

The Leadership Style Effect on The Job Satisfaction and The Performance

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ABSTRACT

This study aims to analyze the leadership style effect on job satisfaction, the leadership style effect on performance, the job satisfaction effect on performance and the leadership style through job satisfaction effect on performance. The results of the regression analysis show the equation: $Y1 = 0.740X$ and $Y2 = 0.226X + 0.601Y1$. The path analysis results show the equation, $Y2 = 0.671X$. Hypothesis test results indicate that the leadership style has a significant positive effect on job satisfaction, the leadership style has a significant positive effect on performance, the job satisfaction has a significant positive effect on performance and the leadership style through job satisfaction significant positive effect on performance.

Keywords: Leadership style, job satisfaction, performance.

I. INTRODUCTION

This article is part of the doctoral dissertation research grant which is the mandatory output of the 2018 budget year. The context of this study consists of three variables, namely leadership style, job satisfaction and performance. The leadership style is positioned as an independent variable, job satisfaction and performance as the dependent variable and job satisfaction are also positioned as intervening variables. Restrictions on only these three variables are the limitations of this article itself including the limitations of the dimensions and indicators used to measure these variables.

The dimensions used to measure leadership style in this study are: transactional, transformational, visionary, situational and awesome leadership. The transactional leadership uses indicators, namely: leaders promise rewards for performance and actively pay attention to rules deviations to take corrective actions. The transformational leadership uses indicators, namely: leaders inspire and serve personally. The visionary leadership uses indicators, namely: leaders have a realistic vision and articulate the vision clearly. The Situational leadership uses indicators, namely: leaders pay attention to situations that occur and adapt. The awesome leadership uses indicators, namely: leaders are admired and give empathy.

The dimensions used to measure job satisfaction in this study are: psychological, social, physical, financial, praise and appreciation factors. The psychological factors use indicators, namely: work according to interest and pleasure in work. The social factors use indicators, namely: harmonious interaction between employees and between subordinates and superiors. The physical factors use indicators, namely: work according to physical conditions and normal working environment conditions. The financial factors use indicators, namely: payroll and social security systems as expected. The praise factor uses indicators, namely: praise of spontaneity from the leadership for work performance and positive work behavior. The award factor uses indicators, namely: appreciation from the leadership for work performance and positive work behavior.

The dimensions used to measure performance in research are: employee work goals, work behavior and professionals. The work target uses indicators, namely: quantity, quality, time and cost. The work behavior uses indicators, namely: service oriented, integrity, commitment,

discipline, cooperation and motivation. The professionals use indicators, namely: competent, scientific and acting according to the rules.

This study aims to analyze the leadership style effect on job satisfaction, the leadership style effect on performance, the job satisfaction effect on performance and the leadership style through job satisfaction effect on performance.

II. BACKGROUND

The leadership style in its application is always an interesting challenge for a leader. The leadership style is the main determining factor in achieving employee job satisfaction. The leadership style is the way leaders influence the behavior of groups of people they lead to achieve the desired vision and mission. The leadership as the ability of a person or leader to influence the behavior of others according to their desires in a particular situation (Terry and Rue, 2014). The leadership is the ability to obtain consensus and attachment to shared goals beyond organizational requirements achieved by experience of donation and satisfaction in work groups (Rivai and Arifin, 2009).

The job satisfaction is a problem that is quite interesting and important because the benefits are good for the benefit of individuals, companies and society. The dissatisfaction in work will lead to aggressive behavior or vice versa will show an attitude of withdrawing from contact with the social environment. Employees will feel job satisfaction if they are treated humanely and fairly without discrimination in carrying out their professional activities. Employees will feel job satisfaction if the perceived reality in carrying out their professional activities is in accordance with their expectations. The job satisfaction as an emotional state that is pleasant or unpleasant for a particular job. The job satisfaction reflects a person's feelings for his job. This is evident in the employee's positive attitude towards his work and everything that is faced in his work environment. The employee satisfaction is an important issue that is considered in relation to employee productivity (Sutrisno, 2013). The job satisfaction is a pleasant or unpleasant emotional state with which employees perceive their work (Handoko, 2013).

