THE EFFECT OF JOB SATISFACTION AND EMPLOYEE PERFORMANCE TO THE COMPANY'S MOTIVATION AND LEADERSHIP STYLE (STUDY OF HUMAN RESOURCE MANAGEMENT LITERATURE)

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ABSTRACT

Previous research or relevant research is very important in research or scientific article where previous research or relevant research can serve to strengthen the theory and phenomenon of the relationship or influence between variables. This article reviews how the Determination of Job Satisfaction (Y1) and Employee Performance (Y2) on Motivation (X1) and Leadership Style (X2) in a Human Resource Management Literature Study. The results of this research library are that: 1) Motivation has a positive and significant effect on Job Satisfaction; 2) Leadership has a positive and significant effect on Job Satisfaction; 3) Motivation has a positive and significant effect on performance; 4) Leadership has a positive and significant effect on performance; and 5) Job Satisfaction has a positive and significant effect on performance.

Keyword: *Job Satisfaction, Employee Performance, Motivation, Leadership Style.*

1.   INTRODUCTION

Employee performance is influenced by the level of job satisfaction they have, this was stated in previous research by (Amilin & Dewi, 2008), namely satisfied employees are influenced by the internal side, will involve their commitment to work, both professional commitment, and organizational commitment while from the external side, it is influenced by the environment in which they work, both from superiors, subordinates and at the same level. The commitment of organizational members is important in creating the survival of an organization. Luthans (2006) concluded that there is a cause-and-effect relationship between satisfaction and performance, where satisfaction affects performance more than performance affects satisfaction, there is a significant relationship between satisfaction and performance in the form of productivity, customer satisfaction, and even profit. In other words, employees who get satisfaction at work will have implications for work enthusiasm which in turn has an impact on employee performance.

This paper discusses the influence of Motivation and Leadership Style on Job Satisfaction and Employee Performance, (A Study of Human Resource Management Literature). Of course, not all factors affect Work Motivation and Employee Performance in this article, only a small part will be reviewed and reviewed. In detail, the purpose of writing this "Literature Review Paper" is to determine the influence or relationship between exogenous variables of Motivation and Leadership on endogenous variables of Job Satisfaction and Employee Performance.

a.   The influence or relationship of motivation on job satisfaction

b.   The influence or relationship of leadership style on job satisfaction

c.   The influence or relationship of motivation on employee performance

d.   The influence or relationship of

leadership style on employee performance

e. The influence or relationship of job satisfaction on employee performance

f. The influence of motivation on employee performance through job satisfaction

g. The influence of leadership style on employee performance through job satisfaction

2. MATERIALS AND METHODS

2.1. Job Satisfaction

Every individual in an organization has thoughts, feelings, and desires that can influence attitudes at work. These attitudes can be in the form of positive attitudes or negative attitudes, for example, job satisfaction, stress, and frustration arising from work, equipment, and the surrounding environment. (Abdurrahmat, 2006) stated that job satisfaction is a pleasant emotional attitude and loves his job. Indirectly, job satisfaction reflects a person's feelings about his job. However, according to (Judge, 2015) if someone does not get job satisfaction, this can be expressed through resignation, complaining easily, disobeying, stealing work equipment, and avoiding work responsibilities. It can be concluded that job satisfaction is a reflection of the attitude and behavior of employees in dealing with their work, which can be seen in enthusiasm in carrying out the job.

Riyanto et al (2017) suggest that job satisfaction is influenced by several factors, including psychological factors, social factors, physical factors, and financial factors. So it can be concluded that salary, job, promotion, and leader are some of the factors that can affect job satisfaction.

According to Hasibuan (2008), the indicators of job satisfaction are:

a. working conditions,

b. promotion,

c. co-workers,

d. discipline and

e. work performance.

Luthans (2006) views that the dimensions of job satisfaction include:

a. the work itself,

b. salary,

c. promotional opportunities,

d. supervision, and

e. co-workers.

