

# The Effect of Leadership Style and Communication on Employee Performance through Job Satisfaction as a Mediation Variable at PT. Trans Sumatra Agung in Medan

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## ABSTRACT

The automotive world industry is an important instrument in the modern economic system. Where the automotive industry also has a vision and mission that its achievement can be accelerated if supported by good human resources. This study aims to determine effect of leadership style and communication on employee performance through job satisfaction as a mediation variable at PT. Trans Sumatra Agung in Medan. The study was conducted on 128 employees of the Back Office Division of PT. Trans Sumatra Agung in Medan using simple random sampling technique and Slovin technique with a leeway percentage of 5% and the result is 97 respondents. The data collection techniques used were primary data in the form of questionnaires and secondary data obtained through documentation studies. Data analysis techniques used quantitative data processed by SPSS version 25, namely the t test and the coefficient of determination (R<sup>2</sup>). The results obtained in this study indicate, 1)there is a significant effect between leadership style, communication, job satisfaction and employee performance, 2)there is an effect but not significant between communication and employee performance, 3)job satisfaction cannot effect leadership style on employee performance, 4)job satisfaction can effect communication on employee performance. The ability of leadership style, communication and job satisfaction in explaining employee performance at PT. Trans Sumatra Agung in Medan amounted to 53.5%, while the remaining 46.5% was explained by other variables not included in this research model.

**Keywords:** Leadership Style, Communication, Job Satisfaction, Employee Performance

## INTRODUCTION

The Indonesian automotive industry has become an important pillar in the country's manufacturing sector as many world-renowned car companies reopen car manufacturing plants or increase production capacity in Indonesia, Southeast Asia's largest economy. Well-known automotive products in Indonesia such as Honda, Toyota, Mazda, Daihatsu, Suzuki, Mitsubishi and others will also not want to be outdone by increasing their production capacity due to the large potential of the car market in Indonesia. In addition, many car manufacturing companies have appointed well-known companies to become main dealers for sales distribution throughout Indonesia.

PT. Trans Sumatra Agung is one of the main dealer companies for the Suzuki brand which is engaged in the automotive sector. PT. Trans Sumatra Agung in running its business always focuses on achieving sales targets by facilitating the car buying process and providing good service. The company is always looking for employees who have good quality to be placed in positions that are in accordance with the needs of the company so that they can carry out their work optimally so that they can compete with other main automotive dealer companies. But over time and conditions in

the field, what will become the vision and mission in the company has not been achieved or it can be said that it is still far from the target, this is because the employee's performance has not been maximized because the tasks and responsibilities given are too heavy and the work deadlines that must be completed are too short and the many problems that arise due to the low job satisfaction of employees due to the salary given is not proportional to the responsibilities given and the facilities that are not supportive in doing the work.

Based on Sutrisno's research (2009:79), job satisfaction is a pleasant or unpleasant emotional state for employees in seeing their work. Job satisfaction reflects a person's feelings about his job. This can be seen in the positive attitude of employees towards work and everything they face in the work environment.

Sasongko (2008:15) and Yukl (2007:19) state that if the leader is able to apply proper leadership, then employees will feel satisfied which in turn will affect their performance towards a better. So that leadership style is a variable that can affect employee performance. Employees who are not in harmony with their leaders make themselves unable to work optimally and do not work wholeheartedly, so that the tasks and responsibilities given cannot be completed optimally, this is the impact of a decline in employee performance and gets bad ratings from their superiors and at finally the employee chose to resign from the company.

Gibson and Ivan (2012:84) suggest that communication is the delivery of information and understanding, regarding verbal or non-verbal symbols. Communication is the process of transferring understanding in the form of ideas or information from one person to another. To achieve organizational goals, a good communication is needed, where there is a fabric of understanding in the communication so that it can be understood and implemented between one party and another. This communication plays a very

important role in an organization to achieve its goals.

## LITERATURE REVIEW

### 2.1 Employee Performance

According to Anwar Prabu Mangkunegara (2014:67) states that the work performance of employees in terms of quality and quantity achieved by an employee in carrying out his duties is in accordance with the responsibilities given to him.

