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Research Paper

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The Influence of Leadership Style and Work Motivation on Employee Performance Through Job Satisfaction (Case Study on The Department of Transportation of Blitar City)

Nurma Firstania Rizki Annisa¹; Achmad Sani Supriyanto²,

¹(Department of Management, Faculty Of Economics, UIN Maulana Malik Ibrahim, Malang, Indonesia)

²(Department of Management, Faculty Of Economics, UIN Maulana Malik Ibrahim, Malang, Indonesia)

ABSTRACT

The purpose of this study is to test and analyze the influence of leadership style on employee performance, test and analyze the influence of work motivation on employee performance, menuji and menganalisis the influence of job satisfaction on employee performance, test and analyze the influence of leadership style on employee performance through job satisfaction, as well as test and analyze the influence of work motivation on employee performance through job satisfaction. The number of sampels used as 102 employees of the Department of Transportation of Blitar City by using saturated sampling technique. The data used in this research are primary and secondary data. Path Analysis model used in this research using SPSS 16 tools. The results showed that the Leadership Style(X1) effect on Employee Performance (Y) with a significance value $0.002 < 0.05$. Work motivation (X2) effect on Employee Performance (Y) with a significance value $0.000 < 0.05$. Job satisfaction (Z) effect on Employee Performance (Y) with a significance value of $0.037 < 0.05$. This study also showed that Job Satisfaction (Z) be able to be a mediating variable between the influence of Leadership Style (X1) on Employee Performance (Y) and the influence of Work Motivation (X2) on Employee Performance (Y).

KEYWORDS: Leadership Style, Work Motivation, Employee Performance, Job Satisfaction

I. INTRODUCTION

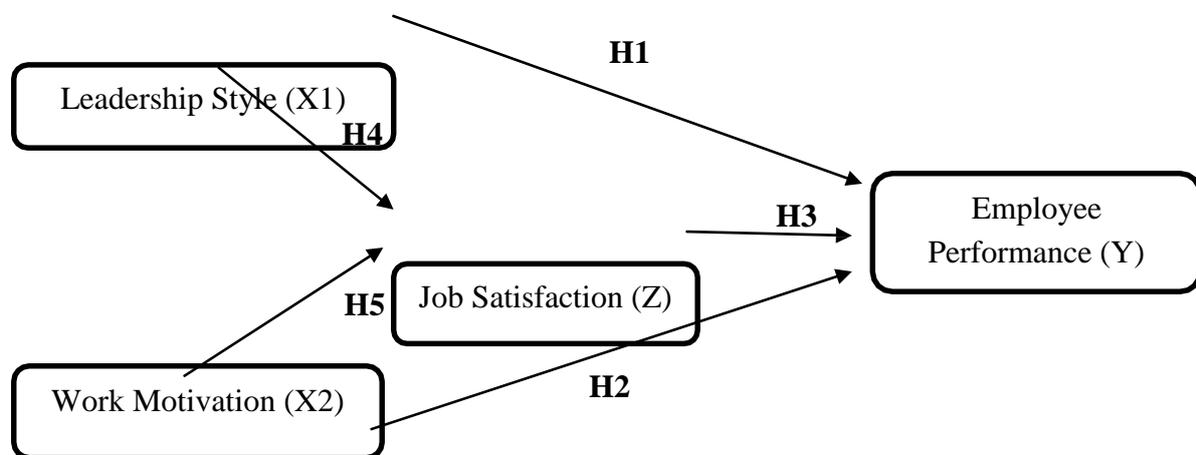
The performance of the employees become the focal point of its own for an organization. The performance of the employees to be very important to achieve goals in the organization. According to (Prawirosento, 1999) one of the factors that can affect the performance of employees is the authority. Where the authority relating to communication and command within an organization. Through good leadership and proper will be able to create an organization that is ceases to be recovered and improve its performance (Bangun, 2012). When the organization has a human resources with good performance, means that human resources have a high job satisfaction. According to Wang (1997) in (Nazarian et al., 2017), two different layers are of particular importance when considering performance: efficiency, which reflects the input to outputn rate, and effectiveness. Job satisfaction becomes something important in the development of human resources in an organization. Job satisfaction is the result of the like or dislike of an employee towards his job. To get employee performance through job satisfaction, it is necessary for a leader to lead the organization or company. The leader himself has a meaning as a person gets inang that has the ability to influence the behavior of others (Sedarmayanti, 2017). Every leader has a pattern of behavior which is shown to affect other people. Patterns of behavior are often referred to with the leadership style. The attitude of the leader in leading an organization or company will affect the job satisfaction of employees (Hasibuan, 2003). According to research from the (Junaidi & Susanti, 2019) show that the style of leadership has an influence on employee performance. Therefore the need for the role of a leader to motivate employees in order to increase employee satisfaction as a step increase in employee performance. Motivation is an energy that can awaken a boost in self - (Mangkunegara, 2013). The higher the motivation of employees in the work the better the job satisfaction owned so will improve the performance of the employee. Many previous studies which discussed about style of leadership, motivation, employee performance and job satisfaction. Including research from the (Junaidi & Susanti, 2019) find that the style of leadership and motivation have a significant influence on employee performance. The research of the (Sunarsi, 2018) , indicating that the style of leadership, motivation, and work discipline affect the performance of educators. (Masculin, 2014) also find that the style of leadership and motivation berpengaruh significant

