
Mediation Role of Motivation on Job Satisfaction of Batam Manufacturing Industry's Employee

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Abstract:

This research aims to determine the effect of leadership and compensation on job satisfaction which is mediated by motivation in employees of the Batam City manufacturing industry. The research was carried out using quantitative methods by distributing questionnaires via Google Form, collecting 275 respondents who were used in research and testing data processed using Smart-PLS. Based on research results, job satisfaction among employees is very important in an organization, especially in Batam City, the number of unemployed continues to increase, followed by job satisfaction among employees in Batam City who experience dissatisfaction so that holding demonstrations against companies becomes increasingly stressful because it affects work performance. executed by employees in their performance at the company. This research shows that factors such as leadership, compensation, and motivation have a significant influence on employee job satisfaction in the manufacturing industry in Batam City.

Keywords: *Leadership; Compensation; Motivation; Job Satisfaction*

1. Introduction

Human resources are the foundation for supporting the success of a company's organization which cannot be separated from the role of employees. Goals in the organization can be achieved if employees can use their skills effectively in the organization and are efficient in their responsibilities in carrying out the tasks given by the organization. The organization will continue to improve the quality of employee work to achieve company goals. Therefore, human resources become very important managers or drivers in carrying out organizational success (Marlinah & Azwina, 2020).

Success in an organization is related to an employee's job satisfaction, they are able to carry out the tasks given if their job satisfaction can be fulfilled by the organization. Job satisfaction is an expression of a person's well-being in the work they do. This comes from their view of work. Job satisfaction is the actions, behavior and views of an employee in carrying out their duties (Sanjaya, 2021). However, it can be found in

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an organization that some employees feel performance dissatisfaction due to certain factors.

Performance dissatisfaction can occur due to problems related to salary reductions that are not fulfilled properly. This situation affects an employee's job satisfaction because if the salary reduction given is in accordance with the agreement that has been agreed between the company and the employee, a good working atmosphere will be created for the employee and will affect the employee's performance activities at the company. Regarding salary reductions that can be carried out unilaterally by the company without notifying employees, this can be legally regulated. This issue is regulated in Article 90 of Law no. 13 of 2003, employees are able to protect themselves with what they should get in accordance with the contractual agreement at the specified salary (Suprayogi & Nuraeni, 2019). Employee performance satisfaction is reflected in salary, where this salary is able to motivate employees to improve their performance for the company so that if salary reductions are not carried out correctly, it can affect employee job satisfaction. That way, if an organization or company carries out an agreement to reduce employee salaries by notifying employees in advance, their job satisfaction will be affected and this will also cause work discomfort for employees.

Employee discomfort at work affects employee productivity for the company, this can happen because apart from the influence of salary, it is also due to the environment and employee work patterns. From Sasrowinoto's (2001) view, dissatisfaction from certain circumstances that influence conditions will deviate from the limits of comfort so that people will become uncomfortable. Therefore, this discomfort must be overcome because it affects the company regarding employee work productivity because if you build employee job satisfaction well, you will be able to overcome employee discomfort at work, therefore it will be used well so that it runs effectively. So the work environment plays an important role in employee job satisfaction, it will affect workers' self-esteem.

The existence of work self-esteem factors also influences employee job satisfaction. Organization-Based Self-Esteem (OBSE) is rooted in this aspect of life and has been defined as the degree to which individuals perceive themselves to be "important, significant, effective, and valuable within the organization in which they work" (Gardner, 2020). So it can be said that if workers' self-esteem can increase, they will experience success and will then develop a self-image of inner competence. So there will be a positive relationship between job satisfaction and job self-esteem because the ability to adapt to challenges in the workplace leads to a sense of work competence.

Based on the results of the work competency survey, it was found that the United States showed the lowest point in 20 years in the entire US workforce and was the lowest among 'zillennials'. Where more than half of millennials (53%) say having an unsatisfying job is currently their main source of stress (MetLife's, 2022). Meanwhile

in Indonesia, it was found that 73% of employees experienced job dissatisfaction caused by several factors such as 54% not working according to their educational background, 60% having no career path, 85% not having a work life balance, 53% having a military and paternalist superior character (JobStreet, 2022). Meanwhile, in Batam, data on job satisfaction in Batam City is 54.08%(YD Putri, 2022), but according to BPS Batam City, the highest unemployment rate is for those aged 20-24 with a total of 25,302.00 people.(BPS, 2020).