According to Rivai and Basri (2005:50) that performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or predetermined performance that have been mutually agreed upon.

Researchers suggest several Employee Performance indicators, according to Sedermayanti (2011:51) in the book Human Resources and Work Productivity as follows:

1. Quality of work, is the quality of work achieved based on the requirements of its high suitability and readiness which in turn will give rise to appreciation and progress and organizational development through systematically increasing knowledge and skills in accordance with the increasingly rapidly developing demands of science and technology.

2. Promptness, which relates to whether or not the completion time of the work is appropriate with the planned target time. Each work is attempted to be completed according to plan so as not to interfere with other work.

3. Initiative, that every employee who has high performance always has initiatives or smart ideas, so that he is able to adapt to any changes and shifts and developments that occur, both within the organization and outside the organization.

4. Capability, that is, every high-performing employee will be reflected in the ability and competence to carry out their duties.

## 2.2 Job Satisfaction

According to Marihot Tua Effendi Hariandja (2002:290) that job satisfaction is an important element in an organization. This is because job satisfaction can affect work behavior such as being lazy, diligent, productive, etc., or having a relationship with several types of behavior that are very important in organizations.

The definition of job satisfaction according to Hasibuan (2001:202) is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work.

Malayu S.P Hasibuan (2008:202), states that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected in work morale, discipline, and work performance. Based on the above definition, job satisfaction indicators are:

### 1. Enjoy His Job

One who is well aware of the direction in which he is leading, why he is taking that path, and how he should get to his goal. He likes his job because he can do it well.

### 2. Love His Job

Give the best to devote all forms of attention with all one's heart with all efforts for the purpose of the best results for the work. Employees are willing to sacrifice themselves even though it is difficult, even though they are sick, by not knowing the time, wherever employees are always thinking about their work.

### 3. Work Morals

Inner agreement that arises from within a person or group of people to achieve certain goals in accordance with established quality standards.

### 4. Discipline

Conditions that are created and formed through the process of a series of behaviors that show the values of obedience, obedience, loyalty, order and / or order.

### 5. Job Performance

The work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity and time.

## 2.3 Leadership Style

According to Gary Yukl (2009:4) states that: Leadership is an individual's ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organization. So from House's opinion it can be said that leadership is a way of influencing and motivating other people so that these people want to contribute to organizational success. According to Sutikno (2014:16) Leadership in an organization is directed to influence the people they lead, so that they want to act as expected or directed by others who lead them. According to Kartono (2008:37), a person's leadership style can be seen and assessed from several indicators as follows:

1. Ability to Make Decisions. Decision-making is a systematic approach to the nature of the alternatives faced and taking actions which according to calculations are the most appropriate actions.

2. Motivating Ability. Motivating Ability is a driving force which results in an organization member willing and willing to mobilize his ability (in the form of expertise or skills) energy and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and objectives of the organization that have been predetermined. .

3. Ability to Control Subordinates. A leader must have a desire to make other people follow his wishes by using personal power or office power effectively and in a proper place for the long-term interests of the company. This includes telling the other person what to do in a tone that varies from stern to demanding or even threatening. The goal is that tasks can be completed properly.

4. Responsibility. A leader must have a responsibility to his subordinates. Responsibility can be defined as an obligation that is obliged to bear, assume responsibility, bear everything or give responsibility and bear the consequences.

5.Ability to Control Emotional. Emotional Control Ability is very important for the success of our lives. The better our ability to control our emotions the easier it will be for us to achieve happiness.

## 2.4 Communication

According to Bernard Berelson and Gary A. Steiner (2013:68), Communication: the transmission of information, ideas, emotions, skills, etc. by using symbols, words, pictures, figures, graphics, and so on. The act or process of transmission is what is commonly called communication.

According to Gibson (2012:87), communication occurs when a source delivers a message to the recipient with a conscious intention to influence the recipient's behavior.

In understanding communication, we must know what indicators are in achieving effective communication. According to Masrukin (2006:74) there are four indicators for effective communication:

1.Understanding, is the ability to understand messages accurately as conveyed by the communicator. In this case the communicant is said to be effective if he is able to understand correctly. Meanwhile, communicators are said to be effective if they succeed in conveying the message carefully.

