



The influence of leadership style, motivation, and work training mediated by job satisfaction on employee performance

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ABSTRACT

This study aims to analyze whether there is an influence between the variables of Leadership style, motivation and job training on employee performance, which is mediated by job satisfaction at PT WOM Finance Regional West Java. Using a quantitative approach with descriptive-verification analysis, this study involved 53 employees selected through proportional stratified random sampling and using Smart PLS. The results showed that there was a significant positive influence of leadership style variables on employee performance, there was a significant positive influence of motivation variables on employee performance, there was a significant positive influence of job training variables on employee performance, job satisfaction significantly mediated the positive relationship. the influence of leadership style on employee performance, job satisfaction significantly mediated the positive influence of motivation on employee performance, job satisfaction significantly mediated the positive influence of job training on employee performance.

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INTRODUCTION

Human resources are the most important component in business and have an important role in the company, human resource management must be carried out professionally. Thus, if human resource management is carried out well, productively, and professionally, the results will be positive for the company. HCM focuses on optimizing the use, development, and empowerment of human resources in achieving the company's strategic goals. HCM manages the employee work cycle, including recruitment and selection, skills development, performance management, compensation and benefits, talent management, and career development. Human Capital Management seeks to strengthen the relationship between management and employees, create an inclusive work culture, improve the ability to communicate, and create a friendlier work environment (Riansari & Rofianty, 2021).

The dynamics of leadership always show a process of action and reaction between leaders and followers. In the process, both action and reaction as well as interaction and interaction can cause two sides of the tendency, namely positive or negative from and for leaders and followers, both as a cause and as a result. Negative tendencies for followers if the leader shows behavior that is not in accordance with the wishes and demands of followers and as a result the followers also show reactions and interactions that do not support the wishes of the leader. This situation becomes a negative tendency and becomes a threat to the continuity of leadership of a leader.

Leader as the influencing party and there are followers as the influenced party. Between leaders and followers, vertical interaction is directed and organized in activities to achieve goals in situations and environments. The nature of leading is a process of influencing activities so that other people carry out activities, so there are various opinions about the functional activities carried out by a leader to influence followers.

The work performance of the WOM Finance Branch Head is not enough just by increasing education and motivation, but can also be done by increasing their motivation. Motive is the driving force that drives someone to do something, and motivation is an activity to provide support to someone or oneself to take a desired action (Sukiyah et al., 2021). The emergence of motivation in a person is certainly due to the existence of a need in his life, both primary and secondary needs. If these needs can be met, then a person will work hard so that work performance (performance) can increase. The activity of providing motivation, somehow and with what to motivate employees to be more enthusiastic about working is a function of "human relations" in management (Badrianto et al., 2022). Based on the data, it shows that the level of employee performance at PT WOM FINANCE TBK is not yet optimal. In carrying out its work, PT WOM FINANCE TBK has decreased from 2021 to 2023. In 2021, the total realization of employee performance achieved was 88.65%. In 2022, the total realization of performance achieved was 87.20%. But in 2023, the total realization of performance achieved was 86.20%.

In addition to providing leadership programs for its employees, companies must also provide motivation as a way to encourage work enthusiasm so that they are willing to work and use all their abilities and skills to achieve company goals. High employee performance will increase and company goals will be achieved. This is supported by research (Sukiyah et al., 2021) which states that what motivates employees the most in improving their performance is the company's attention to employee health, so what the company must do is improve the health facilities that will be received by employees, this will also make employees more enthusiastic and motivated to improve their performance. The results of the study (Sukiyah et al., 2021) found that motivation and job satisfaction have a positive and significant effect on employee performance.

