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ANALYSIS OF THE INFLUENCE OF JOB SATISFACTION, LEADERSHIP BEHAVIOR AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN INDONESIA WITH GENERATION AS A MODERATING VARIABLE

Abstract

The purpose of the study was to examine and analyze the effect of satisfaction, leadership behavior, and work motivation on employee performance in Indonesia with generation as a moderating variable. This study uses quantitative descriptive methods in this study while collecting data through distributing questionnaires to 200 employees who work in the Jakarta area who work in start-up companies. Data processing techniques carried out include validity tests, reliability tests, and structural equation models (SEM) using SmartPLS software version 3. The results showed that satisfaction has a positive effect, leadership has a positive effect, work motivation has a positive effect on employee performance. Employee performance from the results of the research that has been done is expected to improve the performance of its employees by creating more supportive job satisfaction through good leadership and work motivation as well as building a positive corporate culture where collaboration, support, and teamwork are valued. Implications for further research by conducting preliminary studies and discussions in order to determine the appropriate variables including determining the indicators to be used. While the theoretical implications reveal the application of the right human resource role is the implementation of strategic management at the corporate level can create growth for the company as a whole.

Keywords: Satisfaction, Leadership, Work Motivation

Abstrak

Tujuan dari penelitian ini adalah untuk menguji dan menganalisis pengaruh kepuasan, perilaku kepemimpinan, dan motivasi kerja terhadap kinerja karyawan di Indonesia dengan generasi sebagai variabel moderasi. Penelitian ini menggunakan metode deskriptif kuantitatif dalam penelitian ini sedangkan pengumpulan data melalui penyebaran kuesioner kepada 200 karyawan yang bekerja di wilayah Jakarta yang bekerja di perusahaan start-up. Teknik pengolahan data yang dilakukan meliputi uji validitas, uji reliabilitas, dan model persamaan struktural (SEM) dengan menggunakan software SmartPLS versi 3. Hasil penelitian menunjukkan bahwa kepuasan berpengaruh positif, kepemimpinan berpengaruh positif, motivasi kerja berpengaruh positif terhadap kinerja karyawan. Kinerja karyawan dari hasil penelitian yang telah dilakukan diharapkan dapat meningkatkan kinerja karyawannya dengan menciptakan kepuasan kerja yang lebih mendukung melalui kepemimpinan dan motivasi kerja yang baik serta membangun budaya perusahaan yang positif dimana kolaborasi, dukungan, dan kerja sama tim sangat dihargai. Implikasi untuk penelitian selanjutnya dengan melakukan studi pendahuluan dan diskusi agar dapat menentukan variabel yang sesuai termasuk menentukan indikator yang akan digunakan. Sedangkan implikasi teoritis mengungkapkan penerapan peran sumber daya manusia yang tepat merupakan penerapan manajemen strategis di tingkat korporat dapat menciptakan pertumbuhan bagi perusahaan secara keseluruhan.

Kata kunci: Kepuasan, Kepemimpinan, Motivasi Kerja

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INTRODUCTION

Indonesia has reached more than 120 million users in 2018 and Indonesia is in 6th position as internet users which is relatively fast increasing (Prastya Nugraha, 2017). In 2023 APJJI (Indonesian Internet Service Providers Association) announced that internet users will reach 221 million. Of course, this has an impact on all sectors, including education, the economy, industry and so on. In education, everything related to learning makes it easy to access various learning resources from the internet and digital materials. Likewise in the economic sector. With Indonesia's massive internet users, this can be used as a field for online business owners as a target market. Considering that the majority of internet users, apart from social media, are also active in shopping online on e-commerce applications and websites. With the use of the internet, many start-up companies were born or what is commonly known as "Start-Up".

According to Ries, (2011) A start-up is a business that has just been established and is still at the development and research stage to look for market potential, target markets, and everything that falls into the fields of technology, information, and communication businesses. Economic growth can be said to be a process of increasing production capacity and output which results in a long-term increase in a country's ability to meet the living needs of the people. One of the economic indicators is GDP (Gross Domestic Product) which is defined as the value of final goods and services produced by a country, the sum of added value, and the sum of income within a certain period. Startups influence Indonesia's economic growth of 4% of Indonesia's GDP of IDR 15,400 T (Karina et al., 2021). But unfortunately maintaining a business is not easy. The percentage of failures of company startups is very high at around 90% (Richard et al., 2017). Previous research stated that one of the factors that influence the failure of startup companies to develop is organizational factors (Yusi et al., 2022).