2.Pleasure, if the communication process is not only successful in conveying information, it can also take place in a pleasant atmosphere to both parties. Actually, the purpose of communicating is not just a message transaction, but also intended for pleasant interaction to foster human relationships.

3.Effect on attitude, if a communicant after receiving a message then his attitude changes according to the meaning of the message. The act of influencing others is part of everyday life in an office. In many situations we try to influence the attitudes of others and try to get others to be as positive as we want them to be.

4.The relationship is getting better, That in the process of effective communication

accidentally increases the level of interpersonal relationships. In offices, communication often occurs not only to convey information or influence attitudes, but sometimes there is an implicit intention on the other hand, namely to build good relationships.

## RESEARCH METHODS

This research was conducted at PT. Trans Sumatra Agung in Medan with an address at Jalan Gatot Subroto No 140 Medan, North Sumatra.

According to Sangadji and Sopiah (2010:52), population is a generalization area consisting of: subjects or objects with certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The populations in this study were all employees of the back office staff division of PT. Trans Sumatra Agung in Medan, which was recorded in September 2019, totaling 128 people.

Total populations in this study were all employees of the back office staff division who worked at the company PT. Trans Sumatra Agung, totaling 128 employees. In this study the authors narrowed the population, namely the total number of employees of the back office staff division of 128 employees and data collection using simple random sampling by calculating the sample size was carried out using the Slovin technique according to Sugiyono (2011:87). This research uses the Slovin formula because in sampling, the amount must be representative so that the research results can be generalized and the calculation does not require a sample size table, but can be done with simple formulas and calculations. The total population in this study was 128 employees, the percentage of leeway used was 5% (0.05) and the calculation results could be rounded up to achieve suitability. So the numbers of samples in this study were 97 respondents.

In this study, researchers used primary data and secondary data. According to Sanusi (2011:62), the types and sources of data are divided into two, namely:

### 1.Primary Data

Primary data is data that is first recorded and collected by researchers. Primary data in this study were obtained through questionnaires.

### 2.Secondary Data

Secondary data is data that is already available and collected by other parties. Secondary data of this research were obtained through books and journals related to employee performance, leadership style, communication and employee job satisfaction. Secondary data of this study were also obtained from employee turnover reports, work experience and length of work. The analytical tool in this study is path analysis using SPSS version 25.

## RESULT AND DISCUSSION

### Result

PT. Trans Sumatra Agung is a company engaged in the distribution of cars under the Suzuki brand and has 3 showrooms in the city of Medan. PT. Trans Sumatra Agung was founded on July 7, 1982, led by Mr. Timin Bingei who is the sole owner of the company. PT. Trans Sumatra Agung has long been trusted as the sole distributor of Suzuki cars for Sumatra and Aceh.

PT. Trans Sumatra Agung was established in the city of Medan based on the trust given by PT. Indomobil Suzuki International Jakarta. At first PT. Trans Sumatra Agung is a fairly large car distributor company in Medan by combining its products in one roof showroom, namely car products under the Volvo, Mazda, Suzuki brands. These three products are the responsibility of PT. Indomobil Suzuki International. Due to the increasing demand for mobility in Indonesia, especially in the city of Medan, this joint showroom only lasted for about five years, the situation forced entrepreneurs to build a showroom with their respective brands from PT. Indomobil Suzuki

International. PT. Trans Sumatra Agung is trusted as the Sole Agent Brand (ATPM) for Suzuki cars in Sumatra and Aceh.

Based on the results of the table analysis of respondents' descriptions of the leadership style variable, the average of the total 10 statements has a value of 3.60 (scale 1 to 5). This means that the respondent's response to the leadership style variable is in good results. These results indicate that most respondents have an understanding of the leadership style variable.

Based on the results of the table analysis of respondents' descriptions of communication variables, the average of the total 8 statement items has a value of 4.25 (scale 1 to 5). This result means that the respondent's response to the communication variable is very good. These results indicate that most respondents have an understanding of communication variables.