impact on the performance of employees. According to research from the (Tahir et al., 2017) showed that there is significant influence between the leadership style on job satisfaction and employee performance. (Pawirosumarto & Sarjana, 2017) show that leadership style, motivation, and discipline had a positive and significant effect partially or simultaneously on employee performance. Research (Changgriawan, 2017) showed that job satisfaction has significant effect on employee performance. This discovery is supported by research from the (Arda, 2017) , which indicates the presence of a positive influence between job satisfaction with employee performance. Research from The research (Tahir et al., 2017) also show that the presence of positive and significant influence between the style kepemimpinan on employee performance through job satisfaction. (Suwarjo & Wahjono, 2017) found that work motivation effect on employee performance through job satisfaction.

However, there are some previous studies are contradictory with the research that has been described previously. The results of the research of the (Trang, 2013) found that leadership styles affect employee performance but not significant. (Susanty & Baskoro, 2012) found that motivation is not positive and significant effect on employee performance. (Annisa, 2017) found that job satisfaction has no effect on job satisfaction. (Aditya et al., 2021) also found that job satisfaction is not significant effect on employee performance. Research (Siagian & Khair, 2018) stated that job satisfaction can mediate the influence of leadership style on employee performance. (Sugam, 2017) found that job satisfaction is not to be mediasi between motivation and employee performance. Based on the results of previous studies on the influence of leadership style, work motivation, job satisfaction, and employee performance has been described previously can be known of the existence of different results from each study. The results of previous research there in accordance with the theory and there is also contradictory with the theory. See the results of previous studies that contradict the theory that there is then a research of the influence of leadership style and work motivation on employee performance to be investigated. This research will be more interesting because of the variable job satisfaction as a mediating variable between leadership style and work motivation on employee performance.

II. METHODOLOGY

The purpose of this study is to test and analyze the influence of leadership style on employee performance, test and analyze the influence of work motivation on employee performance, test and analyze the influence of job satisfaction on employee performance, test and analyze the influence of leadership style on employee performance through job satisfaction, as well as test and analyze the influence of work motivation on employee performance through job satisfaction. The questionnaire has been given to the employees of the Department of Transportation of Blitar City to collect data in accordance with the variables to be studied. Model hypotheses to be filed in accordance with figure 1:



Procedure of Survey and Sampling: The population in this research is all employees of the Department of Transportation of Blitar City ,102 employees. The sampling technique uses a saturated sample, so it uses all members of population as member of the sample (Sani & Maharani, 2013). The sample used is 102 employees of the Department of Transportation of Blitar City. All question items in the questionnaire which is filled by the employees of the Department of Transportation of Blitar City is said to be valid because the value of r table > r count (0.1946). According to (Sugiono, 2011) questionnaire is said to be valid if any of the questions have a value of r table > r count. The instrument can be said to be reliable, if it can be used to measure a phenomenon

in the time different always show the same results or consistently gave results of the same size. Each variable in this research is said to be reliable because the value of the coefficient alpha $\geq 0,6$ (Supriyanto and Vivin, 2013).

