



The Influence of Leadership Style on Performance Mediated by Job Satisfaction (Case Study in PD. BPR Bahteramas Mainland Region of Southeast Sulawesi Province)

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ABSTRACT

This study aims to analyze (1) the effect of leadership style on the job satisfaction of BPR Bahteramas employees, (2) the effect of job satisfaction on performance of BPR Bahteramas employees, (3) the influence of leadership style on performance of BPR Bahteramas employees. and (4) the influence of leadership style on employee performance through job satisfaction as a mediating variable. The population in this study were all employees of BPR Bahteramas in the Mainland area of Southeast Sulawesi Province, totaling 203 people and the sampling process was taken as much as 50% of the sample so that the research sample amounted to 102 people spread over 7 branches of BPR Bahteramas in the Mainland region of Southeast Sulawesi Province. The results showed that: 1). Leadership style has a positive and significant effect on job satisfaction of BPR Bahteramas employees. This means that the better the leadership style at BPR Bahteramas will be able to increase employee job satisfaction in the office.; 2) Job satisfaction has a positive and significant effect on the performance of BPR Bahteramas employees. This means that job satisfaction will contribute positively in improving the performance of BPR Bahteramas employees, 3) Leadership style has a positive and significant effect on the performance of BPR Bahteramas employees. This means that a good leadership style will be able to improve the performance of the employee. and 4). Leadership style has a positive and significant effect on the performance of BPR Bahteramas employees which is mediated by the job satisfaction variable.

Keywords: *Leadership Style, Job Satisfaction, Performance, BPR Bahteramas.*

I. INTRODUCTION

Human resources are one of the important assets for an organization or company because of their role as subjects in implementing the policies and operational activities of the organization or company. Other resources owned by the company will not be able to provide maximum results if it is not supported by human resources who have high performance.

It is also summarized in Nawawi's statement (in Suryono, 2008) that human resources are humans who work within an organization, human potential as a driver in realizing their existence and potential which is an asset and functions as capital in a business organization that can be realized into potential. real, physically and non-physically in realizing the existence of the organization.

The ability of employees will be reflected in the performance and good performance of employees will be one of the most important capital of the company so that it will always be a concern for company leaders to always maintain the quality of the performance of their employees.

One of the business sectors that really need good employee performance to support growth and encourage company development is the banking business. The definition of a banking company according to (Kasmir, 2012) is a financial institution whose main activity is to collect funds from the public and channel these funds back to the community and provide other banking services. In banking companies, there are several types of banking that are seen from their ownership, including government-owned banking companies, regional government-owned companies, national private-owned companies and finally foreign private-owned companies.

The increasingly fierce level of business competition in the banking world has resulted in companies being faced with several challenges to be able to maintain the viability of the company. Therefore, if the company wants to

maintain the survival of the company, the success of maintaining both, one of which is strongly influenced by the work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him.

Banking companies are one of the financial institutions that have an important value in the economy of a country. The institution is a bridge between those who have excess funds and those who lack and need funds. Therefore, banking institutions will move to provide the best service to customers (Rospiana 2012). In order to realize good service, good human resources are needed.

The Bahteramas Rural Bank (BPR) is included in the Regional Government-Owned Bank of Southeast Sulawesi Province, meaning that both the establishment and the capital are owned by the government, so all the profits of this Bank are also owned by the government. The Bahteramas Rural Bank has been operating since March 2011 until now. The Bahteramas Rural Bank was established through Regional Regulation Number 3 of 2013 in order to expand the reach of banking to the general public in the region, specifically the mainland area of Southeast Sulawesi Province.

Good human resources help the realization of company goals, this is where Human Resource Management (HRM) is needed. Human Resource Management is the science and art of regulating the relationship and role of the workforce to be effective and efficient, helping the realization of company goals, employees and society (Hasibuan 2005).

Several factors that are considered capable of influencing the improvement of employee performance and will be reviewed in this study are the leadership style in an organization and the level of satisfaction of employees with the work they do.

Until now, leadership is still an interesting topic to study and research, because it is most often observed but is a phenomenon that is little understood. The phenomenon of leadership style in Indonesia has become an interesting problem and has a major influence in political and state life. In the business world, leadership style has a strong influence on the running of the organization and the survival of the organization. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision and goals of an organization.

