
The Direct and Indirect Influence of Leadership, Motivation and Job Satisfaction Against Employees' Performance

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Abstract:

The results of this study showed that leadership has a positive and significant effect directly to job satisfaction, as well as motivation.

Leadership positively and directly affects employees performance, motivation has a positive and significant effect directly to employees performance.

Job satisfaction has a positive and significant effect directly on employees performance, leadership has a positive and significant effect indirectly on employees performance through job satisfaction.

Motivational leadership has an indirect positive and significant impact on employees performance through job satisfaction.

Keywords: Leadership, Motivation, Job Satisfaction, Employees Performance.

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1. Introduction

Motivation is the foundation for a person to enter the organization in order to fulfill its need to achieve organizational goals. Therefore management becomes a key factor in providing motivation being an effective driving force in an effort to increase job satisfaction (Ali *et al.*, 2012).

Organization in the achievement of its objectives have a very important factor that is human resources, because no matter how well an organization, no matter how the facilities and infrastructure owned by the organization, without any role of human resources all will not run well, because human resources as motor drive for life (Iqbal *et al.*, 2012).

High employee performance will support the productivity of an organization, so it should be the leader of the organization always pay attention to improving the work of its members for the progress of the organization. Various ways can be taken by the company in improving the performance of its employees such as by realizing employee job satisfaction through motivation and leadership in accordance with the expectations of employees (Azar and Shafiqhi, 2013).

Each organization has distinctive features that distinguish it from other organizations, this characteristic becomes the identity of the organization (Wahyu, 2017). This characteristic is called motivation. deals with how the organization builds a commitment to realize its vision, win the hearts of customers, win the competition and build corporate strength (Suryanto *et al.*, 2017).

Motivation determines the progress of every organization, no matter what type of organization it is. Motivation is formed from organizational philosophy and values embraced by human resources within the organization, but the role of top management is very large in the formation of motivation (Jyothibabu *et al.*, 2010). In addition, the supporting factors that should be in the core of the company are leadership (Weldy and William, 2010).

Leadership is defined as a person's ability to influence others to work toward goals and targets according to Patola. The ability to influence a leader will determine how employees use to achieve the work. Organizational leaders can influence behavior by creating organizational systems and processes as needed, both individual needs, group needs and organizational needs. Applying the right leadership greatly affects employee job satisfaction (Jerez-Gomez *et al.*, 2005).

Novelty in writing this call paper states that the employee's satisfaction directly and indirectly is influenced by motivation and leadership. It can not be dismissed from the fact that job satisfaction can be achieved if his expectations can be fulfilled in carrying out his job duties. Job satisfaction is a reflection of the individual's feelings

and attitudes towards his / her work, which is the interaction between those concerned with the work environment (Weldy, T.G. and William, E.G. 2010).

2. Literature review

Employee performance:

Performance is the result of work in quality and quantity achieved by an employee in performing its duties in accordance with the responsibilities given to it (Jyothibabu and Farooq, 2010).

Job satisfaction:

Job satisfaction is an individual's general attitude towards his job. Each individual has a different level of satisfaction in accordance with the value system prevailing in him. The more aspects that are in accordance with the individual's desire the higher the job satisfaction.

Motivation:

Motivation is a set of attitudes and values to influence the individual to achieve the specific in accordance with the individual goals.

Leadership:

Leadership is to direct, nurture or organize, guide and also indicate or influence.

3. Methodology

3.1 Research Instruments

Measurements with the Likert Scale have advantages in diversity of scores so that respondents in this case can express their level of opinion to be close to the actual reality. Likert scale used in this study are as follows:

- a. Strongly Agree (SS): Given weight / score 5
- b. Agree (S): Given weight / score 4
- c. Less Agree (KS): Given weight / score 3
- d. Disagree (TS): Given weight / score 2
- e. Strongly Disagree (STS): Given weight / score 1

3.2 The Normality of Data Test

Method of decision making is using the following criteria:

- Data is normally distributed if probability > 0.05
- Data is not normally distributed if the probability is < 0.05

a. Multicollinearity Test:

According to Yudiaatmaja in Waridin and Masrukin (2006), to identify the presence or absence of multicollinearity we use the Variance Inflation Factor (VIF).

b. Heteroscedasticity Test:

To detect the presence or absence of heteroscedasticity, the authors used rho Spearman's test method.

c. F Test for Hypothesis testing:

Ho: $\beta_i = 0$ (regression coefficient is not significant)

Ha: $\beta_i \neq 0$ (significant regression coefficient)

Where the value of F can be calculated as follows: If $F_{hit} > F_{tab}$ with a certain significant level (e.g., 5%) then Ho is rejected and Ha is accepted. If $F_{hit} < F_{tab}$ with a certain level of significance (e.g., 5%) then Ho is accepted and Ha is rejected.

d. Partial Test / T Test:

T test is used to determine the influence of each independent variable to the dependent variable. T test is done by comparing t count with t table. To determine the t value at 5% significance level with degrees of freedom $df = (n-k-1)$ where n is the number of respondents and k is the number of variables we used the corresponding table.

e. Coefficient of Determination:

Testing of the significant variables by finding its determination or value of R² (R-Square). If the coefficient of determination is zero it means independent variable has no effect on the dependent variable. If the value of the coefficient of determination is close to one, then it can be said that the independent variables affect the dependent variable quite strongly.

f. Path Analysis:

The calculation of path coefficient is processed by using SPSS software version 22.0. Path analysis is used to analyze the relationship pattern between variables with the aim to know the direct or indirect effect of a set of exogenous variables.

