The Effect of Motivation as a Moderator Variable in The Relationship between Leadership Style, Compensation and Job Satisfaction with the Performance of Employees at PT. Sinarmas Multifinance Padang Branch

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Abstract:- This research has a purpose to see how the influence of the style of leadership, compensation and job satisfaction on the performance of employees with work motivation as a moderating variable. The object of research is employees who work at PT. Sinarmas Multifinance Padang branch and sample used are all employees working in PT.Sinarmas Multifinance many as 80 people. The method used in sampling is saturated sampling or census, where the sampling technique is to use all members of the population as a sample. The data collection technique is to capture data directly with field research in which the questionnaire was distributed directly to all employees in PT.Sinarmas Multifinance Padang Branch. The data analysis technique used is frequency distribution, validity test consisting of convergent and discriminant validity then reliability test with composite reliability and cronbach alpha and structural model analysis with R Square test and T test. The results of this study are leadership style and compensation have no effect on employee performance but job satisfaction has a significant positive effect on employee performance. And motivation does not moderate the relationship between leadership style and compensation to employee performance, but the motivation moderates the relationship between job satisfaction and employee performance.

Keywords:- Leadership Style, Compensation, Job Satisfaction, Work Motivation, Employee Performance.

I. INTRODUCTION

Basically the business world competition is getting wider, all companies always want to create products that are almost the same as other products, only they differentiate with the quality and brand they provide and offer offers that can lure other people to choose the companies they value well . The most important asset in the company is human resources. Companies must have competence in developing in the era of globalization, but not only companies, human resources must also have competencies along with the development of the era, the company is expected to optimize and improve the goals of the company through the implementation of performance standards for each individual. Well-done performance will produce satisfactory performance, both performance individually and in groups. It is very necessary for workers to produce good performance so that the targets made by the company can run smoothly.

In achieving maximum performance, democratic leadership style is the right thing in a company's success, this leadership style is a major factor in improving employee leadership style performance and can require democratic decisions in the company. This leadership style is a way to be able to direct a good thing, so that the results obtained are good for the company. But if a bad leadership style will have an impact on poor performance and will cause employee performance to decline. With the demands of the workers to work optimally, besides that the company or a leader must think about the welfare of their employees both physically and spikologically. With the attention of the leader can motivate employees to work well. this leadership style is needed by the company for the company's future glory.

Employee productivity can also be rewarded in the form of compensation given to these employees. Compensation received by employees in the form of physical and non-physical, which can be calculated and given to employees in general. So that it can encourage employees to work effectively and efficiently. Because of the existence of compensation, the very thing that must be

done by employees is to provide good performance results and give satisfaction to leaders and teams at work. compensation owned by employees will lead to job satisfaction which is the basis of the individual. Individuals also have different satisfaction. Employees who have satisfaction in the results of positive performance and help a leader to achieve company goals and vice versa if an employee has a sense of dissatisfaction in achieving company goals, the employee will be negative and not help the company will reduce employee performance. Assessment of job satisfaction is carried out not only in individual work but also in collaboration with employees. How they are mutually cooperation so that both provide satisfactory results so that the target given by the company is achieved. And satisfaction is also a very supportive thing for every company.

PT. Sinarmas Multifinace Padang Branch is a company engaged in leasing, factoring and consumer financing business services. from 2016 to 2018 it can be seen that there has been a decline from year to year, from 2018 there has been a decline in the number of customers to as many as 1,312 customers, it is suspected that the company cannot reach the target for that year, but in 2017 there is a leadership change that can provide motivation to employees to be more motivated in seeking or attracting customers, each branch of the company is able to boost profits in order to achieve the company's target so as to have a customer increase of 2,166. Leaders who are thought to be able to provide good direction for employees so that company profits can affect the bonus income received by the company. Then there arises job satisfaction that can encourage employees to achieve company goals, employee performance in 2017 has increased customers. And there is a decline in 2018. Then it needs to be clarified the truth whether leadership style, and job satisfaction can influence the performance of employees at PT. Sinarmas Finance Padang Branch.