The performance is the output produced by functions or indicators of a job or a profession in a certain time (Wirawan, 2012). The performance is about doing work and the results achieved from the work, about what is done and how to do it (Wibowo, 2011). The performance is a multidimensional construct that includes many influencing factors originating from internal and external individuals. The main factors that influence performance according to Mahmudi (2010) are: personal, leadership, team, system and contextual or situational factors.

The relationship between leadership style and job satisfaction and performance has been studied in a variety of time and space, both public and private sectors so far. The researchers also used various dimensions and indicators to measure the variables they used. The results of their research also varied, including variations in the research model used. This study also uses the same variables but there are differences in variations in dimensions and indicators as well as differences in variations in research models and analytical methods.

Sadariah (2012), Natsir (2015), Bakhri (2016), Akil (2016) and Lusman (2017) in their dissertation found that the leadership style had a positive and significant effect on the job satisfaction. Taruno et al. (2012) suggested the same thing that the leadership style had a significant positive effect on the lecturer job satisfaction. Purnomo and Cholid (2010) found that the transformational and transactional leadership both partially and simultaneously had a significant effect on the employee job satisfaction. Arifin, et al. (2015) that the leadership has a relationship with the nurse job satisfaction. The results of the study are different from the results of the study of Puwoadi (2010), Simanungkalit and Setyaningsih (2013) that the leadership styles have no significant effect on the employee job satisfaction. Lomanto (2012) that the leadership style has no significant effect on the job satisfaction of the Junior Auditor.

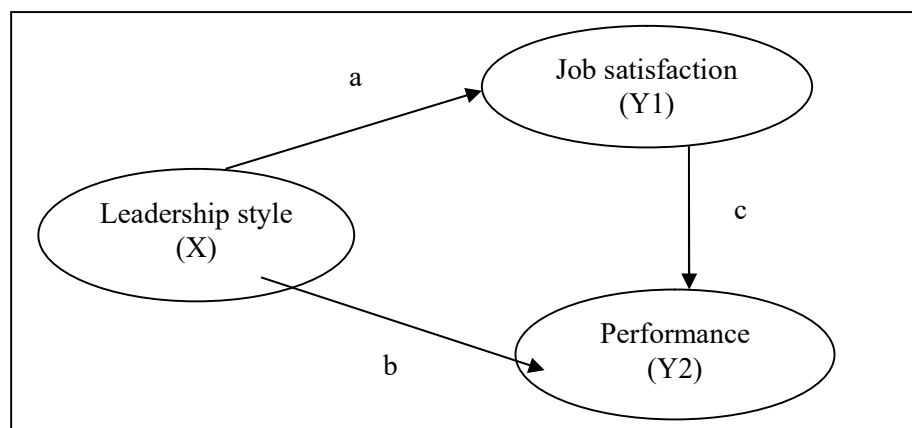
Rise et al. (2010) in the results of his research that task-oriented and employee-oriented leadership styles both partially and simultaneously have a positive and significant effect on the employee performance. Roscahyo and Prijati (2013) in the results of their research that democratic leadership, authoritarian and free control style both partially and simultaneously have a positive and significant effect on the employee performance. Tampi (2014) that the leadership styles both partially and simultaneously have a positive and significant effect on the employee performance. The results of these studies are different as stated by Maita (2014) that the leadership style has a negative and significant effect on the employee performance. Idarwaty (2013) that the leadership style has a negative affect on the teacher performance.

Sudarman (2014), Ilham (2017) and Dahlan (2017) in their Dissertation that job satisfaction has a positive and significant effect on performance. The results of a similar study by Juniantara (2015) that the job satisfaction had a positive and significant effect on the employee performance. Purwanto (2015) that the job satisfaction factors simultaneously influence employee performance.

