create motivation for colleagues and leaders themselves. Lack of leadership role in creating harmonious communication and providing guidance to employees will cause employee performance levels to be low.

Organizational commitment is the employee's perception of all the policies and activities of the company where they work. An employee who has a high organizational commitment will identify his interests with the interests of the company, be seriously involved in the work process, and have loyalty and affection towards achieving company goals. While in its dynamic form, organizational commitment does not only appear in passive loyalty, but also involves an active relationship between each employee and his company (Steer & Porter, 2005). The substance of organizational commitment includes three forms, namely affective commitment, continuance commitment, and normative commitment (McElroy, 2001). Affective commitment can be seen from the attitude of individuals who show a sense of shared value, involvement or self-identification with the achievement of targets set by the company. While continuous commitment can be seen in the attitude of

individuals who show an awareness of cost loss if they have to leave the company as their workplace. Whereas normative commitment shows the attitude to fulfill obligations in carrying out tasks or jobs given by the company (Meyer & Allen, 1991). The important role of organizational commitment as the main essence of employee interaction with the company ultimately attracts a number of researchers to study it in various perspectives, especially from a behavioral perspective. In a context like this, organizational commitment is a determinant or determinant factor for the formation of employee work behavior or as a consequence of the emergence of other factors. Various studies have proven the existence of a close relationship between organizational commitment and job satisfaction and employee performance (Mowday et al, 1982: 64, Saks et al, 1996, Bhuian et al, 1994: 60, and Elangovan, 2001: 159).

Employee satisfaction is related to aspects of justice and the feasibility of repaying the services received by employees for their donated performance to the company. Job satisfaction is a critical factor to be able to maintain good qualified individuals. Job satisfaction also reflects a person's feelings for his work. Job satisfaction (job satisfaction) is a pleasant emotional state or not where employees see their work (Handoko, 2001: 193). High job satisfaction will lead to low turnover and absenteeism because satisfied individuals are encouraged to work better because of the need for satisfaction. When an employee feels satisfaction in working then an employee will make every effort to complete his work, which will ultimately result in high service quality and achievement of company goals. Job satisfaction is influenced by several factors, namely challenging work, appropriate rewards, supportive working conditions, coworkers who support, personal suitability for work (Robbins, 2006: 103).

Likewise with the lack of motivation for employees such as not being disciplined at work, laziness in work will cause low employee performance. This sometimes happens at PT. Bank Sulselbar, where leaders have not provided optimal motivation to their employees. The policies carried out by the leadership are usually not based on rules that have been set by the company, for example those related to job promotion and employee development. Job promotion carried out is still dominated by the willingness of the leadership, in the sense that sometimes the criteria that have been set are still ignored such as the requirements for work experience, rank and class, and level of education. The low motivation given to employees can influence the low commitment of the employees of the company. It is seen that there are still a portion of employees who half-heartedly complete the work that becomes the main task, feeling involved in a work that is getting less or less pleasant, and feeling loyal to the company where they work is also getting lower. If things like this are not considered well enough, it will result in low employee fluids to carry out their work and ultimately result in decreased employee performance.

Commitment, work motivation, and employee performance are always the focus of attention of PT. Bank Sulselbar to continue to be improved in order to support business continuity and achieve optimal corporate targets. In addition, a healthy work environment also has an important role in motivating employees to continue to contribute the best they have for the company. Bank Sulselbar provides an opportunity for all employees to be able to participate in education and training programs for the development of insights and expertise. Programs related to the management and development of human resources that have been implemented include: (a) Career education that is regularly carried out and aims to anticipate organizational development plans and branch office networks, as well as career development. Bank Sulselbar has implemented this program well, including the Training of First Line Managers, Middle Managers, Conventional and Sharia Branch Leader Certification, ALMA Training, School Staff and Bank Leaders (Sespibank); (b) Education and training in the technical field of banking to improve employee knowledge and expertise, namely Bank Accounting Education, Credit Analysts, Account Officers; (c) Training and outreach related to organizational transformation and network development is carried out through work culture training, values excellent company and service; (d) Academic education, by giving employees the opportunity to attend undergraduate education; (e) Program to improve employee integrity and the effectiveness of the implementation of Good Corporate Governance (GCG) by implementing education in the field of GCG; (f) In terms of bank risk management, as part of bank compliance with Bank Indonesia regulations, Bank Sulselbar consistently includes officials and staff to participate in the Risk Management Certificate program and education in the field of risk management in a sustainable manner; and (g) Other employee capacity building programs, carried out by attending seminars, workshops, outbound (team building), retirement preparation training, and so forth.

Based on the background described above, the formulation of the problem in this study is as follows:

1. What is leadership style, influencing employee job satisfaction at PT. Bank Sulselbar?
2. Does organizational commitment affect employee job satisfaction at PT. Bank Sulselbar?
3. Does work motivation affect employee job satisfaction at PT. Bank Sulselbar?
4. Does the leadership style influence the performance of employees at PT. Bank Sulselbar?
5. Does organizational commitment affect the performance of employees at PT. Bank Sulselbar?
6. Does work motivation affect the performance of employees at PT. Bank Sulselbar?
7. Does job satisfaction affect the performance of employees at PT. Bank Sulselbar?

II. Literature Review

A. Leadership Style

The etymology of leadership comes from the basic word "lead" (lead) means guidance or guidance, so in there are two parties, namely those led (people) and those who lead (priests). After adding the prefix "pe" to "leader" (leader) means people who influence other parties through the process of commanding communication so that other people act something in achieving certain goals. And after adding the suffix "an" to "leader" means the person who heads. If equipped with the prefix "to" becomes "leadership" (leadership) means the ability and personality of a person in influencing and persuading other parties to take action to achieve common goals, so that the concerned becomes the beginning of the structure and center of the group process (Masrukin and Waridin, 2006) So leadership is an activity to influence the behavior of others so that they want to be directed to achieve certain goals (Miftah, 2001: 67). Leadership is defined as the ability to move or motivate a number of people to simultaneously carry out the same activities and aim at achieving their goals (Nawawi, 2002: 213). Therefore, the important thing about leadership is the influence and effectiveness of the power of a leader. If someone wants to influence the behavior of others, then leadership activities have begun to appear to be of relevance. Along with the understanding above, leaders are people who have the authority and the right to influence others, so that they behave as desired by the leader through his leadership. Thus, simply leadership is every effort to influence. Meanwhile power can be interpreted as a potential influence from a leader. This is a source that allows a leader to get the right to invite or influence others (Miftah, 2001). Furthermore, Miftah Toha also distinguishes between power and authority (authority) which is often considered the same as understanding. Authority can be formulated as a special type of power that is inherently inherent in the position occupied by a leader. Thus authority is a power that is legitimized by a formal role of a leader in an organization (Miftah, 2001).