Batam is known as an industrial city where industrial growth is also directly proportional to investment(Finia, 2022). This is because Batam is part of the free trade zone in the Indonesia-Malaysia-Singapore growth triangle. So many investors invest capital and build companies in Batam. This is based on awards recently given by the Batam Entrepreneurs Agency to entrepreneurs who have contributed to the formation and development of industry in Batam City. Several categories accepted by the Electronic Manufacturing Company Institute are manufacturing companies with the largest workforce and companies with the largest investment 4.0(Yuswardi & Chrisjuniati, 2022). There are many industrial fields in Batam, one of which is the manufacturing sector, which is often found in Batam City, especially in the Batamindo Industrial area.

From the results of the data that has been obtained, it can be seen that employee job satisfaction is very important in an organization, especially in Batam City, the number of unemployed continues to increase, followed by job satisfaction for employees in Batam City who experience dissatisfaction so that carrying out demonstrations against companies becomes increasingly stressful (Muchsinati & Mea, 2022). The problem of employee job satisfaction is supported by previous research which has discussed problems related to job satisfaction. Research that has been examined by (Pratama et al., 2021) is related to the influence of transformational leadership, job satisfaction, and compensation motivation on the performance of mathematics school teachers. Apart from that, (Intopiana et al., 2020) also conducted research related to Analysis of the Relationships of Leadership And Work Motivation on Job Satisfaction at the Konawe Regency Family Planning and Women's Empowerment Agency, and (Hermingsih & Purwanti, 2020) conducted research related to 'The Effect of Compensation and Workload on Job Satisfaction with Work Motivation as a Moderating Variable.

So in problems related to job satisfaction of employees in the manufacturing industry in Batam City, if job satisfaction is not paid attention to then development in company operations will not develop well and the company will experience losses due to non-fulfillment of employee satisfaction which should be paid attention to. Therefore, it is necessary to focus on analyzing the problem of employee job satisfaction because it influences the work performance that employees will execute in their performance at the company. If job satisfaction is not paid attention to, development in company operations will not develop well and the company will experience losses due to not meeting employee satisfaction, which should be taken into account.

2. Theoretical Background

Job satisfaction can be understood as a person's enjoyment, satisfaction or enjoyment of the work done or completed. It is a person's subjective assessment of their experience of the work environment and how the job meets their expectations, needs, and goals. A high level of job satisfaction in an employee will make the employee stay at one company and not look for work elsewhere. Basically, regarding individual job satisfaction, each employee has a different level of satisfaction depending on the system and values that apply to that employee. This is caused by individual differences in employees. Employees with high job satisfaction tend to have good records of attendance, turnover and work performance compared to employees with low job satisfaction (Azhar et al., 2020).

A high level of job satisfaction in a company has shown employee effectiveness, but on the other hand, a low level of job satisfaction can cause negative influences in the company, including not being responsible for their work, moving companies, causing damage to company facilities, disrupting company performance, being undisciplined and can do stop working (Marlinah & Azwina, 2020).

Job satisfaction can be said to be a positive emotional state obtained from employee performance assessments. Job satisfaction can be seen from how employees act in carrying out their work tasks (Gorenak et al., 2020). Based on views Robbins (2021) which says that job satisfaction is normal behavior in an employee's job, which differentiates the amount of wages an employee gets from the amount of wages they should receive. According to Hashim, W. (2020) Job satisfaction is a person's emotional form of liking and being comfortable with their job.

Good company management means that the organization is able to see employee concern and peace through various actions so that it is able to increase and build employee job satisfaction by providing opportunities for development within the company (Azhar et al., 2020). The company provides employees with opportunities to develop supported by factors that can influence workers which are carried out fairly without ambiguity and in accordance with employee intentions. So, if job satisfaction is supported by the company, the employee's work environment will run well.

The Relationship Between Leadership and Motivation

Job satisfaction is influenced by fair and decent wages, investment according to competence, seriousness of competence, work atmosphere and environment, tools that support work, leadership behavior under the leadership of workers, monotonous or not (Marlinah & Azwina, 2020). Motivation is a factor that motivates a person to carry out an activity of course, so motivation is often interpreted as a factor that controls a person's behavior to change what happens to him or her he wants. (Tanjung et al., 2020). According to Intopiana et al., (2020) Inspirational leadership is about

motivation and moral discipline to complete the workload for which one is responsible. In research conducted to examine the relationship carried out by Suwanto, (2020), Herawati & Ermawati, (2020) and Sunarto, (2020). In the research carried out in this testing, it was found that there was a significant influence of leadership variables on motivation.