Based on the results of the analysis of the table description of respondents' responses to the job satisfaction variable, the average of the 10 statement items has a value of 3.42 (scale 1 to 5). This means that the respondent's response to the job satisfaction variable is at a good result. These results indicate that most respondents have an understanding of job satisfaction variables.

Based on the results of the table analysis of respondents' descriptions of the performance variables, the average of the total 8 statement items has a value of 4.14 (scale 1 to 5). That is, the respondent's response to the performance variable is in good results. These results indicate that the majority of respondents have an understanding of performance variables.

The hypothesis states that leadership style (X1), communication (X2), have a positive and significant effect on job satisfaction (Z). The following is a table of the results of calculating the t-test for each variable:

**Table 1. t-test Model I**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7.453	2.824		2.639	.010
	X1	.440	.062	.538	7.127	.000
	X2	.321	.071	.340	4.497	.000

a. Dependent Variable: Z

Source: Research Results

In the table, the t statistical test is obtained, as follows:

1. Leadership style variable (X1) with a probability level of 0.000. Thus it can be concluded that  $p = 0.000 < \alpha = 0.05$ , accept the hypothesis which states that the leadership style variable has a significant effect on the job satisfaction variable.

2. Communication variable (X2) with a probability level of 0.000. Thus it can be concluded that  $p = 0.000 < \alpha = 0.05$ , so accept the hypothesis which states that communication variables have a significant effect on job satisfaction variables.

Thus the path analysis equation can be arranged as follows:

$$Z = 0.538X1 + 0.340X2$$

Furthermore, to determine the magnitude of the influence of the independent variables on the dependent variable is to use the coefficient of determination R test. Results of the Test of the coefficient of determination (R<sup>2</sup>) Sub Model I.

**Table 2. Coefficient of Determination Model I**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709 <sup>a</sup>	.503	.492	2.173

a. Predictors: (Constant), X2, X1

Source: Research Results

The result of the calculation of the value of R square is 0.503. This result means that 50.3 percent of job satisfaction can be explained by the two independent variables above, while the remaining 49.7 percent is explained by other variables not included in this study.

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely leadership style (X1) = 0.000 and communication (X2) = 0.000. These results conclude that the Sub Model I regression, namely the leadership style variable (X1) has a significant effect on job satisfaction (Z), and the communication variable (X2) has a significant effect on job satisfaction (Z). The value of R<sup>2</sup> or R Square in the Model Summary table is 0.503. This shows that the contribution or contribution of the influence of the leadership style variable (X1) and communication (X2) on the job satisfaction variable (Z) is 50.3%, while the remaining 49.7% is the contribution of other variables not included in the study. Meanwhile, the value of e1 can be found with the formula  $e1 = \sqrt{1-0.503} = 0.705$ .

The hypothesis states that leadership style (X1) and job satisfaction (Z) have a positive and significant effect, but communication (X2) has a positive but not significant effect on employee performance (Y). The results of the t-test calculation for each variable:

**Table 3. t-test Model II**

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	3.303	3.076		1.074	.286
	X1	.330	.080	.373	4.096	.000
	X2	.114	.083	.112	1.378	.172
	Z	.408	.108	.377	3.762	.000

a. Dependent Variable: Y

Source: Research Results

In the table, the t statistical test is obtained, as follows:

1. Job satisfaction variable (Z), with a probability level of 0.000. Thus it can be concluded that  $p = 0.000 < \alpha = 0.05$ , so accept the hypothesis which states that job satisfaction has a significant effect on employee performance.

2. Leadership style variable (X1), with a probability level of 0.000. Thus it can be concluded that  $p = 0.000 < \alpha = 0.05$ , so accept the hypothesis which states that the variable leadership style has a significant effect on employee performance.

3. Communication variable (X2), with a probability level of 0.172. Thus it can be concluded that  $p = 0.172 > \alpha = 0.05$ , then reject the hypothesis which states that communication variables have a significant effect on employee performance.

