

OPTIMIZATION OF THE ROLE OF JOB SATISFACTION ON THE EFFECT OF LEADERSHIP EFFECTIVENESS ON EMPLOYEE PERFORMANCE

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Abstract: *A This study aims to understand how job satisfaction can be used as a moderating factor between leadership effectiveness and employee performance. In this study, quantitative research methods were used. With the help of questionnaires and a sample of 115 employees, data were collected. Path analysis and descriptive analysis are the data analysis methods used. Research findings show that all variables have a positive effect can be seen from: 1) leadership effectiveness has an impact on job satisfaction variables. 2) Leadership effectiveness has an impact on employee performance. 3) Job satisfaction has an impact on employee performance. 4) The results of this study state that indirect influence is stronger than direct influence. Then job satisfaction is used as an intermediary variable between job placement variables and employee performance.*

Keywords: *leadership effectiveness, job satisfaction, performance*

1. Introduction

Human resource management, according to Hasibuan (2018), is the science and art of managing labor relationships and roles to achieve employee, business, and community goals. Human resource management is the process of evaluating human resource demands, gathering the expertise necessary to meet those demands, and then optimizing the use of those resources through assignment and compensation. Human resources are one aspect of company resources. A company's capacity for survival appears to be heavily influenced by its workforce. Therefore, the level of work productivity becomes a measure of the success of a business. Increased work efficiency is positively correlated with increased business prosperity. There are many methods to increase productivity. One strategy is to increase leadership efficacy and provide incentives to employees to achieve job satisfaction. When employees experience job satisfaction and feel appreciation from their boss, they are more likely to maintain noteworthy levels of productivity. Employees' continued productivity and effectiveness depend on their perception of being valued by the organization and their level of job satisfaction. (Sutianingsih & Yuliyana, 2023).

Pramesti (2021) It defines effectiveness as a leadership trait that ensures a leader's ability to influence, instill motivation, and inspire individuals within an organizational environment. The leadership efficacy of a leader can be hampered by deficiencies in moral character and skills, despite having a high level of intelligence. Effective business operations and employee motivation in any organization, as well as overall organizational performance, require strong leadership. (Bus, Review, John, & Chattopadhyay, 2015). An effective leader needs to possess

certain qualities, including authority, character, behavior, and flexibility. (Azizah et al., 2018). The degree of leadership effectiveness depends on the level of professionalism demonstrated by a leader, taking into account the specific position and context of the organization in which they operate. In general, leaders are expected to have a comprehensive understanding of various managerial concepts related to organizational behavior. This knowledge can help them effectively carry out the key tasks of conceptualizing, fostering innovation, and building a cohesive workplace atmosphere. (Sujak, 2009). The degree of leadership effectiveness is a variable that influences job satisfaction and employee performance. Many scientific inquiries have examined the impact of managerial leadership on workforce efficiency.

Research conducted by Mutholib et al., (2021) The affirmation argues that leadership effectiveness has a significant impact on employee performance. Additional investigations are conducted by Adistia & Vewawati, (2022), Empirical evidence supports the notion that leadership effectiveness has a significant impact on employee performance. In contrast to the research conducted by Yulisetyawati et al., (2018) The assertion argues that leadership efficacy has no effect on employee output.

Job satisfaction refers to the affective state of employees in which they perceive their work as positive or negative. (Sunyoto, 2015). “*Job satisfaction is the favorableness or unfavorableness with employees view thier work*”. (Mangkunegara, 2017). Job satisfaction in work is the positive attitude of the workforce towards its workforce, which arises based on an assessment of the work situation (Hamali, 2016). Many satisfaction researchers have conducted studies on the subject of employment. An additional study conducted by Nabawi, (2019), Empirical evidence shows that job satisfaction has an effect on performance. Rosmaini's previous investigation , (2019) Proving that job satisfaction has a positive and significant effect on employee performance.