H1: Leadership has a significant effect on motivation

The Relationship Between Compensation and Motivation

According to Hashim, W. (2020), aspects that can have an impact on job satisfaction include compensation, working conditions, quality of control, job security and opportunities for advancement and can be accompanied by individual aspects of a person in their daily life related to that person's values and characteristics. Compensation that has been agreed upon as a form of payment for work can influence job satisfaction

Compensation that is not implemented well is a strategy to increase organizational profits, but this will have an impact on workers' self-esteem (Shin et al., 2022). In this case it can be said that salary reductions can weaken workers' self-esteem due to factors at work. Ahmad Syahrizal Ilham Fanzuri & Karuniawati Hasanah, (2021) explains that this motivation is a facilitator that moderates the relationship between human resources and commercial activities. Fernos & Wipi, (2023) is of the opinion that compensation is any income in the form of money or goods received by employees directly or indirectly as compensation for services provided to the company. The goal of organizations that implement performance-based payments/rewards is to improve employee performance (Lestari & Rachmasari, 2021). Companies must provide feedback that is appropriate to employee responsibilities so that employees can increase their work morale. Such as testing on data that has been carried out in the research carried out Saputra & Mulia, (2020) produces significant results in the compensation variable on motivation.

H2: Compensation has an effect on motivation

The Relationship Between Leadership and Job Satisfaction

In the research conducted Danti, (2020) found that leadership relationships have a significant positive effect on job satisfaction. Potale & Uhing, (2015) conveys that leadership forms an individual's skills to be used in his ability to influence, motivate and support actions that enable others to participate in achieving organizational goals. Nisak & Adityawarman, (2021) Leadership can be said to be the art of someone leading in influencing the behavior of subordinates to work together for productivity to achieve goals. So the influence of leadership is able to support research because it has an impact on employees who work in company organizations. Research that tests leadership variables on job satisfaction has the same results as those carried out Hero & Onsardi, (2020), Yuliana et al., (2020) and Rivaldo & Ratnasari, (2020) which has significant results on the leadership variable on job satisfaction.

H3: Leadership has a significant effect on job satisfaction

The Relationship Between Compensation and Job Satisfaction

A good market economy forms a coordinated form of strong labor market protection and a good welfare system (Rothstein et al., 2020). In this case, compensation is a form of welfare that has been designed by the organization based on the employment contract. Allowances, salaries and bonuses can improve welfare which benefits employees and the company (Shin et al., 2022). By including benefits, employees will be able to increase their enthusiasm for work productivity. So the relationship between compensation and job satisfaction is that benefits will be able to have a positive impact on the company through employee loyalty, but companies can also reduce or cut employee benefits which will have an impact on employee self-esteem at work. Many factors are taken into consideration when determining the fortifications to impose on an organization's employees (Prawira, 2020). Test results that have the same results were carried out by Saputra & Mulia, (2020), Rangkuti & Ernanda, (2020), and (Lestari & Rachmasari, 2021) the same, which shows that the data testing of the compensation variable on job satisfaction has similarities with significant results.

H4: Compensation has a significant effect on job satisfaction

The Relationship Between Motivation and Job Satisfaction

Increased motivation is needed in companies because motivation acts as a driving force that directs employees towards their goals (Hermingsih & Purwanti, 2020). The relationship between motivation and job satisfaction has a big influence on employees because motivation can increase employee satisfaction in achieving goals (FR Putri & Supriadi, 2022). Motivation occurs by encouraging employees to formulate and display behavior to achieve unmet goals and needs (Trust, 2020). A person's motivation is a process that begins and continues towards a goal (Utami & Saniatuzzulfa, 2021). Therefore, strong and effective motivation must be better understood at various levels so that employees feel satisfied and engaged in their work. The dynamics of employees' self-motivation conditions can bring opportunities as well as threats to the survival of the organization (Sinambela, 2021). Motivation influences job satisfaction, where job satisfaction is a general attitude towards one's work as the difference between the amount of imbalance that employees receive and the amount of imbalance that is entrusted to them. Perhaps this work reduces subordinates' motivation and satisfaction (Sembiring et al., 2021).