II. RESEARCH METHODS

The type of research used is causative which is a study that aims to determine the causal relationship of a phenomenon or problem solving studied to see how far the influence between research variables. This research was conducted with quantitative methods, using statistical analysis to empirically examine the relationship between research variables. The object of research is employees who work at the Padang Branch of PT. Sinarmas Multifinance, the sampling technique is to use saturated sampling or census, where the sampling technique is to use all members of the population as samples, therefore the samples used in this study are all employees who working at PT. Padang Branch Sinarmas Multifinance 80 people. The data collection technique in this study was to collect data directly with field methods, namely surveys in the form of questionnaires, where questionnaires were distributed directly to all employees of the of PT. Sinarmas Multifinance Padang Branch.

The data analysis technique used is frequency distribution which is used to analyze data by describing data that has been collected as it is without intending to make applicable conclusions to be generalized. Then the data is processed using the smartPLS (Partial Least Square) program to produce a validity test measured using convergent and discriminant validity, reliability tests are measured by looking at the composite reliability value and cronbach alpha then structural model analysis or hypothesis testing seen through the R Square values that show how much influence between independent latent variables on dependent latent variables and for hypothesis testing is seen from the value of T Statistic to see whether the independent variable has a significant effect on the dependent variable or not.

III. RESULTS AND DISCUSSION

The characteristics of respondents in this study on gender can be seen that the respondents in this study consisted of 69 men and 11 women, with the most recent education being S1 as many as 39 people and followed by a D3 of 35 people. And the most work experience is 5-10 years as many as 43 people with the most marketing work area as many as 44 people. And respondents who were married were 41 people and 39 other respondents were not married.

➤ *Description of Leadership Style Variables*

No	Statement		Alternative Answers					Total	Average
			SS (5)	S (4)	N (3)	TS (2)	STS (1)		
1	My leaders always give strict actions to employees who commit violations.	F	47	29	4	0	0	80	4.54
		%	58,7	36,3	5	0	0	100	
2	My leaders always give assignments clearly.	F	47	30	3	0	0	80	4,55
		%	58,7	37,5	3,8	0	0	100	
3	The leader always delegates authority while creating a pleasant working relationship.	F	48	30	2	0	0	80	4,58
		%	60	37,5	2,5	0	0	100	
4	The leader always receives advice in completing work with his employees and is always present at predetermined working hours.	F	48	30	2	0	0	80	4,58
		%	60	37,5	2,5	0	0	100	
5	My leader will work together to solve a problem in the company	F	49	26	5	0	0	80	4,55
		%	61,3	32,5	6,2	0	0	100	
6	My leadership is willing to take the time to listen to the complaints of his employees	F	49	27	4	0	0	80	4,56
		%	61,3	33,7	5	0	0	100	
7	My leadership if acting / taking policies and completing work well	F	48	30	2	0	0	80	4,58
		%	60	37,5	2,5	0	0	100	
8	My leader backs up / supports subordinates in carrying out work and prohibits employees from interfering in non-important matters at work	F	46	29	5	0	0	80	4,51
		%	57,5	36,3	6,2	0	0	100	
9	My leader treats all his employees equally with him.	F	46	24	10	0	0	80	4,45
		%	57,5	30	12,5	0	0	100	
10	My leader will accept the proposal given by his employee and is willing to put the proposal into operational activities	F	44	35	1	0	0	80	4,54
		%	55	43,7	1,3	0	0	100	
	Average Frequency Distribution of Leadership Style Variables								4,54

Table 1:- Description of Leadership Style Variables

From the table above, it can be seen that the leadership style variable has 10 indicators, with an average variable frequency distribution of 4.54. It can be seen from all indicators the highest average answer is very agree, which means that the leader who is in the PT. Sinarmas Multifinance Padang Branch has given a good leadership style to his employees, and based on the average value, the highest value is 4.58 third, fourth and seventh indicators which mean that employees of the PT. Sinarmas Multifinance Padang branch feel there is a pleasant working relationship and the establishment of close relations with each other between employees due to delegation of authority by superiors, so that conducive working conditions and the presence of leaders in the office have never been doubt because its presence is always on time and also always hearted if there are employees who provide input during work so that not always everything is decided by the leader and all decisions made by the leader always end well because the leader can always do his job well.