Motivation and ability are two key factors that determine an individual's performance. The successful execution of a task or job requires the necessary level of preparation and talent on the part of the individual. The effectiveness of one's willpower and skills depends on a comprehensive understanding of the task at hand and the appropriate methodology for carrying it out (Rivai, 2011). Motivation and ability are two key factors that determine an individual's performance. The successful execution of a task or job requires the necessary level of preparation and talent on the part of the individual. The effectiveness of one's willpower and skills depends on a comprehensive understanding of the task at hand and the appropriate methodology for carrying it out (Moeheriono, 2017). Heriyanti (2007) states that the performance of human resources will be fulfilled if job satisfaction as an element that affects performance can be created perfectly.

The object of this study is PD. BPR BKK Jakatingkir Sragen is the People's Credit Agency with a total of 115 employees from management staff to cleaners and security guards. Leadership's e

efforts to achieve company targets are hampered by various challenges such as high employee income targets, inadequate employee incentives, and ineffective communication between management and employees in PD. BPR BKK Jakatingkir Sragen.

Leadership Effectiveness with Employee Job Satisfaction

A proficient leader will deliberately choose their leadership approach by considering a variety of factors, including their superior's communication style, their relationship with subordinates, and their ability to solve problems. The idea of employee job satisfaction relates to the affective disposition of employees with respect to their job and work-related conditions. There is a significant correlation between employees' assessment of their jobs in the context of their personal circumstances and their level of job satisfaction. This phenomenon can be attributed to the fact that positive evaluations have the ability to increase employee job satisfaction, whereas negative evaluations have the potential to reduce it. The leadership's capacity to offer pleasant working conditions impacts employee satisfaction. Astuti dan Iverizkinawati (2018) Previous research has shown that leadership effectiveness has a significant impact on the level of satisfaction experienced by employees. Similarly, as observed in another study conducted by Hasibuan, (2020) Regular speech shows that there is a correlation between leadership and employee satisfaction.

H1 : Leadership Effectiveness has a positive and significant effect on Job Satisfaction

The Relationship of Leadership Effectiveness with Employee Performance

The success of a leader depends on their level of professionalism in line with the roles they hold and the existence of their organization. Consequently, leaders are required to have a comprehensive understanding of various managerial aspects related to organizational behavior. This knowledge can be utilized to support the leader's key responsibilities, including conceptual thinking, fostering creativity, and fostering harmonious organizational conditions. In addition, leaders must integrate aspects of structure, capabilities, and effectiveness to achieve optimal results. The influence of leadership efficacy on staff performance is significant. Previous research was conducted by Mutholib et al., (2021) and Adistia & Vewawati, (2022) argues that the impact of leadership on employee performance is significant. Research conducted by Yulisetyawati et al.,(2018) The assertion argues that leadership effectiveness has no effect on employee performance.

H2: Leadership effectiveness has a positive and significant effect on employee performance

Job Satisfaction with Employee Performance

The concept of job satisfaction concerns a person's subjective perception and evaluation of their job, which is influenced by the extent to which their expectations, needs, and desires are met. As per findings Luthans (2009), Individuals' sense of comfort and loyalty to their organization is largely influenced by the level of job satisfaction they experience at work,

aligned with their expectations. Previous research was conducted Sembiring & Tanjung, (2021) Shows the correlation between job satisfaction and employee performance.

H3 : Job Satisfaction has a positive and significant effect on Employee Performance