H5: Motivation has a significant effect on job satisfaction

2.3.6 Interrelationships Leadership Indirectly Influences Job Satisfaction

Situmorang, (2022) Leadership is able to be an indirect influencing factor on job satisfaction which needs to be tested in research, in leadership where superiors do not directly address their employees because it has a structure in the organization so it can be an indirect influence on job satisfaction felt by employees. Motivation within a person takes the form of a process of initiating and maintaining an activity that leads to achieving goals. Employees who do not have good leadership can also influence the lack of job satisfaction factors (Kurnia Saputra, 2021). Leadership indirectly influences employee job satisfaction (Putra Widyatmika & Riana, 2020). In some

tests Hendri Jopanda, (2021), Kumalasari & Efendi, (2022) and Ami Jayanti & Nazwirman, (2020) in the same variable where the leadership variable has an indirect effect on job satisfaction.

H6: Leadership has a significant effect on job satisfaction through motivation as a mediation

2.3.7 Interrelationships Compensation has an indirect effect on job satisfaction

Suitability of compensation is very important. Employee job satisfaction can be increased by offering compensation that is the same or comparable to the employee's contribution and the demands of the work performed (Danti, 2020). So that compensation can show an indirect influence in supporting employee job satisfaction (Meiliawati et al., 2022). Compensation for providing imbalances either directly in the form of money (financial) or indirectly in the form of imbalances (non-financial) (Lestari & Rachmasari, 2021). On testing data in research Lubis et al., (2021), Sriadmituma et al., (2022) and Ginting et al., (2021) where the indirect compensation variable on job satisfaction is significant.

H7: Compensation has a significant effect on job satisfaction through motivation as mediation

3. Methodology

This research methodology uses a quantitative approach by collecting data through questionnaires. Sugiyono (2018) states the aim is to prove the relationship between independent variables such as leadership and compensation and the mediating variable, namely motivation, on the dependent variable, namely job satisfaction. This research aims to find relationships between variables and answer the problem formulation using statistical techniques statistik (Sahir, 2022).

This research focuses on job satisfaction in manufacturing companies in Batam City, especially among employees. The aim is to understand the influence of job satisfaction on organizational efficiency, because employee attitudes towards work are very relevant to individual needs (Robbins, SP and Judge, 2021). This research used 275 respondents to support the research. Sampling is carried out using a non-probability method, which is based on certain criteria such as assessment, status, number, or voluntariness. This approach was chosen to ensure that the samples taken correspond to the research variables and provide accurate results (Firmansyah & Dede, 2022). This research collects data via a Google Form questionnaire from employees of manufacturing companies in Muka Kuning, Batam City, and also uses secondary data from various related sources. The data was analyzed using Smart PLS software. This method is used to test the relationship between variables, especially if there is a mediator variable that connects the independent variable and the dependent variable in the research.

4. Empirical Findings/Results

Respondent Demographic Analysis

From the questionnaire that was distributed, a total of 426 respondents were collected who were involved in filling out Google forms. The questionnaire was filled out by employees who work in the Batam City manufacturing industry. Based on the results that have been collected, there are 275 respondents who met the criteria and 150 respondents whose data did not meet the criteria for use in research.

Evaluation of the Measurement Model (Outer Model)

a. Loading Factor Test (Outer Loading)

The validity test is used to determine whether the statements used in the research match the description of the research model or not (Ghozali, 2017). A claim is considered valid if the external load value is greater than 0.5. Based on table 1, it can be concluded that all indicators are declared valid, because they have an external loading value indicating that all indicators are declared valid because they have a value above 0.5.

Table 1. Validity Test Results

Variable	Loading Factor	Conclusion
KP1	0.814	Valid
KP2	0.664	Valid
KP3	0.703	Valid
KP4	0.720	Valid
KP5	0.854	Valid
KS1	0.862	Valid
KS2	0.775	Valid
KS3	0.596	Valid
KS4	0.764	Valid
KS5	0.832	Valid
MV1	0.569	Valid
MV2	0.552	Valid
MV4	0.583	Valid
MV5	0.757	Valid
MV6	0.783	Valid
MV7	0.717	Valid
MV8	0.703	Valid
KK1	0.612	Valid
KK2	0.731	Valid
KK3	0.601	Valid
KK4	0.625	Valid

KK5

0.505

Valid

Source: Processed primary data (2023)

b. Average Variance Extracted (AVE) Test

Average Variance Extracted (AVE) testing is carried out with the aim of assessing the reliability and correlation between each indicator and the construct or variable in the research. The reliability value can be said to be quite good if it meets the conditions >0.5 and the variable will be declared valid.