Porter (Sunarsih: 2001) states that the challenge in developing a clear organizational strategy mainly lies in the organization on the one hand and depends on leadership. This is also confirmed by Alimuddin (2002) which states that an organization really needs an effective leader who is able to influence the behavior of its members to achieve the goals that have been set. Suud (2002) states that leaders play a key role in implementing and formulating organizational or company strategies.

Marzuki (2002) states that every leader or supervisor in the work environment certainly needs employees who assist him in carrying out his duties so that it has the consequence that every leader has an obligation to give sufficient attention to fostering, mobilizing and directing all potential employees in their environment so that volume can be realized. and workloads that are directed at predetermined goals. Leaders need to do serious coaching to subordinates so as to increase job satisfaction and work commitment which has an impact on improving individual performance.

The phenomenon related to the leadership style at BPR Bahteramas from the results of initial observations made by researchers found that leaders sometimes did not listen to the ideas or ideas of employees on the progress of the office. Also, sometimes there is still no implementation of legal sanctions and guidance from the leadership to employees who are not working optimally and sometimes absent from work.

Yuki (2005) states that leadership is a process of influencing others, to understand and agree with what is done and how the task can be done effectively and a process to facilitate individual and collective efforts to achieve common goals. While leadership style is a behavioral norm used by a person when trying to influence the behavior of others or subordinates. Leaders cannot use the same leadership style in leading their subordinates, but must be adapted to the characteristics of the ability level in the duties of each subordinate. Marzuki (2002) states that each leadership style has advantages and disadvantages so that each leader will use a leadership style according to his abilities and personality.

Wu (2004) in his research states that leadership style is an essential predictor and has a role in public organizations or in other words leadership is very important because it is one of the elements of management that is directly related to person-to-person and social communication.

Job satisfaction is basically about what makes a person happy in his job or out of his job. The impact of not achieving job satisfaction will affect the level of employee absenteeism such as dissatisfaction in the form of complaining, being undisciplined, often truant, being disobedient, stealing office property and avoiding some of the responsibilities assigned to him (Robbin: 2003).

The results of observations found at the research location (BPR Bahteramas), there are still employees who are often not available during working hours for various reasons and permits and have not been maximal in completing the work according to the target.

The impact of employee dissatisfaction can be seen from the high level of employee *turnover*. This can also be seen from many banks in the country which experience high employee turnover rates. Prahadi (2015) stated that the survey results found that the turnover rate of all companies occurred in banking companies, which was 16%.

The importance of job satisfaction in the perspective of human resource management is stated by Al-Zubi (2010), Ismail (2012) and Teela, Ayeni and Popola (2007) who state that job satisfaction has an effective role and impact on improving employee performance in public education organizations. Khera and Gulati (2012), Sohail and

Delin (2013) also state that job satisfaction will be able to increase creativity, organizational experience and organizational results from an employee who is satisfied with his work.

The influence of leadership style in improving performance has been investigated by several relevant studies such as Darwito (2018) which found that an effective leadership style will be able to encourage employee performance improvement. A person's behavior and leadership style will be able to have a significant impact on attitudes, employee behavior that will encourage increased performance.

The influence of leadership style on job satisfaction has been investigated by several previous studies, namely by Mehrad and Fallahi (2014), Vance and Larson (2002), Seo, Ko and Price (2004) and Berson and Linton (2005) which expressly state the magnitude of the significant influence caused by a good and effective leadership style in increasing job satisfaction of employees in their respective offices.

The level of job satisfaction felt by employees will also have an impact on improving employee performance or work performance. This is the conclusion of several previous studies such as the research conducted by Devilan Sujitra (2015) and Dariwto (2018) which recommends every company or organization leader to pay attention to the level of satisfaction possessed by his subordinates to be able to improve the individual performance of his subordinates.

Research that sees job satisfaction as a moderating variable of leadership style on employee performance has been carried out by Ogbonna and Harris (2000) who concluded that job satisfaction is able to moderate the leadership style with employee performance in several companies in the United Kingdom.

This study will look at the effect of the leadership style applied at BPR Bahteramas on employee performance by using the job satisfaction variable as an intervening variable that will mediate the two variables.