So according to the opinion of the experts above, the indicators of job satisfaction are used in this study

a. salary,

b. colleagues,

c. work performance,

d. the work itself and

e. promotional opportunities.

Two approaches are most widely used to measure job satisfaction (Judge, 2015), namely: The single global ranking method (a method that contains questions addressed to employees to respond to existing questions), through summation score (Calculation of aspects of job satisfaction with this approach is more sophisticated because it identifies certain job elements and asks employees how they feel about each of them). Meanwhile (Mangkunegara, 2011) suggests that measuring job satisfaction can be done by: Measuring job satisfaction with a job description index scale, measuring job satisfaction based on facial expressions, and measuring job satisfaction using the Minnesota questionnaire. So it can be concluded that the measurement of job satisfaction can be done by giving a series of questions to employees using five alternative answers (very satisfied, satisfied, neutral,

dissatisfied, and very dissatisfied).

2.2. Employee Performance

Etymologically, performance comes from the word work performance (performance). How was stated by Mangkunegara (2011) that the term performance comes from the word work performance or actual performance (work performance or achievements achieved by someone), namely the quality and quantity of work achieved by an employee in carrying out his duties following the responsibilities assigned to him? Performance becomes two, namely individual performance and organizational performance. Individual performance is the result of employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance.

Meanwhile, according to Hasibuan (2008) performance is the work achieved by a person in carrying out a given task based on the ability and experience at work. Meanwhile, Byars and Rue in Sutrisno and Edy (2011) revealed that performance or work performance is the level of a person's ability and understanding of a given task which can be seen from the results of the work. Based on the above understanding, it can be concluded that performance is a comparison between the results achieved by the company and the sacrifices incurred by the company, including the resources used and the costs incurred by the company.

Veithzal Sagala (2013) argues that performance is a tangible behavior that is displayed by everyone as a work performance produced by employees following their role in the company. Thus, from this definition, it can be concluded that performance is the work performance or output, both quality, and quantity achieved by the unity of the period in carrying out its work tasks with the responsibilities assigned to it. Employee Performance Factors According to Timple in (Sularmi, 2018) six external factors affect employee performance, namely: environment, management behavior, job design, performance appraisal, feedback, and remuneration (wages/salaries). It can be concluded that the factors that affect employee performance include efficiency and effectiveness, including the use of appropriate working time, speed in carrying out work, level of absenteeism, maximum service, and penalties for making mistakes in carrying out work.

According to Siagian (2007), the factors that influence employees can become employees of two groups, namely: 1) Individual factors, namely age, temperament, individual physical condition, and motivation; 2) Factors that exist outside the individual, namely physical conditions such as sound, lighting, time, rest, length of work, wages, organizational form, social and family environment. Meanwhile, according to Haynes in (Sularmi, 2018), four ways must be done in measuring a person's performance or work, namely: determining the level of expected performance (analysis of job content, procedures to be performed, and behavior at work), monitoring progress (progress) by focusing on the results achieved, evaluating previous performance, providing feedback (suggestions) on one's

performance. It can be concluded that measuring or assessing employee performance can be done by comparing the quantity and quality achieved, as well as evaluating the work done. The indicators used in measuring performance by each organization vary depending on the approach used by the organization. According to Wirawan (2009), performance indicators include:

a.   quantity of work output,

b.   the quality of the work, and

c.   efficiency in carrying out tasks,

d.   work discipline,

e.   initiative,

f.   accuracy,

g.   leadership,

h.   honesty, and

i.   creativity.

2.3.   Motivation

According to Dallu (2019), putting forward the basic motivational word is a motive that means because of the reason someone does something. That a human or someone is just doing an activity that is fun to do. This principle does not cover the condition that under certain circumstances a person may do something he does not like. Furthermore, Wibowo (2014) states that: *"Motivation is a judicial process of behavior on a record of objectives. While the elements contained in motivation include not generating, directing, maintaining, showing intensity, being continuous and having a purpose"*. Purwanto (2020) states that: *"Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize skills and skills and the time to carry out various activities that are his responsibility and fulfill his obligations to*

achieve goals and various organizational suggestions that have been predetermined".