Table 2. AVE Test Results

Variable	AVE	Conclusion
Leadership	0.569	Valid
Job Satisfac- tion	0.544	Valid
Compensa- tion	0.596	Valid
Motivation	0.452	Invalid

Source: Processed primary data (2023)

From the results of the AVE testing related to handmaids that have been obtained and processed, it shows that several variables are declared valid because they have an AVE value of more than 0.5, namely leadership 0.569, job satisfaction 0.544, compensation 0.596. Meanwhile, the motivation variable was declared invalid because the value obtained was below 0.5, namely 0.452.

c. Data Reliability Test Results

Reliability testing is used to find out whether each respondent's answers are in accordance with the questions asked in the questionnaire. A variant is said to be reliable if the combined reliability score exceeds 0.7 (Ghozali & Latan, 2021).

Table 3 Composite Reability Test Results

Variable	Cronbach's Alpha	Conclusion	Composite Reability	Conclusion
Leadership	0.826	Reliable	0.879	Reliable
Compensation	0.808	Reliable	0.867	Reliable
Motivation	0.789	Reliable	0.856	Reliable
Job Satisfaction	0.792	Reliable	0.850	Reliable

Source: Processed primary data (2023)

It can be seen from the results of the presentation regarding the reliability test on Cronbach's Alpha and Composite Reability Shows that. In the Cronbach's Alpha results, the values for all the variables above are reliable because they have values above 0.7, namely leadership 0.826, compensation 0.808, motivation 0.789 and job satisfaction 0.792. For the Composite Reability test results, all variables are reliable

because they have values above 0.7 with the values obtained, namely leadership 0.879, compensation 0.867, motivation 0.856 and job satisfaction 0.850.

Quality Index Test Results

If the GoF score shows a number > 0.10 then it is declared weak or weak, if it shows a number > 0.25 then it can be said to be medium or moderate, and if the score is ≥ 0.36 then it is declared strong or strong (Subaida & Hakiki, 2021). From the quality index test results which are obtained from the calculation of $GoF = \sqrt{\text{Average AVE} \times \text{Average R Square}}$. From the results obtained in the GoF TEST, a value of 0.623 was obtained, which shows a value greater than 0.36, so it can be said that the test results are in the strong GoF category.

Table 4. Quality Index Test Results

AVE	R Square	GoF	Conclusion
0.517	0.751	0.623	Large

Source: Processed primary data (2023)

5. Discussion

Hypothesis 1 Relationship between Leadership and Job Satisfaction

The results of the tests carried out from the obtained value of the T statistic value of 2.203 were greater than 1.96 and the P-value of 0.028 showed that the relationship between leadership and job satisfaction was proven to have a significant positive effect, along with what had been Ernawati et al., (2020). Therefore, it can be revealed that this variable has a significant and positive impact. which confirms that effective leadership plays a role in increasing employee job satisfaction and improving their overall performance. Leadership that focuses on employees and promotes good practices tends to have a positive influence on job satisfaction levels. However, if leadership is carried out poorly it will result in poor performance and an unhealthy environment resulting in job dissatisfaction among employees.

Hypothesis 2 Relationship between Leadership and Motivation

The results of the tests carried out from the values obtained were that the T statistic value was greater than 1.96, namely 6.373 and the P-Value was 0.000, showing that the relationship between leadership and motivation had a significant positive effect, which coincided with research conducted by Suwanto, (2020), Herawati & Ermawati, (2020) and Sunarto, (2020). From the test results, this variable shows that it has a significant and positive effect, which states that leadership can be a motivation to improve employee performance. Where when leadership is carried out well it becomes one of the factors that motivate employees to improve their performance. Effective leaders must be able to recognize the needs and preferences of individuals within their teams and adapt their leadership approach accordingly. However, if leadership is carried out poorly then this impact can be very negative on employee motivation.

Hypothesis 3 Relationship between Compensation and Job Satisfaction

From the results of the tests that have been carried out, it is proven that it has a significant effect by getting a T Statistical value greater than 1.96, namely 4.572 and a P-value of 0.000. So the relationship between compensation and job satisfaction is significantly positive, which coincides with research conducted by Hero & Onsardi, (2020), Yuliana et al., (2020) and Rivaldo & Ratnasari, (2020) which has significant results on the leadership variable on job satisfaction. In the results of the variable tests that have been carried out, it shows that they have a positive and significant influence. So this statement states that compensation is one of the factors that influences job satisfaction. Where employees' perceptions about whether the compensation system is fair or not can also influence how they feel the impact of compensation on their job satisfaction, so that if compensation is carried out unfairly and in accordance with the compensation system then this can influence how employees will experience poor job satisfaction.