Looking at several previous relevant studies that were raised in research related to some of the variables reviewed, it turns out that there is still a *research gap* to be developed further. Alvesson and Sandberg (2011) define a *research gap as a research* question or problem that has not been answered correctly or has not been answered correctly at all. Some of the research *gaps* are a) there has been no previous research that has examined the job satisfaction variable as a mediating variable that connects the leadership style variable and employee performance, b) there has been no relevant research on the same variable conducted at Bank Perkredit Rakyat, especially in the Sulawesi Province. Southeast and c) There is no similar research that discusses the same variables in several branches owned by a Rural Bank.

II. LITERATURE REVIEW

2.1 Definition of Leadership

Veithzal Rivai (2013) suggests that a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization, leadership is a very important factor in achieving the goals set.

According to Husaini Usman (2006), leadership implies "influencing others to do as the leader wants". So, leadership is the science and art of influencing people or groups to act as expected. This is done to achieve goals effectively and efficiently.

Based on some of the definitions that have been stated above by the experts above, it can be concluded that leadership is the process and behavior of a leader in influencing the behavior and empowering his subordinates so that they are willing to cooperate in carrying out all duties and responsibilities in achieving the goals that have been set.

2.1.1 Definition of Leadership Style

Leadership styles are the basis for dividing the types of leadership. Style means attitude, movement, behavior, good attitude, strength, ability to do good deeds. Hasibuan (2016) stated that Leadership style is a leader's way of influencing the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity so that they can realize organizational goals to the fullest. Thoha (2012) suggests that Leadership style is a behavioral norm that a person uses when that person tries to influence the behavior of others as he sees it.

Based on some of the definitions that have been stated above, it can be concluded that leadership style is the way of a leader to influence, direct and convince others to carry out a job so as to achieve the goals that have been set.

2.1.2 Leadership Style Type

The leader has his own unique traits, habits, character and personality that distinguish him from others. According to Veithzal Rivai and Deddy Mulyadi (2012), the three main styles of leadership are:

a. Authoritarian Leadership Style

This type of leadership places power in one person. The leader acts as the sole ruler. Subordinates are only as executor of decisions, orders and wills of the leadership. Leaders see themselves as superior to their subordinates. Subordinates who are seen as inferior are incapable of doing anything without orders.

b. Leadership Style Free control

This type of leadership is the leader as a symbol. The leadership that is carried out gives full freedom to subordinates in making decisions and everything that will be done is in accordance with their respective interests. The leader only functions as an advisor.

c. Democratic Leadership Style

This type of leadership places humans as the main and most important factor in every group/organization. Leaders view and place the people they lead as subjects who have personalities with various aspects. Democratic leadership is active, dynamic and directed leadership. This leadership makes decisions that attach great importance to deliberation.

2.1.3 Leadership Style Indicator

The indicator of the leadership style variable in this study refers to the theory proposed by Hersey and Blanchard (Daft: 2011) namely *telling, selling, participating and delegating*.

2.2. Definition of Job Satisfaction

Luthans (2011) states that employees often develop a gradual combination of positive and negative feelings, values and perceptions about various job features such as the nature of the job, supervision, co-worker relations, working conditions, workload, promotions, training opportunities, security. job and career.

Newsthon (2016) states that job satisfaction is determined by pleasant emotions based on a person's work assessment or experience from the work he does. According to As'ad (2008:121) job satisfaction is a person's feelings towards work. This means that this kind of conception of job satisfaction sees job satisfaction as a result of human interaction with the work environment. Based on several definitions related to job satisfaction, it can be concluded that job satisfaction is a positive attitude from a person including feelings and behavior or behavior towards the work he does.

2.2.1 Job Satisfaction Indicators in this study

Job satisfaction indicators in this study will refer to the theory proposed by As`ad (2008), namely financial factors, physical factors, social factors and psychological factors.

2.3 Definition of Performance

Lawyer and Porter, which states that performance is a person's success in carrying out a task. Prawirosentoso stated that 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 and ethics (Sutrisno: 2011).

According to Sutrisno (2011), employee performance is the result of employee work seen in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Employee performance is influencing how much they contribute to the organization (Kaswan, 2012).

From the above opinion, it can be concluded that performance is a work performance produced by each individual, both quantity and quality in an organization at certain times in carrying out their duties to achieve a set work goal.