2.4.   Maslow's Need Theory

According to Abraham Maslow, to decide one's actions or behavior is in the hierarchy of needs with 3 kinds of theoretical basic assumptions, namely: 1. Humans are creatures who always need something, namely the desire to satisfy various goals. Unmet needs will define behavior, but needs that are met will not motivate them to behave according to their needs. 2. A person's needs are arranged in order and or in order from the most basic to the highest. 3. A person's needs move from the lowest level to the next after the lowest level needs are maximally met. As a scientist who is seen as a pioneer of Abraham H. Maslow's theory of motivation. The results of his thoughts are contained in his book, entitled *"Motivation and Personality"*. The motivation theory he developed in the 40s revolves around the opinion that humans have five levels or hierarchies of needs (Siagian, 1995):

a.   Physiological needs, such as clothing, food, and shelter.

b.   Security needs, not only in a physical sense but also mental, psychological, and intellectual.

c.   social needs.

d.   The need for appreciation is generally reflected in various status symbols.

e.   Self-actualization in the sense of providing opportunities for someone to develop their potential so that they turn into real abilities.

2.5.   Maslow's Theory X and Mc Gregor's Theory

This theory was developed based on

psychological research, with the initial concept that humans have extreme contradictory traits, for example in a person will behave gently, compassionately, sympathetic, obedient, and others. But at other times humans can also act harshly, hate, like to disturb, and so on. From the two sides of this characteristic, then it is developed into 2 theories, namely the theory of x and the theory of y.

Research conducted on "traditional" managers, it is found that traditional managers work based on a conceptual framework which is a negative extreme point, in other words, they use the theory x. Managers who use theory x see subordinates as having the following characteristics:

a.   In general, they (people) do not like to work, therefore they should avoid work as much as possible.

b.   They (subordinates) do not like being directed

c.   They prefer to avoid responsibility

d.   They have no ambition

e.   They have a passive character. For all of this, the manager must take action in utilizing subordinates by treating:

f.   They need to be forced to work by strict rules.

g.   They need orders and threats.

h.   They need to be closely monitored.

i.   And others that make subordinates submit and obey

2.6.   Leadership Style

Definition of Leadership According to (Runa, 2020a) leadership is the process of influencing group activities organized towards the determination and achievement of goals. Meanwhile, according to Hendyat Sutopo in his book Organizational Behavior, leadership is a dynamic process, the leader-follower relationship is reciprocal in nature and develops through interpersonal transactions over time. However, the emphasis in our society is clear on the attributes or actions of leaders (Basyit, 2020)

Leadership is generally defined as the ability in one's readiness to be able to influence, encourage, invite, guide, mobilize, direct, and if necessary force people or groups to accept this influence and then create something that can help achieve certain goals that have been achieved. set

Leadership is part of management but not all of it. For example, managers need to plan and organize, but all that is asked of leaders is that they influence others to come along. Leadership is the ability to persuade others to achieve predetermined goals with enthusiasm. It is the human factor that binds a group and moves it towards the target, it is an action that makes all the potential contained in the organization and its people successful. (Runa, 2020b) Various leadership theories have been put forward, including George R. Terry in (Dewi et al., 2020) reveals six theories, including:

a.   Situational Theory, in leadership there must be flexibility so that it can adapt to different situations. Leadership is multidimensional. leadership devices according to this theory consist of four variables: 1) The leader. 2) Followers. 3) Organization. 4) Social, economic and political influences. The so-called situation theory is because the leadership approach requires flexibility to the situation. His approach in this regard must be a lot of direct attention to economic and political developments

b.   Personal Behavior Theory. One of the

important contributions of this theory is that of a leader, where the actions of the leadership and the amount of authority used are related to the freedom to make decisions or participation by subordinates.