III. RESEARCH METHODS

This research is a causal field research to explain the relationship between several variables that will be examined directly or through intervening variables with quantitative approaches. Data collection techniques using questionnaires conducted directly on respondents. Data analysis techniques used regression analysis and path analysis with the help of SPSS tools. The research was carried out in the regional office of the regional government of Maros during June to August 2018. Measuring indicators for each research variable using a scale of 1 to 7. The research design is described as follows:

Figure 1. Research design (processed, 2019)



The following equation models are formulated based on the research design, namely:

$$\begin{aligned}
 Y1 &= f(X) \\
 &= aX \dots\dots\dots \text{direct effect (i)} \\
 Y2 &= f(X, Y1) \\
 &= bX + cY1 \dots\dots\dots \text{direct effect (ii)} \\
 &= bX + c(aX) \\
 &= bX + caX \\
 Y2 &= (b + ca)X \dots\dots\dots \text{indirect effect (iii)}
 \end{aligned}$$

Information:

X: Leadership style, Y1: Job satisfaction, Y2: Performance

a: Direct effect of the leadership style on the job satisfaction

b: Direct effect of the leadership style on the performance

c: Direct effect of the job satisfaction on the performance

ca: Indirect effect of the leadership style on the performance through the job satisfaction.

b + ca: Total effect of the leadership style on the performance through the job satisfaction.

The population in this study was all the civilian state apparatus of the Maros Regency which amounted to 7727 people who spread to several regional organizations. Determination of the number of samples or respondents in this study using probability random sampling method that is all populations have the same opportunity to be used as respondents except the highest leader in each agency (head of department, head of agency, sub-district head and village head) are not included as respondents. This is done to avoid subjective judgments in the hope that the respondent gives an objective answer to each questionnaire statement submitted. The initial number of respondents was 400 people and after being answered all returned the questionnaire, but only 386 respondents answered the questionnaire in full and were eligible for further analysis. It can be said that the participation rate of the respondents was very good at 96.5%. Calculation to find out the minimum number of respondents in this study using the Slovin formula, namely:

$$n = \frac{N}{1+N(e)^2}$$

Information:

n: Number of samples

N: Total population

e: Error tolerance limit (5%).

IV. FINDING

Analysis of the respondents characteristics

The respondents characteristics based on gender, education, age and years of service in the form of percentages are as follows:

Table 1; The respondents characteristics (primary data processed, 2019)

Gender			Education			Age			Working time		
Description	Total	%	Description	Total	%	Description (year)	Total	%	Description (year)	Total	%
Women	189	48,96	Junior HS	4	1,04	21-30	1	0,26	≤ 5	27	6,99
Man	197	51,04	High School	102	26,42	31-40	135	34,97	6–10	70	18,13
			Bachelor (S1)	262	67,88	41-50	156	40,41	11–20	196	50,79
			Master (S2)	18	4,66	51-60	94	24,35	21–30	79	20,46
Total	386	100		386	100		386	100	31–40	14	3,63
										386	100

The table explains that research respondents by sex are almost balanced (although dominant male), dominantly educated undergraduate, aged over 40 years with a tenure of more than 10 years. This shows that the quality of respondents based on these characteristics is very feasible and can be accounted for.

Data validity and reliability test

Validity and reliability tests of the data are intended to test the level of validity and reliability of research instruments as the following table:

Table 2; The leadership style validity test (SPSS output, 2019)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item1.1	91.61	194.198	.578	.743
Item1.2	91.81	198.850	.579	.748
Item2.1	91.12	195.485	.702	.741
Item2.2	91.63	201.147	.493	.752
Item3.1	91.40	200.219	.569	.750
Item3.2	91.21	194.895	.711	.741
Item4.1	91.25	197.357	.694	.744
Item4.2	90.91	195.296	.673	.742
Item5.1	91.09	193.506	.743	.738
Item5.2	91.05	196.166	.644	.743
Scortotal	48.06	54.314	1.000	.869

The table shows the data validity of the significant leadership style variable at the 0.05 level of significance with the 2-sided test and the corrected Item-total correlation value > 0.082 (r-table) so that data analysis can be continued.

Table 3; The leadership style reliability test (SPSS output, 2019)

Reliability Statistics	
Cronbach's Alpha	N of Items
.765	11

The leadership style reliability test table shows significant at the 0.05 level of significance with 2-sided test and Cronbach's Alpha value > 0.6 so that data analysis can be continued.

