

THE INFLUENCE OF LEADERSHIP STYLE ON THE PERFORMANCE OF ALL EMPLOYEES WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (Case Study at PT. Deli Tebing Luhur/Jordan Bakery)

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Abstract

In this study the population is Technical Clerical Employees of PT. Tebing Luhur Deli/Jordan Bakery, namely as many as 40 people. Because the target population is less than 100, the sampling technique used is the census method, in which the entire population is 40 Technical Clerical Employees of PT. Deli Tebing Luhur/Jordan Bakery which will be used as research samples. the first hypothesis is accepted, meaning that Leadership Style (X) has a significant effect on Job Satisfaction (Y1). the second hypothesis is accepted, meaning that Leadership Style (X) has a significant effect on Employee Performance (Y2). the third hypothesis is accepted, meaning that Job Satisfaction (Y1) is an intervening variable that mediates the effect of Leadership Style (X) on Employee Performance (Y2).

Keywords: Employee Performance, Leadership Style, Job Satisfaction

INTRODUCTION

Human resources are central figures in organizations and companies. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. According to Siswanto (in Muhammad Sandy, 2015: 11) performance is an achievement achieved by a person in carrying out the tasks and work assigned to him.

Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor for improving employee performance. Improving employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore efforts to improve employee performance are the most serious management challenge because success in achieving goals and the survival of the company depends on the quality of the performance of the human resources in it.

High employee performance is expected by the company. The more employees who have high performance, the overall company productivity will increase so that the company will be able to survive in global competition. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. Employee success can be measured through customer satisfaction, reducing the number of complaints and achieving optimal targets.

For a leader in a work unit, abilities that match the field of work are very important in order to be able to master conditions in the field and work area well. Thoha (2012: 49) argues that: "Leadership style is the norm of behavior used by someone when that person tries to influence the behavior of others as he sees it." The leadership style is suitable when the company's goals have been communicated and subordinates have accepted them. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals.

Richard, Robert and Gordon (2012: 312,337) emphasized that job satisfaction relates to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. He continued his statement that job satisfaction is related to one's attitude about work, and there are several practical reasons that make job satisfaction an important concept for leaders. Research shows satisfied workers are more likely to stay with the organization. Satisfied employees also tend to engage in organizational behavior that goes beyond their job and role descriptions, and helps reduce the workload and stress levels of members in the organization.

Employee Job Satisfaction can be influenced by the level of complexity that occurs within an organization, which will definitely result in ineffective and inefficient work execution. Employee job satisfaction that arises because of the suitability of work roles and responsibilities provided by the company will encourage the achievement of good performance results, therefore it is necessary to have proper leadership in order to increase employee job satisfaction at PT. Deli Tebing Luhur/Jordan Bakery

LITERATURE REVIEWS

Performance

There are many definitions proposed about performance, even though these definitions basically have a lot in common with one another. The term performance is equivalent to the term "performance" in English which means deed, action, appearance and others. Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009:18).

Leadership Style

Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership style. Leadership style is how a leader carries out his leadership function and how he is seen by those who are trying to lead him or those who may be observing from the outside. Leadership style is a variety of behavior patterns favored by leaders in the process of directing and influencing employees. Leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

Job satisfaction

Richard, Robert and Gordon (2012: 312,337) emphasized that job satisfaction relates to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. He continued his statement that job satisfaction is related to one's attitude about work, and there are several practical reasons that make job satisfaction an important concept for leaders. Research shows satisfied workers are more likely to stay with the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job and role descriptions, and helps reduce the workload and stress levels of members in the organization.

METHODS

In this study the population is Technical Clerical Employees of PT. Tebing Luhur Deli/Jordan Bakery, namely as many as 40 people. Because the target population is less than 100, the sampling technique used is the census method, in which the entire population is 40 Technical Clerical Employees of PT. Deli Tebing Luhur/Jordan Bakery which will be used as research samples.

Data analysis is a desire to classify, make a sequence, manipulate and abbreviate data so that it is easy to read and understand. In other words, data analysis activities are raw data that has been collected needs to be categorized or divided into several categories or groups, abbreviated in such a way that the data can answer problems according to research objectives and can test hypotheses (Silaen and Widiyono, 2013).

RESULTS AND DISCUSSION

A. Multiple Linear Regression Testing

Multiple Linear Regression Results

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
		B	std. Error	Betas				
1	(Constant)	4,393	1687		2,603	013		
	Style_Leadership_X	.324	.110	.403	2,939	006	.566	1,767
	Satisfaction_Work_Y1	.435	.132	.452	3,294	002	.566	1,767

a. Dependent Variable: Performance_Employee_Y2

Based on these results, the multiple linear regression equation has the formulation: $Y2 = a + b1X + b2Y1 + \epsilon$, so that the equation is obtained:

$$Y2 = 4.393 + 0.324X + 0.435Y1 + \epsilon$$

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 4.393 indicates the magnitude of Employee Performance (Y2) if Leadership Style (X) and Job Satisfaction (Y1) are equal to zero.
- The regression coefficient value of Leadership Style (X) (b1) is 0.324 indicating the magnitude of the role of Leadership Style (X) on Employee Performance (Y2)

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assuming the variable Job Satisfaction (Y1) is constant. This means that if the Leadership Style factor (X) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.324 value units assuming Job Satisfaction (Y1) is constant.