Employee performance affects the achievement of company performance, because if employees do not complete tasks on time, the branch office will be assessed. This is in accordance with the KPI (Key Performance Indicator) system of PT.WOM which is used annually to assess performance. This KPI is a corporate performance target that is passed down to the work unit or board of directors targets and then passed down to individual corporate performance targets. This means that what the company expects is not appropriate because its performance is not optimal and has not reached the initial predicate target. Providing better performance to Taspen participants is the goal of PT. WOM to make Taspen a professional company that strives to meet the needs of Taspen participants. Some of the problems faced by PT. WOM employees include tardiness and the number of employees who are absent. In addition, the lack of training at PT. WOM directly makes employees unmotivated to do their jobs. Lack of training and low motivation can result in lower job satisfaction, which can lead to decreased discipline.

Based on the description of the background of the problem above, the author wishes to conduct a study, with the hope that this study can reveal how leadership style, motivation, and work training, Job Satisfaction and Employee Performance are running and the relationship

between the three variables. This study is entitled "The effect of leadership style, motivation, and work training on employee performance mediated by job satisfaction on employee performance at PT WOM Finance Regional West Java".

RESEARCH METHOD

This study uses quantitative research type with descriptive verification analysis. Samples were obtained using proportional stratified random sampling technique of 53 employees.

The sampling technique used in this study is to use the Random Sampling procedure, which is a sample selection process where all members of the population have the same opportunity to be selected. While the method used is Simple Random Sampling, which is a sample selection method in which each member of the population is selected randomly, so that everyone has the same opportunity to be selected, and someone who has been selected cannot be selected again.

Data collection was carried out by distributing questionnaires to employees of PT WOM Finance Regional West Java. The form of the questionnaire made is a structured questionnaire, where the question material is about Leadership style, motivation and work training on employee performance mediated by job satisfaction at PT WOM Finance Regional West Java. To determine the factors that have a positive influence and the influence of independent variables on the dependent variable, this study uses Smart PLS analysis.

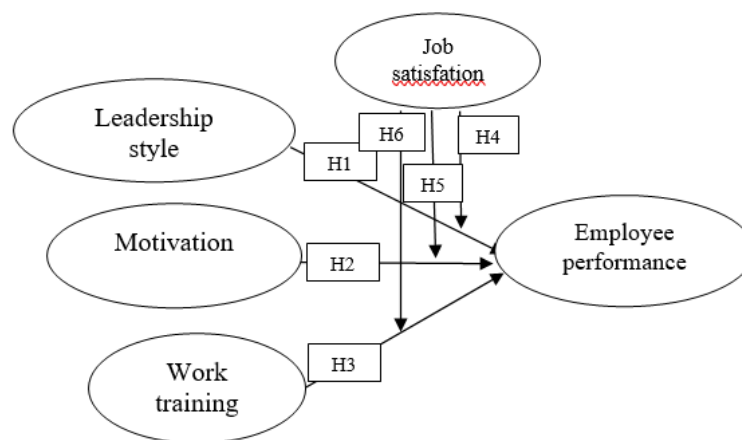


Figure 1. Research conceptual framework

Explanation of the Nature of Moderation

(1) The influence of leadership style variables on employee performance, (2) The influence of motivation variables on employee performance, (3) The influence of job training variables on employee performance, (4) The influence of leadership style variables on employee performance through job satisfaction, (5) The influence of motivation variables on employee performance through job satisfaction, (6) The influence of job training variables on employee performance through job satisfaction.