In a company, having employees or employees with a high level of productivity/performance is the desire of all companies or organizations. Company leaders expect good performance from each employee/employee in carrying out the tasks assigned by the company. Performance is the result of work both in quality and quantity achieved by someone in carrying out tasks by the responsibilities given (Farisi et al., 2021). Almost everyone wants to work as well as possible, even if it is necessary to provide better results that have been set by the company, but in practice, there are still many employees who are unable to carry out work according to the targets that have been set by the company (Juliana Juliana et al., 2023). Creating good employee performance is not easy because good employee performance is created if aspects that influence and can be accommodated well and accepted by all employees in an organization/company, such as compensation, work motivation, work environment, job satisfaction, and discipline. employee work and so on (Juliana et al., 2020).

Achieving company goals lies in the level of work productivity and employee performance in carrying out all work tasks that are the employee's responsibility. Evaluation of employee performance is important in measuring how effective employees are at work. According to Rivai & Basri in (Masram, 2017) states that performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or goals or predetermined criteria that have been mutually agreed upon. Thus, when a company or organization has human resources with good performance, it means that the existing human resources have high job satisfaction.

Job satisfaction is important in developing human resources in a company. Satisfaction is a feeling that a person experiences (Juliana et al., 2021). Every human being normally has desires. If someone's desires are fulfilled, they will generally feel satisfaction. If it is related to job satisfaction, it means a person's satisfaction when their needs and expectations at work are met, for example, a salary that meets expectations, a preferred position, desired colleagues, or other desires at work. According to Sinambela in (Adiawaty, 2019)“. Thus, if an employee likes his job then the employee will get job satisfaction. Employees who don't like their work will certainly not be satisfied with their work, so it will not create job satisfaction. Of course, many things will create job satisfaction. The factors that can create job satisfaction among employees are of course different.

To get high employee performance through job satisfaction, a leader is needed to lead the organization or company. The role of a leader determines the success of an organization/company that he leads. A leader must apply leadership to manage his subordinates because a leader will greatly influence the success of the organization in achieving its goals. Leaders who can provide support and can also appreciate the work of their subordinates for the company's achievements are leaders whose presence is highly expected by employees.

Leadership in an organization is a process where a leader influences and provides an example to his followers to achieve organizational goals. According to (Robbins & Judge, 2017) states leadership as an ability that can influence a group toward achieving a predetermined vision or goal. Apart from job satisfaction and leadership issues which are problems in improving employee performance, there are also work motivation factors. The main factor that can have an influence on an employee's ability to work is the work motivation that an employee has.

Motivation is a psychological process that generates and directs behavior towards achieving goals or goal-directed behavior, so it is hoped that providing good and appropriate motivation will be able to improve employee performance. Motivation is a process that explains a person's strength, direction and persistence to achieve goals. Therefore, it is not surprising that employees with high work motivation usually also have high performance. To see the magnitude of the influence of job satisfaction, leadership and work motivation on employee performance, JobStreet.com surveyed 17,623 correspondents based on the latest data in 2022 regarding employee satisfaction with their jobs. The survey results show that 73% of employees feel dissatisfied with their work due to several factors. At the beginning of 2024, the National Statistics Agency showed a high unemployment rate in Indonesia, namely 7.2 million. The incompatibility of existing jobs with their background ultimately means that 54% of employees are forced to work that does not match their educational background (Goeltom et al., 2020).

Based on the results of research conducted by (Suprpta & Desak, 2015) found that leadership had a significant positive effect on job satisfaction, and also had a significant positive effect on employee performance. Meanwhile, job satisfaction has a significant positive effect on employee performance. Leadership has a significant influence on employee performance through job satisfaction. Meanwhile, the influence of leadership on employee performance (Yukl, 2012) states that if leaders are able to implement appropriate leadership, employees will feel satisfied which ultimately influences their performance for the better.

