

# The Effect of Leadership Style and Human Resources, S5

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## **The Effect of Leadership Style and Human Resources Development on Employee Performance with Job Satisfaction as Intervening Variable**

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### **Abstract**

This study aims to determine how much influence leadership style, human resource development has on employee performance at the Mukomuko district social service with job satisfaction as an intervening variable. Methods of collecting data through surveys and questionnaires. The analytical method used is validity and reliability test, multiple linear analysis, hypothesis testing using F test and t test. The total respondents in this study amounted to 55 respondents. Based on the research obtained based on the partial test (t test) obtained: (a) Leadership style has a positive and significant effect on job satisfaction. (b) human resource development has a positive and significant effect on job satisfaction. (c) Leadership style has a positive and significant effect on employee performance. (d) human resource development has a positive and significant effect on employee performance. (e) job satisfaction has a positive and significant effect on employee performance. Then the results of the coefficient of determination 0.592 or 59.2% this shows that the percentage of the contribution of the independent variable leadership style and human resource development to job satisfaction is 0.408 or 40.8 is influenced by variables outside the study while the second equation is 0.720 or 72.0% this shows that the percentage of the contribution of the independent variables of leadership style, human resource development and job satisfaction to the dependent variable of employee performance (Y) is 0.720 or 72,0%. While the rest is 0.280 or 28.0% influenced by other variables outside of this study.

**Keywords:** Leadership Style, Human Resource Development, Employee Performance, Job Satisfaction

### **1. Introduction**

The Social Service of Mukomuko Regency is an institution that is obliged to provide social protection for the people and the community. In a broad sense, social protection includes all actions, whether taken by the government, the private sector, or the community, to protect and fulfill basic needs, especially the poor and vulnerable groups in facing a life full of risks, as well as improving the social status and rights of marginalized groups of the state, as well as society. This complexity arises because the services at the social service office of Mukomuko Regency involve various service functions, education and research, and cover various levels and types of research. The Social Service of Mukomuko Regency must have professional human resources in both technical and administrative fields. To achieve and improve the quality of the social service of Mukomuko Regency, it must have a measure that ensures quality and service improvement at all levels.

Performance is one of the important factors in an organization that becomes a reference for how the organization develops in the future and can be

measured by the provisions that have been made in the organization. According to (Wijaya & Susanty, 2017), argues that performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them.

According to (Bukit et al., 2019) leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. In this case, the effort to harmonize perceptions between people who will influence behavior with people whose behavior will be influenced becomes very important.

According to (Wijaya & Susanty, 2017), argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Arini et al., 2015), (Putra, 2016), performance as something that is done and produced by employees in the form of goods or services and is carried out in a certain period and size/amount. In completing a job, one must have a certain degree of willingness and level of ability.

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Leadership is the activity of influencing people to try to achieve group goals voluntarily Tery (Anna Marina, 2018), (Bayu Putra, 2019). Style means attitude, good behavior and gestures, strength and ability to do good. Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or leadership style is a pattern of behavior and strategies that are preferred and often applied (Anna Marina, 2018).

According to (Widyanata & Hadi Senen, 2016) suggests that human resource management (HRM) is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling. This process is contained in the functions or fields of production, marketing, finance and personnel. Because human resources are considered to have an important role in achieving the coordination of company goals, various experiences and research results in the field of HR are systematically collected in what is called human resource management.

According to (Agusnan, 2020), job satisfaction is a feeling that supports or does not support employees who are related to their work or to their condition. Meanwhile, according to (Saryanto & Amboningtyas, 2017), stating job satisfaction is a basic indicator of individual success at work that has been achieved in maintaining the relationship between himself and the work environment, which consists of intrinsic and extrinsic satisfaction, (Bayu Putra, 2019; Putra, 2016; Ramadhani et al., 2019).