➢ *Description Variable Compensation*

No	Statement		Alternative Answers					Total	Average
			SS (5)	S (4)	N (3)	TS (2)	STS (1)		
1	The bonus given by the company is proportional to the time spent working overtime	F	49	27	3	1	0	80	4,55
		%	61,3	33,7	3,8	1,2	0	100	
2	I got an award from the company	F	50	27	3	0	0	80	4,59
		%	62,5	33,7	3,8	0	0	100	
3	The salary earned by the employee is in accordance with the work done	F	54	23	3	0	0	80	4,64
		%	67,5	28,7	3,8	0	0	100	
4	Allowances received according to employee expectations	F	38	31	11	0	0	80	4,34
		%	47,5	38,7	13,8	0	0	100	
5	I received a holiday allowance in accordance with my own work performance	F	50	23	7	0	0	80	4,54
		%	62,5	28,7	8,8	0	0	100	
6	Satisfied with the guarantee provided by the company	F	46	28	6	0	0	80	4,50
		%	57,5	35	7,5	0	0	100	
7	The amount of occupational health insurance is in accordance with the risk of work	F	43	32	5	0	0	80	4,48
		%	53,8	40	6,2	0	0	100	
	Average Distribution Frequency Variable Compensation								**4,52**

Table 2:- Description Variable Compensation

Based on the table above, it is known that the compensation variable has 7 indicators with an average frequency distribution of 4.52. Overall, the average respondent answered strongly agree, which means that the compensation given by the company to employees is quite satisfying for employees and comparable to the performance results provided by employees. And based on the average value, the highest value of 4.64 is found in the third indicator, which means that employees while working at PT. Sinarmas multifinance Padang branch have received wages in accordance with the work they do, no less and no more. So that the employee will try even more to do a good job so that he can get more compensation in the future.

➢ *Description of Variable Job Satisfaction*

No	Statement		Alternative Answers					Total	Average
			SS (5)	S (4)	N (3)	TS (2)	STS (1)		
1	I am more happy with work that has interests and challenges.	F	49	28	2	1	0	80	4,56
		%	61,2	35	2,5	1,3	0	100	
2	I am happy because my work is supported by the facilities provided by the company so that I am challenged to complete the work given by the boss	F	43	36	1	0	0	80	4,53
		%	53,7	45	1,3	0	0	100	
3	I was able to finish it well whatever the job the boss gave me.	F	53	25	2	0	0	80	4,64
		%	66,2	31,3	2,5	0	0	100	
4	The salary that I received was in accordance with the results of the performance and responsibility of the work I gave	F	57	22	1	0	0	80	4,70
		%	71,2	27,5	1,3	0	0	100	
5	I feel happy because the income from work now can fulfill my daily needs	F	51	24	5	0	0	80	4,58
		%	63,7	30	6,3	0	0	100	
6	I behave in the office in accordance with the rules of the company	F	44	33	3	0	0	80	4,51
		%	55	41,3	3,7	0	0	100	
7	I am happy to work with colleagues who provide adequate support to me	F	46	30	4	0	0	80	4,53
		%	57,5	37,5	5	0	0	100	
8	I am happy to work with colleagues who have high motivation	F	53	25	2	0	0	80	4,64
		%	66,3	31,2	2,5	0	0	100	
	Average Variable Frequency Distribution of Job Satisfaction								**4,58**

Table 3:- Description of Variable Job Satisfaction

Based on the table above, it can be seen that the variable job satisfaction has 8 indicators with an average frequency distribution of 4.58. The average score of respondents on each indicator is very agree, which means that employees who work at PT. Padang Branch Sinarmas Multifinance has felt a high job satisfaction. And based on

the average value, the highest value of 4.70 is found in the fourth indicator which means that the biggest job satisfaction felt by employees while working at PT Sinarmas is when the salary received by the employee is in accordance with the results of work and responsibilities during work, so that all their labors paid off and not in vain.