Based on this phenomenon, it can be said that employees have a role that really determines the success of the organization because the main function of employees is to design, manage, implement and evaluate the activities carried out. An employee's job satisfaction and work motivation will be low if what he gets is not by what he does, work results that do not meet expectations will make it difficult for the company to achieve its vision and mission and the targets that have been set. And ultimately it also has an impact on the future of employees at startup companies. Likewise, leadership that can influence, set an example, provide motivation, encouragement/support and appreciate all the work results of subordinates is the leadership that is expected and will have a positive impact on subordinates. This research aims to analyze and examine the influence of job satisfaction, motivation, and age group (generation) on employee performance and to analyze and study satisfaction, motivation, and leadership behavior on performance which is moderated by age group (generation).

METHOD

This research method uses a quantitative descriptive method and a survey research instrument as a research source. The survey focuses on information gathered from respondents and results certain information that relates to research data (Nugraha, 2018). Data analysis which has properties quantitative aims to test hypothesis.

The sampling technique uses a Purposive Sample approach which aims to represent employees in each portfolio. The number of samples in this study was 200 samples by determining the number of samples for Structural analysis Equation Modelling (SEM) as stated by Hair, et al in Ferdinand (2019).

The data collection technique was carried out by means of literature study and also distributing questionnaires which was carried out for one month starting from 01 June to 01 July 2024. Meanwhile, instrument testing used validity testing and Reliability was tested using SmartPLS software and data was analyzed using SEM (Structural Equation Models) as an analysis technique to test the proposed hypothesis.

RESULTS AND DISCUSSION

Descriptive Data

Descriptive research data is presented to determine the characteristics of respondents in general, where the respondents in this study are employees who work in Jakarta with 170 respondents. Descriptive analysis of the questionnaire results aims to explain how much respondents understand each indicator through the questions on the questionnaire. Based on the results of the questionnaire answers from each respondent, descriptive analysis can then be carried out for each variable according to the information obtained in the field. Data description aims to provide an overview or description of data in terms of minimum, maximum, mean and standard deviation values.

Table 1. Descriptive Statistics of Satisfaction

No	Job satisfaction	Mean
	Job Contents	
1	The content of workers in each job has been created and adjusted to job standards so that employees can work well.	3,940
2	Jobs that have standard operational procedures can make it easier for employees to work, so they can give rise to job satisfaction in employees,	3,993
	Supervision	
3	Supervision or supervision that meets employee expectations	4,097
	Organization and Management	
4	The organization and management in a company can have an impact on the progress	4,257
	Opportunity to Advance	
5	The existence of a career path at the company will provide	4,027
	Wages	
6	A decent and fair salary/wages/incentive system	4,170
	Work colleague	
7	Colleagues in the work environment greatly influence the level of job satisfaction of employees.	3,870
	Working Conditions	
8	The working conditions that exist in a company can influence the level of job satisfaction of employees.	4,033
	Total Mean	4,048

Source: Data Processing Results (2024)

Table 2. Descriptive Leadership Statistics

No	Leadership	Mean
	Leadership	
1	Leaders can organize work well.	4,160
2	leaders who can build relationships with employees.	3,857
3	The existence of a good working relationship between leaders and employees is the hope of every employee	3,913
4	Leaders who have clear goals	4,130
	Consideration	

5	Employees' mutual trust in the attitude of a great leader	4,160
6	Leadership shows good respect for subordinates.	4,133
7	pay attention to the feelings of subordinates/employees	4,070
8	Leadership has a high level of caring attitude.	4,040
Mean		4,057

Source: Data Processing Results (2024)

Table 3. Descriptive Statistics of Work Motivation

No	Work motivation	Mean
Responsibility		
1	I feel that employee responsibility at work is considered good at this time.	4,023
2	Having employees be responsible at work will certainly produce good workers too.	3,983
Consider the Risks		
3	Every employee has considered the risks of every job they do.	4,003
Feedback		
4	I feel that the feedback from the company is considered good.	3,690
5	Good feedback for each employee will have a positive impact on employee performance.	4,040
Innovative Creative		
6	I feel that every employee is creative and innovative in their work.	3,890
7	Having a creative and innovative attitude will encourage increased performance.	4,020
Task Completion Time		
8	A task completion time that meets the target will have a positive impact on achieving company goals.	4,027
Desire to Be the Best		
9	I feel that every employee has the attitude of wanting to be the best in every job they do.	3,780
10	The desire to be the best will encourage increased employee performance,	3,907
Mean		3,936

Source: Data Processing Results (2024)