Leadership style is a way used by a leader in influencing the behavior of others. From this style, benefits can be taken to be used as leaders in leading subordinates or followers. Leadership style is a behavioral norm used by a leader when trying to influence the behavior of others or subordinates. The leader cannot use the same leadership style in leading his subordinates, but must be adapted to the characteristics of the level of ability in the task of each subordinate. An effective leader in applying a certain style in his leadership must first understand who his subordinates are leading, understand the strengths and weaknesses of his subordinates, and understand how to use the power of subordinates to compensate for their weaknesses. The term style is a way that leaders use in influencing their followers (Thoha, 2001:49).

In the path path theory (Path Goal Theory) developed by Robert House (1996) states that leaders encourage higher performance by providing activities that influence subordinates to believe that valuable results can be achieved with serious effort. Leadership that applies universally results in high levels of performance and subordinate satisfaction. In different situations it requires a leadership style that is personal characteristics and environmental strength. This theory also illustrates how expectations of expectations are influenced by contingent relationships between the four leadership styles and various employee attitudes and behaviors. Leader behavior provides motivation to level (1) reducing roadblocks that interfere with achieving goals,(2) providing guidance and support needed by employees, and(3)linking meaningful rewards to achieving goals. In addition, Davis, Keith(1985:102)believes that leaders can show more than one leadership style, and identify five leadership styles,namely:(1)Directive style,(2)Supportive style,(3) Participatory style, (4)Style of Orientation of Achievement, and (5)Style of Caregivers.

B. Organizational Commitment

Jewell and Siegall (2001: 518) organizational commitment is a condition or the degree to which an employee sits with a particular organization with its objectives and maintains membership in the organization, while Mutiara (2002: 135) organizational commitment describes as a tendency to be bound in a line of activities that is consistent because it considers the cost of carrying out other activities. Romzek (1990) states that increasing organizational commitment is very important for the motivation and quality of employees who work in the public sector because public services require a good level of commitment if the commitment of an employee is good then the public service is also good and vice versa while service the public has been influenced by the existing culture (Suleyman, 2002). Meyer and Allen, (1991) stated that basically employees want to contribute to achieving organizational goals where to achieve these organizational goals have been influenced by the nature of the different commitments, so that the demands mentioned above become increasingly urgent when fiscal flexibility begins to decline like this. now, while managers in the government environment have very limited ability to give extrinsic rewards such as promotions and salary / rank increases (Nyhan, 2000).

Organizational commitment is seen as a value orientation towards the organization which shows that individuals think deeply about and prioritize their work and organization. Individuals will try to give all their efforts in order to help the organization achieve its goals. Organizational commitment can be distinguished in its

nature into 3 things (Cheng & Kalleberg, 1996), namely (1) Willingness to do business that is beneficial to the interests of the organization; (2) A strong desire to maintain membership in the organization; and (3) Strong trust and acceptance of organizational goals and values.

Commitment according to an attitude-based approach (Attitudinal approach), points to the problem of involvement and loyalty. According to Mowday and Potter, (1982) commitment is a relatively strong identification and involvement of individuals towards certain organizations. There are 3 factors included, namely: (1) A strong desire to remain a member of the organization, (2) Strong belief and acceptance of the values and objectives of the organization, and (3) Acceptance of efforts in accordance with the organization. While according to Steers (2005: 45), organizational commitment is the relative strength of the identification of individuals to be involved in certain organizations. Organizational commitment (Muchinsky, 1993: 286) is characterized by (1) the existence of strong beliefs and acceptance of the goals and values of the organization, (2) the willingness to mobilize effort for the organization, and (3) the desire to maintain membership in the organization that is.

C. Job Motivation

Work motivation can be expressed in various approaches that can foster work morale or work passion and do not need to be listened to from the sub-systems as a whole but can only be seen from one sub-system. Sub systems that exist in work motivation are sub intrinsic and extrinsic systems that can be seen partially. Parts of the sub-motivational system include incentive aspects, work conditions, employed relationships and work facilities. In various work motivations in general, there are relatively few differences. However, it should be realized that there is a fundamental difference, as in the theory of work motivation that is more specific and focuses attention related to work characteristics (job characteristics) in an organization. Characteristics can be seen from employee behavior, for example why someone has to work hard to complete the task even though it is difficult and why there are employees who refuse to be promoted.

In this study, we will examine and deepen the understanding of work motivation processes that are related to work behavior. Work behavior in the organization will change into an initiative and as a director in encouraging the completion of one's tasks and ending with performance, if someone gets recognition, responsibilities, achievement is rewarded if the work itself is fun and there is an opportunity to grow and develop. These five behaviors by Sigit (2003: 39) are referred to as intrinsic factors which are occupational content. If the five factors are considered good by the employee, then employees feel satisfied and will be motivated to work more productively. Conversely, if these factors are judged by employees to be lacking or not good, then they feel there is no work satisfaction so they are not motivated to work more productively. Thus, the five factors can be said to be factors that can motivate employees to work so that they feel satisfied to work.

D. Job Satisfaction

Job satisfaction focuses on the individual's perception of the work that the organization gives to him (Barney & Griffin, 1992). Thus job satisfaction becomes a very important issue for organizations because theoretically job satisfaction as a series of individual perceptions will influence the attitudes and behavior of individuals carrying out their work (Winardi, 2004: 53). With a high level of job satisfaction employees the organization will benefit not only to meet the interests of the organization but also in the context of achieving organizational goals.

Job satisfaction is a set of individual feelings about pleasant or unpleasant perceptions of the organizational environment and the work done (Barney & Griffin, 1992). Davis & Newstrom (1993: 396) defines job satisfaction as a match between someone's expectations that arise and the rewards that are received from work. This understanding indicates that job satisfaction is closely related to aspects of justice, psychological contracts between individuals and organizations, and individual motivation. The more aspects of work that are in accordance with the wishes and expectations of individuals, the higher the level of job satisfaction that occurs in the organization.