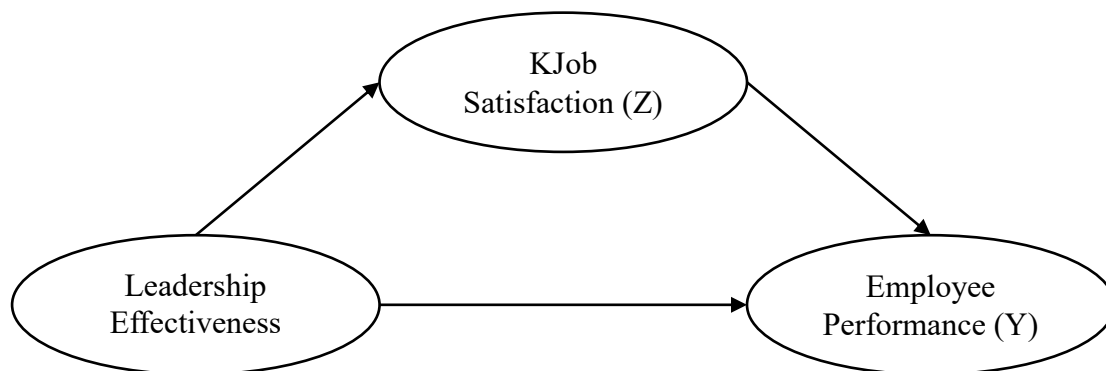


Figure 1. Frame of Mind

2. Research Method

The study sample amounted to 115 people who worked in PD BPR BKK Jakatingkir Sragen. This study used census sampling technique or also called saturated sampling as described by Sugiyono (2012). This technique involves selecting all members of the population as samples. Data analysis, this study used a path analysis model using a multiple linear regression model approach.

3. Results and Discussion

3.1. Results

Validity and Reliability Testing

According to Ghazali (2011), the validity of an instrument to conduct factor analysis is determined by the KMO value and loading factor. In particular, KMO values greater than 0.5 and loading factors greater than 0.4 are considered necessary conditions for performing this type of analysis.

Table 1 Validity Test

The findings presented in Table 1 show that all question items relating to the research variable

Variabel	Nilai Validitas	Keterangan
Efektifitas Kepemimpinan	0,807	Valid
	0,773	Valid
	0,536	Valid
	0,850	Valid
	0,834	Valid
Kepuasan Kerja	0,797	Valid
	0,770	Valid
	0,840	Valid
	0,752	Valid
	0,811	Valid
Kinerja Karyawan	0,626	Valid
	0,782	Valid
	0,782	Valid
	0,715	Valid
	0,708	Valid

have values exceeding 0.05, indicating their suitability as indicators of the research variable.

Table 2 Reliability Test

Variabel	Alpha Cronbach's	Information
Leadership effectiveness	0,813	Reliable
Job satisfaction	0,853	
Employee performance	0,780	

Table 2 displays reliability test results showing that all variables have been considered reliable because all Alpha values exceed 0.60. The responses given by participants to the statement indicators can be utilized in current investigations.

Multicollinearity Test

Table 3 Multicollinearity Test

Variable	Tolerance	VIF
Leadership effectiveness	0,377	2,650
Job satisfaction	0,377	2,650

The findings of the multicollinearity assessment presented in Table 3, reveal that the tolerance value of the independent variable exceeds 0.10, the tolerance level indicates a tolerance below 0.10, thus indicating that there is no correlation between independent variables that have the ability to exceed 95%. This analysis led to the conclusion that there was no multicollinearity among the independent variables in the regression model.

Heterokedasticity Test

Tabel 4 Uji Glejser

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.132	.669		1.692
	Efektivitas Kepemimpinan	.079	.052	.230	1.509
	Kepuasan Kerja	-.074	.051	-.222	-1.458
					.093
					.134
					.148

a. Dependent Variable: ABS

Table 4 displays the results of the Glejser test for heteroscedasticity. The results showed that the leadership effectiveness variable and the job satisfaction variable had a significance value of 0.134 and 0.148 respectively which exceeded the significance level of 5%. Thus it can be concluded that there is no heteroscedasticity in the independent variable.

Regression Analysis

Mediation Test I (Regression Analysis I)

Test this mediation model to examine the effect of leadership effectiveness variables (X) on job satisfaction (Y). The results of the mediation analysis can be seen in Table 5.

Tabel 5 Mediation Test I (Analisis Regresi I)

Hubungan Variabel	Beta	t	sig	Keterangan
Efektivitas Kepemimpinan terhadap Kepuasan Kerja	0,789	13,653	0,000	Signifikan

According to the data presented in Table 4, the following formula can be derived. The job satisfaction rate is 0.789. The topic of discussion is leadership effectiveness. The equation shows that the coefficients associated with leadership effectiveness have positive connotations.