➤ *Description of Work Motivation Variables*

No	Statement		Alternative Answers					Total	Average
			SS (5)	S (4)	N (3)	TS (2)	STS (1)		
1	The condition of the workspace that I use is quite safe	F	51	28	1	0	0	80	4,63
		%	63,7	35	1,2	0	0	100	
2	Equipment for working at this company is quite safe and sufficient to use	F	47	32	1	0	0	80	4,58
		%	58,7	40	1,3	0	0	100	
3	My safety at work at the company has been well considered	F	54	26	0	0	0	80	4,68
		%	67,5	32,5	0	0	0	100	
4	The health equipment that I have obtained has been provided by the company	F	56	20	4	0	0	80	4,65
		%	70	25	5	0	0	100	
5	The salary that I obtained at this company has provided for the family's economic needs	F	51	27	2	0	0	80	4,61
		%	63,7	33,8	2,5	0	0	100	
6	The income I received from the company was very satisfying	F	51	27	2	0	0	80	4,61
		%	63,7	33,8	2,5	0	0	100	
7	My boss gives awards to accomplished subordinates, when able to finish the job well and on time	F	45	33	2	0	0	80	4,54
		%	56,3	41,3	2,5	0	0	100	
8	During this time the company acknowledged and appreciated the results of my work.	F	47	31	2	0	0	80	4,56
		%	47	31	2	0	0	100	
9	My boss has never been reprimanded employees with harsh words or emotional	F	48	30	2	0	0	80	4,58
		%	60	37,5	2,5	0	0	100	
10	With greater responsibility, I feel I can be respected more by colleagues	F	54	26	0	0	0	80	4,68
		%	67,5	32,5	0	0	0	100	
11	I was able to find out the progress I had made when I was able to complete the assigned work assignment	F	55	24	1	0	0	80	4,68
		%	68,7	30	1,3	0	0	100	
12	I often get involved in joint activities held outside the company.	F	51	28	1	0	0	80	4,63
		%	63,7	35	1,3	0	0	100	
13	I always get the opportunity to participate in determining the goals to be achieved by superiors	F	51	28	1	0	0	80	4,63
		%	63,7	35	1,3	0	0	100	
14	The company provides opportunities for me and other employees to obtain higher positions	F	47	29	4	0	0	80	4,54
		%	58,7	36,3	5	0	0	100	
	Average Frequency Distribution of Work Motivation Variables								**4,61**

Table 4:- Description of Work Motivation Variables

In the table above, it can be seen that the work motivation variable has 14 indicators that explain the kinds of motivations that can be given to employees in order to improve work performance. The average variable frequency distribution is 4.61 with the average answer the most responses in each indicator is very agree which means that the motivation given by the company is enough to

satisfy employees and can change employees to be better at work. And based on the average value, the highest value is 4.68 on indicators 3.10 and 11 which means that safety in work, respected colleagues and personal progress achieved is a major concern for employees at PT. Sinarmas Multifinance Padang branch.

➢ *Description of Employee Performance Variables*

No	Statement		Alternative Answers					Total	Average
			SS (5)	S (4)	N (3)	TS (2)	STS (1)		
1	I feel happy and enjoy my work	F	51	23	6	0	0	80	4,56
		%	63,7	28,8	7,5	0	0	100	
2	My level of education, determines the level of my performance in the company	F	59	17	4	0	0	80	4,69
		%	73,8	21,2	5	0	0	100	
3	During the execution of the work, I always finished the targets that set by the boss	F	51	25	4	0	0	80	4,59
		%	63,7	31,3	5	0	0	100	
4	I was encouraged to do work more than the target set by the company	F	54	23	3	0	0	80	4,64
		%	67,5	28,8	3,7	0	0	100	
5	Without supervision from superiors, I was able to finish the job well	F	56	23	1	0	0	80	4,69
		%	70	28,8	1,2	0	0	100	
6	The skills that I have are very helpful in completing work	F	51	28	1	0	0	80	4,63
		%	63,7	35	1,3	0	0	100	
	Average Frequency Distribution Variables Employee Performance								**4,63**

