



# Job satisfaction is driven by paternalistic leadership styles and work stress through motivation

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## ABSTRACT

Employees of PT Bank Rakyat Indonesia (Persero) Tbk in the Medan area are currently experiencing various complaints that can affect job satisfaction such as the lack of attention of the leadership to the needs of employees who can motivate employees in carrying out their duties, then the lack of guidance from the leadership towards employees in carrying out their daily duties, and the lack of motivation of employees in carrying out the tasks charged to them, and the employee's lack of sense of responsibility for their work. For this reason, the purpose of this study is to test the influence of paternalistic leadership style and work stress on job satisfaction through motivation as a variable intervening for employees of the Bank BRI Medan Regional Office. The method used in this study was a quantitative method with a total sample of 184 respondents. By using the PLS SEM (Partial Least Square-Structural Equation Model) data analysis technique, the results were obtained, namely paternalistic leadership style has a positive and significant effect on motivation, work stress has a negative and significant effect on motivation, paternalistic leadership style has a positive and significant effect on job satisfaction, work stress has no effect on job satisfaction, motivation has a positive and significant effect on job satisfaction, Paternalistic leadership style has a positive and significant effect on work satisfaction through motivation and work stress has a positive and significant effect on work satisfaction through employee motivation.

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## INTRODUCTION

Leadership is an aspirational force, a force of spirit, and a creative moral force, capable of influencing members to change attitudes, so that they become conforms to the wishes of the leader (Dewi et al., 2020). One component of employee job satisfaction is leadership. If the leadership is able to implement the right leadership, then employees will feel satisfied which in the end is able to improve their performance (Rivaldo & Ratnasari, 2020). The paternity (fatherhood) type of leadership is a type of leader who is like a

father, namely as an educator, caregiver, guide, advisor, commander and less willing to accept the opinions of his followers (Simanungkalit & Setyaningsih, 2013). In addition to paternalistic leadership, one of the factors that influence job satisfaction is stress work. In accordance with research (Murniyati, 2017) that job satisfaction affects job satisfaction, the higher the stress, the lower the job satisfaction, and vice versa, the lower the stress, the higher the job satisfaction, for this reason, the need for the influence of motivation in order to create good performance from employees so as to create high job satisfaction. Thus, motivation also affects job satisfaction.

The largest government bank in Indonesia today is Bank Rakyat Indonesia (BRI). There are many types of facilities provided by BRI to the community, one of which is savings and loans. PT Bank Rakyat Indonesia (Persero) Tbk Medan branch office, where employees must be professional in carrying out their work and also responsible. Thus it will provide satisfactory service to customers. Quality employees for Bank Rakyat Indonesia (Persero) Tbk Medan regional office is the company's main asset that is very influential in maintaining the sustainability of the company so that it makes it easier for the company to build a strong foundation to face increasingly fierce business competition. Based on the results of a *presurvey* that has been conducted on 20 employees in December 2021, it shows that there are 4 employees who feel that the leadership shares their duties and responsibilities fairly with a percentage of 20%. In compiling a detailed job desk carried out by the leadership, only 5 employees felt that they were not in line with the percentage of value of 25%. Furthermore, openness in openly accepting suggestions and criticisms from employees only 5 employees feel good, the rest choose the answer no with a total of 13 employees with a percentage of 65%. In making decisions by considering the opinions of employees, only 5 employees agreed, the remaining 15 people said no with a percentage of 65%. Furthermore, there were 16 people who felt that the leadership did not provide corrective direction when employees made work mistakes with a percentage of 80%. In providing a Job Description that is in accordance with the position of employees, only 8 employees feel appropriate, the remaining 12 people feel that they do not match the percentage of 60%. Employees in the company who feel that they have flexibility in working are only 2 people, the remaining 18 people do not have flexibility in working with a percentage of 90% and there are 15 employees who feel uncomfortable with differences of opinion with the leadership with a percentage of 75% and the remaining 5 employees feel comfortable with a percentage of 25%. It is said that the *presurvey* results prove that the paternalistic leadership style carried out by the BRI leadership tends to be rigid. This is because the characteristics of the paternalistic leadership style are that the leader is able to play a role like a father, is too protective, decision-making in the leader, always behaves omnisciently and is all-righteous, rarely gives subordinates the opportunity to develop creative power and fantasy and demands the flow or process of work accordingly (Erlangga et al., 2014).