Based on the descriptions the research framework presented below can be used:

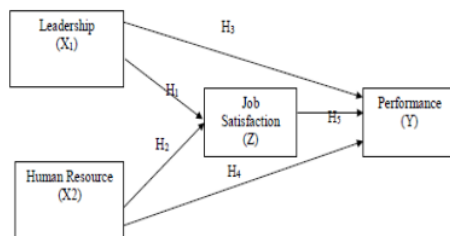


Figure 1.  
Research Framework

Based on conceptual framework. The hypothesis of this research as follows:

- H<sub>1</sub>: There is a positive and significant influence between leadership on job satisfaction.
- H<sub>2</sub>: There is a positive and significant influence between human resource management on job satisfaction.
- H<sub>3</sub>: There is a positive and significant influence between leadership on employee performance.
- H<sub>4</sub>: There is a positive and significant influence between human resource management on employee performance.
- H<sub>5</sub>: There is a positive and significant influence between job satisfaction on employee performance.
- H<sub>6</sub>: Job satisfaction mediates leadership on employee performance.
- H<sub>7</sub>: Job satisfaction mediates human resource management on employee performance

## 2. Method

Data collection methods consist of 1) Field Research, namely research by conducting directly to the company's location with the aim of obtaining data and information through interviews, observations and questionnaires. 2) Literature research, namely efforts to obtain data by the author through books as a theoretical basis for research.

The data collection technique used in this research is by using a questionnaire, namely data collection is done by asking questions to the employees of Social Service Mukomuko District, Bengkulu Province. The population in this study were all 55 employees of Social Service Mukomuko District. The number of samples from the population above was taken using the total sampling method. Descriptive analysis here is used to provide an overview of the research variables. The descriptive statistics used include; minimum, maximum, mean and standard deviation. Inductive data analysis used classical assumption test consisting of validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test and multiple regression test. Hypothesis test consists of F test and t test. To calculate the direct and indirect effects, path analysis is used

## 3. Result and Analysis

### Result

This research includes survey research, namely by collecting primary data from a sample of a population using a processed questionnaire instrument. In this study, the population used as research subjects was the employees of the Social Service Mukomuko District. Sampling in this study used a probability sampling technique with a stratified random sampling model, namely a sampling technique that provides equal opportunities for each member to be taken as a sample.

So that every member of the population has the same opportunity to become a member of the research sample. The results of distributing questionnaires with a return rate of 100%.

The results of the normality test are in table 1 below:

**Table 1. Normality Test Result**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		55
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	3.73099755
Most Extreme Differences	Absolute	.169
	Positive	.099
	Negative	-.169
Kolmogorov-Smirnov Z		1.252
Asymp. Sig. (2-tailed)		.087

Data processed by authors

Based on table 1, it can be seen that the normality test shows a significant level of more than 0.05, namely 0.087 for Leadership, Human Resource Management and Job Satisfaction variables. Thus, the data can be stated that the three research variables are normally distributed.

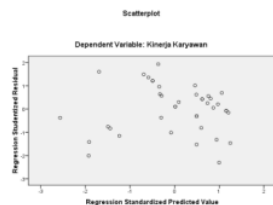
Detection of multicollinearity can be done by using the variance inflation factor (VIF) and the tolerance value. The results of the multicollinearity test are in table 2 below:

**Table 2. Multicollinearity Test Result**

Variables	Collinearity Statistics	
	Tolerance	VIF
Leadership	.384	2.606
Human Resource	.574	1.828
Job Satisfaction	.393	2.544

Data processed by authors

Based on table 2 above, it can be seen that the VIF value < 10 and the tolerance value > 0.1, it can be concluded that this regression model does not have multicollinearity problems. The results of the heteroskedasticity test result are in Figure 2 below:



**Figure 2. Heteroskedasticity Test Result**

From the figure above, it can be seen that there is no clear pattern. This can be seen from the plots that radiate above and below the number 0 and do not form a certain pattern. Thus, it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Analysis of Leadership and Human Resource Development on Job Satisfaction can be seen in the following table:

**Table 3. Multiple Linear Regression Analysis of Leadership and Human Resource on Job Satisfaction**

Model	Coefficients <sup>a</sup>				
	B	Std. Error	Standardized Coefficients		
			Beta	t	Sig.
1 (Constant)	3.463	4.312		.803	.426
Leadership	.724	.135	.603	5.354	.000
Human Resource	.181	.085	.241	2.137	.037

a. Dependent Variable: Job Satisfaction

Data processed by authors

Multiple Linear Regression Analysis of Leadership, Human Resource Development and Job Satisfaction on Employee Performance can be seen in the following table:

**Table 4. Multiple Linear Regression Analysis of Leadership, Human Resource Development and Job Satisfaction on Employee Performance**

