



## SIGNIFICANT EFFECT OF LEADERSHIP AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION FACULTY OF ECONOMICS AND BUSINESS DHARMA ANDALAS UNIVERSITY

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**Abstract:** This study aims to determine the effect of leadership and motivation on employee performance through job satisfaction at the Faculty of Economics and Business, Dharma Andalas University, with a sample of 30 respondents. The data was obtained by conducting a questionnaire, then processed and tested using SmartPLS. The results of the research based on hypothesis testing indicate that (1) Leadership has a positive and significant effect on job satisfaction and on employee performance; (2) Motivation has a positive and significant effect on job satisfaction and on employee performance; (3) Job satisfaction has a positive and significant effect on employee performance and (4) Job satisfaction significantly mediates leadership and work motivation variables on employee performance.

**Keywords:** Leadership, Motivation, Employee Performance and Job Satisfaction

### INTRODUCTION

One of the universities affected by COVID-19 is Dharma Andalas University. Dharma Andalas University or known as UNIDHA is a change of form from the Dharma Andalas College of Economics (STIE) with the Decree of the Minister of Education and Culture of the Republic of Indonesia No: 254/E/O/2014 dated 18 July 2014 by adding 9 new study programs and 4 study programs during FEB, so there are as many as 13 study programs. Dharma Andalas University is under the auspices of the Andalas Dharma Education Foundation and is fostered directly by the Andalas University Alumni Association. Currently, the number of new students from the Faculty of Economics and Business, Dharma Andalas University in 2020 has increased more than before.

Based on the survey results, the number of new students from the Faculty of Economics and Business, Dharma Andalas University in 2020 increased more than the previous year, even though people are currently experiencing disasters ranging from a lack of work, money, basic materials due to covid-19 which occurred in early April 2020. This means that the management or performance of the employees of the Faculty of Economics and Business, Dharma Andalas University is good, it is also inseparable from the human

resources themselves. Currently, human resources have a very important role to develop and achieve organizational goals. Organizations are no longer seen as a static collection of people but as a complex system that interacts and interacts dynamically. Within the organization there are several leaders, and each has a different style of Transformational Leadership.

Based on the results of a survey on employee performance at the Faculty of Economics and Business, Dharma Andalas University, more than half of the total number of employees said neutral or doubtful regarding the statement I must be able to achieve the targets that have been set for my future career development, this is due to the work of an employee each job desk has been determined so that without having to be able to achieve the target, employees will continue to achieve in their career development over time. Then "employees are always given an award if my performance is good" this means that the award is not always given by the Faculty of Economics and Business, Dharma Andalas University because every work of a person already has standards or achievements that must be achieved at work. Then "employees are able to take advantage of existing tools or infrastructure properly". This means that not all employees at the Faculty of Economics and Business, Dharma Andalas University have or are provided with facilities and infrastructure.

**Table 1. Evaluation Results of Dharma Andalas University Student Satisfaction on Infrastructure Facilities, Lecturer Performance and Services (Employees)**

No	Research Indicators					Abstain	Information
		Very Satisfied	Satisfied	Quite Satisfied	Not Quite Satisfied		
1	AC	6%	15%	32%	47%	0%	
2	LCD	0%	18%	53%	27%	2%	
3	Toilet	0%	7%	27%	66%	0%	The toilet lock is broken, the sink and bathroom water often turn off
4	Islamic Prayer Room	0%	13%	47%	40%	0%	
5	Plant	0%	5%	27%	66%	2%	
6	Canteen	0%	3%	19%	78%	0%	
7	KBM Facilities	0%	2%	60%	36%	0%	
8	Parking	0%	8%	33%	54%	5%	Parking is still raining and hot
9	Teaching Hours	0%	41%	56%	3%	0%	
10	Evaluation	0%	22%	66%	12%	0%	Value Transparency
11	How to Teach	0%	16%	77%	7%	0%	Need a variety of learning
12	KBM regulations	0%	24%	68%	8%	0%	
13	Admin	0%	16%	67%	17%	0%	
14	Information from the department	0%	5%	58%	37%	0%	

Source : Results of preliminary survey questionnaire data (2020)

From the data above, it can be concluded that the satisfaction of the students of the Department of Economics with regard to infrastructure, lecturer performance, and student services (employees) is not satisfied. For this reason, it is the joint task of the department functionaries, lecturers, employees, as well as the facilities and infrastructure department to immediately improve performance in order to provide the best service to customers (students).