c.   Supportive Theory. Here the leader wants to take the attitude that followers do their best and lead them.

d.   Sociologic Theory. According to this theory, leadership focuses on two issues, namely efforts to launch activities and reconcile any conflicts between followers. The leader in this case determines the goal and the followers participate in its implementation.

e.   Autocratic Theory. According to this theory, the leader acts with sanctions such as punishment if the order is not obeyed. On the other hand, he gives rewards when his work goes well. For example, by increasing wages by giving a bonus if production increases, on the contrary, cutting wages if the quality of goods is bad.

f.   Psychological Theory. This approach to leadership states that the main function of a leader is to develop a good motivation system. Leaders stimulate their subordinates to help achieve the goals of the organizer and satisfy the goals. This approach to leadership states that the main function of a leader is to develop a good motivation system. The leader stimulates his subordinates to help achieve the goals of the organizer as well as to satisfy their own goals.

2.7.   Research Methods

The method of writing scientific articles is by qualitative methods and literature study or Library Research. Reviewing literature books according to the theory discussed, especially in the scope of Human Resource Management (HRM). Besides that, it analyzes reputable scientific articles as well as scientific articles from journals that are not yet reputable. All cited scientific articles are sourced from Mendeley and Google scholars.

In qualitative research, the literature review should be used consistently with methodological assumptions. This means that it must be used inductively so that it does not lead to the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is explorative in nature (Ali & Limakrisna, 2013). Furthermore, it is discussed in depth in the section entitled "Related Literature" or a literature review ("Review of Literature"), as a basis for the formulation of hypotheses and will then become the basis for making comparisons with the results or findings revealed in the study. Ali & Limakrisna, 2013).

3.   RESULT AND DISCUSSION
3.1.   Conceptual Framework

Based on the formulation of the problem of writing this article and a study of literature reviews from both relevant books and articles, the frame for this article is processed as below.
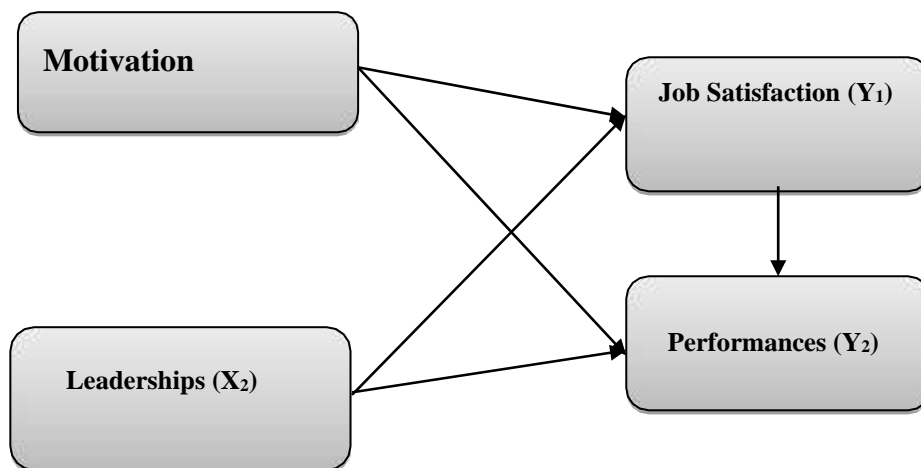
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┌─────────────────────┐                    ┌─────────────────────────┐
│                     │                    │                         │
│    Motivation       │─────────┐   ┌─────▶│  Job Satisfaction (Y₁)  │
│                     │          ╲ ╱        │                         │
└─────────────────────┘           ╳        └───────────┬─────────────┘
                                  ╱ ╲                   │
┌─────────────────────┐         ╱   ╲                  ▼
│                     │        ╱     └───────▶┌─────────────────────────┐
│   Leaderships (X₂)  │───────┘               │                         │
│                     │                       │   Performances (Y₂)     │
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Figure 1. Conceptual Framework

Motivation and Leadership Style has a relationship and influence on Job Satisfaction and Employee Performance, either directly or indirectly. Apart from the variables of Motivation and Leadership Style that affect Job Satisfaction and Employee Performance, many other variables influence it.