Table 4. Descriptive Statistics of Employee Performance

No	Employee performance	Mean
Work Quality		
1	Employee thoroughness in work shows that employees have good performance.	4.103
2	The neatness and completeness of employees in completing work shows that employees have competence in working.	4,150
Work Quantity		
3	Work targets that are completed well will have an impact on achieving company goals.	3,997
4	The work results achieved show that employees have good performance.	3,993
Work Reliability		
5	Employees can complete work according to company regulations.	4,083

6	The ability to do work efficiently and effectively without asking too many questions.	4,087
	Work attitude	
7	If the job given is beyond my abilities, I am ready to accept the job.	4,033
8	Employees always respond quickly to every job given, even though the work is a lot.	3,797
Mean		4,030

Source: Data Processing Results (2024)

The results of the job satisfaction variable were 4,048, which means that respondents felt that the employee felt that job satisfaction was good when working. The highest value for the Organization and Management indicator is 4,257, while the lowest is for the Colleagues indicator, namely 3,870.

The average result of the leadership variable is 4,057, which means that respondents feel that the existing leadership seems to be good for employees in the company. The highest value for the Prakasa Structure indicator is 4,160, while the lowest is also for the Prakasa Structure indicator, namely 3,857.

The average result for the Work Motivation variable is 3,936. The highest value for the Task Completion Time indicator is 4,027, while the lowest is also for the Feedback indicator, namely 3,690.

The average result for the Employee Performance variable is 4,030. The highest value for the Work Quality indicator is 4,150, while the lowest value is for the Work Attitude indicator, namely 3,797.

Validity Test

Table 5. Validity Test of Job Satisfaction

No	Job satisfaction	Factor Loading	Decision
	Job Contents		
1	The content of workers in each job has been created and adjusted to job standards so that employees can work well.	0.720	Valid
2	Jobs that have standard operational procedures can make it easier for employees to work, so that they can give rise to job satisfaction in employees,	0.720	Valid
	Supervision		
3	Supervision or supervisors who meet employee expectations can lead to employee satisfaction at work	0.702	Valid
	Organization and Management		
4	The organization and management in a company can have an impact on the level of job satisfaction of employees.	0.759	Valid
	Opportunity to Advance		
5	The existence of a career path in the company will increase employee work motivation thereby creating a level of employee job satisfaction.	0.919	Valid
	Wages		
6	A salary/wages/incentive system that is appropriate and fair will have a positive impact in the form of increasing employee satisfaction at work.	0.775	Valid

	Work colleague		
7	Colleagues in the work environment greatly influence the level of job satisfaction of employees.	0.707	Valid
	Working Conditions		
8	The working conditions that exist in a company can influence the level of job satisfaction of employees.	0.742	Valid

Source: Data Processing Results (2024)

Table 6. Leadership Validity Test

No	Leadership	Factor Loading	Decision
	Leadership		
1	In my opinion, a good leader is a leader who can organize work well.	0.737	Valid
2	A good leader is a leader who can build relationships with employees.	0.760	Valid
3	The existence of a good working relationship between leaders and employees is the hope of every employee	0.704	Valid
4	A leader who has goals is the leader every employee hopes for.	0.725	Valid
	Consideration		
5	An attitude of mutual trust is an attitude that employees like in the attitude of a leader.	0.773	Valid
6	Respect for subordinates is an attitude that a leader must have.	0.729	Valid
7	An attitude that always pays attention to feelings is an important attitude for a leader to have.	0.741	Valid
8	A high level of caring is an attitude that a leader must have.	0.918	Valid

Source: Data Processing Results (2024)

Table 7. Validity Test of Work Motivation

No	Work motivation	Factor Loading	Decision
	Responsibility		
1	I feel that employee responsibility at work is considered good at this time.	0.743	Valid
2	Having employees be responsible at work will certainly produce good workers too.	0.738	Valid
	Consider the Risks		
3	Every employee has considered the risks of every job they do.	0.760	Valid
	Feedback		
4	I feel that the feedback from the company is considered good.	0.739	Valid
5	Good feedback for each employee will have a positive impact on employee performance.	0.702	Valid
	Innovative Creative		
6	I feel that every employee is creative and innovative in their work.	0.777	Valid
7	Having a creative and innovative attitude will	0.739	Valid

	encourage increased performance.		
	Task Completion Time		
8	A task completion time that meets the target will have a positive impact on achieving company goals.	0.756	Valid
	Desire to Be the Best		
9	I feel that every employee has the attitude of wanting to be the best in every job they do.	0.715	Valid
10	The desire to be the best will encourage increased employee performance,	0.918	Valid