Northouse et al (2015) define Transformational Leadership as the ability to work with a group of people (employees) to achieve a goal. Kim and Yoon (2015) explain Transformational Leadership is a process based on social influence in which the leader strives for the voluntary participation of employees to achieve organizational goals. Based on the survey results regarding Transformational Leadership, Faculty of Economics and Business, Dharma Andalas University, it can be said to be good, but there are several things that need to be considered, such as the leadership providing support to employees for morale. In the survey results, there are several questions that make employees doubtful/neutral, namely the leadership provides support to employees. employees for morale and leadership will be effective if employees have high work readiness.

According to Robbins & Judge (2015) defines work motivation as a process that explains the strength, direction, and persistence of a person in an effort to achieve certain goals. A person's work motivation for achievement increases with successful experience in completing tasks that are gradually challenging, if someone is helped to experience success in achieving goals that gradually become more challenging, work motivation and ability to achieve higher performance will increase. (Parrek, 2018). Based on the results of a survey regarding the motivation of the problem, almost half of the respondents who answered neutrally and in doubt, this is because employees get promoted only from the length of time they work given not from their achievements so that they work according to the rules that have been set. Of course this causes a lack of motivation from employees to work even harder, there are clear regulatory standards.

According to As'ad (2012) job satisfaction can affect employee behavior, including productivity, absenteeism, work accidents and resignations. According to Mangkunegara, (2017) argues that in companies or agencies whose employees are not satisfied at work, many will resign. A worker who enters and joins an organization has a set of wants, needs, desires and past experiences that unite and form an expectation that is expected to be fulfilled in his place of work. Based on the table of survey results about work stress on 30 employees above, it shows that some employees are not satisfied, this is because the career development program provided by the company is not in accordance with the needs of employees.

So the researchers raised the title of the research on "The Influence of Leadership and Motivation Significantly on Employee Performance through Job Satisfaction, Faculty of Economics and Business, Dharma Andalas University".

## **LITERATURE REVIEW**

Theoretical study is a summary or theory of a theory proposed by a literature (literature) raised in the research. The purpose of the literature review is to provide research findings that can be linked to and conclusions

### **Leadership**

According to Wukir (2013) provides an understanding of Transformational Leadership which is the art of motivating and influencing a group of people to act towards a common goal. Meanwhile, according to Samsudin (2012) Transformational Leadership can be interpreted as the ability to convince and move others to want to work together under his leadership as a team to achieve a certain goal. Then according to Rachmawati (2014) Transformational Leadership can be interpreted as the ability to influence a group towards

achieving goals or an effort to use an influencing and non-coercive style to motivate individuals in achieving goals.

### **Work Motivation**

Motivating employees is one of the most important and most challenging components of the management aspect, especially human resource management. Robbins & Judge (2015) defines work motivation as a process that explains the strength, direction, and persistence of a person in an effort to achieve certain goals.

According to Wilson Bangun (2012) work motivation is the task of managers in influencing other people, namely employees, things that include efforts, organizational goals and needs in a company. Meanwhile, according to Robert Kreitner & Angelo Knicki (2015) motivation is mentioned as a process of human psychology that can improve and direct behavior to achieve its goals.

### **Job Satisfaction**

Robbins in Wibowo (2017: 170) states that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received. Job satisfaction is an important thing for individuals to have at work. Each worker has different characteristics, so the level of satisfaction is also different, the level of job satisfaction can have an unequal impact.