RESULTS AND DISCUSSIONS

Data analysis

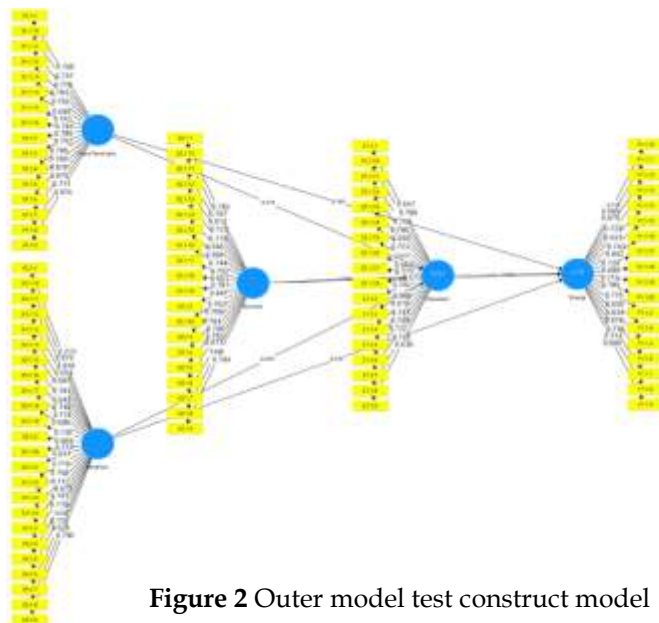


Figure 2 Outer model test construct model

Based on the figure above, the hypothesis testing value is obtained in the form of significance between constructs, namely the t-statistics and p-values that have been recapitulated.

Convergent validity

Table 1. AVE and commnality

Indikator	Loading Factor	Information
X1.1.1	0.768	Valid
X1.1.10	0.757	Valid
X1.1.11	0.778	Valid
X1.1.12	0.704	Valid
X1.1.13	0.755	Valid
X1.1.14	0.686	Valid
X1.1.15	0.763	Valid
X1.1.16	0.781	Valid
X1.1.2	0.876	Valid
X1.1.3	0.752	Valid
X1.1.4	0.785	Valid
X1.1.5	0.780	Valid
X1.1.6	0.811	Valid
X1.1.7	0.876	Valid
X1.1.8	0.711	Valid
X1.1.9	0.815	Valid
X2.1.1	0.782	Valid
X2.1.10	0.707	Valid
X2.1.11	0.812	Valid
X2.1.12	0.723	Valid
X2.1.13	0.774	Valid
X2.1.14	0.646	Valid
X2.1.15	0.660	Valid
X2.1.16	0.744	Valid
X2.1.17	0.752	Valid
X2.1.18	0.651	Valid
X2.1.19	0.787	Valid
X2.1.2	0.847	Valid
X2.1.20	0.763	Valid

X2.1.3	0.700	Valid
X2.1.4	0.764	Valid
X2.1.5	0.709	Valid
X2.1.6	0.784	Valid
X2.1.7	0.873	Valid
X2.1.8	0.803	Valid
X2.1.9	0.784	Valid
X3.1.1	0.772	Valid
X3.1.10	0.876	Valid
X3.1.11	0.878	Valid
X3.1.12	0.653	Valid
X3.1.13	0.607	Valid
X3.1.14	0.781	Valid
X3.1.15	0.647	Valid
X3.1.16	0.749	Valid
X3.1.17	0.711	Valid
X3.1.18	0.698	Valid
X3.1.19	0.730	Valid
X3.1.2	0.665	Valid
X3.1.20	0.710	Valid
X3.1.21	0.651	Valid
X3.1.22	0.716	Valid
X3.1.23	0.750	Valid
X3.1.24	0.712	Valid
X3.1.3	0.671	Valid
X3.1.4	0.791	Valid
X3.1.5	0.716	Valid
X3.1.6	0.627	Valid
X3.1.7	0.770	Valid
X3.1.8	0.628	Valid
X3.1.9	0.795	Valid
Y1.1.10	0.715	Valid
Y1.1.11	0.666	Valid
Y1.1.12	0.670	Valid
Y1.1.13	0.722	Valid
Y1.1.14	0.657	Valid
Y1.1.15	0.743	Valid
Y1.1.16	0.802	Valid
Y1.1.17	0.720	Valid
Y1.1.18	0.680	Valid
Y1.1.19	0.715	Valid
Y1.1.20	0.785	Valid
Y1.1.3	0.725	Valid
Y1.1.4	0.650	Valid
Y1.1.5	0.634	Valid
Y1.1.6	0.818	Valid
Y1.1.7	0.736	Valid
Y1.1.8	0.714	Valid
Y1.1.9	0.699	Valid
Z1.1.1	0.657	Valid
Z1.1.10	0.786	Valid
Z1.1.11	0.708	Valid
Z1.1.12	0.796	Valid
Z1.1.13	0.650	Valid
Z1.1.14	0.723	Valid
Z1.1.15	0.627	Valid
Z1.1.16	0.660	Valid
Z1.1.17	0.777	Valid
Z1.1.18	0.672	Valid
Z1.1.2	0.792	Valid
Z1.1.3	0.860	Valid