3.2. Influence / relationship between motivation and job satisfaction

Job satisfaction is a feeling of pleasure or displeasure with his job. These happy or unhappy feelings arise because when employees work they bring along their past wants, needs, and experiences that shape their job expectations. This work expectation is the motivation for the employees to work. The higher this work expectation can be fulfilled, the higher the level of employee job satisfaction. According to Badjuri (2009), job satisfaction cannot be separated by work motivation which is often an employee's job expectation. An accurate description of this relationship is that work motivation contributes to high job satisfaction.

Job satisfaction will be high if the wants and needs of employees who become work motivated are met.

According to Alo (1997) argues that job satisfaction has a very large contribution to employee performance. Employee job satisfaction is obtained from supervisors who can provide motivation through humane actions and behavior and pay attention to cohesive human relationships among workers. Daft (2006) argues that motivation can lead to behaviors that reflect high performance in the organization. High employee motivation is closely related to performance and organizational requirements. Therefore, a manager must seek the right combination of techniques and motivational rewards to maintain worker satisfaction and productivity in a variety of organizational situations. Based on the description above, it can be seen that there is a clear relationship and influence between work motivation on job satisfaction and employee performance, where the benchmarks of an employee's performance

can be seen whether or not the employee is working.

Job satisfaction is an important factor in improving employee performance. Employees are motivated to perform well but are not satisfied with their work. Some of the possible reasons are that employees need work and money. Money and jobs depend on a good performance, on the one hand, employees feel that they are entitled to a higher salary for the performance given to the company, but do not get it. According to (Mangkunegara, 2016) motivational factors have a significant influence on employee job satisfaction. This shows that the higher the motivational factors given, the higher the employee job satisfaction.

The high motivation that exists in employees is the capital for a company to be able to realize high job satisfaction as well, this is of course the hope that the company wants to achieve. Companies can choose how to motivate employees appropriately and following the situation and conditions of the company. According to (T. Hani. Handoko, 2014) the relationship of motivation to job satisfaction is that motivation in a person is a driving force that will manifest a behavior to achieve the goal of self-satisfaction.

Previous research on the effect of motivation on job satisfaction was stated by Agustina (2013) in her research that work motivation has a significant effect compared to other variables on job satisfaction. So that the management of the company must pay attention to work motivation factors. Because it has been proven that and motivation has a significant effect on employee job satisfaction.

3.3. The influence/relationship of Leadership Style on Job Satisfaction

Ruvendi (2005) in his research entitled "Rewards and Leadership Style Influence on Employee Job Satisfaction, at the Bogor Agricultural Products Industry Center", states that there is a positive relationship and significant influence between leadership style variables and job satisfaction of employees of the Bogor Agricultural Products Industry Center. . It was also revealed that an effective leadership style is a leadership that is tailored to the situation and conditions (contingency). Indications of a decrease in enthusiasm and enthusiasm for work are indicated by high levels of absenteeism and employee turnover. It arises as a result of unwelcome leadership. Research by Unud (2017) states that leadership style can influence an increase in job satisfaction towards a higher level. The positive and significant cause of the influence of leadership style on job satisfaction is because leaders always provide opportunities for employees to ask questions about work problems that are considered truly important so that it has an impact on the high job satisfaction of employees in completing work. Low work stress is not able to affect the increase in job satisfaction. This condition is caused because employees are very anxious in facing various job demands that trigger their performance and the company keeps laying off employees who cannot face the demands of their duties. The dominant leadership style affects job satisfaction. This condition is caused because the leadership always allows employees to ask questions about work problems that are considered truly important so that it has an impact on the high job satisfaction of employees.