Table 5:- Description of Employee Performance Variables

Based on the table above, it can be seen that the employee performance variable has 6 indicators with an average frequency distribution of variables is 4.63 and the average answer is the most respondents who strongly agree which means that the performance of employees at the PT. Sinarmas Multifinance Padang Branch is quite good and the average employee already has his own initiative for work done without being supervised by the leader. And based on the average value, the highest value of 4.69 is found in indicators two and five which means that the high level of employee performance in this company is determined by the level of education and skills possessed.
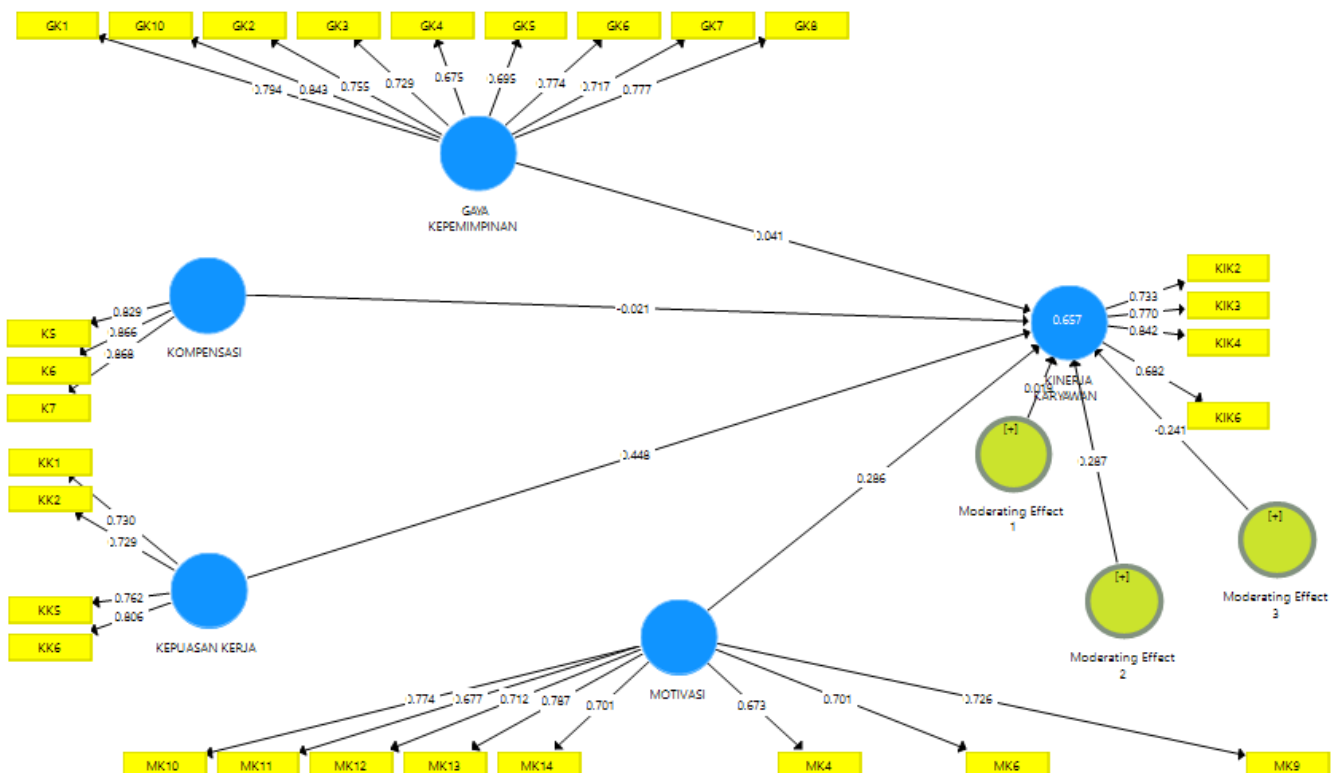
➢ *Validity Test*

Fig 1:- Intermediate Construct Model of Final SmartPLS (PLS Algorithm)

	leadership style	Job satisfaction	Employee performance	Compensation	Work motivation	Moderating Effect 1	Moderating Effect 2	Moderating Effect 3
Leadership style * Work Motivasion						1,014		
GK1	0,794							
GK10	0,843							
GK2	0,755							
GK3	0,729							
GK4	0,675							
GK5	0,695							
GK6	0,774							
GK7	0,717							
GK8	0,777							
K5				0,829				
K6				0,866				
K7				0,868				
Job Satisfaction *Work Motivation								1,097
KIK2			0,733					
KIK3			0,770					
KIK4			0,842					
KIK6			0,682					
KK1		0,730						
KK2		0,729						
KK5		0,762						
KK6		0,806						
Compensation *Work Motivation							0,869	
MK10					0,774			
MK11					0,677			
MK12					0,712			
MK13					0,787			
MK14					0,701			
MK4					0,673			
MK6					0,701			
MK9					0,726			

Table 6:- Outer Loading

In the picture above shows the model between output constructs that contain research variables along with moderating variables and also in the table above contains the value of outer loading research, which can be seen one by one that the indicators of each construct have a convergent value of validity above 0.50, therefore can be given the conclusion that all the above indicators tested in this study were declared valid.