Thus the path analysis equation can be arranged as follows:

$$Y = 0.373X1 + 0.112X2 + 0.377Z$$

Furthermore, to determine the magnitude of the influence of the independent variables on the dependent variable is to use the coefficient of determination R test. Results of the test of the coefficient of determination (R<sup>2</sup>) Model II

Table 4. Coefficient of Determination Model II

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 <sup>a</sup>	.535	.520	2.284

a. Predictors: (Constant), Z, X2, X1

Source: Research Results

The result of the calculation of the value of R square is 0.535. This result means that 53.5 percent of the performance can be explained by the three variables above, while the remaining 46.5 percent is explained by other variables not included in this study.

Referring to the Model II regression output in the table section, it can be seen that the significance value of the three variables, namely: leadership style (X1) = 0.000, communication (X2) = 0.172, job satisfaction (Z) = 0.000. These results conclude that Sub Model II regression, namely the variable leadership style (X1)

and job satisfaction (Z) have a significant effect on employee performance (Y). But the communication variable (X2) has no significant effect on employee performance (Y). The value of R<sup>2</sup> or R Square in the Model Summary table is 0.535, this shows that the contribution or contribution of the influence of leadership style (X1), communication (X2) and job satisfaction (Z) on employee performance (Y) is 53.5%, while the remaining 46.5% is the contribution of other variables not included in the study. Meanwhile, the value of e<sup>2</sup> can be found with the formula  $e^2 = \sqrt{1 - 0.535} = 0.465$ .

The results of the analysis show that the direct effect of leadership style (X1) on employee performance (Y) is 0.373. While the indirect effect of leadership style (X1) on employee performance (Y) through job satisfaction (Z), namely  $0.538 \times 0.377 = 0.203$ . Then the total effect given by the leadership style variable (X1) on employee performance (Y) is the direct effect plus the indirect effect, namely  $0.373 + 0.203 = 0.576$ . Based on the results of the above calculations, it can be seen that the value of the direct effect is 0.373 and the indirect effect is 0.203, which means that the value of the direct effect is greater than the value of the indirect effect. These results indicate that indirectly the variable leadership style (X1) through job satisfaction (Z) does not have a significant effect on employee performance (Y).

The results of the analysis show that the direct effect of communication (X2) on performance (Y) is 0.112. While the indirect effect of communication (X2) on employee performance (Y) through job satisfaction (Z) is  $0.340 \times 0.377 = 0.128$ . Then the total effect given by the leadership style variable (X1) on employee performance (Y) is the direct effect plus the indirect effect, namely  $0.112 + 0.128 = 0.24$ . Based on the results of the above calculations, it can be seen that the value of the direct effect is 0.112 and the indirect effect is 0.128, which means that the value of the indirect effect is greater than the value of the direct effect. These

results indicate that indirectly the communication variable (X2) through job satisfaction (Z) has a significant effect on employee performance (Y).

**Table 5. Total Effect**

No.	Effect	Direct Effect	Indirect Effect	Total Effect
1	X1 → Y	0.373	$0.538 \times 0.377 = 0.203$	0.576
2	X2 → Y	0.112	$0.340 \times 0.377 = 0.128$	0.240

Source: Research Results

## DISCUSSION

Leadership style variables have a positive and significant effect on job satisfaction at PT. Trans Sumatra Agung. The leadership style variable has a regression coefficient value of 0.538 which has a unidirectional influence, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of the employees' job satisfaction at PT. Trans Sumatra Agung amounting to 0.538 per one unit score.

Communication variables have a positive and significant effect on job satisfaction at PT. Trans Sumatra Agung. The communication variable has a regression coefficient value of 0.340 which has a unidirectional influence, which means that each addition or increase in the value of one unit score of the communication variable will increase the value of the employees' job satisfaction at PT. Trans Sumatra Agung of 0.340 per one unit score.

The leadership style variable has a positive and significant effect on employee performance at PT. Trans Sumatra Agung. The leadership style variable has a regression coefficient value of 0.373 which has a unidirectional influence, which means that each addition or increase in the value of one unit score of the leadership style variable will add to the employee performance value of the employees of PT. Trans Sumatra Agung of 0.373 per one unit score.