Source: Data Processing Results (2024)

Table 8. Validity Test of Employee Performance

No	Employee performance	Factor Loading	Decision
	Work quality		
1	Employee thoroughness in work shows that employees have good performance.	0.897	Valid
2	The neatness and completeness of employees in completing work shows that employees have competence in working.	0.704	Valid
	Work Quantity		
3	Work targets that are completed well will have an impact on achieving company goals.	0.789	Valid
4	The work results achieved show that employees have good performance.	0.732	Valid
	Work Reliability		
5	Employees are able to complete work according to company regulations.	0.706	Valid
6	The ability to do work efficiently and effectively without asking too many questions.	0.712	Valid
	Work attitude		
7	If the job given is beyond my abilities, I am ready to accept the job.	0.723	Valid
8	Employees always respond quickly to every job given, even though the work is a lot.	0.731	Valid

Source: Data Processing Results (2024)

The results of the validity test on the variable studied are Job Satisfaction where all indicators have a Factor Loading ≥ 0.45 so that each statement item is declared valid or can be measured, meaning that the indicators of the job satisfaction variable can be used for further testing. The results of the validity test on the variable studied are Leadership, where all indicators have a Factor Loading ≥ 0.45 so that each statement item is declared valid or can be measured, meaning that the indicators of the Leadership variable can be used for further testing. The results of the validity test on the variable studied are Work Motivation where all indicators have a Factor Loading ≥ 0.45 , so that each statement item is declared valid or can be measured, meaning that the indicators of the Work Motivation variable can be used for further testing. Meanwhile, the results of the validity test on the variables studied are Employee Performance where all indicators have a Factor Loading ≥ 0.45 so that each statement item is declared valid or can be measured, meaning that the indicators from the Employee Performance variable can be used for further testing.

Hypothesis Testing

Intended to find a significant influence between the independent variable on the dependent variable by examining the path coefficients which show the parameter coefficients

and the statistical significance value of T. The significance of the estimated parameters gives an idea of the correlation between research variables. The standard for rejecting and accepting the proposed hypothesis is to use a probability of 0.05.

Table 9. Hypothesis Testing Results Between Variables

Variable	Original Sample(O)	Sample Mean(M)	Standard Deviation(STD EV)	T Statistics(O/STD EV)	P Values
GEN>>KK -> Performance	0.088	0.077	0.090	0.980	0.328
GEN>>KP -> Performance	-0.005	-0.003	0.062	0.073	0.942
GEN>>MTV -> Performance	-0.134	-0.131	0.088	1,519	0.129
Generation -> Performance	0.029	0.033	0.053	0.537	0.592
Leadership -> Performance	0.215	0.223	0.078	2,759	0.006
Job Satisfaction -> Performance	0.239	0.244	0.087	2,755	0.006
Motivation -> Performance	0.333	0.333	0.099	3,363	0.001

Source: Data processed results (2024)

In this analysis, we will see the high coefficient of influence, both direct and indirect. Testing through mediation to dig deeper into whether the mediating variable is successful in mediating the influence of the independent variable on the dependent or not, can be explained in the Indirect Effect output, if the P value is less than 0.05 then the independent variable affects the dependent variable through the mediating variable. The results of path analysis on the Indirect Effect output, if the P value is less than 0.05, then there is a mediation effect (Sofyani, 2013).

Direct, indirect, and total effects can be used to determine the direct, indirect, and overall effect coefficients which can ultimately determine whether there is an influence of the mediating variable or not. Seen in the Indirect Effects and Total Effects output.

Hypothesis Testing Based on T Statistics Values and Sig Value

The basis for decision-making is based on the T Statistics value with a significance level of 0.05. (Haryono, 2017).