Research on the relationship between leadership style and job satisfaction, namely Supartha (2006) Ethical leadership has a positive and significant effect on job satisfaction of employees at Asana Agung Putra Bali Hotel. This means that if the ethical leadership experienced by employees is getting better, the intensity of job satisfaction that occurs in Hotel Asana Agung Putra Bali employees will increase. Other research, namely Rahmi & Aziz (2017), Prasetiyo & Hakim (2020), there is a positive direct effect of leadership behavior on job satisfaction which means that an increase in leadership behavior affects increasing employee job satisfaction.

3.4. The Influence/relationship of motivation on employee performance

Simamora (2005) stated that compensation in the form of finance is very important for employees because with this compensation the physiological needs of employees will be achieved directly. However, an employee certainly has hope if the compensation he receives must be following the sacrifices that have been given to the company. Non-financial compensation is also important for an employee because it affects the employee's career development.

Wexley and Yukl (Liyas, 2017) define motivation as something that creates morale. Motivation is to offer the driving force that creates the excitement of a person's work so that they want to work effectively and are integrated with all their endeavors for satisfaction. Some of the opinions mentioned above represent an understanding from an internal perspective where motivation is seen as coming from within a person, as well as from an external perspective, which is

seen as coming from outside oneself. Both types of motivation can affect the life of human behavior and individual behavior is essentially goal-oriented.

Research Putra et al (2019) which explains efforts to improve employee performance in achievement, recognition, expectations, and incentives, should first increase wages/salaries, working conditions, and rewards. The motivation that leads first to an increase in job satisfaction will directly be more effective in improving employee performance. Another study, Irawati et, al. (2019) shows that the motivation variable is related to employee performance, and is supported by other research, namely. I Wayan Arya Lantara (2018), Hermawati & Suganjar, (2020), Edwy, (2016), and Hidayat, (2019) show that work motivation has a positive and significant effect on employee performance.

3.5. The influence/relationship of Leadership Style on Employee Performance

The leader has the responsibility to create conditions that stimulate members to achieve the specified goals. The leadership style reflects a person's ability to influence individuals or groups. A leader must be able to maintain alignment between meeting individual needs and directing individuals to organizational goals. An effective leader is a leader who recognizes the important strengths contained in an individual or group and is flexible in the approach used to improve the performance of the entire organization.

According to Baihaqi (2010), leadership style in a company is important in a modern organization that requires democratization in the implementation of work

and corporate leadership. Leadership style is the art of mobilizing all available resources to achieve goals with a strategy that is adapted to environmental conditions. The result that may arise from a bad leadership style is a decrease in employee performance which will have an impact on the decrease in the company's total performance.

Leadership style is a way for leaders to influence other people or their subordinates in such a way that the person is willing to do the will of the leader to achieve organizational goals even though personally this may not be liked. According to (Fisher et al., 2005) leadership has a strong positive effect on performance, it also has a significant effect on organizational learning. These findings indicate that the leadership style of a leader is very influential on the performance of his subordinates, in addition to getting a good performance it is also necessary to provide learning to his subordinates. Yusoff & Alhaji's research (2012) shows that leadership style has a positive and significant effect on employee performance. Leadership It does affect the performance of employees in the Office of the North Sulawesi Provincial KPU Secretariat. The type of leadership applied in institutions is manifested in the form of active participation of a leader in improving employee performance such as listening before he makes a decision, providing motivation to employees, conducting work evaluations that are tailored to their respective duties, and paying attention to employee career development is a type of leadership that is served.

Research results by Rohmah et al, (2018) show that leadership style has a significant effect on employee performance.