Another phenomenon also shows several problems that occur such as the lack of attention of the leadership to the needs of employees who can motivate employees in carrying out tasks, then the lack of guidance from the leadership towards employees in carrying out daily tasks, and the lack of motivation of employees in carrying out the tasks charged to them, as well as the lack of sense of responsibility of employees to their work. Where this is closely related to the motivation given by the leadership to their employees, which is in accordance with research by (Mustika, 2012) that motivation can influence employees in carrying out daily tasks to achieve job satisfaction, which is 88.8%. Then some employees still lack an adequate work ethic in providing and making decisions regarding services. The situation faced by employees of PT Bank Rakyat Indonesia (Persero) Tbk in the Medan area is currently undergoing various changes and paradigms that direct the company to ensure the quality of employees in carrying out their main duties. To further strengthen the conditions of the working environment. These efforts are carried out through the management of company culture and employee work stress to improve employee performance. In addition, lack of motivation also results in employee

satisfaction in doing work to be less so that both directly and indirectly result in employee satisfaction and their performance which makes organizational goals hampered.

Based on the foregoing can be made into the conceptual framework of the research as shown in Figure 1.

## RESEARCH METHOD

The method used in this study is a quantitative method with population is all employees of the BRI bank Medan Region which numbers 408 employees. This study used the type of sample included in *purposive sampling*. *Purposive sampling* is a sampling method that is included in the category of non-random sampling where researchers ensure the citation of illustrations through a method of determining a special identity that matches the research objectives so that they are expected to respond to research cases (Ika, 2021). In this study, the sample used was employees of Bank BRI Medan Region, totaling 184 employees with assistant positions. Thus 184 employees are ready to be used as respondents in this study with the data collection instrument used is a questionnaire. In the questionnaire, it will be explained in advance about the intention of the research and ensure to the respondents that the answers given are only used for academic research and will be directed. Questionnaires are distributed offline to employees anonymously. The questionnaire statement is clear and easy to understand and an explanation of each variable is added to clarify the concept. Respondents were reminded to fill out questionnaires so that nonresponse bias could be reduced (Toepoel & Schonlau, 2017). Based on it, 184 questionnaires can be further processed and analyzed (100% response rate) and all distributed questionnaires are filled out completely.

All variables are measured by indicators adopted and adapted from previous studies. A five-point likert scale is used ranging from strongly disagreeing with being weighted (1) to strongly agreeing with being weighted (5) in measuring each variable. This study has four variables, namely job satisfaction adopted and adapted from (Kurniasari & Maulana, 2019), then motivation variables based on (Parvesh, 2015), while work stress is adopted and adapted from (Julvia, 2016) and gaya Leadership paternalistic adopted and adapted from (Firidinata & mas'ud, 2017).

Testing the proposed hypothesis used a model of partial least square structural equations (PLS-SEM) the purpose is to explain complex relationships such as unacceptable solutions and factor uncertainty (Fornell & Bookstein, 1982). The PLS-SEM evaluation consists of two approaches - first the measurement model and followed by the structural model (Hair et al., 2013). At the stage of the measurement model, reliability and validity are analyzed. The three main measures used to test reliability consist of outer loadings (i.e. values must be more than at least 0.5 and omit values below 0.5), internal consistency through composite reliability (i.e. values must be more than 0.70) and convergent validity or also known as average variance extracted (AVE) (i.e. values must be more than 0.50) as well as assessing discriminant validity. The results of the measurement model are executed with the calculation of the PLS algorithm using the Smart PLS statistical application Version 3.2. Then the structural model stage is run by bootstrapping which includes analyzing the significance and relevance of the path coefficient and testing the coefficient of determination ( $R^2$ ).