	Average Variance Extracted (AVE)
Leadership Style	0,567
Job Satisfaction	0,574
Employee Performance	0,576
Compensation	0,731
Work Motivation	0,518

Table 7:- Average Variance Extract

The table above contains the value of Average Variance Extracted (AVE) indicating that all variables have AVE values above 0.50, so it can be stated that all data in this study are valid.

	Leadership Style (X1)	Job Satisfaction (X3)	Employee Performance (Y)	Compensation (X2)	Work Motivation (moderator)
Leadership Style (X1)	**0,753**				
Job Satisfaction (X3)	0,550	**0.757**			
Employee Performance (Y)	0,499	0,749	**0,759**		
Compensation (X2)	0,595	0,512	0,405	**0,855**	
Work Motivation (moderator)	0,740	0,686	0,633	0,568	**0,720**

Table 8:- Latent Variable

From the table above contains the latent variable value which also functions to test the validity of the research data, each construct is said to have high validity if the AVE root value in the top row has the highest value compared to the correlation value between other constructs.

➤ *Reliability Test*

	Composite Reliability
Leadership Style	0,921
Job Satisfaction	0,843
Employee Performance	0,844
Compensation	0,891
Work Motivation	0,896

Table 9:- Composite Reliability

The table above shows the composite reliability value and each variable has a composite reliability value above 0.70, so it can be stated that this research data has good reliability.

	Cronbach alpha
Leadership Style	0,905
Job Satisfaction	0,753
Employee Performance	0,755
Compensation	0,816
Work Motivation	0,867

Table 10:- Cronbach Alpha

A construct can be said to have good reliability if the cronbach alpha value is greater than 0.70. So from the table above it can be concluded that all constructs of reliability are good because the value is above 0.70.

➤ *Testing of Structural Models and Hypotheses*

	R Square
Employee Performance	0.657

Table 11.:- R Square

From the results of the equation model in table 4.13, R Square values are obtained for employee performance variables of 0.657, which means that the R Square value indicates that employee performance can be explained by 65.7% while Leadership Style, Compensation and Job Satisfaction are influenced by other factors not explained in this study.

	Original Sample (O)	T Statistics (|O/STDEV|)	
Leadership Style – Employee Performance	0,041	0,276	Not Significant
Compensation – Employee Performance	-0,019	0,202	Not Significant
Job Satisfaction – Employee Performance	0,448	3,741	Significant
Leadership Style *Work Motivation – Employee Performance	0,019	0,096	Not Significant
Compensation * Work Motivation – Employee Performance	0,287	1,768	Not Significant
Job Satisfaction * Work Motivation – Employee Performance	-0,241	2,332	Significant

Table 12:- T Statistics (|O/STERR|)

Based on the table above it can be seen that:

- T count (0.276) <T table (1.96). Then H1 is not supported. Which means that the leadership style variable has no significant effect on employee performance variables.
- T count (0.202) <T table (1.96). Then H2 is not supported. Which means that compensation variables have no significant effect on employee performance variables.
- T count (3.741)> T table (1.96). Then H3 is supported. Which means that the variable job satisfaction has a significant effect on employee performance variables and the direction of the relationship between job satisfaction variables and employee performance is positive, that means that the higher the level of job satisfaction received by employees during work will increase the performance produced by employees.
- T count (0.096) <T table (1.96). Then H4 is not supported. Which means that motivation does not moderate (strengthen or weaken) the relationship between leadership style and employee performance.
- T count (1.768) <T table (1.96). Then H5 is not supported. Which means that motivation does not moderate (strengthen or weaken) the relationship between compensation and employee performance.
- T count (2,332)> T table (1,96). Then H6 is supported. Which means that motivation moderates (strengthens or weakens) the relationship between job satisfaction and employee performance. Which means that the presence of motivation can strengthen the influence of the relationship between job satisfaction and employee performance.