Table 10. Hypothesis Testing Results

Variable	T Statistics(O/STDEV)	P Values	Conclusion
GEN>>KK -> Performance	0.980	0.328	Not supported
GEN>>KP -> Performance	0.073	0.942	Not supported
GEN>>MTV -> Performance	1,519	0.129	Not supported
Generation -> Performance	0.537	0.592	Not supported
Leadership -> Performance	2,759	0.006	Supported
Job Satisfaction -> Performance	2,755	0.006	Supported
Motivation -> Performance	3,363	0.001	Supported

Source: Data processed result (2024)

Discussion

The Influence of Leadership on Performance

Based on the results of the leadership variable, T Statistics results were 2.69 > 1.96 and P Values 0.007 < 0.05, it can be concluded that Leadership has a positive and significant influence on Performance. These results support previous research (Kukuh & Rusady, 2011) which states that leadership has a significant influence on performance. Leadership can be said

to be a leader's way of directing, encouraging and managing all elements within a group or organization to achieve a desired organizational goal, thereby producing maximum employee performance. Apart from that, research conducted by (Eliyana et al., 2019) shows a positive significance between the two variables (Sabil, 2021)

The Influence of Leadership on Motivation

The results of the leadership variable on motivation obtained T Statistics results of $6.7 > 1.96$ and P Values $0.000 < 0.05$, so it can be concluded that Leadership has a positive and significant influence on Motivation. By the description of leadership and work motivation, a relationship can be drawn that leadership as a form of interaction behavior between leaders and subordinates can influence work motivation, where one of the factors that causes high and low motivation is the result of the relationship pattern between superiors and subordinates. This matter supported by the research results of Rusady and Suprayitno (2011:171-181), found that leadership has an influence that is significant for employee motivation. Kartini Kartono (2016:36) revealed that conception Regarding leadership requirements, it must always be linked to three things important, one of which is power which shows authority to leaders to influence and mobilize subordinates to do something. This shows that a leader can Use influence to motivate employees to achieve goals organization (Juliana et al., 2022).

The Effect of Job Satisfaction on Performance

Obtained T Statistics results of $2.7 > 1.96$ and P Values $0.007 < 0.05$, it can be concluded that Job Satisfaction has a positive and significant effect on Performance. This is supported by the results of research conducted by Sanuddin (2013:217-231). researched PT Semen Tonasa employees using a questionnaire as data collection. The sample used in this research as many as 220 people whose data were analyzed using analysis Multiple regression research results show that job satisfaction has an influence positive and significant on employee performance (Juliana et al., 2022).

The Effect of Work Motivation on Performance

Based on the table above, the T Statistics results are $3.3 > 1.96$ and P Values $0.006 < 0.05$, it can be concluded that Work Motivation has a positive and significant influence on Performance. These results support previous research The results of research conducted by Parmin (2017:96-112) who researched YANTEK employees at the PT PLN Rayon Kebumen Unit with using questionnaires as data collection. Samples used In this study there were 70 people whose data were analyzed using multiple regression analysis. Research results show motivation positive and significant effect on employee performance. Work motivation factors are also factors that support and strengthen the achievement of good employee performance. Of course, this is not the case separated from the role of a leader who can provide motivation or inducement to its employees to be able to increase work productivity, either through additional income, attention and career development or promotion position to employees who are considered capable of demonstrating their achievements in maximizing the achievement of organizational goals better.

The Influence of Leadership on Motivation Through Performance

Based on the table above, the T Statistics results are $2,069 > 1.96$ and P Values $0.039 < 0.05$, so it can be concluded that Work Motivation has a positive and significant influence on Performance.

The Effect of Job Satisfaction on Motivation Through Performance

Based on the table above, the T Statistics results obtained are $1.968 > 1.96$ and P Values $0.049 < 0.05$, so it can be concluded that Work Motivation has a positive and significant influence on Performance.

Generations as moderation

Based on the table above. The T Statistics results obtained were $1.6 < 1.96$ and P Values $0.1 > 0.05$, so it can be concluded that Generation is not significant as a moderator.

CONCLUSION

From the results of the research described in the previous chapter, conclusions can be drawn, namely: there is a significant influence of job satisfaction on performance, there is a significant influence of leadership on performance, there is a significant influence of work

motivation on performance, there is no influence of performance generation, there is no generational moderating influence on motivation on performance, there is no generational moderating influence on leadership on performance, there is no generational moderating influence on satisfaction with performance. The research can help in shaping an organizational culture that recognizes and values generational diversity, leading to a more harmonious and productive work environment.

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