1. The level of Leadership Effectiveness has a direct correlation with employee job satisfaction, suggesting that an increase in Leadership Effectiveness results in a

corresponding increase in job satisfaction among employees in PD. BPR BKK Jakatingkir Sragen.

Mediation Test II (Regression Analysis II)

The purpose of this study was to test a mediation model that investigates the effect of Leadership Effectiveness (X) and Job Satisfaction (Z) on Employee Performance (Y). Table 6 shows the results of mediation analysis 2. According to Table 6, it is possible to form a seller in the following ways.

Tabel 6 Uji Mediasi II

Hubungan Variabel	Beta	t	sig	Keterangan
Efektivitas Kepemimpinan terhadap Kepuasan Kerja	0,386	4,687	0,000	Signifikan
Kepuasan Kerja terhadap Kinerja Karyawan	0,506	6,150	0,000	

The equation presented shows that employee performance is a function of two variables: leadership effectiveness and job satisfaction. The coefficients for both variables are positive, indicating a positive correlation between those factors and employee performance. Leadership effectiveness is positively related to employee performance, showing that lack of superior leadership results in suboptimal employee performance at PD BPR BKK Jakatingkir Sragen. The relationship between job satisfaction and employee performance suggests that increased job satisfaction is associated with improved employee performance in PD. BPR BKK Jakatingkir Sragen.

Coefficient of Determination Test

Tabel 7 Uji Koefisien Determinasi

Hubungan Variabel	Adjusted R Square	Std. Error of the Estimate
Efektivitas Kepemimpinan (X) terhadap Kepuasan Kerja (Y)	0,619	1,892
Efektivitas Kepemimpinan (X) dan Kepuasan Kerja (Z) terhadap Kinerja Karyawan	0,708	1,562

Table 7 shows that the leadership effectiveness variable accounted for 61.9% of the variance in the job satisfaction dependent variable, leaving 38.1% of the variance to be explained by external variables not included in the model. The study revealed that leadership effectiveness and satisfaction contributed significantly to employee performance, with a proportion of 70.8%. However, there are other variables outside the model that explain 29.2% of the dependent variables.

Test F (Fit) Model

Tabel 8 Uji F (Fit) Model

Hubungan variabel	F-test	Sig
Efektivitas Kepemimpinan (X1) terhadap Kepuasan Kerja (Y)	186,410	0,000
Efektivitas Kepemimpinan (X1), Kepuasan Kerja (Z) terhadap Kinerja karyawan (Y)	340,761	0,000

Based on Table 8, leadership effectiveness has an impact on job satisfaction, evidenced by the ANOVA test results showing a statistically significant Fcalculate value of 186.410 with a significance level of 0.000 which is below the predetermined threshold of 0.05. The results showed that employee performance was influenced by leadership effectiveness and job satisfaction, evidenced by statistical analysis which resulted in a Fcalculate value of 340,761 and a significance level of 0.000, Data analysis revealed a statistically significant correlation at the level of 0.05. The suitability of the model used in this study has been established.

Hypothesis Test Results

The process of testing the hypothesis using the t-test involves comparing the calculated t with the table t at a significance level of 0.05 (5%). If the significance value (sig) is less than 0.05 then the hypothesis is accepted, while if the sig value exceeds 0.05 then the hypothesis is rejected. The purpose of this t-test is to establish and evaluate the impact of each independent variable on the dependent variable.