## RESULTS AND DISCUSSIONS

Respondents in this study were dominated by respondents with a male gender of 77.17% with a total of 14 respondents 2 respondents and for respondents who were female sex had a percentage of 22.83% with a total of 42 respondents. Then generally the age characteristics of the respondents who were the largest in this study were respondents aged 36-45 years with a total of 82 respondents with a percentage of 44.6%.

Analysis of the reliability of the indicator is carried out by testing the outer loadings

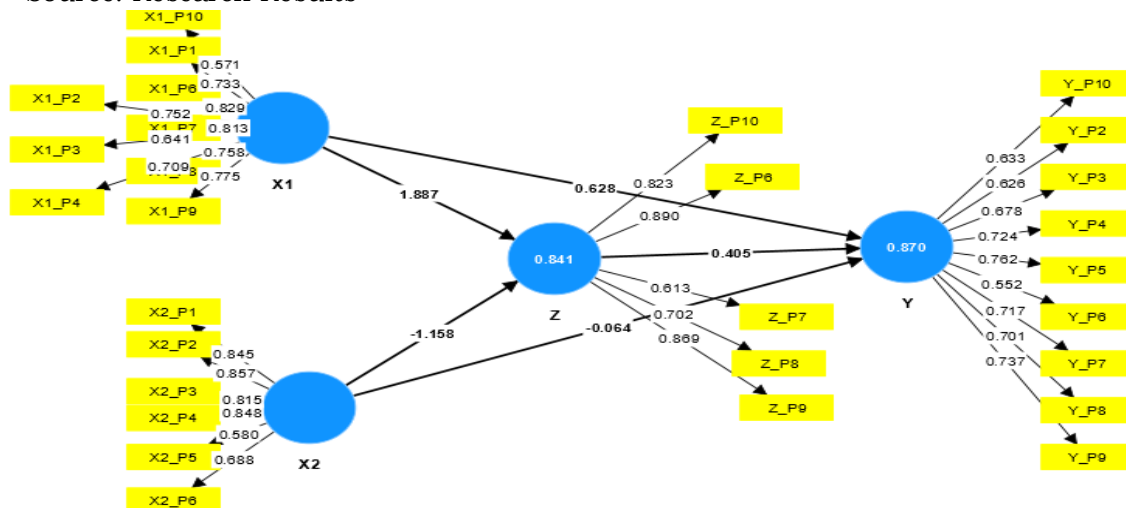
of each item on its variables. With regard to outer loadings, there were 11 eliminated items consisting of 1 indicator removed for paternalistic leadership variables, followed by 4 removed indicators for work stress variables, then 5 indicators removed for motivation and 1 indicator removed for job satisfaction variables as the value was found to be lower than the rule of thumb of 0.5 (see table 1). After deleting this item, the new outer loadings value to be used is taken from the same PLS algorithm procedure. The outer loadings value of the four variables used has exceeded the rule of thumb, which is 0.5. Then in terms of internal consistency, the composite reliability (CR) result of each high variable (i.e. from 0.887 to 0.913 in Table 1) exceeds the rule of thumb of 0.7 thus indicating internal consistency and reliability. On the other hand, for convergent validity, variables are tested to analyze the degree of suitability of each indicator in measuring the same variable. The average variance extracted (AVE) values for all four variables range from 0.540 to 0.619 which exceeds the recommended threshold of 0.5 (Hair et al., 2017). So the overall measurement model results have been adequate as reported in figure 2 and Table 1.