2.3.1 Performance Indicators in this study

In this study, the concept of employee performance refers to the indicators proposed by Wibowo (2016), namely standards, goals, feedback, tools or means, competencies, motives, and opportunities.

2.4 Relationship Between Variables

2.4.1 Relationship of Leadership Style to Performance

In a company basically expect maximum employee performance, because with good employee performance the company and company performance can achieve existing targets. Associated with improving employee performance is one of the factors that have a major influence on employee performance, namely a person's leadership style. With such a style is able to determine and affect the performance of the employees themselves, whether with the leadership style applied to a company, employee performance and company performance will increase or even decrease. Based on the description of existing theories, it can be concluded that leadership style is a set of characteristics or methods used by a leader to influence his subordinates so that organizational goals are achieved.

That means that a leader has the task of encouraging, influencing his subordinates to achieve predetermined organizational or company goals, so it can be said that in leading must involve one's ability to direct, influence, motivate others to want to carry out the tasks assigned to him well. The way a person leads greatly determines the quality of employee performance, so it can be said that employee performance depends on and or is influenced by leadership style. Therefore, it is the leadership style that plays an active role in the success of the organization in carrying out various activities, especially in carrying out various activities, especially seen in the performance of its employees.

Effective and efficient results from a leader can be seen from how a leader himself influences his subordinates, how the pattern is used to communicate and cooperate with his employees. While employee performance is the result of work and responsibilities that have been achieved and implemented by an employee both in quality and quantity. So, it can be concluded that leadership style greatly affects employee performance, namely the style or characteristics / patterns applied by superiors are able to influence the ups and downs of an employee's performance. Good and appropriate leadership and leadership style will have a good effect on employee performance, and vice versa the leadership style/pattern applied by superiors is not appropriate, it does not mean that employee performance will not increase but the results achieved will not be maximized or can even decrease. So, the increase or decrease in employee performance is very dominantly determined by the leadership style.

2.4.2 Relationship of Leadership Style to Job Satisfaction

The leadership style applied by the leader will be able to influence the policies and activities that occur within the company, including creating a sense of satisfaction or dissatisfaction from employees. This will be seen in the way the task is carried out which is strongly influenced by the policies and leadership style of his superiors.

Employee satisfaction is very important to be managed and maintained by the leadership because employees who tend to be satisfied will usually devote themselves more to the organization or company, but on the contrary if employees feel dissatisfied it can trigger the occurrence of many things that could harm an organization or company such as employees starting lazy to work, working as long as possible and not optimal, starting to go on strike or so on.

Luthans (2011) states that job satisfaction is the result of employee perceptions to see how work will provide things that are considered important. One of the theories of job satisfaction is the two-factor theory developed by Herzberg which explains that job satisfaction will be explained by two factors, namely hygiene factors (maintenance factors) and motivational factors. Hygiene factors must exist to be able to maintain and maintain employee satisfaction, and if these factors are not present it will result in dissatisfaction in an employee. Thus, the hygienic factor becomes the basis for creating employee job satisfaction. Hygiene factors consist of the quality of supervision or relationship with superiors, salary or wages, company policies, working conditions, relationships with colleagues and job stability. While the motivational factor explains the increase in satisfaction, if the motivational factor exists, it will increase employee satisfaction. From this explanation, it can be seen that the superior's leadership style also contributes or contributes to creating the level of job satisfaction of an employee.

2.4.3 Relationship of Job Satisfaction to Performance

According to Robbins in (Rahmatullah, 2012) the relationship between job satisfaction and performance is more accurately called a "management myth" and it is difficult to determine which direction the causal relationship between the two is. However, various studies have found that organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. Job satisfaction is also an emotional attitude or feeling that is pleasant and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work and a combination of inside and outside work (Hasibuan, 2017).

Performance is said to be good if job satisfaction felt by employees is also getting better. In other words, good employee performance can affect employee job satisfaction. Thus, job satisfaction in a company is needed to boost employee performance.