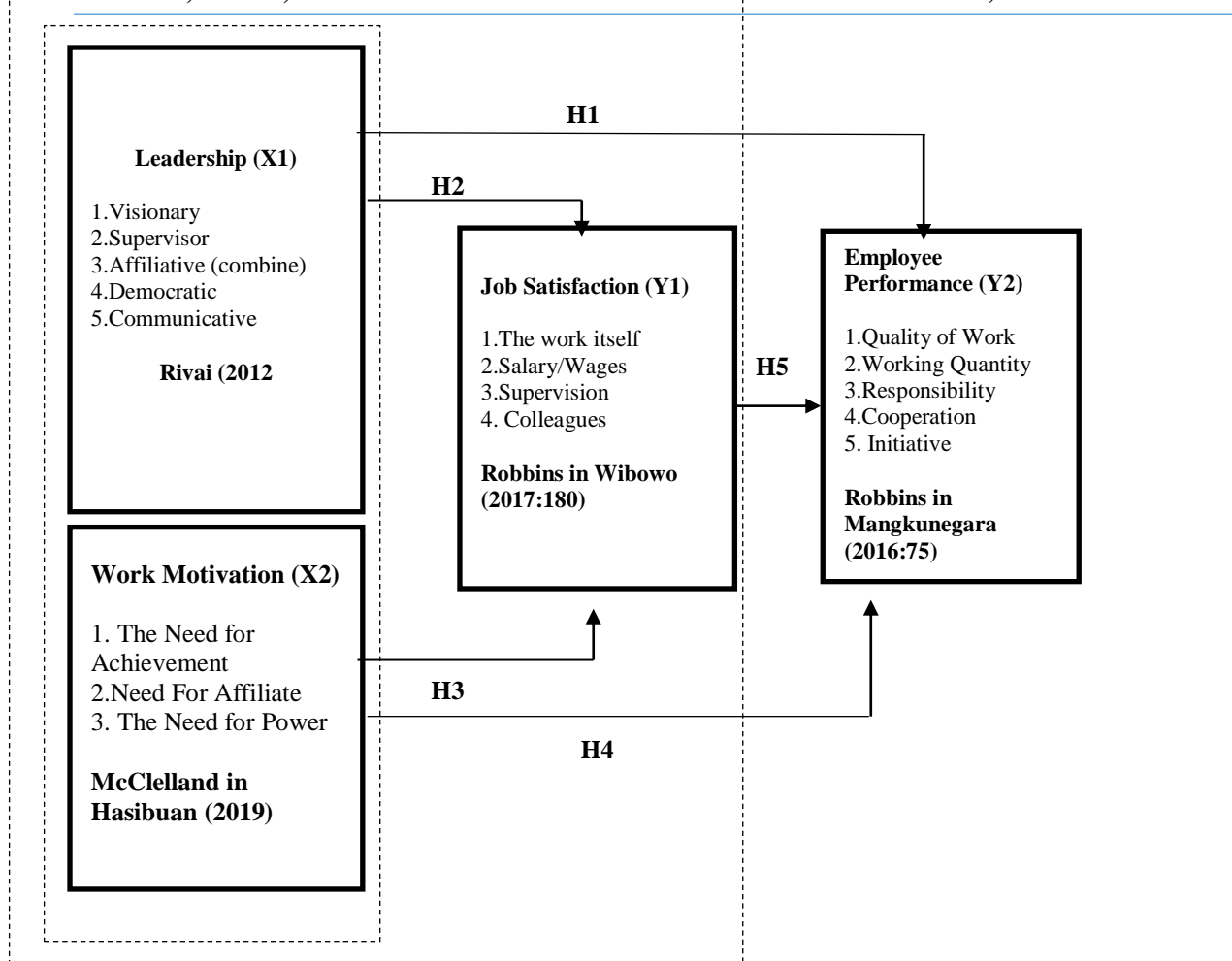
Sutrisno (2017: 75) states that job satisfaction is a pleasant or unpleasant emotional state for workers to view their work. Job satisfaction reflects a person's feelings towards his job. Job satisfaction is an assessment that shows a feeling of satisfaction at work. And according to Colquitt and Rodell in Joko Triraharjo, Havidz Aima, Achmad Sutawijaya, and Ahmad Badawy Saluy (2020) employee satisfaction is the level of extraordinary feelings obtained from evaluating one's work assignments or involvement.