Measurement model results for indicators, internal consistency, and convergent validity

Variables/ Indicators	Items	Outer Loading	CR	AVE
Job satisfaction (Y)				
Y_P2	Alwaysleave work in accordance with the regulations	0.626	0,887	0,568
Y_P3	Leaders often give disciplinary instructions	0.678		
Y_P4	Implement all the rules of position set by the company	0.724		
Y_P5	Arriving early to work gives peace of mind in starting to work	0.762		
Y_P6	Always tidy up work equipment after the work is done	0,552		
Y_P7	Bis ready to receive sanctions if they do not fulfill their duties	0,717		
Y_P8	Lookingfor alternative jobs in other companies	0,701		
Y_P9	Bintends to leave the company when he has found a new job.	0,737		
Y_P10	Bthought of leaving the company	0,633		
Motivation (Z)				
Z_P6	Theassessment of employee work performance has been carried out objectively	0.890	0.889	0.619
Z_P7	Employment andpromotion are carried out on the basis of abilities and achievements recognized by the Company	0.613		
Z_P8	Giving awards to subordinates who are able to show work achievements	0,702		
Z_P9	Befforts to improve the quality of work completion	0.869		
Z_P10	Ihave my own satisfaction if you are able to complete difficult work tasks	0,823		
Paternalistic leadership (X1)				
X1_P1	The leader is very strict in carrying out the rules on his employees	0,733	0.913	0.540
X1_P2	The leader sanctions any employee who violates the rules	0.752		
X1_P3	Leaders always ask their employees for their opinions regarding making decisions	0,641		
X1_P4	The leader can accept criticism from his employees	0,709		
X1_P6	The leader is always formal towards his employees	0,829		
X1_P7	The leader always provides guidance before starting work	0,813		
X1_P8	Leaders pay great attention to employee performance	0,758		
X1_P9	Leaders always provide good facilities for employees	0,775		
X1_P10	Merasa enforced fairly by the Leader	0,571		
Work Stress (X2)				
X2_P1	Work is very tiring because work often overlaps ( <i>double job</i> )	0.845	0,901	0,607
X2_P2	The work environment is very toxic	0,857		
X2_P3	An environment that is not conducive to causing stress	0.815		

X2_P4	Donot give the same sanctions to employees who violate company regulations	0,848
X2_P5	Mhas a bad relationship with colleagues	0,580
X2_P6	Adifference in values or opinions with superiors	0,688

Source: Research Results



Source: Research Results

The results of the measurement model are fit

Structural model testing can be done if the measurement model results are fit or adequate. Structural model scoring is useful for testing hypothesized models. This study examined a structural model with two exogenous variables, namely paternalistic leadership style and work stress with one endogenous variable, namely job satisfaction through motivation as an intervening variable. The first step is to analyze the significance and relevance of the path coefficient (one-sided t-test value is more than 1.96 with a confidence level of 5 percent). Table 2 presents the results of hypotheses developed on the basis of research models. Table 2 shows that H1, H2, H3, H5, H6, and H7 are supported while one hypothesis that H4 is not supported in t Statistics is 1.96 and the P value is 0.05.

Hypothesis testing results seen from *Path coefficient*

Hypothesis	Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Results
H1	X1 → Z	1,887	1,893	0,095	19,806	0,000	Accepted
H2	X2 → Z	-1,158	-1,161	0,097	11,948	0,000	Accepted
H3	X1 → Y	0,628	0,629	0,136	4,633	0,000	Accepted
H4	X2 → Y	-0,064	-0,062	0,101	0,633	0,527	Rejected
H5	Z → Y	0,405	0,403	0,064	6,341	0,000	Accepted
H6	X1 → Z → Y	0,765	0,762	0,118	6,481	0,000	Accepted
H7	X2 → Z → Y	-0,470	-0,467	0,077	6,121	0,000	Accepted

Source: Research Results

After analyzing the path coefficient, the next step is to test the coefficient of determination (R²) which aims to see how exogenous variables are able to describe

endogenous variables. Based on the results of the study showed that the  $R^2$  obtained for job satisfaction is 87 percent meaning that the *variability of* job satisfaction can be explained substantially by motivation, work strees and paternalistic leadership style. Then  $R^2$  for motivation of 84 percent means that the *variability of* motivation is able to be explained substantially by work strees and paternalistic leadership styles as shown in table 3.