Z1.1.4	0.616	Valid
Z1.1.5	0.747	Valid
Z1.1.6	0.749	Valid
Z1.1.7	0.722	Valid
Z1.1.8	0.758	Valid
Z1.1.9	0.636	Valid

The convergent validity of the measurement model using reflective indicators is assessed based on the loading factor of the indicators that measure the construct. Based on the results of the loading factor above, it can be concluded that all constructs have good convergent validity.

Composite reliability and cronbach's alpha

Table 2. Composite reliability and cronbach's alpha

Variable	Composite Reliability	Average Variance Extracted (AVE)
Leadership style	0.769	0.628
Job satisfaction	1.000	1.000
Employee performance	1.000	1.000
Motivation	0.863	0.759
Work training	1.000	1.000

Based on the results of construct validity testing, it is obtained that the AVE scores of all variables have met the requirements, namely > 0.5 , which means that all variables have good construct validity. Then the Composite reliability score of each variable is > 0.7 . This shows that all variables in this study have good reliability.

Structural Model Testing (Inner Model)

Table 3. Structural model testing

	R Square	R Square Adjusted
Job satisfaction	0.716	0.668
Employee performance	0.635	0.688

Based on the table above, the R Square score is 0.635, which means that the influence of independent and moderating variables on performance of 63.5% can be explained by variations in the independent variables. The remaining 36.5% is explained by other factors outside the regression model. The R Square score is 0.635, which means that the influence of independent and moderating variables on satisfaction of 71.6% can be explained by variations in the independent variables. The remaining 28.4% is explained by other factors outside the regression model.

Path Coefficients (Mean, STDEV, t-Value)

Table 4. Path Coefficient Results

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Leadership style -> Employee performance	2.180	1.321	0.017	Significant effect
Motivation -> Employee performance	2.546	5.359	0.000	Significant effect
Work training -> Employee performance	2.192	1.569	0.017	Significant effect

Based on the table above, it shows that the leadership style of the original sample on employee performance is 2.180 with a P value of 0.017, then motivation on employee performance

of the original sample is 2.546 and P Value 0.000, then job training on employee performance of the original sample is 2.192 and P Value 0.017. Thus, this hypothesis has a significant influence on all variables.

Hypothesis Test Results of Indirect Influence

Table 5. Hypothesis test result of indirect influence

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Leadership style*Job satisfaction-> Employee performance	1.031	2.794	0.027	Significant effect
Motivation*Job satisfaction -> Employee performance	1.022	2.689	0.041	Significant effect
Work training*Job satisfaction -> Employee performance	1.052	2.825	0.009	Significant effect

It can be seen that the original value of H4 is 1.031 with a significance below 5% indicated by a t-statistic value of 2.794 with (P value 0.027 <0.05), the original value of H5 is 1.022 with a significance below 5% indicated by a t-statistic value of 2.689 with (P value 0.041 <0.05), the original value of H6 is 1.052 with a significance below 5% indicated by a t-statistic value of 2.825 with (P value 0.009 <0.05). Based on the regression results, it can be concluded that all hypotheses can be accepted.