Model	Coefficients <sup>a</sup>				
	B	Std. Error	Standardized Coefficients		
			Beta	t	Sig.
1 (Constant)	14.444	2.638		5.475	.000
Leadership	.242	.102	.275	2.361	.022
Human Resource	.116	.054	.211	2.167	.035
Job Satisfaction	.345	.084	.471	4.097	.000

a. Dependent Variable: Employee Performance

Data processed by authors

Analysis of the coefficient of determination in multiple linear regression is used to determine the percentage of the contribution of the influence of the independent variables consisting of Leadership, Human Resource Development, Job Satisfaction on Employee Performance. The results of the analysis of the coefficient of determination ( $R^2$ ) obtained the results shown in the following table:

**Table 5. Coefficient Determination Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 <sup>a</sup>	.735	.720	2.312

a. Predictors: (Constant), Leadership, Human Resource, Job Satisfaction

Data processed by authors

Based on the table above, the Adjusted R Square number is 0.720, this shows that the contribution of the Independent variable to the dependent variable is 0.720 or 72% while the remaining 28% is influenced by other variables.

Path analysis shows the magnitude of the total effect, direct effect and indirect effect. The results are shown in the following table:

**Table 6. Path Analysis Result**

Path	Direct Effect	Indirect Effect	Total E.fect	Sig.
X <sub>1</sub> → Z	0.603			0.000
X <sub>1</sub> → Y	0.275	0.603 x 0.471 = 0.284	0.603 + 0.284 = 0.887	0.022
X <sub>2</sub> → Z	0.241			0.037
X <sub>2</sub> → Y	0.211	0.241 x 0.471 = 0.113	0.241 + 0.113 = 0.354	0.035
Z → Y	0.471			0.000

Data processed by authors

### Discussion

For testing hypothesis 1, namely the relationship between Leadership and Job Satisfaction. Based on table 3, there is a positive and significant influence between Leadership on job satisfaction. This can be seen from the prob value.  $0.001 < 0.05$ . So that hypothesis 1 in this study is accepted. These results are in line with research conducted by Boamah et al (2018).

For testing hypothesis 2, namely the relationship between Human Resource Development and Job Satisfaction. Based on table 3, there is a positive and significant influence between Human Resource Development on job satisfaction. This can be seen from the prob value.  $0.034 < 0.05$ . So that hypothesis 2 in this study is accepted. These results are in line with research conducted by Agbozo et al (2017)

For testing hypothesis 3, namely the relationship between Leadership and Employee Performance. Based on table 4, there is a positive and significant influence between Leadership on Employee Performance. This can be seen from the prob value.  $0.000 < 0.05$ . So that hypothesis 3 in this study is accepted. These results are in line with research conducted by Eliyana, A., & Ma'arif, S. (2019)

For testing hypothesis 4, namely the relationship between Human Resource Development and Employee Performance. Based on table 4, there is a positive and significant influence between Human Resource Development on Employee Performance. This can be seen from the prob value.  $0.038 < 0.05$ . So that hypothesis 4 in this study is accepted. These results are in line with research conducted by Papa et al (2018)

For testing hypothesis 5, namely the relationship between Job Satisfaction and Employee Performance. Based on table 4, there is a positive and significant influence between Job Satisfaction and Performance. This can be seen from the prob value.  $0.005 < 0.05$ . So that hypothesis 5 in this study is

accepted. These results are in line with research conducted by Siengthai & Pila-Ngarm (2016); Inuwa, M. (2016); Ramli (2019)

For testing hypothesis 6, namely Job Satisfaction mediates Leadership on Employee Performance. Based on table 6, indirect effect > direct effect, so the hypothesis 6 in this study is accepted. This result is in line with the research conducted by Prabowo et al (2018)

For testing hypothesis 7, namely Job Satisfaction mediates Human Resource Development on Employee Performance. Based on table 6, indirect effect < direct effect, so the hypothesis 7 in this study is rejected. The results of this study are not in line with research conducted by Jawaad et al (2019)

### Conclusion

Based on the results and discussion, the conclusions are as follows:

1. There is a positive and significant influence between Leadership on Job Satisfaction at Mukomuko District Sosial Service
2. There is a positive and significant influence between Human Resource Development on Job Satisfaction at Mukomuko District Sosial Service
3. There is a positive and significant influence between Leadership on Employee Performance at Mukomuko District Sosial Service
4. There is a positive and significant influence between Human Resource Development on Employee Performance at Mukomuko District Sosial Service
5. There is a positive and significant influence between Job Satisfaction on Employee Performance at Mukomuko District Sosial Service
6. Job Satisfaction mediates Leadership on Employee Performance.
7. Job Satisfaction does not mediate Human Resouce Development on Employee Performance.

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