❖ *Discussion of Hypothesis Test Results*

➢ *Effect of Leadership Style on Employee Performance*
Hypothesis 1, the influence of leadership style on employee performance is not supported. The hypothesis has been proven because T count (0.276) is smaller than T table (1.96). This study indicates that overall leadership style does not affect employee performance. The results of this study mean that the leadership style that existed at the PT. Sinarmas Multifinance Padang Branch did not have an impact on the increase or decrease in employee performance. Respondents felt that without any

encouragement or motivation given by the leadership to them, the work carried out was still resolved in a timely manner because the work they did every day was the same and not different, besides that the company had also used very good technology, so that only using existing software employees can complete their work properly.

➢ *Effect of Compensation on Employee Performance*
Hypothesis 2, the effect of compensation on employee performance is not supported. The hypothesis has been proven because T count (0.202) is smaller than T table (1.96). This research indicates that overall compensation does not affect employee performance. The results of this study mean that compensation provided by the PT. Sinarmas Multifinance Padang Branch did not have an impact on the increase or decrease in employee performance, because the salary provided by the company was quite large, resulting in employees feeling comfortable about it, so they did not have more interest in improve work performance.

➢ *Effect of Job Satisfaction on Employee Performance.*
Hypothesis 3, the effect of job satisfaction on employee performance is supported. The hypothesis has been proven because T count (3.741) is greater than T table (1.96). This study indicates overall job satisfaction has a positive effect on employee performance interest. The results of this study mean that the higher the level of job satisfaction that employees feel while working in the company, the more performance that is produced by employees so that the company's profitability will increase.

➢ *Work Motivation as a Moderating Variable between Leadership Style on Employee Performance.*
Hypothesis 4, work motivation as a moderating variable between leadership style and employee performance is not supported. The hypothesis has been proven because T count (0.096) is smaller than T table (1.96). This study indicates that overall work motivation is not a variable that can moderate (strengthen / weaken) the relationship between leadership style and employee performance.

➢ *Work Motivation as a moderating variable between Compensation to Employee Performance.*

Hypothesis 5, work motivation as a moderating variable between compensation for employee performance is not supported. The hypothesis has been proven because T count (1.768) is smaller than T table (1.96). This study indicates that overall work motivation is not a variable that can moderate (strengthen / weaken) the relationship between compensation and employee performance.

➢ *Work Motivation as a Moderating Variable between Job satisfaction and Employee Performance.*

Hypothesis 6, work motivation as a moderating variable between job satisfaction and employee performance is not supported. The hypothesis has been proven because T count (2,332) is greater than T table (1,96). This study indicates that overall work motivation is a variable that can moderate (strengthen / weaken) the relationship between job satisfaction and employee performance. In the results of this study it can be said that motivation weakens the relationship between job satisfaction and employee performance, this can be proved by the original sample value of -0.241.

IV. CONCLUSION

The following will be explained the conclusions based on the results of the research discussed in Chapter IV:

➢ Variable leadership style partially does not have a significant effect on employee performance.
➢ Partial compensation variables have no significant effect on employee performance.
➢ Variable job satisfaction partially has a significant effect on employee performance. The results of this study mean that the higher the level of job satisfaction that employees feel while working in the company, the more performance that is produced by employees so that the company's profitability will increase.
➢ Motivation does not moderate the relationship between leadership style and employee performance.
➢ Motivation does not moderate the relationship between compensation to employee performance.
➢ Motivation moderates the relationship between job satisfaction and employee performance, but has a negative relationship. This means that motivation weakens the relationship between job satisfaction and employee performance.

SUGGESTION

Following are suggestions for improvements that can be given for the future based on the results of the research obtained:

➢ It is expected that further research can be carried out in the same company sampling but with branches in other cities and using more samples. So that opinions collected can be more diverse and can be seen how the influence of leadership style, compensation and job satisfaction on

employee performance is moderated by work motivation.
➢ The next researcher can also use respondents in other companies, so that it can be a comparison of research material. Because the current research is only limited to PT.Sinarmas employees.

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