2.5 Conceptual Framework and Hypotheses

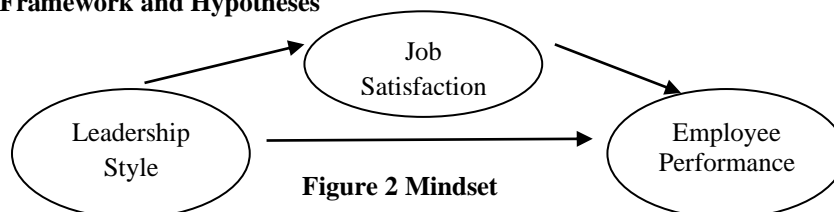


Figure 2 Mindset

2.6 Hypothesis

Based on the description of the literature review, the results of previous research and the conceptual framework, this hypothesis is:

1. Leadership style has a positive and significant effect on job satisfaction
2. Job satisfaction has a positive and significant effect on employee performance
3. Leadership style has a positive and significant effect on employee performance
4. Leadership style has a positive and significant effect on employee performance mediated by job satisfaction variables.

III. RESEARCH METHODS

3.1 Population and Research Sample

According to Arikunto (2006), if the subject is less than 100, it is better to take all so that the research is a population. However, if the number of subjects is large, it can be taken between 10-15% or 15-25% or more. From the total population of 203 people, according to the opinion above, the number of samples in this study can be taken 50% of the total population. So that the number of samples for this study was 102 people.

3.2 Data Analysis Techniques

The data analysis techniques used in this study are qualitative analysis (interviews with research informants), descriptive statistical analysis and Partial Least Square (PLS) analysis which is a Structural Equation Modeling (SEM) equation model with a *variance* -based approach or *component based structural equation modeling*.

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Partial Least Square (PLS) Test

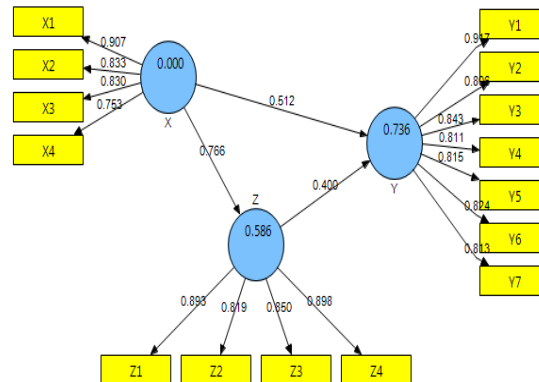


Figure 5. Results of PLS Algorithm

a. Discriminant Validity

Discriminant validity is carried out in ensuring that each concept of each latent variable is different from other variables. The model has good discriminant validity if each loading value of each indicator of a latent variable has the largest loading value compared to the loading value of other variables. The results of the *discriminant validity* test are obtained and explained in the following table.

Table 4.1 Discriminant Validity (Cross Loading) Values

	X	Y	Z
X1	0.906997	0.771649	0.676379
X2	0.833192	0.720052	0.659295
X3	0.830309	0.669969	0.637118
X4	0.753409	0.541747	0.57181
Y1	0.749743	0.917261	0.685239
Y2	0.630189	0.805757	0.519081
Y3	0.695904	0.842777	0.784901
Y4	0.686601	0.811181	0.691083
Y5	0.643396	0.814777	0.539102
Y6	0.649341	0.824139	0.704707
Y7	0.706393	0.813019	0.654288
Z1	0.70856	0.708336	0.893463
Z2	0.568217	0.643031	0.819238
Z3	0.718701	0.661232	0.849965
Z4	0.645774	0.726998	0.897891

Source: Data Processing Results (2021)

The computational results in table 5.11. can be tested with criteria if the *cross-loading* value of each variable indicator is greater than the *cross loading* of other variables, then the indicator is declared valid. The results of the *cross-loading* calculation of the indicators of leadership style variables, job satisfaction and employee performance are above the *cross-loading* value of other latent variables and within the tolerance threshold of 0.70 so that the research instrument is said to be discriminately valid.

b. Composite Reliability

Composite reliability tests the *reliability* value between the indicators of the construct. The results of *composite reliability* are said to be good if the value is 0.70. The results of testing the *composite reliability* of this research model can be seen in table 4.2 below.