4. Results and Analysis

4.1 Descriptive Analysis

The data collected for analysis in the form of an employee questionnaire data in Private Universities. Results of data processing in the form of information to determine the effect of motivation and leadership on job satisfaction and its impact on employee performance. In the path analysis model which is used in this study there are four input variables, namely employee performance as the dependent variable which is denoted by Z, the independent variable of motivation which is denoted by X1, the leadership which is denoted by X2 and job satisfaction which is denoted by Y.

4.2 Hypothesis testing

In the following Tables 1-7 and in Figure 1 we present the empirical results of this study.

Table 1. Simultaneously of F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	698,692	3	296,296	59,847	,000 ^b
Residual	399,477	111	5,006		
Total	984,958	114			

a. Dependent Variable: Performance.

b. Predictors: (Constant), Satisfaction, Leadership, Motivation

Table 2. Partial T Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Tolerance
		B	Std. Error	Beta			
1	(Constant)	22,939	2,408		7,228	,000	
	Motivasion	,578	,280	,672	4,444	,000	,274
	Leadership	,758	,227	,064	3,903	,000	,377
	Satisfaction	,357	,249	,540	1,771	,000	,280

a. Dependent Variable: Performance.

Table 3. Determination Test Coefficient of Sub Structure

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,839 ^a	,790	,777	2,20238

a. Predictors: (Constant), Satisfaction, Leadership, Motivation

b. Dependent Variable: Performance

Source: Processed data (2016)

Figure 1. Path Analysis Model

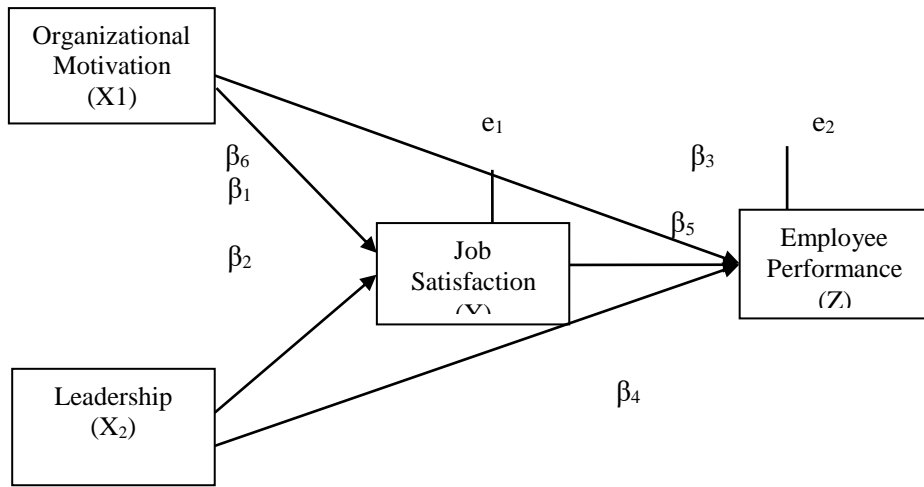


Table 4. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,948	,880	,877	1,8968

a. Predictors : (Constant), Leadership, Motivarion

b. Dependent Variabel: Satisfaction

Table 5. Analysis Result Summary of Sub-Structures I Path

Influence	Coefficient	Direction	Result	Result	Coefficient	Coefficient
Antar Variabel	Path (Beta)	Relation	F Test	T Test	Determination	Sisa
X1 Terhadap Y	0,778	Positive	Significant	Signifcant	0,880	0,260
X2 Terhadap Y	0,628	Positif	Significant	Signifcant	0,880	0,650

Table 6. Analysis Results of Determination Coefficient of sub structure II

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,869 ^a	,790	,777	2,20248

a. Predictors: (Constant), Satisfaction, Leadership, Motivation

b. Dependent Variable: Performance

4.3 Determination Coefficient Results of Sub Structure II: Direct, Indirect Influence and Total Influence of Independent Variables Against the Dependent Variable

The results of path analysis can be described to explain the influence of motivation and leadership on job satisfaction and its impact on employee performance. It is presented and concluded in Table 7.

Table 7. Path Coefficient, Direct & Indirect Effect

Variable Influence	Clausal Influence		
	Direct	Indirect Through Y	Total
X ₁ thd Y	0,869	-	0,869
X ₂ thd Y	0,708	-	0,708
X ₁ thd Z	0,772	0,869	0,1416
X ₂ thd Z	0,564	0,708	0,1212
Y thd Z	0,840	-	0,840
e ₁	0,894	-	-
e ₂	0,903	-	-

5. Conclusions

The results showed that leadership as well as motivation have a positive and significant impact to job satisfaction. Leadership positively and directly affects employees performance, motivation has positive and significant effect directly to employees performance. Job satisfaction has a positive and significant effect directly on employees performance, leadership has positive and significant effect indirectly on employees performance through job satisfaction. Motivational leadership has an indirect positive and significant impact on employees performance through job satisfaction.

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