Table 4; The job satisfaction validity test (SPSS output, 2019)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item1.1	112.77	291.730	.627	.742
Item1.2	112.63	295.770	.533	.747
Item2.1	112.16	292.660	.584	.744
Item2.2	112.22	293.619	.683	.743
Item3.1	112.68	297.045	.469	.749
Item3.2	112.37	288.451	.642	.739
Item4.1	113.26	292.987	.536	.745
Item4.2	113.26	287.652	.628	.739
Item5.1	112.85	288.881	.744	.738
Item5.2	112.67	290.836	.743	.740
Item6.1	113.35	290.136	.652	.741
Item6.2	113.39	288.544	.648	.739
Scortotal	58.85	79.160	1.000	.880

The job satisfaction validity test table shows significant at the 0.05 level of significance with the 2-sided test and the corrected item-total correlation value > 0.082 (r-table) so that data analysis can be continued.

Tabel 5; The job satisfaction reliability test (SPSS output, 2019)

Reliability Statistics

Cronbach's Alpha	N of Items
.760	13

The leadership style reliability test table shows significant at the 0.05 level of significance with 2-sided test and Cronbach's Alpha value > 0.6 so that data analysis can be continued.

Tabel 6; The performance validity test (SPSS output, 2019)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item1.1	133.67	314.471	.714	.747
Item1.2	133.65	314.337	.670	.748
Item1.3	133.71	314.799	.673	.748
Item1.4	133.71	320.278	.589	.753
Item2.1	133.60	311.845	.762	.745
Item2.2	133.79	313.622	.769	.746
Item2.3	133.83	312.004	.764	.745
Item2.4	133.66	313.493	.726	.746
Item2.5	133.41	315.672	.724	.748
Item2.6	133.69	322.738	.541	.755
Item3.1	133.98	324.153	.531	.756
Item3.2	133.87	322.593	.561	.755
Item3.3	133.25	314.335	.744	.747
Scortotal	69.51	85.440	1.000	.916

The performance validity test table shows significant at the 0.05 level of significance with the 2-sided test and the corrected item-total correlation value > 0.082 (r-table) so that data analysis can be continued.

Tabel 7; The performance reliability test (SPSS output, 2019)

Reliability Statistics

Cronbach's Alpha	N of Items
.766	14

The performance reliability test table shows significant at the 0.05 level of significance with 2-sided test and Cronbach's Alpha value > 0.6 so that data analysis can be continued.

Regression analysis

Regression analysis is done after all data are declared valid and reliable. Regression analysis was carried out in stages with two stages. Regression analysis was carried out in stages with two stages. The results of the regression analysis are as follows:

Table 8; First stage regression analysis (SPSS output, 2019)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.940	2.016		7.908	.000
Leadership style	.893	.041	.740	21.537	.000

a. Dependent Variable: Job satisfaction

The regression analysis table shows the value of $t\text{-count} > t\text{-table}$, the significance value < 0.05 and beta values are positive so that it can be said that the relationship between the two variables is positively significant. The regression equation is:

$$Y_1 = 0,740X$$

The regression equation can be interpreted that the higher the value of leadership style, the higher the value of job satisfaction. Every increase in one unit of leadership style values, the value of job satisfaction will increase by 0.740 units. The leadership style direct effect on the job satisfaction can be known based on the regression analysis that is equal to 0.740 units.

Table 9; Second stage regression analysis (SPSS output, 2019)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.182	2.092		9.169	.000
Leadership style	.283	.059	.226	4.773	.000
Job satisfaction	.624	.049	.601	12.707	.000

a. Dependent Variable: Performance

The second stage of the regression analysis table shows the value of $t\text{-count} > t\text{-table}$, the significance value < 0.05 and the beta value is positive so it can be said that the relationship between these variables is significantly positive. The regression equation is:

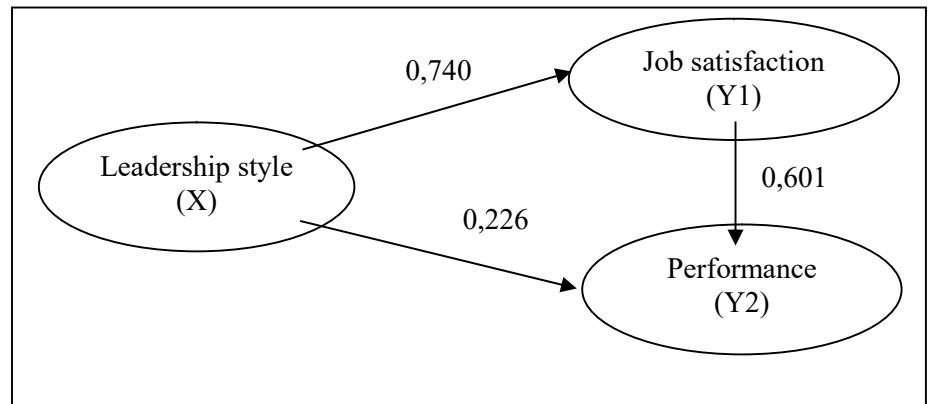
$$Y_2 = 0,226X + 0,601Y_1$$

The regression equation can be interpreted that the higher the value of leadership style and the value of job satisfaction, the higher the value of performance. Every increase in one unit of leadership style values, the performance value will increase by 0.226 units provided the other variables are constant. Every increase in one unit of work satisfaction value, the performance value will increase by 0.601 units provided that other variables are constant. The leadership style direct effect on the performance can be known based on the regression analysis which is equal to 0.226 units and the job satisfaction direct effect on the performance is equal to 0.601 units.

Path analysis

Path analysis to calculate the influence of leadership style through job satisfaction on performance as shown below:

Figure 2. Path analysis (SPSS output processed, 2019)



The figure shows that the leadership style direct effect value on the performance is 0.226 while the leadership style indirect effect value through the job satisfaction on the performance can be calculated, namely: $0.601 \times 0.740 = 0.445$ so that the path equation is obtained as follows:

$$Y2 = (0,226 + 0,445)X \\ = 0,671X.$$

The results of these calculations indicate that the indirect effect value (0.226) > direct effect value (0.445) so that it can be said that the leadership style through the job satisfaction on the performance has a significant positive effect. Every increase in one unit of the leadership style through the job satisfaction will increase the value of the performance by 0.671 units.

Hypothesis testing

Hypothesis testing is carried out as follows:

Table 10; Hypothesis testing

Type of analysis	Statements	Decision making
Regression analysis	The t-count value > the t-table value	H_a is accepted and H_o is rejected
	The calculated significance value ≤ 0.05	
	The t-count value < the t-table value	H_a is rejected and H_o is accepted
	The calculated significance value > 0.05	
Path analysis	The indirect effect value > the direct effect value	H_a is accepted and H_o is rejected
	The indirect effect value < the direct effect value	H_a is rejected and H_o is accepted

H1: The leadership style has a significant effect on the job satisfaction

The results of the analysis show that the leadership style has a significant positive effect on the job satisfaction so that the first hypothesis can be accepted. The results of this study can be interpreted that the higher the leadership style value, the higher the job satisfaction value with a significant increase in value.

The results of the study that the leadership styles have a significant positive effect on the job satisfaction have integration with several theories that have been known so far. *Leader of esteem theory* (Burns, 2005) that the existence of leadership and job satisfaction in an organization is determined by the awarding. *Transactional leadership theory* (Davis, 2007) that leaders and subordinates exchange interests and shared goals to realize job satisfaction. *Consideration and initiating structure theory* (Yukl, 2008) that organizations led by the behavior of initiation structures and high considerations, work satisfaction and productivity tend to increase. *Leading assertiveness*

theory (Robbins and Judge, 2018) that authoritative leadership will always present a decisive leader in implementing policies and rules that apply in delivering subordinates to realize job satisfaction.

The implications of the results of this study in the work environment that leadership style of a leader tends to influence job satisfaction for employees. The leaders should apply the right leadership style so that job satisfaction can be felt together within the organization. The high job satisfaction for employees is expected to be able to improve its performance significantly so that it is expected to improve the performance of the organization as a whole.

H2: The leadership style has a significant effect on the performance

The results of the analysis show that the leadership style has a significant positive effect on the performance so that the second hypothesis can be accepted. These results can be interpreted that the higher the leadership style value, the higher the performance value with a significant increase in value.

The results of the study that the leadership styles have a significant positive effect on the performance have integration with several established theories. *Performance transaction theory* (Gibson, 2004) that the leaders always perform performance transactions on subordinates, provide innovations and challenges to subordinates to achieve success at work. *Result orientation theory* (Fiedler, 2007) that the achievement of organizational targets is the realization of the performance of the leaders who apply the results orientation and realized by subordinates.