- c. The regression coefficient value of Job Satisfaction (Y1) (b2) of 0.435 indicates the magnitude of the role of Job Satisfaction (Y1) on Employee Performance (Y2) assuming the variable Leadership Style (X) is constant. This means that if the Job Satisfaction factor (Y1) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.435 value units assuming the Leadership Style (X) is constant.

B. t test (Partial)

Partial Test (t) Equation 1

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
		B	std. Error	Betas				
1	(Constant)	7,265	1,707		4,256	.000		
	Style_Leadership_X	.551	.102	.659	5,399	.000	1,000	1,000

a. Dependent Variable: Satisfaction_Work_Y1

Hypothesis test the influence of the Leadership Style variable (X) on the Job Satisfaction variable (Y1).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or $Sig. > 0.05$
2. Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or $Sig. < 0.05$

From the table above, a tcount value of 7.265 is obtained with $\alpha = 5\%$, ttable (5%; 40-k = 38) obtained a ttable value of 1.685. the significance is $0.00 < 0.05$, it can be concluded that the first hypothesis is accepted, meaning that the Leadership Style variable (X) has a positive and significant effect on Job Satisfaction (Y1).

Partial Test (t) Equation 2

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	tolerance	VIF
		B	std. Error	Betas				
1	(Constant)	4,393	1687		2,603	.013		
	Style_Leadership_X	.324	.110	.403	2,939	.006	.566	1,767
	Satisfaction_Work_Y1	.435	.132	.452	3,294	.002	.566	1,767

a. Dependent Variable: Performance_Employee_Y2

Hypothesis Test of the effect of Leadership Style (X) on Employee Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or $Sig. > 0.05$
2. Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or $Sig. < 0.05$

From the table above, a tcount value of 2.939 is obtained with $\alpha = 5\%$, $t_{table} (5\%; 40-k = 38)$ obtained a t_{table} value of 1.685. From this description it can be seen that $t_{count} (2.939) > t_{table} (1.685)$, and its significance value is $0.00 < 0.05$, it can be concluded that the second hypothesis is accepted, meaning that Leadership Style (X) has a significant effect on Employee Performance (Y2).

Hypothesis Test of the effect of Job Satisfaction (Y1) on Employee Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or $Sig. > 0.05$
2. Reject H0 If $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ or $Sig. < 0.05$

From the table above, a tcount value of 3.294 is obtained with $\alpha = 5\%$, $t_{table} (5\%; 40-k = 38)$ obtained a t_{table} value of 1.685. From this description it can be seen that $t_{count} (3.294) > t_{table} (1.685)$, and its significance value is $0.00 < 0.05$, it can be concluded that the third hypothesis is accepted, meaning that job satisfaction (Y1) has a significant effect on employee performance (Y2).

Path Analysis

Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Leadership Style (X)	0.403	0.659	-	Significant	As Independent Variable
2	Job satisfaction (Y1)	0.452	-	0.2978	Significant	As an Intervening Variable

CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. The things proposed state that: From table 4.16 a tcount value of 7.265 is obtained with $\alpha = 5\%$, $t_{table} (5\%; 40-k = 38)$ a t_{table} value of 1.685 is obtained. From this description it can be seen that $t_{count} (7.265) > t_{table} (1.685)$, and a significance value of $0.00 < 0.05$, it can be concluded that the first hypothesis is accepted, meaning that Leadership Style (X) has a significant effect on Job Satisfaction (Y1).

2. From table 4.17, a tcount value of 2.939 is obtained. With $\alpha = 5\%$, $t_{table} (5\%; 40-k = 38)$ a t_{table} value of 1.685 is obtained. From this description it can be seen that $t_{count} (2.939) > t_{table} (1.685)$, and its significance value is $0.00 < 0.05$, it can be concluded that the second hypothesis is accepted, meaning that Leadership Style (X) has a significant effect on Employee Performance (Y2).
3. From the results of the calculation above, the tcount value is 3.294 with $\alpha (5\%; nk = 38)$ the t_{table} value is 1.685. From this description it can be seen that $t_{count} (3.294) > t_{table} (1.685)$, it can be concluded that the third hypothesis is accepted, meaning that Job Satisfaction (Y1) is an intervening variable that mediates the influence of Leadership Style (X) on Employee Performance (Y2).

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