### **Employee Performance**

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics (Yudha, 2018).

### **Theoretical Framework and Hypotheses**

Based on the background, objectives and theoretical studies, the theoretical framework is shown in Figure 1.



**Figure 2. Conceptual Framework**

Source: Processed by Researchers (2021)

- H1: Leadership has a positive and significant influence on employee performance
- H2: Leadership has a positive and significant influence on job satisfaction
- H3: Work motivation has a positive and significant effect on employee performance.
- H4: Leadership has a positive and significant effect on job satisfaction.
- H5: Job Satisfaction has a positive and significant effect on employee performance

**RESEARCH METHOD**

This type of quantitative research with causality associative model of Leadership and Motivation Significantly on Employee Performance Through Job Satisfaction, Faculty of Economics and Business, Dharma Andalas University. The population in this study were all 30 employees of the Faculty of Economics and Business, Dharma Andalas University. The sampling technique uses saturated sampling or census, so that the sample used is the entire population, namely 30 people as respondents. Data collection techniques include literature study, interviews and questionnaires. The data analysis method used SEM-PLS version 3.2.9 to analyze the research hypothesis.

**FINDINGS AND DISCUSSION**

Characteristics of Respondents Characteristics of respondents including gender and age can be seen in table 1

No	AGE	Frekuensi	Persentase (%)
1	24 years- 30 years	11	37
2	31 years- 40 years	11	37
3	41 years- 50 years	7	23
4	> 50 years	1	3
No	Gender	Jumlah	(%)
1	Man	10	33
2	Woman	20	67
No	Last education	Frekuensi	Persentase (%)
1	SENIOR HIGH SCHOOL	3	10
2	D3	9	30
3	S1	16	53
4	S2/S3	2	7
Salary		Frekuensi	Persentase (%)
Rp. 1.100.000 – Rp. 2.000.000		14	47
Rp 2.100.000 – Rp 3.000.000		15	50
≥ Rp 3.000.000		1	3
Years of service		Frekuensi	Persentase (%)
15 years		13	43
5.1 years – 10 years		9	30
> 10 Years		8	27

From Table 4.1 it is known that the respondents who participated in this study based on age were mostly aged 24 years - 30 years and 31 years - 40 years with a total of 11 respondents (37%). Most of the respondents found in this study were female, as many as 20 people (67%). Most of the respondents in this study were S1 graduates, as many as 16 people (53%). Respondents who participated the most in this study had salaries of Rp. 2,100,000 – Rp. 3,000,000 with a total of 15 respondents (50%). Respondents who participated the most in this study had a working period of 1 – 5 years with a total of 13 respondents (43%). While those who are at least > 10 years are 8 respondents (27%).

### Measurement Model Evaluation

The loading factor value applied in this study is > 0.5, so if the loading factor value is less than 0.5 it will be excluded from the model (Ghozali, 2015). The calculation results show that all indicators, namely entrepreneurship education, school environment, self-efficacy and interest in entrepreneurship show a loading factor value of > 0.50 so that all indicators are valid and will be used in this study. Tests to assess the validity of a construct can use the AVE value.

**Table 3. Nilai Average Variance Extracted**

Variable	AVE
Leadership	0.592
Job satisfaction	0.548
Performance	0.613
Work motivation	0.556