Table 4.2 Reliability Test Results with Composite Reliability

No.	Variable	Composite Reliability	Results
1.	Leadership style	0.900	Reliability
2.	Job satisfaction	0.940	Reliability
3.	Employee performance	0.922	Reliability

Source: Data Processing Results (2021)

The test results in table 4.2 above, the *composite reliability* value of each latent variable in this study has a *composite reliability* value greater than 0.70. These results can be concluded that all the instruments used in this study have met the criteria or are eligible to be used in measuring the overall latent variables, namely leadership style, job satisfaction and employee performance have high suitability and reliability.

c. Reliability Test

The validity and reliability criteria can also be seen from the reliability value of a construct and the *average variance extracted* (AVE) value of each construct. The construct is said to have high reliability if the value is 0.70, the AVE value is above 0.50 and the Cronbach alpha value has a value of 0.60. Cronbach alpha and AVE values for all variables in this study will be explained in the following table.

Table 4.3 Cronbach Alpha and AVE. Values

No	Variable	Cronbach Alpha	AVE	Information
1	Leadership Style	0.85	0.69	Reliable
2	Job satisfaction	0.82	0.69	Reliable
3	Performance	0.88	0.74	Reliable

Source: Data Processing Results (2021)

From the results of table 4.3 above, it can be seen that all of the variables are reliable because the Cronbach alpha value exceeds 0.70 and the *average variance extracted* (AVE) value exceeds 0.60.

4.2 Hypothesis test

Testing the hypothesis and the path coefficient of the influence of leadership style on employee performance through the intervening variable, namely job satisfaction, can be seen from the path coefficient value and the critical point (t-statistics). Completely can be presented in the following table 5.15:

Table 4.4 Path Coefficient

Direct influence between variables				coef. Track	T-stats	Condition	Results	
H1	Leadership Style	□	Job satisfaction	0.765539	7.789199	> 1.98	Accepted	
H2	Leadership Style	□	Performance	0.512399	15.041919	> 1.98	Accepted	
H3	Job satisfaction	□	Performance	0.399591	5.385932	> 1.98	Accepted	
Testing Mediation Effect (indirect)								
Exogenous		Mediation		Endogenous		coef. Track	Mediation nature	Results
H4	Leadership Style	□	Job satisfaction	□	Performance	0.765539 x 0.399591 = 0.305903	Partial	Accepted

Source: Data Processing Results (2021)

Based on table 4.4 it can be seen that the results of the *bootstrapping* analysis of the path coefficient test of direct and indirect effects indicate that leadership style has a positive effect of 0.765, the effect of leadership style on employee performance has a positive effect of 0.512 and the effect of job satisfaction on employee performance has a positive effect of 0.399 while the influence of leadership style on employee performance through the variable job satisfaction has a positive effect of 0.305. The results of hypothesis testing can be explained as follows

H1: The influence of leadership style on job satisfaction

The results of the calculation of the influence of leadership style on job satisfaction can be proven by the *estimated* value of the data path coefficient of 0.765 in a positive direction, with a t value of 7.789, this value is greater than t table (1.98). These results indicate that leadership style has a positive and significant effect on job satisfaction so that **hypothesis 1 is accepted**.

H2: The Effect of Job Satisfaction on Employee Performance

The results of calculating the effect of job satisfaction on employee performance can be proven by the *estimated* value of the data path coefficient of 0.512 in a positive direction, with a t value of 15,041, the value is greater than t table (1.98). These results indicate that job satisfaction has a positive and significant effect on employee performance so that **hypothesis 2 is accepted**.

H3: The influence of leadership style on employee performance

The results of the calculation of the influence of leadership style on employee performance can be proven by the *estimated* value of the data path coefficient of 0.399 in a positive direction, with a t value of 5.385, this value is greater than t table (1.98). These results indicate that leadership style has a positive and significant effect on employee performance so that **hypothesis 3 is accepted**.

H4: The influence of leadership style on employee performance through job satisfaction

The results of the calculation of the influence of leadership style on employee performance through the job satisfaction variable can be proven by the *estimated* value of the data path coefficient of 0.305 in a positive direction, with a t value of 5.07, the value is greater than t table (1.658). These results indicate that leadership style has a positive and significant effect on employee performance mediated by job satisfaction variables so that **hypothesis 4 is accepted**.