Discussion

a. The first hypothesis: The Influence of Leadership Style on Employee Performance

This study shows that there is a positive influence between the leadership style variable on employee performance. This means that the increasing leadership style carried out by PT WOM Finance Regional West Java will be directly proportional and affect employee performance in using the services of PT WOM Finance Regional West Java. The higher the leadership style, the higher the performance.

b. The second hypothesis: The Influence of Work Motivation on Employee Performance

This study shows that there is a positive influence between work motivation variables on employee performance. This means that the increasing work motivation carried out by PT WOM Finance Tasikmalaya is directly proportional to the increasing employee performance.

c. The third hypothesis: The Influence of Job Training on Employee Performance

The results of this study show that there is a positive and significant influence between job training variables on employee performance. Job training needs to be carried out periodically because it has been proven to have a significant impact on employee performance, ensuring that employees have good work skills. Companies must implement two-way communication to make employees feel comfortable and improve their performance. In addition, appreciation for high-achieving employees and sanctions for those who are not disciplined need to be given to improve discipline.

d. Fourth hypothesis: The influence of leadership style indirectly affects employee performance through job satisfaction.

The results of this study show that there is a positive and significant influence between the leadership style variable on employee performance moderating satisfaction. This means that the

increasing motivation carried out by PT WOM Finance Tasikmalaya is directly proportional to the increasing employee performance moderating satisfaction.

- e. Five hypothesis: The indirect influence of motivation has an impact on employee performance through job satisfaction.

The results of this study show that there is a positive and significant influence between work motivation variables on employee performance moderating compensation. This means that the increasing work motivation carried out by PT WOM Finance Tasikmalaya is directly proportional to the increasing employee performance moderating satisfaction.

- f. Six hypothesis: The Indirect Effect of Job Training on Employee Performance Through Job Satisfaction

The results of this study show that there is a positive and significant influence between job training variables on employee performance moderating satisfaction. This means that the increasing job training carried out by PT WOM Finance is directly proportional to the increasing employee performance moderating satisfaction, so it can be stated that there is an indirect influence of training on employee performance through job satisfaction, so that the higher the job satisfaction shown by employees will cause their performance to also be higher.

CONCLUSION

The conclusions from this study can be drawn as follows: Leadership style has a significant positive effect on employee performance. This means that the better and more appropriate the leadership style applied, the more it will have an impact on increasing employee performance at PT WOM Finance Regional West Java. It shows that the leadership style of the original sample on employee performance is 2.180 with a P value of 0.017.

Work motivation has a significant positive effect on employee performance. This means that the better and more appropriate the work motivation applied, the more it will have an impact on increasing employee performance at PT WOM Finance Regional West Java. Then motivation on employee performance of the original sample is 2.546 and P Value 0.000.

Job training has a significant positive effect on employee performance. This means that the better and more appropriate the work training applied, the more it will have an impact on increasing employee performance at PT WOM Finance Regional West Java. Then job training on employee performance of the original sample is 2.192 and P Value 0.017.

Job satisfaction significantly mediates the positive effect of leadership style on employee performance. This means that the better and more appropriate the leadership style applied, the more it will have an impact on increasing employee performance influenced by satisfaction at PT WOM Finance Regional West Java. It can be seen that the original value of H4 is 1.031 with a significance below 5% indicated by a t-statistic value of 2.794 with (P value 0.027 < 0.05).

Job satisfaction significantly mediates the positive effect of work motivation on employee performance. This means that the better and more appropriate the work motivation applied, the more it will have an impact on increasing employee performance influenced by satisfaction at PT WOM Finance Regional West Java. The original value of H5 is 0.1022 with a significance below 5% indicated by a t-statistic value of 2.689 with (P value 0.041 < 0.05).

Job satisfaction significantly mediates the positive effect of job training on employee performance. This means that the better and more appropriate the work training implemented, the more it will impact on increasing employee performance influenced by satisfaction at PT WOM Finance Regional West Java. The original value of H6 is 1.052 with a significance below 5%

indicated by a t-statistic value of 2.825 with (P value 0.009 <0.05). Based on the regression results, it can be concluded that all hypotheses can be accepted.

Based on the direct experience of researchers in this research process, there are several limitations experienced and can be several factors that can be considered for future researchers in further perfecting their research because this research itself certainly has shortcomings that need to be improved in future studies.

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