Hypothesis 4 Relationship between Compensation and Motivation

Based on the research conducted, it was proven to have a significant effect because it obtained a T statistic value greater than 1.96, namely 3.483 and a P-value of 0.001. From the test results, it is stated that the relationship between compensation and motivation has a significant positive effect, which is in line with research conducted by Saputra & Mulia, (2020), Rangkuti & Ernanda, (2020), and (Lestari & Rachmasari, 2021) in the results of variable testing, which revealed a significant positive influence, which states that compensation is one of the factors that plays an important role, where adequate and fair compensation has a significant positive impact on employee motivation.

Hypothesis 5 Relationship between Motivation and Job Satisfaction

The results of the test carried out obtained a T statistic value that was greater than 1.96, namely 3.371 and a P-value of 0.001. The test results show that the relationship between motivation and job satisfaction has a significant positive influence, this is in line with research conducted by Sembiring et al., (2021) which shows that employees who have a high level of motivation tend to feel more satisfied with their work, and this indicates that motivation contributes positively to job satisfaction. Effective leadership, recognition of achievements, career development opportunities, and support provided by colleagues and superiors are factors that can support increased employee motivation. With these motivational factors, a higher level of job satisfaction will be created for employees, which will ultimately have a positive impact on the company's overall performance. However, on the contrary, if the company fails to create adequate motivation, the level of employee job satisfaction can be low, and this can result in a decrease in productivity in the company.

Hypothesis 6 The relationship between leadership and job satisfaction is contacted by motivational mediation

The following test results have been proven where the value obtained on the T statistic is greater than 1.96 with a value of 2.952 and a P-value of 0.003. In the test, it obtained a significant positive effect which was in line with the test Hendri Jopanda, (2021), Kumalasari & Efendi, (2022) And Ami Jayanti & Nazwirman, (2020) which states that motivation is an important mediator in linking leadership effectiveness with employee job satisfaction. When leaders are able to motivate employees, this can directly increase their level of job satisfaction. Therefore, organizations that place effective leadership as a priority and encourage employee motivation tend to have higher levels of job satisfaction among their employees.

Hypothesis 7 The relationship between compensation and job satisfaction is mediated by motivation

From the test results, a T statistic value of 2,240 is obtained, which is greater than the value of 1.96 and the P-value of 0.025. So these results show that this hypothesis has proven to have a significant positive effect. Supported on there is research that has been done Lubis et al., (2021), Sriadmituma et al., (2022) and Ginting et al., (2021) which states that motivation acts as a mediator in the relationship between adequate compensation and employee job satisfaction. Compensation that motivates employees can in turn increase their job satisfaction. Therefore, organizations that provide fair and adequate compensation tend to have higher levels of job satisfaction among their employees.

6. Conclusions

This research aims to examine employee job satisfaction in manufacturing companies by considering leadership, compensation and motivation factors. The research results show that there is a significant influence between these variables. The following is a summary of the research results:

1. Leadership variables have a significant influence on employee motivation. This means that good leadership can increase employee motivation.
2. Compensation also has a significant influence on employee motivation. Adequate compensation can support employee motivation and increase their job satisfaction.
3. The test results show that leadership has a significant influence on employee job satisfaction. Effective leadership can positively influence employee job satisfaction.
4. Compensation also has a significant influence on job satisfaction. Employees who are satisfied with the compensation they receive tend to have high levels of job satisfaction.
5. Employee motivation has a significant influence on job satisfaction. High motivation can increase employee job satisfaction.
6. The research results show that leadership has a significant influence on job satisfaction, with motivation as a mediator. This means that motivation plays an important role in linking leadership with employee job satisfaction.

7. Compensation also has a significant influence on job satisfaction, with motivation as a mediator. Motivation facilitates the relationship between the compensation received by employees and their job satisfaction.

Overall, this research shows that factors such as leadership, compensation, and motivation have a significant influence on employee job satisfaction in manufacturing companies. These factors can be used as a basis for increasing job satisfaction and employee performance in the company.

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