Research instrument: The items in the variable of leadership style takes the theory of the (Hasibuan, 2003) which states leadership style are divided into three, namely: participatory leadership, authoritarian leadership, and delegative leadership. The items in the variable of work motivation take the theory of David McClelland in (Sedarmayanti, 2017) states that there are three needs that can motivate a person to work in, namely: need for achievement, need for affiliation, and need for power. The items in the variable performance of employees take the theory (Robbins, 2006) which states that benchmarks the performance of employees are divided into three, namely: quantity, quality, and timeliness. The items in the variable job satisfaction take the theory (Priansa, 2017) which states the indicators of job satisfaction, namely: awards, procedures and work rules, as well as communications.

III. ANALYSIS OF DATA

Path Analysis is a method of analysis used to test the relationship between variables and identifies the relationship between the independent variable with the dependent variable directly or indirectly (Supriyanto and Vivin, 2019). The development of the pathway diagram can be seen in figure 2:



The leadership style variable was measured using 10 questionnaire statements, work motivation was measured using 8 questionnaire statements, job satisfaction are measured with 6 of the questionnaire statements, and the performance of employees are measured by using 6 of the questionnaire statement.

The First step of the Analysis: significant Test using regression analysis with two substructures. The substructure of 1 to see the influence of Leadership Style and work Motivation on Job Satisfaction.

The results of the Regression Analysis Leadership Style (X1) and Work Motivation (X2) to Job Satisfaction (Z)

Model	Beta	T	Sig	Description
X1	0.252	2.472	0.015	Significant
X2	0.101	1.993	0.045	Significant
Dependent Variable =Z R = 0.302 R square = 0.091 F count = 4.953 Sig F count = 0.009				

Source: Data processed, 2021

Based on the table above, then the regression equation that reflect the variables in this study are:
 $Z = 0.252X1 + (0.101)X2 + e1$

The value of standardized coefficient beta shows the magnitude of the contribution of the variables of Leadership Style on Job Satisfaction is 0.252 and also a significant value of $0.015 < 0.05$ which means that leadership style has positive and significant effect on job

satisfaction. The value of standardised coefficient beta shows the magnitude of the contribution of the variables of Work Motivation on Job Satisfaction is 0.101 and also a significant value of $0.045 < 0.05$ which means that work motivation has positive and significant effect on job satisfaction.

Substructure 2 to see the influence of leadership style, work motivation and job satisfaction to employee performance.

The results of Analisis Regresi Style of Leadership (X1), Work Motivation (X2), and Job Satisfaction (Z) on the Performance of Employees (Y)

Model	Beta	T	Sig	Description
X1	0.315	3.169	0.002	Significant
X2	0.406	4.192	0.000	Significant
Z	0.113	2.101	0.037	Significant
Dependent Variable = Y R = 0.440 R square = 0.193 F count = 7.836 Sig F count = 0.000				

Source: Data processed 2021

Based on table above, then the regression equation that reflect the variables in this study are: $Y = 0.315X1 + 0.406X2 + 0.113 Z + e$

The value of the Standardized coefficient beta shows the magnitude of the contribution of the variables of leadership style on employee performance is 0.315 and also a significant value of $0.002 < 0.05$ which means that leadership style has positive and significant effect on employee performance. The value of standardised coefficient beta shows value work motivation on employees performance is 0.406 and also a significant value of $0.000 < 0.05$ which means that work motivation has positive and significant impact on employee performance. The value of the standardized coefficient beta shows the magnitude of the contribution of the variables of job satisfaction on employee performance is 0.113 and also a significant value of $0.037 < 0.05$ which means the job satisfaction has positive and significant effect on employee performance.

The Second step of the Analysis: Next is to calculate the direct influence, indirect influence and total influence as follows:

Variable Influence Calculation

Direct Influence	Indirect Influence	Total Influence	Significant Value
X1 to Y = 0.315	X1 to Z to Y 0.252 x 0.113 =	X1 to Z to Y 0.252 + 0.113 =	$0.002 < 0.05 =$ Significant
X2 to Y = 0.406	0.028	0.365	$0.000 < 0.05 =$ Significant
X1 to Z = 0.252	X2 to Z to Y 0.101 x 0.113 =	X2 to Z to Y 0.101 + 0.113 =	$0.015 < 0.05 =$ Significant
X2 to Z = 0.101	0.011	0.214	$0.045 < 0.05 =$ Significant

Source: data processed, 2020

The Third step of Analysis: Decision making for testing the hypothesis by using the value of the t statistic where the value of the t statistic greater than t value table 1.659 show a significant effect. Following the results of hypothesis testing based on formed.