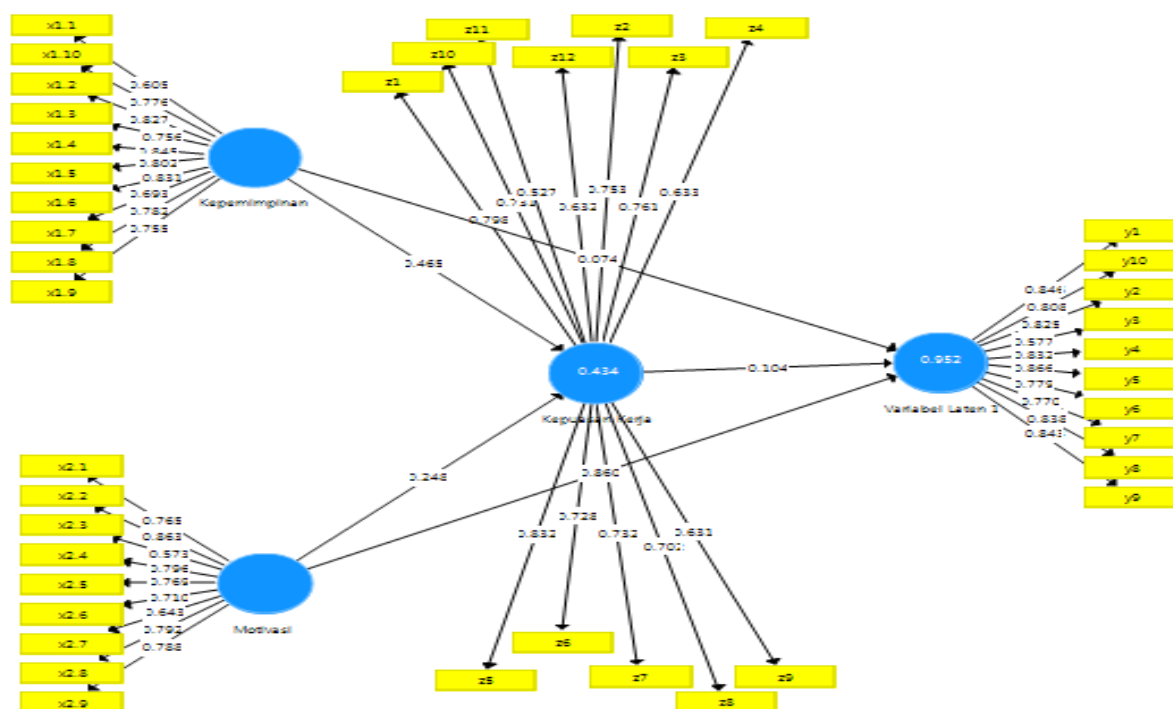
The AVE value for all variables is greater than 0.5. Thus, the convergent validity of the model being tested is not problematic. The reliability measurement is viewed from the Cronbach's Coefficient Alpha (CA) and Composite Reliability (CR) values which show the consistency value of each indicator. in measuring the construct. The required CA and CR values are > 0.7. CA and CR measurement results can be seen in Table 4

**Table 4. Nilai Cronbach's Alpha (CA) dan Composite Reliability (CR)**

Variable	Cronbach's Alpha	Composite Reliability
Leadership	0.923	0.935
Job satisfaction	0.921	0.934
Performance	0.929	0.940
Work motivation	0.899	0.917

Table 4. shows the value of Cronbach's Alpha (CA) and Composite Reliability (CR) of all variables at > 0.7 so that it can be concluded that the minimum value limit requirements and all constructs have good reliability.

**Structural Model Evaluation**



**Picture 3. Path Coefficient Model**

Measurement of changes in the value of R<sup>2</sup> can be used to explain whether certain exogenous latent variables have a substantive effect on endogenous latent variables. The results of the R<sup>2</sup> test in this study are presented in table 4

**Table 5. R<sup>2</sup> Test**

Variable	R Square Adjusted
Job Satisfaction	0.677
Performance	0.412

Table 5. shows the Adjusted R-square value indicating that the magnitude of the influence of leadership and work motivation on job satisfaction is 0.677 or 67.7%, this means that the influence of leadership and work motivation on job satisfaction can be said to have a strong influence. While the magnitude of the influence of leadership and work motivation on employee performance is 0.412 or 41.2%, this means that the influence of leadership and work motivation on employee performance can be said to be weak.

This F2 test was conducted to see the goodness of the model. The results of the F-square analysis can be seen in table 6.