E. Employee Performance

Performance measurement is used as an assessment of the success and / or failure of the implementation of activities or programs / policies in accordance with the goals and objectives that have been set in order to realize the mission and vision of government organizations. Performance measurement includes setting performance indicators and setting performance performance indicators. Next, a performance evaluation is carried out by calculating the performance value of the activities or programs / policies that have been set. Then to assess the accountability of achieving the goals and targets set based on the results of the strategic planning of each activity of the government management organization. In addition, an analysis of performance achievement is carried out by interpreting the results of performance measurements further describing the success and failure of government organizations in carrying out their mission. If it is assumed that the higher the

realization can illustrate the achievement of the better performance indicators, then the formula used to calculate the performance indicators is as follows: Anonim (1999: 22): Performance indicator achievement = Realization X100% Plan. However, if it is assumed that the higher the realization shows the lower achievement of performance, then the formula used is the achievement of performance indicators = [Plan-(Realization-Plan)] X 100%: Plan. As for calculating the value of achievement of activity performance indicators obtained by using the formula: Value of Achievement indicators = Achievement of X performance indicators The weight of the performance indicator is divided by 100%.

Anonim (1999: 7), performance indicators are quantitative and qualitative measures that describe the level of achievement of a predetermined goal or goal taking into account indicators of input, output, results, benefits and impacts. Measuring instruments to find out in detail each of the performance indicators are: (a) Input indicators are everything needed so that the implementation of activities can run to produce output. This indicator can be in the form of funds, human resources, information, policies / legislation and so on; (b) Output indicators are something that is expected to be directly achieved from an activity. The output can be both physical and non-physical; (c) Indicator of results is anything that reflects the functioning of output activities in the medium term (direct effect); (d) Indicator of benefits (benefits) is something related to the final goal of the implementation of activities; and (e) Indicator of impact is the effect that is generated both positively and negatively at each level of the indicator based on prescribed assumptions.

Performance appraisal is the basis of the assessment of human resource management activities such as recruitment, selection, placement, training, payroll, and career development. Performance appraisal activities are closely related to the continuity of the organization. Based on the description above it can be concluded that performance appraisal is an integral part of the assessment process which includes: the implementation of specific, measurable, target performance levels, changes in time, limited time, direction and support of superiors. Employees and their superiors can set performance targets and standards that must be achieved within a certain period of time. Improving the performance of individual employees will in turn drive the performance of overall human resources.

Thus, this study uses 5 variables, namely 3 independent variables, 1 intermediate variable, and 1 dependent variable. Independent variables consist of leadership (X1), organizational commitment (X2), and motivation (X3). The intermediate variable is job satisfaction (Y1), and the dependent variable is job satisfaction (Y2). The conceptual framework in this study can be described as follows.

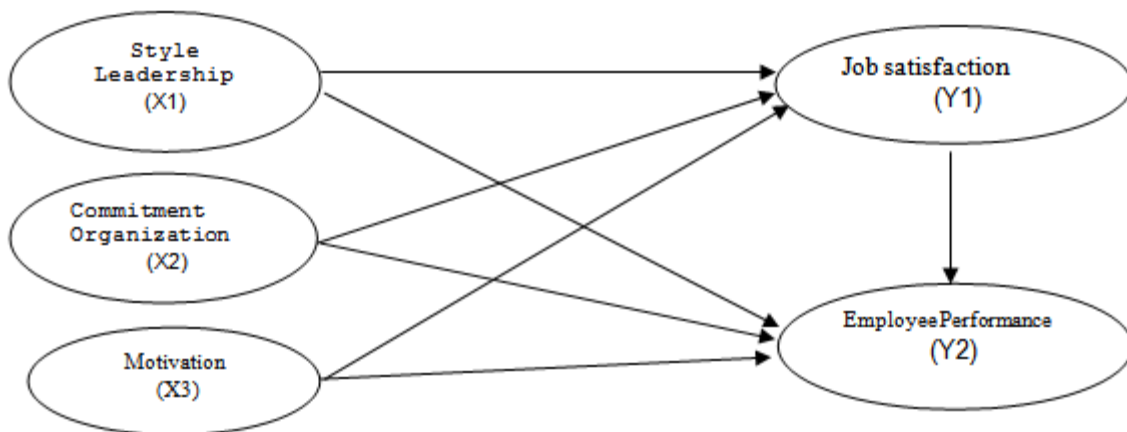


Figure 1. Conceptual Framework

Based on the above conceptual framework, the following hypotheses can be stated:

- H1 Leadership has a positive and significant effect on employee job satisfaction at PT. Bank Sulsebar.
- H2 Organizational commitment has a positive and significant effect on employee job satisfaction at PT. Bank Sulsebar.
- H3 Motivation has a positive and significant effect on employee job satisfaction at PT. Bank Sulsebar.
- H4 Leadership has a positive and significant effect on employee performance at PT. Bank Sulsebar.
- H5 Organizational commitment has a positive and significant effect on employee performance at PT. Bank Sulsebar.
- H6 Motivation has a positive and significant effect on employee performance at PT. Bank Sulsebar.
- H7 Job satisfaction has a positive and significant effect on employee performance at PT. Bank Sulsebar.

III. Research Methods

This study uses two approaches, namely descriptive approach and explanatory approach, this research was conducted at PT. Sulsebar Bank headquartered in Makassar. The data used is sourced from primary data and secondary data. Data collection techniques carried out in this study were observation, interviews, questionnaire (questionnaire) and documentation, namely data collection techniques carried out by studying documents, reports and information relating to research. The population in this study were all employees of PT. Bank Sulsebar and the sample used as respondents in this study were 101 employees who were in the PT. Bank Sulsebar using statistical analysis of the SPSS version 18.00 program and the AMOS (Analysis of Moment Structures) program version 18

IV. Operational Definition And Measurement

To facilitate understanding and clarify what is meant by variables in this study, it is necessary to provide an operational definition. Operational definitions are elements of research that tell how to measure a variable or can be said to be some kind of implementation instructions on how to measure variables. Operational definitions contain indicators of a variable, which allows researchers to use relevant data for these variables. The operational definition of the variables in this study are as follows:

1. Employee Performance

Employee performance is the work performance shown by each employee within the scope of PT. Bank Sulsebar which is measured using input, output, outcome, benefit, and impact. The indicators for measuring employee performance (Tsui, et. Al: 1997 and Winardi, et al. 2012) are (a) quantity of employee work, (b) quality of employee work, (c) employee work efficiency, (d) employee professional standards, (e) the accuracy of completing work, (f) speed of work, (g) responsibility for work results, (h) employee creativity, and (i) adaptation to new tasks.