Looking at the results of this study that the leadership style has a significant positive effect on the employee performance, it can be said that the leadership style is a determinant of good performance because of its significant effect on the improving performance values. Responding to this reality, the management of an organization in formulating policies to achieve improved performance, the policy of implementing the right leadership style is an appropriate solution.

H3: The job satisfaction has a significant effect on the performance

The results of the analysis show that the job satisfaction has a significant positive effect on the performance so that the third hypothesis can be accepted. These results can be interpreted that the higher the job satisfaction value, the higher the performance value with a significant increase in value.

The results of the study that the job satisfaction has a significant positive effect on the performance has integration with several theories that have been known so far. *Porter's discrepancy theory* (Paramarta and Haruman, 2005) that to measure the employee job satisfaction can be done by calculating between things that should be and the reality felt by employees. *Herzberg's two factors theory* (Robbins, 2006) that the job satisfaction is determined by two main factors, namely maintenance factors and motivational factors. *Social reference group theory* (Mangkunegara, 2009) that the job satisfaction does not only depend on fulfilling needs but depends on the views and opinions of the reference group which is used as a benchmark for someone to assess themselves and their environment. *Adam's equity theory* (Zainal, et al., 2015) that someone will feel satisfied or dissatisfied depends on the presence or absence of justice in a situation, especially a work situation. *Stuggart's goal theory* (Lusman, 2017) that everyone who works in an organization always considers fulfillment of satisfaction and performance to achieve goals.

Observing the results of this study that the job satisfaction has a significant positive effect on the performance, it can be said that the job satisfaction is a determinant of good performance because of its significant effect. Responding to this reality, the management of an organization in formulating policies to achieve an increase in the value of performance, the policy of job satisfaction is the right solution. The condition of good job satisfaction is worthy of being able to be maintained and improved while those who are still poor need efforts to improve it in order to achieve better performance.

H4: The leadership style through the job satisfaction has a significant positive effect on the performance

The results of the analysis show that the leadership style through the job satisfaction has a significant positive effect on the performance so that the fourth hypothesis is acceptable. The results of this study can be interpreted that the higher the leadership style value through the job satisfaction, the higher the performance value with a significant increase in value.

The results of the study that the leadership style through the job satisfaction has a significant positive effect on the performance has integration with several established theories. *Continuous leadership theory* (Burns, 2005) that sustainable leadership prioritizes the performance of the leaders in realizing job satisfaction and subordinate performance in an effort to achieve organizational goals. *Contemporary leadership theory* (Wexley and Yuky, 2007) that the leader figure moves the subordinates to be able to develop and progress according to the interests and goals to be achieved in the form of encouraging subordinates to make consensus together to achieve job satisfaction and improve performance. *Transcendent leadership theory* (Stephen, 2007) that the one's leadership is influenced by external and internal factors in an effort to realize goals so that leaders must have the ability of leaders to direct subordinates to realize job satisfaction and improve their performance. *Multi-action leadership theory* (Yong and Loh, 2013) that a leader is required to be able to take action in influencing subordinates to achieve goals so that job satisfaction and performance become multi-decisive actions in decision making to realize these goals.

Observing the results of this study that the leadership style through the job satisfaction has a significant positive effect on the employee performance, it can be said that the leadership style through the job satisfaction is a determinant of good performance because of its significant influence. Responding to this reality, the management of an organization in formulating policies to achieve an increase in performance value, the policy of implementing the right leadership style through a policy of fulfilling good job satisfaction is an appropriate solution to achieve better performance.

V. CONCLUSIONS

The calculation results obtained by the regression equation, namely: $Y1 = 0.740X$ and $Y2 = 0.226X + 0.601Y1$ and the equation of the path, namely: $Y2 = 0.671X$. The results of testing the hypothesis that the leadership style has a positive and significant effect on the job satisfaction. The leadership style has a positive and significant effect on the performance. The job satisfaction has a positive and significant effect on the performance. The leadership style through the job satisfaction has a positive and significant effect on the performance.

Suggestions that can be put forward based on these conclusions are: the leader of an organization needs to apply the right leadership style to increase job satisfaction and joint performance. The policy for fulfilling job satisfaction needs to be applied to achieve better performance. The application of the right leadership style and supported by the fulfillment of job satisfaction is the right solution to achieve better performance improvements.

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