**Table 6. Uji F-Square**

Variable	Leadership Job	Motivation Job	Satisfaction	Performance
Leadership			0.435	0.336
Work motivation			0.321	0.251
Job satisfaction				0.316

Based on Table 5, the results of the F-Square test show that the leadership variable on the satisfaction variable has an F2 of 0.435 which means that it has a moderate effect. Work Motivation on Job Satisfaction has an F2 of 0.321 which means it has a weak effect. leadership on performance of 0.336 means moderate. The work motivation variable on the performance variable has an F2 of 0.251 which means moderate and the leadership variable on the performance variable has an F2 of 0.316 which means weak.

**Table 7. Path Coefficient Test Results**

Hypothesis		T Statistics ( O/STDEV )	T Count	P Values	Information
H1A	Leadership → Job Satisfaction	3.023	1.96	0.003	H1 accepted
H1B	Motivation Job → Job Satisfaction	2.569	1.96	0.000	H2 accepted
H2A	Leadership → Performance	4.833	1.96	0.000	H3 accepted
H2B	Motivation Job → Performance	1.964	1.96	0.050	H4 accepted
H3	Job Satisfaction → Performance	8.247	1.96	0.000	H5 accepted

- 1) Leadership has a significant positive effect on job satisfaction, this is because the T-count value (3.023) > t-statistical value (1.96) and the significant value is 0.003 < 0.05. Then H1 Accepted.
- 2) Motivation has a significant positive effect on job satisfaction, this is because the t-count value (2,569) > t-statistical value (1.96) and the significant value is 0.010 > 0.05. Then H2 is accepted.
- 3) Leadership has a significant positive effect on employee performance, this is because the T-count value (4,833) > t-statistic value (1.96) and the significant value is 0.000 < 0.05. Then H3 Accepted.
- 4) Motivation has a significant positive effect on employee performance, this is because the T-count value (1.964) > t-statistic value (1.96) and the significant value is 0.050 > 0.05. Then H4 Accepted.
- 5) Job satisfaction has a significant positive effect on employee performance, this is because the T-count (8.247) > t-statistical value (1.96) and the significant value is 0.000 < 0.05. Then H5 Accepted

**Table 8. Path Analysis**

Variable		T Statistics ( O/STDEV )	T Count	P Values	Information
Leadership → Job satisfaction → Performance		4.069	1.96	0.000	H6 accepted
Motivation Job → Job satisfaction → Performance		7.860	1.96	0.000	H7 accepted

Source: Olah Smart PLS 3.0



- 1) Job satisfaction has a mediation between leadership and performance, this is because the T-count (4.069) > t-statistical value (1.96) and the significant value is 0.001 < 0.05. Then H6 Accepted.
- 2) Job satisfaction has a mediation between motivation and performance, this is because the T-count (7.860) > t-statistical value (1.96) and the significant value is 0.001 < 0.05. Then H7 Accepted.

## CONCLUSION AND SUGGESTION

### Conclusion

Leadership has a significant positive effect on employee performance, this means that the more leadership at the Faculty of Economics and Business, Dharma Andalas University, the employee performance will increase. Leadership has a significant positive effect on job satisfaction. This means that the higher the leadership at the Faculty of Economics and Business, Dharma Andalas University, the level of employee satisfaction will increase.

Motivation has a significant positive effect on employee performance, this means that the more motivation given to employees of the Faculty of Economics and Business, Dharma Andalas University, employee performance will increase. Motivation has a significant positive effect on job satisfaction. This means that the higher the motivation given to the employees of the Faculty of Economics and Business, Dharma Andalas University, the level of employee satisfaction will increase.

Job satisfaction has a significant positive effect on employee performance, this means that the increased job satisfaction felt by the employees of the Faculty of Economics and Business, Dharma Andalas University, the employee's performance will increase.

### Suggestion

- 1) On job satisfaction, the leadership must provide salaries to employees as expected.
- 2) In leadership, the leader always clearly tells what to do and how to do the tasks assigned to his employees.
- 3) On motivation, employees must always be consistent in carrying out their duties in accordance with the decisions that have been agreed.
- 4) In performance, employees must have better work results.

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