This indicator is measured by a Likert scale, where the lowest value is given a score of 1, and the highest is given a score of 5, namely score 1 = disagree, score 2 = disagree, score 3 = quite agree, score 4 = agree, and score 5 = strongly agree .

2. Job Satisfaction

Job satisfaction is a positive attitude towards work on employees. This variable is measured through five indicators (Celluci and David: 1978, and Mas'ud: 2004), namely (a) Satisfaction with responsibility, (b) Satisfaction of progress, (c) Satisfaction with achievement, (d) Satisfaction with recognition, and (e) Satisfaction with the work itself. Indicators of each variable are measured by a Likert scale, where the lowest value is given a score of 1, and the highest is given a score of 5, namely score 1 = dissatisfied, score 2 = less satisfied, score 3 = quite satisfied, score 4 = satisfied, and score 5 = very satisfied.

3. Leadership Style (X1)

Leadership Style is a behavior pattern that is shown by that person when influencing other people's activities as perceived by others. The leadership style intended in this sense is the perception of employees or subordinates who will be influenced by their behavior rather than the perception of the leader itself. The leadership style variables are measured through five dimensions (Griffin, 1980 in Yukl, 2005), namely: (a) Participatory Style (X1.1), which is composed of leaders often consult subordinates, treat subordinates equally, and interact informally; (b) Caregiver Style (X1.2) which consists of helping subordinates, praising and respecting subordinates, and paying attention personally; (c) Directive Style (X1.3) which consists of liking detailed procedures, expecting subordinates to obey regulations, and decisions fully in the hands of superiors; (d) Supportive Style (X1.4) consisting of priority interests, level of confidence, and supervisory ability; and (e) Achievement Orientation Style (X1.5) which consists of prioritizing tasks, work completed on time, and updating knowledge.

Indicators of leadership style variables measured by a Likert scale, where the lowest score was given a score of 1, were the highest score 1 = disagree, score 2 = disagree, score 3 = quite agree, score score 4 = agree, and score 5 = strongly agree.

4. Organizational Commitment (X2)

Organizational commitment is a strong belief in the values and goals of the organization, willingness to make extra efforts to remain a member or part of an organization or company. Organizational commitment is formed by indicators (Mowday, et. Al: 1998, and Winardi, et al. 2012, namely (a) Proud to be part of the organization, (b) Care for the fate of the organization, (c) Loyalty to the organization, (d) Receive all work, (e) Feeling happy with the organization, (f) Understanding of organizational policies, and (g) Working beyond the target.

The indicator of organizational commitment variable is measured by a Likert scale where the lowest value is given a score of 1, and the highest is given 5 scores, namely score 1 = not proud, indifferent, unfaithful, unhappy, or unaware; score 2 = less proud, less caring, less loyal, less happy, or less understanding; score 3 = quite proud, caring enough, quite loyal, quite happy, or quite understanding; score 4 = proud, caring, loyal, happy, or understanding; and score 5 = very proud, very caring, very loyal, very happy, or very understanding.

V. Motivation

In this study there were 3 types of motivation used, motivation in the form of compensation, workplace conditions, and promotion. The three types of motivation and indicators can be described as follows:

- Compensation, is the motivation given to each employee in the form of financial services in the form of salaries and benefits. Compensation is measured based on (1) salaries, benefits, bonuses and incentives; (2) Additional income improvements; (3) Housing ownership assistance funds; (4) Vehicle ownership assistance; and (5) Family health benefits.
- Workplace conditions are conditions that provide employees with comfort in completing their main functions and tasks. The indicators used to measure the variable working conditions are (1) Availability of official vehicles; (2) Availability of adequate facilities and technology; (3) Administrative equipment; and (4) Air conditioner and air freshener.
- Job promotion is a form of appreciation made by the leadership of PT. Bank Sulselbar by increasing the position of employees in accordance with applicable regulations. The indicators used are (1) education level; (2) work experience; (3) level of work discipline; (4) work loyalty; and (5) rank level. This indicator is measured by a Likert scale where the lowest value is given a score of 1, and the highest is given 5 scores, namely score 1 = dissatisfied, score 2 = less satisfied, score 3 = quite satisfied, score 4 = satisfied, and score 5 = very satisfied.

VI. Research Results And Discussion

After testing the data, the following is done by testing the model or testing the goodness of fit model. The model is said to be good if the development of a hypothetical model is conceptually and theoretically supported by empirical data.

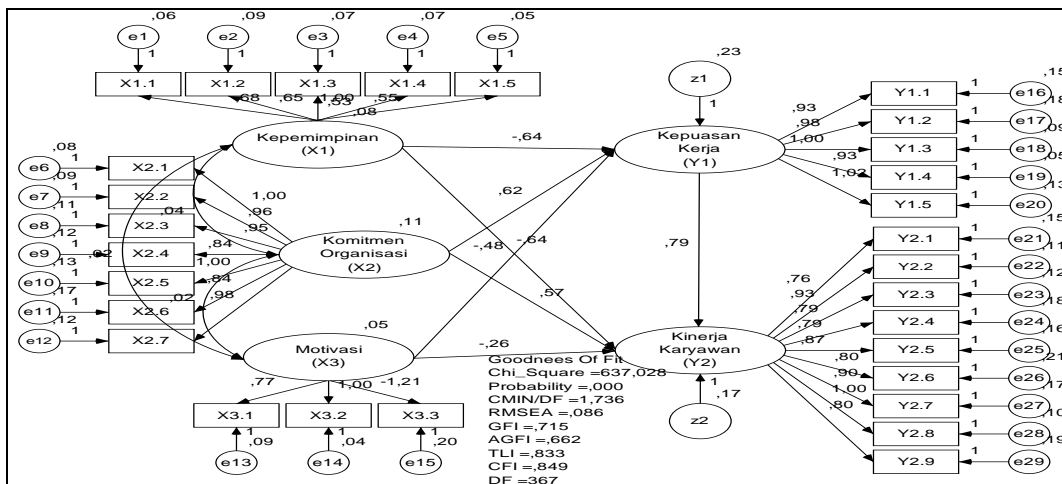


Figure 2. Early Phase Goodness of Fit Model Test

Some of the results of the test for the goodness of fit overall model for testing the hypothesis in the figure above can be seen in the following table.