Table 9 Test the hypothesis

Hubungan	t Hitung	t Tabel	Sig
Leadership Effectiveness (X) to Job Satisfaction (Y)	13,653	1.658	0,000
Leadership Effectiveness (X) to employee performance (Y)	4,687	1.658	0,000
Job satisfaction (Z) to employee performance (Y)	6,150	1.658	0,000

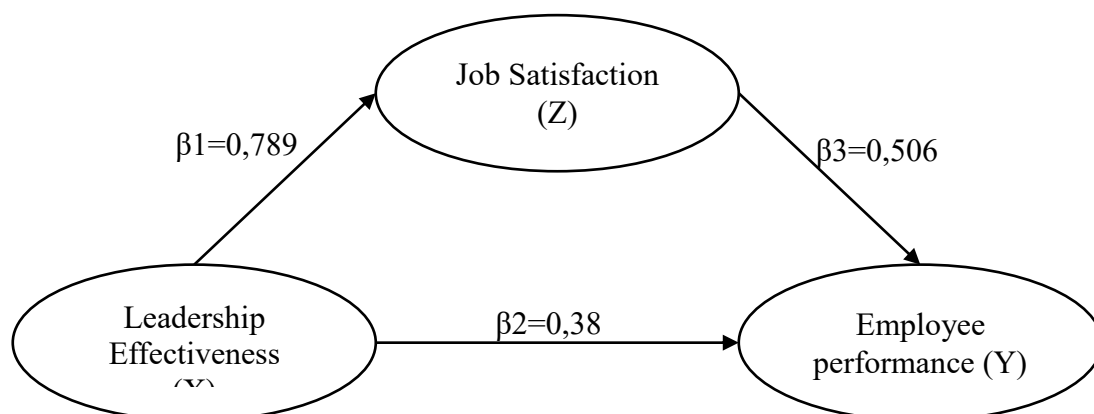
Statistical analysis shows that leadership effectiveness shows a t value of 13.653 and a significance value (sig) of 0.000 which is below the threshold of 0.05. These results show that leadership effectiveness plays a significant and beneficial role in driving employee job satisfaction in PD. BPR BKK Jakatingkir Sragen. The findings of this study are consistent with previous scientific research conducted by. (Astuti & Iverizkinawati, 2018) and Hasibuan, (2020) Proving that leadership effectiveness affects job satisfaction.

The results of statistical analysis showed that leadership effectiveness showed a t value of 4.687 and a significant value (sig) of 0.000, below the threshold of 0.05. This shows that leadership effectiveness has a significant and beneficial influence on employee performance. Mutholib et al.,(2021) The affirmation is made that leadership effectiveness has a significant impact on employee performance. Additional investigations are conducted by Adistia & Verawati, (2022), Empirical evidence shows that leadership effectiveness has a significant impact on employee performance. In contrast to the research conducted by Yulisetyawati et al., (2018) which states that leadership effectiveness has no effect on employee performance.

The calculated t value of 6.150 and the significant value (sig) of 0.000 are smaller than the set threshold of 0.05 The findings show that the work exerts a statistically significant and positive impact on employee performance in PD. BPR BKK Jakatingkir Sragen. The results of this study are in line with research conducted by Sembiring & Tanjung, (2021) and prove that job satisfaction has an influence on employee performance.

Path Analysis (Direct and Indirect Influences)

The effect of leadership effectiveness on employee performance by mediating job satisfaction, mediation testing in this study is described in Figure 2.

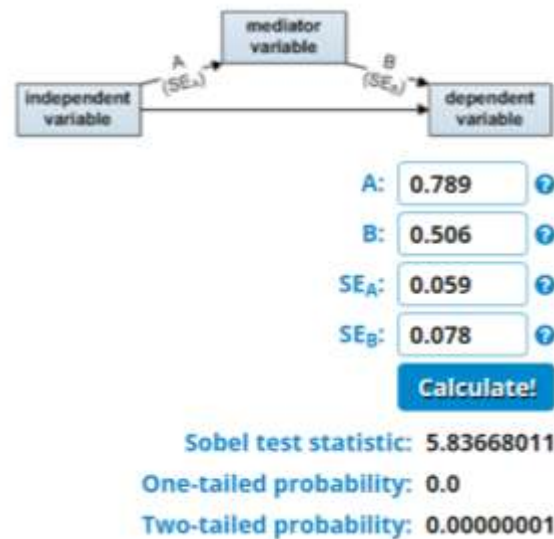


The findings presented in Figure 2 show that leadership effectiveness has a significant influence on employee performance, with a calculated effect size of 0.386. In addition, the indirect effect of leadership effectiveness on employee performance through job satisfaction was estimated at 0.785, which comes from the multiplication of the coefficients 0.789 and 0.506 then added 0.385. Therefore, the effect of total leadership effectiveness on employee performance is the sum of the direct and indirect influences of 0.789.