4.3 Discussion of Research Results

Based on the results of data analysis in this study, the discussion of the results of this study combines theory, the results of previous studies and empirical facts that occur in the object being studied in order to verify that the results of this study strengthen or reject the theory and results of previous studies. Therefore, the study of human resource development (HR) with the approach of Human Resource Management (HRM) theory and organizational behavior in the public/government sector in relation to this research variable is an attempt to photograph the facts or conditions of whether or not the leadership style is high or low. affect employee performance mediated by job satisfaction variables at the PD Office. BPR Bahteramas in the mainland region of Southeast Sulawesi Province.

4.3.1 The Effect of Leadership Style on Job Satisfaction

Siagian (2003) defines leadership is a "motor or the driving force of all the resources and tools (*resources*) available to an organization". It very clearly defines how valuable leadership and leaders are in an organization in the perspective of human resource management.

The results of this study indicate that leadership style has a positive and significant effect on job satisfaction felt by employees of BPR Bahteramas in the mainland region of Southeast Sulawesi Province. This means that the more effective the perceived increase in leadership style by employees, the more it will have a significant effect on job satisfaction and vice versa, if the leadership style is deemed less effective, it will significantly affect the decrease in job satisfaction of BPR Bahteramas in the Mainland, Southeast Sulawesi Province.

The leadership style applied by the leader will be able to influence the policies and activities that occur within the company, including creating a sense of satisfaction or dissatisfaction from employees. This will be seen in the way the task is carried out which is strongly influenced by the policies and leadership style of his superiors. Employee satisfaction is very important to be managed and maintained by the leadership because employees who tend to be satisfied will usually devote themselves more to the organization or company, but on the contrary if employees feel dissatisfied it can trigger the occurrence of many things that could harm an organization or company such as employees starting lazy to work, work origin and not optimal, start to strike or so forth.

The findings of this study also confirm the theory put forward by Luthans (2001) which states that job satisfaction is the result of employees' perceptions to see how the work they do will provide things that are considered important. One of the things that will increase employee job satisfaction is the superior factor who is able to maintain and make the situation and atmosphere of the work environment conducive or comfortable.

4.3.2 The Effect of Job Satisfaction on Performance

The results of this study note that job satisfaction has a positive and significant effect on employee performance at the Bahteramas BPR Office in the Mainland Southeast Sulawesi Province. This means that job satisfaction will have a significant effect on improving employee performance at the Bahteramas BPR Office in the Mainland area of Southeast Sulawesi Province. According to Robbins in (Rahmatullah, 2012) the relationship between job satisfaction and performance is more accurately called a "management myth" and it is difficult to determine which direction the causal relationship between the two is. However, various studies have found that organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. Job satisfaction is also an emotional attitude or feeling that is pleasant and loves his job. Performance is said to be good if job satisfaction felt by employees is also getting better. In other words, good employee performance can affect employee job satisfaction. Thus, job satisfaction in a company is needed to boost employee performance.

The findings of this study are also in line with the results of research conducted by Devilan Sijatra (2015) which states that there is a significant impact of job satisfaction on employee performance at PT. Y. These results also confirm the findings researched by Darwito (2018) which states that job satisfaction will have a positive and significant effect on employee performance at the Semarang City Hospital.

4.3.3 Influence of Leadership Style on Performance

In a company basically expect maximum employee performance, because with good employee performance the company and company performance can achieve existing targets. Associated with improving employee performance is one of the factors that have a major influence on employee performance, namely one's leadership style. The results of this study indicate that leadership style has a positive and significant effect on employee performance at the Bahteramas BPR Office in the Mainland Southeast Sulawesi Province. This means that leadership style will have a significant effect on employee performance at the Bahteramas BPR Office in the Mainland area of Southeast Sulawesi Province.

The results of this study are also supported by the description of respondents' answers that the leadership style of superiors at the BPR Bahteramas Office in the Mainland region of Southeast Sulawesi Province by most of the respondents stated that it was good. This means that the majority of respondents stated that superiors have good abilities in influencing, motivating, and making subordinates able to contribute to the effectiveness and success of the organization.

Leadership is a very decisive factor in an organization or company so that the success or failure of the company in achieving goals is determined by the leader. The figure of a leader will also greatly contribute to improving the performance of his subordinates. The findings of this study confirm the opinion of Siagian (2014) which states that the success of the organization, both as a whole and as a group in a particular organization, is highly dependent on the quality of leadership in the organization concerned. In fact, it can be said that the quality of leadership contained in an organization plays a very dominant role in the success of the organization in carrying out various activities, especially in the performance of its employees.