Table 1. Testing of the Goodness of fit Overall Model Early Phase.

Goodness of fit	The calculation results	Cut-off	Information
Khi Kuadrat	637,028	Diharapkan Kecil	Marginal model
Probability	0,000	≥ 0,05	Marginal model
RMSEA	0,086	≤ 0,08	Marginal model
GFI	0,715	≥ 0,90	Marginal model
AGFI	0,662	≥ 0,90	Marginal model
TLI	0,833	≥ 0,95	Marginal model

CFI	0,849	$\geq 0,95$	Marginal model
CMIN/DF	3,670	$\leq 2,00$	Marginal model

Source: Author, 2019

Based on the instructions for modification indices, modifications are made to correct the model so that it is valid to prove the hypothesis. Model modification is prioritized only on the correlation between items and errors, and does not modify the path of influence. The results of these modifications are presented in the final SEM model.

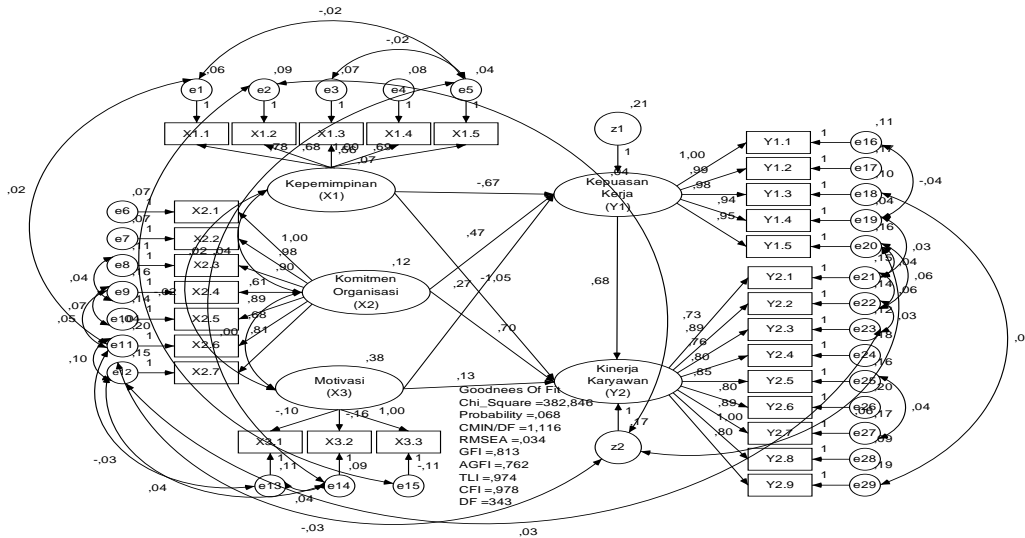


Figure 3. Final Stage Goodness of Fit Model Test

Table 2. Testing the Final Phase Goodness of fit Overall Model

Goodness of fit	The calculation results	Cut-off	Information
Khi Kuadrat	382,846	Expected Small	Good model
Probability	0,068	$\geq 0,05$	Good model
RMSEA	0,034	$\leq 0,08$	Good model
GFI	0,813	$\geq 0,90$	Good model
AGFI	0,762	$\geq 0,90$	Good model
TLI	0,974	$\geq 0,95$	Good model
CFI	0,978	$\geq 0,95$	Good model
CMIN/DF	1,116	$\leq 2,00$	Good model

Source: Author, 2019

Hypothesis testing

To test hypothesis in this study, a structural equation model (SEM) was used with the help of AMOS 18. Software testing of hypothesis is done by paying attention to the value of p value, ie if the p value is smaller than 0.05 then the influence between variables is significant, vice versa. The test results also explain the direct effect, indirect effect and total effect between the variables analyzed. For more details on the results of hypothesis testing, it can be seen in Table 23 below.

Table 3. Results of Testing Research Hypotheses

No	Variable			Direct Effects	Indirect Effects	Total Effects	P-Value	Information
	Variable Independent	Variable Intervening	Variable Dependent					
1	Leadership Style (X1)	-	Job satisfaction (Y1)	0,325	0,000	0,325	0,010	Significant
2	Organizational Commitment (X2)	-	Job satisfaction (Y1)	0,303	0,000	0,303	0,011	Significant
3	Motivation (X3)	-	Job satisfaction (Y1)	0,313	0,000	0,313	0,125	Not Significant
4	Leadership Style	Job satisfaction	Employee performance	0,394	0,169	0,563	0,000	Significant

	(X1)	(Y1)	(Y2)					
5	Organizational Commitment (X2)	Job satisfaction (Y1)	Employee performance (Y2)	0,347	0,158	0,505	0,000	Significant
6	Motivation (X3)	Job satisfaction (Y1)	Employee performance (Y2)	0,116	0,163	0,279	0,234	Not Significant
7	Job satisfaction (Y1)	-	Employee performance (Y2)	0,521	0,000	0,521	0,000	Significant

Source: data processed, 2019

Based on the table above, it can be explained that out of the 7 paths found in the research model, there are 5 paths that show significant influence and 2 paths that show insignificant influence. The test results with the SEM analysis model in Table 3 show:

1. The hypothesis that leadership has a positive and significant effect on job satisfaction is accepted. This is evidenced by the regression coefficient which is positive which is equal to 0.325 and the significant value is 0.010 or smaller than 0.05. This means that the leadership at PT. Bank Sulsebar has a positive and significant effect on employee job satisfaction.
2. The hypothesis that organizational commitment has a positive and significant effect on job satisfaction is accepted. This is evidenced by the regression coefficient which is positive that is equal to 0.303 and the significant value is 0.011 or smaller than 0.05. This means that the better organizational commitment at PT. Bank Sulsebar, will increase job satisfaction of employees.
3. The hypothesis that motivation has a positive and significant effect on job satisfaction is rejected. This is evidenced by the regression coefficient which has a positive value of 0.313 and a significant value of 0.125 or greater than 0.05. This means that motivation has a positive and not significant effect on employee job satisfaction. This shows that the motivation given to PT. Bank Sulsebar has not fully given satisfaction to its employees.
4. The hypothesis that leadership has a positive and significant effect on employee performance is accepted. This is evidenced by the regression coefficient which is positive that is equal to 0.394 and the significant value is equal to 0.010 or smaller than 0.05. This means that the leadership at PT. Bank Sulsebar has a positive and significant effect on employee performance.
5. The hypothesis that organizational commitment has a positive and significant effect on employee performance is accepted. This is evidenced by the regression coefficient which is positive that is equal to 0.347 and the significant value is zero or less than 0.05. This means that the better organizational commitment at PT. Bank Sulsebar, will improve the performance of employees.
6. The hypothesis that motivation has a positive and significant effect on employee performance is rejected. This is evidenced by the regression coefficient which is positive which is equal to 0.116 and the significant value is 0.234 or greater than 0.05. This means that motivation has a positive and not significant effect on the performance of employees. This shows that the motivation given to PT. Bank Sulsebar has not fully been able to improve the performance of its employees.
7. The hypothesis that job satisfaction has a positive and significant effect on employee performance is accepted. This is evidenced by the regression coefficient which has a positive value of 0.521 and a significant value of zero or less than 0.05. This means that the increasing job satisfaction of employees at PT. Bank Sulsebar, will further improve the performance of employees.

VII. Discussion

1. Effect of Leadership on Job Satisfaction

Theoretically leadership is an effort to influence many people through communication to achieve goals, ways to influence people with instructions or orders, actions that cause other people to act or respond and cause positive changes, important dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to creating confidence and support among subordinates so that organizational goals can be achieved is a leadership concept according to Durbin (2005, 147). This opinion indicates that good leadership will greatly affect employee job satisfaction. While job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and related to the work environment, type of work, compensation, relationships between coworkers and social relations in the workplace (Koesmono, 2005). Creating employee job satisfaction is not easy because job satisfaction can be created if the variables that will influence it include work motivation, leadership and organizational / company commitment can be well accommodated and accepted by all employees in an organization / company.

This can be seen from the results of the analysis of testing the influence of leadership on employee job satisfaction. The results of the analysis show that the regression coefficient value is 0.325 and the probability value (P) = 0.010 means that leadership has a positive and significant effect on employee job satisfaction at a significance level of 5%. Thus the hypothesis which states that leadership has a positive and significant effect on

employee job satisfaction is accepted. This situation shows that the leadership style applied to PT. Bank Sulselbar has been able to increase job satisfaction of employees in terms of satisfaction with responsibility, satisfaction with progress, satisfaction with achievement, satisfaction with recognition, and satisfaction with work performed by employees.

The results of this study indicate that the leadership style applied to PT. Bank Sulselbar reflects that leaders have (a) consulted with their subordinates, (b) treated employees equally from one another, (c) interacted informally with their subordinates, (d) paid attention to their subordinates in completing their tasks or work, (e) strive to praise and respect their subordinates, (f) carry out detailed work procedures, (g) delegate a portion of authority to subordinates, (h) prioritize the interests of the company, (i) have a high level of confidence, (j) has the ability to supervise the activities of the company, (k) prioritize tasks or jobs, (l) complete the work on time, and (m) update the knowledge of the subordinates or employees through education and training.

The results of this study also show that with the implementation of the leadership style, it causes employee job satisfaction to increase, which is shown by the increasing employee satisfaction with the financial compensation they receive, promotion policies carried out, coworkers, supervisors, and on the work own. The results of this study are in line with or support the results of research conducted by Challagalla and Shervani (2006), Thorlakson and Murray (1998), Ida Ayu Brahmāsari and Agus Suprayetno (2008), and Suliman (2008) who found that leadership had a positive and significant effect on satisfaction work.

The results of this study indicate that generally employees at PT. Bank Sulselbar prefers a supportive leadership style because with this supportive leadership style the leader highly prioritizes the interests of the company, has a high level of confidence, and also has high supervisory ability in every activity of the company. However, there are also employees who like besides supportive leadership styles. Employees who like the directive leadership style have reason that the leader likes detailed procedures, expecting subordinates to comply with the rules, and the decisions that are in the company are entirely in the hands of the supervisor.

Good leadership is expected to motivate employees to work better. Motivation can arise from the outside or from the inside. Outside motivation is much influenced by leadership factors and work environment. With the implementation of a good leadership style, as well as the existence of good motivation from employees supported by a conducive work environment will be able to create good employee performance.

2. Effect of Organizational Commitment on Job Satisfaction

Organizational commitment in general can be interpreted as the attachment of employees to the organization where the employee works. Commitment is needed by organizations or companies so that competent human resources in the organization can be maintained and maintained. Theoretically, it can be explained that organizational commitment is a measure of employee strength related to organizational goals and values (Robbins, 2006: 163). Commitment is seen as a value orientation towards the organization which shows that individuals think deeply about and prioritize their work and organization. Individuals will try to give all their efforts in order to help the organization achieve its goals (Soetjipto, 2002: 72). The commitment to the organization also discusses employee closeness to the organization they are in and at the same time reflects the strength of employee involvement and loyalty to the organization. This involvement and loyalty is greatly influenced by how much work is charged to employees in accordance with their expectations.

The results showed that organizational commitment had a positive and significant effect on employee job satisfaction at PT. Bank Sulselbar. This is evidenced by the regression coefficient marked positive that is equal to 0.303 and the probability value is 0.011 at the 5% significance level. The results of this study are in line with the hypothesized, so that the research hypothesis is accepted. This situation shows that the better the commitment of employees to the organization or company, it will cause employee job satisfaction also increased.

The results of the study imply that in general the employees at PT. Bank Sulselbar has a high commitment to the company, which is proven by their attitude in the form of (a) feeling proud to be part of the organization, (b) having concern for the fate of the organization, (c) being loyal to the organization, (d) happy to accept all jobs, (e) have a feeling of being happy with the organization, (f) trying to understand the policies of the organization or company, and (g) always trying to work to exceed the target set by the company. High employee commitment to the company has an impact on increasing employee job satisfaction.

The results of this study are in the same direction or support the results of research conducted by Suliman (2008), and Sarminah Samad (2011) which shows that organizational commitment has a positive and significant effect on job satisfaction.