Communication variables have a positive but not significant effect on employee performance at PT. Trans Sumatra Agung. The communication variable has a regression coefficient value of 0.112 which has a unidirectional influence, which means that each addition or increase

in the value of one unit score of the communication variable will add to the value of the employee performance of the employees of PT. Trans Sumatra Agung amounted to 0.112 per one unit score.

Job satisfaction variables have a positive and significant effect on employee performance at PT Trans Sumatra Agung. Job satisfaction variable has a regression coefficient value of 0.377 has a unidirectional influence, which means that each addition or increase in the value of one unit score of the job satisfaction variable will add to the performance value of PT Trans Sumatra Agung employees by 0.377 per one unit score.

Based on the results of the sobel test calculation, it is known that the t value is 4.076, so that the t value is  $4.076 > t$  table 1.985, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of leadership style on employee performance. And based on the path analysis, it is known that the influence of leadership style (X1) on the performance (Y) of PT Trans Sumatra Agung employees is 57.6%, which consists of a direct influence of 37.3% and an indirect effect of leadership style (X1) on performance (Y) through job satisfaction (Z) of 20.3%. The results of this calculation indicate that the direct effect of leadership style (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that the leadership style (X1) is less effective in increasing performance (Y) through job satisfaction (Z), in other words it can be emphasized that leadership style (X1) has no effect if there is an increase in job satisfaction (Z) which results in an increase. Performance (Y) of employees in carrying out tasks.



Based on the results of the sobel test calculation, it is known that the t value is 4,300, so that the t value is  $4.300 > t$  table 1,985, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of communication on performance. And based on the path analysis, it is known that the influence of communication (X2) on the performance (Y) of the employees of PT Trans Sumatra Agung is 24%, which consists of a direct influence of 11.2% and the indirect effect of communication (X2) on performance (Y) through satisfaction. employment (Z) of 12.8%. The results of this calculation indicate that the direct effect of communication (X2) on performance (Y) is smaller than the indirect effect. Thus it can be said that the influence of communication (X2) will be greater in increasing performance (Y) if it is done through job satisfaction (Z).

## CONCLUSION AND SUGGESTION

### Conclusion

1.Leadership style has a positive and significant effect on job satisfaction of employees of PT. Trans Sumatra Agung. This means that this condition proves that the better the leadership style can increase job satisfaction.

2.Communication has a positive and significant effect on job satisfaction at PT. Trans Sumatra Agung. This means that this condition proves that better communication can increase job satisfaction.

3.Leadership style has a positive and significant effect on employee performance at PT. Trans Sumatra Agung. This means that this condition proves that the better the leadership style can improve employee performance.

4.Communication has a positive but not significant effect on employee performance at PT. Trans Sumatra Agung. This means that this condition proves that the better communication can improve employee performance but not significantly.

5.Job satisfaction has a positive and significant effect on employee performance

at PT. Trans Sumatra Agung. This means that this condition proves that higher job satisfaction can improve employee performance.

6.The influence of leadership style on employee performance of PT. Trans Sumatra Agung will be smaller if done through job satisfaction. The direct influence of leadership style on employee performance is greater than the indirect effect of leadership style on employee performance. It can be concluded that the actual relationship between employee performance is more directly affected by leadership style.

7.The influence of communication on the employee performance of PT. Trans Sumatra Agung will be bigger if done through job satisfaction. The direct effect of communication on performance is smaller than the indirect effect of communication on employee performance. It can be concluded that job satisfaction is able to mediate the influence of communication on employee performance.

### Suggestion

1.To increase the influence of leadership style on employee performance. Company leaders are advised to provide space to subordinates for initiative in providing ideas and ideas. In addition, company leaders are advised to attend training / seminars on leadership in order to guide their subordinates well so that employees will continue to be motivated and work optimally.

2.To increase the effect of job satisfaction on employee performance. Companies are expected to be more careful in evaluating performance. If employees who have been performing well, are given more appreciation and rewards through salary increases or opportunities for promotion. In addition, it is suggested that the bonus is given to employees according to the employee's work performance.

3.For further researchers, this research should be developed more broadly to obtain

stronger empirical results by adding other variables that affect performance.

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