Finally, leadership is a group phenomenon that is vital for any organization. Good leadership will be able to create conformity and agreement within the organization, provide motivation and encouragement for members of the organization, or in other words give a positive boost to employee performance. On the other hand, poor leadership will cause conflict among members of the organization, causing conflict, feeling uneasy or threatened, thereby damaging employee performance.

The findings of this study confirm the findings of research conducted by Rani Marian (2018), Syafri Hutauruk (2015) and Dicky Ari Vanjery (2016) which state that there is a positive and significant influence of a good

leadership style on employee performance. The better the way the leader influences, motivates, directs and fosters his employees, the more significant the employee's performance will be. These results also confirm the findings researched by Darwito (2018) which states that a good leadership style will have a positive and significant effect on employee performance at the Semarang City Hospital.

4.3.4 The influence of leadership style on performance through job satisfaction variables

The results of this study indicate that leadership style has a positive and significant effect on employee performance at the BPR Bahteramas Office in the Mainland Southeast Sulawesi Province through job satisfaction as a mediating variable. This means that leadership style will have a significant effect on employee performance at the Bahteramas BPR Office in the Mainland Southeast Sulawesi Province which is correlated with a decrease in employee job satisfaction.

The findings of this study are also in line with and confirm the findings put forward by Darwito (2018) which states that a good and effective leadership style will be able to increase job satisfaction which in turn will encourage an increase in employee performance. The results are also in line with the research findings of Ogbonna and Harris (2000) which state that job satisfaction is able to moderate the leadership style with employee performance. Job satisfaction variable is the mediating variable in this study. The theory proposed by Suliyanto (2011) states that several types of mediating variables are as follows:

1. *Full mediation*. This means that significantly the independent variable is not able to influence the dependent variable if it is not through the mediating variable.
2. *Partial mediation*. This means that by involving the mediating variable, directly or indirectly, the independent variable affects the dependent variable.
3. *Unmediated*. This means that without involving the mediating variable, the independent variable is directly able to influence the dependent variable.

The results of the research on the four hypotheses proposed in this study show that the type of mediating variable in this study is partial mediation, where with the job satisfaction variable, directly or indirectly, the leadership style variable is able to influence employee performance variables at BPR Bahteramas mainland.

4.4 Research Limitations

This study has several limitations and is a consideration for further research. The limitations in this study are:

1. This study only takes the scope of BPR Bahteramas in the mainland region of Southeast Sulawesi Province, so the results of this study cannot necessarily be generalized to BPR Bahteramas in the archipelago region of Southeast Sulawesi Province.
2. This study uses only one independent variable that affects employee performance, namely leadership style. There are still many other independent variables that might be able to explain and possibly have an influence on employee performance variables
3. This study only takes data from the answers to the questionnaire which is sometimes not accurate because it is not equipped with in-depth interviews with research respondents.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of research and discussion, it can be concluded as follows:

1. Leadership style has a positive and significant effect on job satisfaction of BPR Bahteramas employees. This means that a good leadership style at BPR Bahteramas will be able to increase employee job satisfaction in the office.
2. Job satisfaction has a positive and significant effect on the performance of BPR Bahteramas employees. This means that job satisfaction will contribute positively in improving the performance of BPR Bahteramas employees.
3. Leadership style has a positive and significant effect on the performance of BPR Bahteramas employees. This means that a good leadership style will be able to improve the performance of the employee.
4. Leadership style has a positive and significant effect on the performance of BPR Bahteramas employees which is mediated by job satisfaction variables.

5.2 Suggestions

From the conclusions that have been explained, the suggestions that can be given from the results of this study are as follows:

1. Regarding the aspect of leadership style, management or leadership should be able to improve leadership behavior and attitudes that will create emotional closeness between leaders and subordinates so that they will be able to encourage employee performance.
2. Regarding the aspect of job satisfaction, the management of BPR Bahteramas should pay attention to the aspect of creating a more conducive working atmosphere and situation so as to encourage a sense of comfort at work and prevent employees from stress while in the work environment.
3. Regarding the performance aspect, it is necessary to pay close attention to the issue of providing equal opportunities to every employee of BPR Bahteramas so that it will directly or indirectly improve their performance.

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