3. Effect of Motivation on Job Satisfaction

The findings in this study indicate that work motivation has a positive and not significant effect on employee job satisfaction at a 5% significance level. This can be seen from the results of the analysis of testing the effect of motivation on employee job satisfaction which shows that the probability value (P) is smaller than

the level of significance, and the regression coefficient value is positive. Thus, the hypothesis which states motivation has a positive and significant effect on job satisfaction is rejected. The results of the study imply that employees at PT. Bank Sulselbar, some of them are still not satisfied with company policies, especially policies related to compensation and promotion policies. Some employees feel dissatisfied with the compensation given by the company so far, namely in the form of salaries, benefits, bonuses and incentives; additional income improvements; home ownership assistance fund; assistance with vehicle ownership; and family health benefits. This is supported by data from the research shows that as many as 14.9% of respondents were less satisfied with the salary, allowances, bonuses and incentives they received, as many as 14.9% of respondents who were less satisfied with the additional improvements received, as many as 35, 6% of respondents who said they were not satisfied with the help of home ownership funds, as many as 22.8% of respondents were less satisfied with the assistance of vehicle ownership, and as many as 32.7% of respondents were less satisfied with family health benefits provided by the company.

Likewise, it can be seen from the promotion policy, that is, as many as 22.8% of respondents said that in carrying out promotion they did not pay attention to the level of education, as many as 18.8% of respondents said they did not pay attention to the experience of the promoted employees said that he did not pay attention to the level of discipline in conducting promotions, as many as 23.8% of respondents said that they paid less attention to work loyalty in conducting promotions, and as many as 22.8% said they paid less attention to rank in promoting employees. This means that the promotion carried out at PT. Bank Sulselbar has not been fully implemented in accordance with applicable regulations, such as still not paying attention to the level of education, work experience, level of work discipline, work loyalty, and rank level. This situation shows that giving motivation through the policy of giving compensation and promotion is carried out by PT. Bank Sulselbar has not been fully carried out in accordance with the conditions set by the company, so that it has no significant effect on employee job satisfaction. Some of the employees also felt that their workplace conditions did not fully provide comfort in completing their main functions and tasks, such as the limited availability of official vehicles, limited availability of adequate facilities and technology, limited administrative equipment, and limited cooling and refreshing equipment. the room especially at the sub-branch offices in the regions. The results of this study are not in accordance with the results of research conducted by Thorlakson and Murray (1998), Ida Ayu Brahmasari and Agus Suprayetno (2008), and Jurkeiwick (2009) which show that motivation has a positive and significant effect on job satisfaction.

4. Effect of Leadership on Employee Performance

Leadership in companies is important in an era of modern organizations that require democratization in the implementation of work and corporate leadership. Leadership plays a role in attracting the potential performance of individuals or employees to want to spend maximum effort to achieve a common goal or company. Weak or inappropriate leadership can impact on employee performance that is not optimal. The ideal leader is portrayed as a person who has broad insight regarding their field of work, is able to be a motivator and guide, be fair and open, assertive, and able to build a family atmosphere for his subordinates. The result that might arise from the existence of a bad leadership style is a decrease in employee performance which will have an impact on the decline in the total performance of the company. The results of the analysis show that the regression coefficient value is 0.394 and the probability value (P) = 0,000 means that the leadership has a positive and significant effect on employee performance at the 5% significance level. Thus the hypothesis which states that leadership has a positive and significant effect on employee performance is accepted. This situation shows that the leadership style applied to PT. Bank Sulselbar has been able to improve the performance of its employees in the sense that it has been able to increase the quantity of work, able to improve the quality of work, able to improve work efficiency, able to improve professional standards, able to improve the accuracy of completing work, able to improve work speed, able to increase responsibility for work results, able to increase creativity, and be able to improve adaptation to new tasks. The results of this study are in the same direction or support the results of research conducted by Challagalla and Shervani (2006), and Ida Ayu Brahmasari and Agus Suprayetno (2008) who found that leadership had a positive and significant effect on employee performance.

5. Effect of Organizational Commitment on Employee Performance

An employee in carrying out work in an agency or organization has a very basic problem where an employee with one another will not be the same level of commitment they have. Organizational commitment to high employees will usually improve high performance and at the same time can reduce absenteeism, and vice versa if an employee has a low level of commitment then his performance is also low (Nyhan, 2000). Commitment is a variable that can predict regularly employee behavior in work, especially among attendance problems. The relationship that governs the commitment and performance of employees has been stated by Elangovan (2001) in his argument that employee commitment to the organization has a positive relationship

with employee performance, and without regard to employee commitment to the organization, employee performance will deteriorate and ultimately the company's performance will decrease.

The findings in this study indicate that organizational commitment has a positive and significant effect on employee performance at a significance level of 5%. This can be seen from the results of the analysis of testing the influence of organizational commitment on employee performance which shows that the probability value (P) = 0.00 and the regression coefficient value is 0.374. Thus, the hypothesis states that organizational commitment has a positive and significant effect on employee performance is accepted. This situation shows that the better the employee's commitment to the organization or company, the higher the performance of employees.

The results of the study imply that in general the employees at PT. Bank Sulselbar has a high commitment to the company, especially in improving its performance, as evidenced by their attitude (a) feeling proud to be part of the organization, (b) having concern for the fate of the organization, (c) being loyal to the organization, (d) happy accepting all work, (e) having a feeling of being happy with the organization, (f) trying to understand the policies of the organization or company, and (g) always striving to work to exceed the target set by the company. High employee commitment to the company has an impact on improving the performance of employees themselves.

This also means that with the higher commitment of employees to the company, it will have an impact on (a) increasing the quantity of work of employees, (b) improving the quality of work of employees, (c) increasing work efficiency of employees, (d) increasing professional standards of employees, (e) increase the accuracy of completing work, (f) increase the speed of work, (g) increase responsibility for work results, (h) increase employee creativity, and (i) increase adaptation to new tasks. The results of this study are in the same direction or support the results of research conducted by Sarminah Samad (2011), Winardi, et al (2012), and Gao Liang Wang, et.al (2012) which show that organizational commitment has a positive and significant effect on employee performance.

6. Effect of Motivation on Employee Performance

Motivation someone shows a certain direction to him in taking steps that need to understand to arrive at the destination. Thus, work motivation means the motivation of someone who shows the drive or will of someone to carry out actions or activities within the scope of tasks that are jobs or positions in the environment of an organization.

The findings in this study indicate that work motivation has a positive and not significant effect on employee performance at a 5% significance level. It can be seen from the results of the analysis of testing the effect of motivation on employee performance which shows that the probability value (P) = 0.234 and the regression coefficient value is 0.116. Thus, the hypothesis which states motivation has a positive and significant effect on employee performance is rejected.