Variable	. Result $R^2$	Coefficient of Determination ( $R^2$ )
Job satisfaction		0,870
Motivation		0,841

Source: Research Results

The results of hypothesis testing provide information that paternalistic leadership style has a positive and significant effect on employee motivation at the BRI regional office in Medan (H1) region. It can be said that to create employee work motivation in an organization or agency is certainly not easy because work motivation can be created because it is influenced by several factors, one of which is paternalistic leadership style. The results of the study are supported by (Humaira, Putra dan Setiawan 2021) that paternalistic leadership styles have a positive and significant effect on work motivation. Then, work stress has a negative and significant effect on employee motivation at the BRI regional office in Medan (H2). The results of the study were supported by (Sugiarto & Nanda, 2020) that work stress negatively affects employee work motivation. Work stress occurs when employees are unable to meet the demands of their job, and each job has different stress conditions. In the short term, being alone without serious treatment can make employees depressed, unmotivated and frustrated, resulting in suboptimal employee performance and decreased productivity. The pressure caused by the workload that employees cannot do optimally is definitely an early symptom, and it is feared that the condition may affect the resulting work motivation. Another explanation is that work stress will have an impact on employee emotions, thinking patterns, and enthusiasm for work. To avoid obstacles, employees with work experience should be motivated to take a job and work to achieve the goals set for the company. Therefore, the company must make every effort to improve employee performance by motivating each employee to work.

On the other hand, paternalistic leadership style has a positive and significant effect on employee job satisfaction at the BRI regional office in Medan (H3). The results of the study are supported by (Nikpay & Zandkarimi, 2022; Chen et al., 2014; Shi et al., 2020) There is a positive and significant influence between paternalistic leadership styles and employee job satisfaction. The high and low job satisfaction of employees depends on whether or not the leadership style and attitude of the superiors are good. Employee job satisfaction is closely related to employee expectations of the attitudes and leadership styles of superiors, co-workers and the workers themselves. The more suitable the leader's style and attitude with what the employee expects, the higher the employee's job satisfaction. However, it is not in line with expectations that work stress does not affect employee job satisfaction at the BRI regional office in Medan (H4) region. This research is supported by research (Mawaranti & Prasety, 2018) that work stress does not have a significant negative effect on employee job satisfaction. Work is derived from a person's interaction with work and work environment which is felt to not provide comfort. Work stress results in violations of psychological, physical functions as well as individual behavior resulting in deviations in normal functioning. The higher the work stress felt by employees, the lower employee job satisfaction will decrease or vice versa, the lower the work stress, the higher the employee's job satisfaction.

Furthermore, motivation has a positive and significant effect on employee job satisfaction at the BRI regional office in Medan (H5). The results of the study were supported by (Yasa & Dewi, 2019) that job activity has a positive and significant effect on employee job satisfaction. Therefore, if there is no desire or need, then there is no motivation. The need is a stimulus or impulse for the onset of motivation to perform certain actions. Another reason is that the better the motivation given to employees, the more employee job satisfaction will increase. In this study, motivation was seen from five levels of needs, namely physiological, security, social, appreciation, and self-actualization. Social needs, security, and physiological needs are the highest gauges of employee motivation, especially the family atmosphere at work, transportation facilities to the workplace and the provision of attendance money and performance benefits have an impact on employee job satisfaction. This condition is indicated by the high level of job satisfaction of employees, especially related to their work itself and payments. The better the family atmosphere at work, transportation facilities as well as attendance money and performance benefits provided by the organization cause more satisfied employees with their work. Meanwhile, paternalistic leadership style has a positive and significant effect on work satisfaction through employee motivation at the BRI regional office in Medan (H6). The results of this study are supported by (Yanoto, 2018) that Paternalistic leadership style affects satisfaction mediated by work motivation. According to (Mahdi, 2015), workers under paternalistic leadership will be committed to what the leader believes and instructs and does not work independently. The relationship in this leadership style is very solid. His subordinates are expected to work in the company for a long period of time due to loyalty and trust. If there is no desire or need, then there is no motivation. These needs are stimuli or impulses in order to generate motivation to be able to perform certain actions. Based on these previous theories and research, the existence of paternalistic leadership can increase job satisfaction because of the sense of trust built in the organization. The existing motivation is able to encourage employees to be able to do a good job because of the father figure given from the leadership style paternalistic.