The application of an autocratic leadership style causes employee performance to be controlled because activities in the organization are always under the supervision of the Village Head. The policies that are decided can be taken quickly because they are determined by the leadership and are important to be implemented for every employee. By striving for and creating harmonious relations between employees with the leadership and among colleagues, as well as more positive thinking will make the atmosphere at work more enjoyable so that it will improve performance within the organization. This is in line with the results of research (R. E. Nugroho, 2019; Pinatih & Gorda, 2017; Rochmanasari et al., 2013) that leadership style has a significant relationship and has a significant effect on employee performance.

3.6. The Effect/relationship of Job Satisfaction on Performance

Job satisfaction received and felt by an employee will affect the results obtained from his job. By obtaining job satisfaction by employees both by providing appropriate wages, jobs provided following their expertise, and relationships with superiors are well established, this will improve the performance of employees (Luthans, 2006). By obtaining employee job satisfaction, employee performance will increase because employees feel cared for by the company so there is an influence between employees and the company, namely, employees will fulfill job satisfaction and the company will get high performance from its employees.

This is following the opinion of Judge (2007) which states: "Performance is the level of efficiency and effectiveness as well as

innovation in achieving goals by management and divisions within the organization. Performance is said to be good and successful if the desired goals can be achieved properly, performance is also seen as a function of the interaction between abilities, motivation, and opportunities so that one's performance is influenced by job satisfaction.

Suryosukmono's research (2020) explains that the desire to improve organizational performance makes managers start trying to accommodate the roles and functions of their subordinates. There is a demand for reform that was launched by the Bengkulu city government, although with the many challenges that have arisen, it is proven that it does not dampen the enthusiasm of the leaders to jointly invite their subordinates to boost the work performance of the City of Bengkulu. The positive habits initiated by the Heads of related Departments and Services, such as holding pre-work briefings, evaluation, counseling, mentoring, and providing religious motivation to civil servants are one of the real efforts that have proven

positive in improving employee work performance. This is in line with research (Siagian, 1995), namely that there is a significant positive effect of job satisfaction on employee performance variables. It can be concluded that if job satisfaction increases, employee performance will increase. And vice versa if job satisfaction is low, employee performance will decrease.

Pre Research: Survey of the dominant factors affecting Job Performance (Y1) and Job Satisfaction (Y2).

Many factors influence Job Satisfaction (Y1) and Performance (Y2). Below is there 7 Factors or variables that influence job satisfaction (Y1) and performance (Y2) in the normal service companies in the banking, hospitality, insurance, and other service companies. The recapitulation of the praise results uses a Likert 5 scale, namely:

a. Not Influential
b. Less influence
c. Quite influential
d. Influential and
e. Very influential

Table 1. Pre-Research

No	Which Affects Y1, Y2	Value 1	Value 2
1	A	40	7
2	B	70	4
3	C	65	5
4	**Leaderships (D)**	**90**	**2**
5	E	60	6
6	F	75	3
7	**Motivation G)**	**95**	**1**

The results of the pre-research show that the 2 dominant factors affecting Y1 and Y2 are as follows:

• Highest score 1 = Factor G, as Motivation (X1)

• Highest score 2 = Factor D, as Leadership (X2)

4. CONCLUSION AND FUTURE WORK

4.1. Conclusion

Based on the formulation of articles, results, and discussion, hypotheses can be formulated for further research:

a. Motivation affects Job Satisfaction

b. Leadership Style affects Job Satisfaction

c. Motivation affects employee performance

d. Leadership Style affects Employee Performance

e. Job Satisfaction affects Employee Performance

4.2. Future Work

Based on the conclusions above, the suggestion in this article is that there are still many other factors that affect Employee Satisfaction and Performance, apart from Motivation and Leadership Style at all types and levels of an organization or company, therefore further study is needed to look for other factors that can influence Job Satisfaction and Leadership Style other than those examined in this article.

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DISCLOSURE OF CONFLICT OF INTEREST

The authors declare no conflict of interest.

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