Hypothesis Test

Hypothesis	Influence	Coefficient	T Statistic	Significant	Description
1	X1 to Y	0.315	3.169	0.002	Significant
2	X2 to Y	0.406	4.192	0.000	Significant
3	Z to Y	0.113	2.101	0.037	Significant
4	X1 to Z to Y	0.028	2.473	0.015	Significant
5	X2 to Z to Y	0.011	1993	0.045	Significant

IV. DISCUSSION AND CONCLUSION

Based on the results of the study showed that leadership style affect the performance of employees at the Department of Transportation of Blitar City. This is due to the value significant at $0.002 < 0.05$ or smaller than the significance level specified. Means influential leadership style on employee performance. The value of the *standardized coefficient beta* shows the magnitude of the contribution of the variables of leadership style on the performance of employees is 0.315. Mean high and low leadership style affects employee performance. Theoretically the results of this study are in line with the research according to (Sunarsi, 2018), stated that the style of leadership, motivation, and work discipline affect the performance. These results are also in harmony with the (Junaidi & Susanti, 2019), who stated that there is significant influence between leadership style and employee performance, but for partial organizational culture has no significant effect on employee performance. (Pawirosumarto & Sarjana, 2017) show that leadership style, motivation, and discipline had a positive and significant effect partialy or simultaneously on employee performance.

Based on the results of the study showed that work motivation affect the performance of employees at the Department of Transportation of Blitar City. This is due to the significant value at $0.000 < 0.05$ or smaller than the significance level specified. Means work motivation affect the performance of employees. The value of the *standardized coefficient beta* shows the magnitude of the contribution of the variables of work motivation on employee performance is 0.406 Means the high and low motivasi work affect employee performance. In terotis the results of this study are in line with presearch according to (Pawirosumarto & Sarjana, 2017), found that leadership style, motivation and discipline on employees has positive and significant effect partially or simultaneously on employee performance. Based on the results of the study show that job satisfaction has significant effect on employee performance at the Department of Transportation of Blitar City. This is due to the significant value at $0.037 < 0.05$ or is smaller than the significance level specified. Mean job satisfaction has significant effect on employee performance. The value of the *standardized coefficient beta* shows the magnitude of the contribution of the variables of job satisfaction on employee performance is 0.113. Mean high and low kepuasan kn affects the performance of employees. The results of this Study are in line with the research according to (Changgriawan, 2017) showed that job satisfaction has significant effect on employee performance. This discovery is supported by research from the (Arda, 2017) , which indicates the presence of a positive influence between job satisfaction with employee performance.

Based on the results of the research show that the variables of leadership style influence indirectly on the performance of employees at the Department of Transportation of the City of Blitar, so it can be said that job satisfaction can be used as a mediating variable. Based on the results of the research value of the *standardized coefficient beta* shows that the influence of leadership style on employee performance by 0.315 the significant value of

$0.002 < 0.05$, while the influence is not directly give the result the value of the coefficient of 0.028. It can be interpreted that the indirect job satisfaction can mediate the influence of leadership style on employee performance. The results of the research above shows the corresponding results according to (Tambunan, 2020) prove the existence of positive and significant influence between leadership style on employee performance through job satisfaction. The results of this study aligned with the research (Tahir et al., 2017) that proves that the presence of positive and significant influence indirectly between the leadership style on the performance of the ASN through job satisfaction. The research of the (Latif, 2018) also prove the existence of the indirect influence of leadership style on performance through job satisfaction. Based on the results and discussion of this research leader at the Department of Transportation of Blitar City expected to make the rules and procedures of the work more effective and efficient so that the employee does not feel burdened by the rules and procedures of the work. With so employees will better understand and be able to run the procedure and rules of work, so to be able to increase the performance of employees.

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