Finally, work stress has a negative and significant effect on work satisfaction through employee motivation at the BRI regional office in Medan (H7). Research conducted by (Yasa & Dewi, 2019) work motivation has a positive and significant effect on employee job satisfaction. The high work demands of each individual will experience stress, especially for individuals who are less able to adjust to these developments. Various kinds of wants and needs are expected to be met by working in a company. But not all the wants and needs of these employees can be met by the company. In general, life in a company of any form and nature, both engaged in trade and engaged in services, will always try to achieve the goals that have been set effectively and efficiently. The fruitlessness of the institution or company, employee involvement in conflicts and the inability to meet the needs and desires of employees are among the factors that cause stress among employees. Stress is a state of tension that affects the emotions of one's thought processes and conditions.

## CONCLUSION

After explaining the results of the research and discussion, a conclusion can be drawn that job satisfaction can increase due to the encouragement of paternalistic leadership styles and work stress through employee work motivation. For this reason, the relationship built by superiors through paternalistic leadership styles and subordinate work stress plays an important role in increasing employee job satisfaction at the BRI regional office in Medan. It can be believed that paternalistic leadership and work stress directly affect the job satisfaction behavior of employees in the BRI regional office in Medan without the need for mediation of motivational variables. In addition, increasing employee motivation is very useful for increasing employee job satisfaction at the BRI regional office in Medan. It can be known that employee motivation positively supports employee job satisfaction at the BRI regional office in Medan. In this way, HR managers

want to increase employee motivation. Then the leadership of the BRI regional office in Medan needs to consider an approach where paternalistic leadership style, work stress, and motivation can be improved considering that it seems to be the main factor to increase employee job satisfaction at the BRI regional office in Medan. Finally, organizations can encourage the creation of special opportunities for their employees and encourage leaders to take an active role by interacting with each other outside the workplace. In particular, human resources managers should consider creating or changing HR strategies such as paternalistic leadership style, work stress, and motivation to increase employee job satisfaction at the BRI regional office in Medan and organizational sustainability.

This research still has many shortcomings, for this reason, in the future it will be further developed by subsequent researchers. This research has limitations on internal factors such as paternalistic leadership styles of work stress, and motivation, and employee job satisfaction. The selected research objects and samples are limited to employees at the BRI regional office in Medan. This study was based on questionnaires only and did not use the method of interviewing internally with all respondents because in general the data from the questionnaire was biased. In increasing job satisfaction, the head of the company must pay more attention to how the employee's work stress level does not increase and the leadership style can be accepted by employees well so that the company's goal in maximizing profits and increase job satisfaction. In order to increase and maintain job satisfaction, company management should pay attention to the large number of workloads in reducing workload by increasing the number of employees so that employees feel that the workload they feel can be reduced. For other parties such as organizations or companies where managers or leaders need to pay more attention to paternalistic leadership style, work stress, and work motivation because the effects of these three things have a considerable influence on the job satisfaction of their employees. Given that paternalistic leadership, work stress, and work motivation are very important in influencing employee job satisfaction, it is hoped that the results of this study can be used as a reference for subsequent researchers to develop this research by considering other variables that are variables outside of paternalistic leadership, work stress, and work motivation.

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