This situation shows that the motivation carried out at PT. Bank Sulselbar has not fully improved employee performance optimally, or in the sense that the motivation carried out by the company has less impact on improving the quantity of employee work, improving the quality of employee work, improving employee work efficiency, increasing employee professional standards, increasing work completeness, improving speed of work, increase in responsibility for work results, increase employee creativity, and also to improve adaptation to new tasks. This situation is also proven by research data found in table 11 which shows that there are still employees who feel dissatisfied with the compensation and promotion policies implemented by the company, so that it has a bad impact on employee performance.

The results of this study are not in accordance with the results of research conducted by Thorlakson and Murray (1998), Ida Ayu Brahmasari and Agus Suprayetno (2008), and Jurkeiwick (2009), and Winardi, et al (2012) which show that motivation has a positive and significant effect on employee performance.

7. Effect of Job Satisfaction on Employee Performance

Job satisfaction will be obtained if there is a match between the expectations of the employee and the reality encountered and obtained from the place of work. Workers' perceptions of matters relating to their work and job satisfaction involve security, fairness, enjoyment, passion, status and pride. In this perception also involved the work situation of the employees concerned which included work interactions, working conditions, recognition, relationships with superiors, and promotion opportunities. In addition, this perception also includes conformity between the abilities and desires of employees and the conditions of the organization in which they work, including types of work, interests, talents, income, and incentives (Gae-Liang Wang, 2012).

Job satisfaction is also an important factor to get optimal work results. When a person feels satisfaction in working, of course he will try as much as possible with all the abilities he has to complete his work assignments. Thus the productivity and results of work of employees will increase optimally. Individuals who are satisfied with their work will be encouraged to do better work. A person with a high level of job satisfaction

shows a positive attitude towards his work, and will talk positively about his organization (Lok and Crawford, 2004).

The results showed that job satisfaction had a positive and significant effect on the performance of employees at PT. Bank Sulsebar. This is evidenced by the regression coefficient with a positive sign that is equal to 0.521 and a probability value of 0,000 at the 5% significance level. The results of this study are in line with the hypothesized, so that the research hypothesis is accepted. This situation shows that the better the level of employee satisfaction, it will affect the increase in performance.

The results of this study imply that in general, employees at PT. Bank Sulsebar has been satisfied with the work they have done so far, namely in the sense that they are satisfied with the responsibility given in completing work, satisfied with the progress achieved, satisfied with the achievement of results, satisfied with the recognition of work, and also satisfied with the work what they have been up to now. With the satisfaction felt by these employees, it will have an impact on increasing the quantity of work of employees, improving the quality of work of employees, increasing work efficiency of employees, increasing professional standards of employees, increasing the accuracy of completing work, increasing work speed, increasing responsibility for work, increasing employee creativity, and increased adaptation to new tasks.

The results of this study are in line with or support the results of research conducted by Ostroff (1992), Challagalla and Shervani (2006), Ida Ayu Brahmasari and Agus Suprayetno (2008), Sarminah Samad (2011), Alamdar Hussain Khan, et.al (2012), Muhammad Tahir Iqbal (2012), Gao Liang Wang, et.al (2012), and Morad Rezaei, et, al (2012) which show that job satisfaction has a positive and significant effect on employee performance.

VIII. Conclusion

Based on the results of the previous analysis and discussion, this research can be summarized as follows:

1. Leadership has a positive and significant effect on employee job satisfaction at PT. Bank Sulsebar. This situation shows that the leadership style applied to PT. Bank Sulsebar has been able to increase job satisfaction of employees in terms of satisfaction with responsibility, satisfaction with progress, satisfaction with achievement, satisfaction with recognition, and satisfaction with work performed by employees.
2. Organizational commitment has a positive and significant effect on employee job satisfaction at PT. Bank Sulsebar. This means that the better the commitment of employees to the organization or company, it will cause employee job satisfaction also increased.
3. Work motivation has a positive and not significant effect on employee job satisfaction. This gives the implication that employees at PT. Bank Sulsebar, some of them are still not satisfied with the company's policy to provide compensation in the form of salaries, benefits, bonuses and incentives; additional income improvements; home ownership assistance fund; assistance with vehicle ownership; and family health benefits.
4. Leadership has a positive and significant effect on employee performance. This situation shows that the leadership style applied to PT. Bank Sulsebar has been able to improve the performance of its employees in the sense that it has been able to increase the quantity of work, able to improve the quality of work, able to improve work efficiency, able to improve professional standards, able to improve the accuracy of completing work, able to improve work speed, able to increase responsibility for work results, able to increase creativity, and be able to improve adaptation to new tasks.
5. Organizational commitment has a positive and significant effect on employee performance. This situation shows that the better the commitment of employees to the organization or company, it will cause the performance of employees at PT. Bank Sulsebar also experienced an increase.
6. Work motivation has a positive and not significant effect on the performance of employees at PT. Bank Sulsebar. This means that the motivation carried out at PT. Bank Sulsebar has not fully improved employee performance optimally, or in the sense that the motivation carried out by the company has an adverse impact on increasing the quantity of employee work, improving the quality of employee work, increasing employee work efficiency, increasing employee professional standards, improving work completeness, increasing speed work, increasing responsibility for work results, increasing employee creativity, and also having an adverse impact on employees in adapting to new tasks.
7. Job satisfaction has a positive and significant effect on employee performance at PT. Bank Sulsebar. This means that the better the level of employee satisfaction, it will affect the increase in performance.

IX. Suggestion

Noting the conclusions stated earlier, it is suggested as follows:

1. For the management of PT. Bank Sulselbar in order to continue to improve the effectiveness of its leadership style, especially in terms of giving special attention to employees, finding the desires of employees, providing promotional policies, rewarding the success of employees and opportunities for growth and self-development and organization.
2. The company continues to increase employee commitment to the company, because the better employee commitment to the company will cause employee performance to also increase.
3. Companies should improve employee performance more focused on employee motivation, because the results of data analysis show that employees have less motivation on the work they carry out, so companies need to motivate their employees for example by awarding employees who excel, work promotion or promotion can improve employee performance even better. In addition, a close relationship with employees and a safe and comfortable working atmosphere must be maintained because it can motivate employees to do their best.

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