The results of the mediation analysis showed a value of 0.399 according to the calculation above. This implies that mediating factors are more important in determining employee performance compared to the direct impact of leadership effectiveness. This shows that job satisfaction acts as a mediation in strengthening the correlation between leadership efficacy and employee performance metrics at PD. BPR BKK Jakatingkir Sragen.

Sobel Test The Effect of Leadership Effectiveness on Employee Performance by Mediating Job Satisfaction

The Sobel test was used to explore the significance of the mediating effect of job satisfaction in the relationship between leadership efficacy and employee performance. The following section presents the results obtained from the calculation of the Sobel test.



The analysis yielded a t-value of 5.837. When compared with the t-table value of 1.658, it turns out that the t-count value is greater than the t-table value ($5.837 > 1.668$). The results showed that leadership effectiveness has an indirect influence on employee performance through job satisfaction, thus making job satisfaction a mediating variable.

3.2. Discussion

This study seeks to reveal how the variables of leadership effectiveness and job satisfaction affect employee performance in PD. BPR BKK Jaka Tingkir Sragen. From the results described above can be seen as follows:

The effect of leadership effectiveness on job satisfaction

Based on the results of research on the variables of leadership effectiveness affect job satisfaction in PD. BPR BKK Jaka Tingkir Sragen with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that job satisfaction is related to leadership effectiveness. The results in the study are in line with Hasibuan, (2020) which shows that the variable of leadership effectiveness on job satisfaction has a positive and significant effect because this research can be used to support the results of this study.

The effect of leadership effectiveness on employee performance

Based on the results of research on the variables of leadership effectiveness affect employee performance in PD. BPR BKK Jaka Tingkir Sragen with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that improving employee performance is related to leadership effectiveness. The results in the study are in line with (Mutholib et al., 2021) and (Adistia & Verawati, 2022) Which also shows that the variable of leadership effectiveness on employee performance has a positive and significant effect because this research can be used to support the results of this study.

The effect of job satisfaction on employee performance

Based on the results of research on the variable of job satisfaction affects the performance of employees in PD. BPR BKK Jaka Tingkir Sragen with a significant t-test value smaller than 0.05 or 0.000 of the significant value. This study shows that improving employee performance is associated with job satisfaction. The results in the study are in line with (Syahputra & Jufrizen, 2019) Which shows that the variable of job satisfaction on employee performance has a positive and significant effect because this research can be used to support the results of this study.

The effect of leadership effectiveness on performance through job satisfaction

Based on the indirect effect of leadership effectiveness on employee performance through job satisfaction is estimated at 0.785, which comes from the multiplication of the coefficients 0.789 and 0.506 then added 0.385. The sobel test produces a t value of 5.837. When compared with the t-table value of 1.658, it turns out that the t-count value is greater than the t-table value ($5.837 > 1.668$). The results showed that leadership effectiveness has an indirect influence on employee performance through job satisfaction, thus making job satisfaction a mediating variable.

4. Conclusion

Based on data obtained in research on the Effect of Leadership Effectiveness on Employee Performance with Job Satisfaction as an Intervening Variable in PD Employees. BPR BKK Jaka Tingkir Sragen. The study involved 115 employees as respondents, and subsequent analysis yielded the following results: Leadership efficacy has a constructive and important impact on employee productivity. Leadership effectiveness is statistically significant and positively impacts the level of job satisfaction experienced by individuals. Leadership efficacy has a constructive and important impact on employee output through job satisfaction. The findings of this study show that the indirect influence on employee performance is greater than the direct influence, as evidenced by the results of path analysis and sobel tests conducted.

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