

# LEADERSHIP BEHAVIOR AND WORK MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN FINANCING COMPANIES IN JAMBI CITY

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## Abstract

This study aims to analyze the influence of Leadership Behavior and work motivation on employee performance mediated by job satisfaction. The population of this study were employees of several financing companies in Jambi City, with a total sample of 230 workers. The data analysis method uses the Structural Equation Model operated using AMOS software ver.22.0 windows 11. The results of the study found that Leadership Behavior had a positive and significant effect on the job satisfaction of employees of financing companies in Jambi City. The results of the study found that work motivation had a positive and significant effect on job satisfaction of employees of financing companies in Jambi City. financing in Jambi City, work motivation has a positive and significant effect on the performance of Finance company employees in Jambi city, satisfaction has a positive and significant effect on the performance of Finance company employees in Jambi city, job satisfaction has a positive and significant mediating effect between Leadership Behavior on company employee performance financing in the city of Jambi, job satisfaction has a positive and significant mediating effect between work motivation on the performance of employees of financing companies in the city of Jambi.

**Keywords:** Leadership Behavior, Work Motivation, Job Satisfaction, Employee Performance

## PRELIMINARY

The community's need for financing is now getting higher, along with the development of technology, the needs of life are also increasing with the flow of the times, resulting in more and more financial institutions, both banks and non-bank financing institutions, where these financing institutions are the goal of the community to meet the needs, especially financing, both financing in the form of provision of funds and capital goods. Although a financing institution is a financial institution together with a banking institution, it is seen from the equivalent terms and the business emphasis between the financial institution and the financial institution is different.

The city of Jambi is one of the cities where competition for the financing industry takes place. The increasing growth of the community in the city of Jambi has resulted in more and more of these financing institutions being the goal of the community to meet their needs, especially financing, both financing in the form of providing funds and capital goods. This has made many national and local financing companies stand up in the city of Jambi.

One of the most important factors in improving company performance in business competition is human resources. Companies that have superior and high-performing human resources are the company's main assets. Failure to manage human resources can result in disruptions in achieving goals within the organization, both in terms of performance, profit, and the survival of the company itself. The current general condition indicates that the company is still weak in several ways, including inefficient management, limited funds and technology as well as inadequate quality of human resources and leadership factors.

From the results of the pre-survey by interviewing several employees and leaders, information was obtained that employees often did not achieve the performance targets set by the company. In several finance companies in Jambi City, leader behavior is the main problem faced by employees, leaders often do not provide solutions to problems faced by employees at lower levels so that employees are required to complete their responsibilities without communication and solutions to the problems they face, Apart from that, through short interviews, the authors also obtained information that the problem faced by employees was a lack of motivation at work and this had an impact on job satisfaction. This is what motivates researchers to study in depth about leadership behavior and work motivation in improving employee performance with job satisfaction as an intervening variable in finance companies in Jambi City.

## LITERATURE REVIEW AND HYPOTHESIS

### Leadership Behavior

According to Wahab (2011) leadership behavior is a leadership style in implementing leadership functions, which has a very large influence and is very decisive in making the organization effective in achieving its goals. Wahab added that the behavioral theory approach through leadership styles in the realization of leadership functions is a leadership strategy that has two orientations consisting of task orientation and subordinate orientation. A person's leadership behavior is unique and cannot be inherited automatically. Every leader has certain characteristics that arise in different situations. Meanwhile, according to Rivai (2011) leadership behavior is behavior and strategy, as a result of a combination of philosophy, skills, traits, and attitudes that are often applied by a leader when trying to influence the performance of his subordinates. According to Yukl (2006) in Lo, et al (2011) distinguishes leadership behavior into three types, namely; task oriented behavior, relationship oriented behavior, change oriented behavior.

### Work Motivation

According to Robbins (2017) (Belias, 2010) that motivation can be defined as a process that considers the intensity, direction, and persistence of individual efforts to achieve goals. In most cases, motivation stems from a need to be satisfied, and this in turn leads to certain behaviors. Meanwhile, Deci's (1976) in (Aruan, 2010) explains that motivation is divided into 2 types, namely intrinsic motivation and extrinsic motivation. Extrinsic motivation allows individuals to fulfill their needs indirectly by obtaining additional resources (eg money, promotions and

other non-financial resources). Then intrinsic motivation provides satisfaction of urgent needs: an activity that is assessed for its own sake, Mc Clelland in Malayu S.P Hasibuan (2012), the dimensions and indicators of motivation are as follows; need for achievement, need for affiliation, need for power.

### **Job Satisfaction**

Job satisfaction is generally defined as an employee's affective reaction to work based on various elements (Fields 2002) in (Wong et al., 2012). Meanwhile, according to (Locke, 1976, p. 1342) in (Azanza et al., 2013) job satisfaction is described as "a pleasant emotional state resulting from the perception of one's work as fulfilling or enabling the fulfillment of one's important work values. Then Rosen and Rosen (1955) in (Locke, 1969) saw job satisfaction as a consequence of a discrepancy between perceptions and value standards. According to Mosadegh Rad and Yarmohammadian (2006) in (Voon et al., 2011), job satisfaction refers to employees' attitudes towards their work and the organizations they employ. Researchers show that job satisfaction is influenced by many organizational contextual factors, from salary to job autonomy, job security, workplace flexibility, to leadership.

### **Employee Performance**

According to (Borman, & Motowidlo, 1993; Campbell et al., 1993; Roe, 1999) in (Pradhan et al., 2017) that performance is a multi-component concept and a fundamental level that can be distinguished based on performance aspects, namely the behavioral aspects of the expected results. The behavior here shows the actions of people who show to complete a job, while the results state the consequences of individual work behavior. Meanwhile, according to (hadiyatno, 2012) that performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics. Meanwhile, according to (Anitha, 2014) employee performance shows the financial or non-financial results of employees who have a direct relationship with organizational performance and its success. There are 6 criteria that can be used to measure employee performance according to Risambessy et.al (2012) in (SariNovita et al., n.d.), namely, quality, quantity, timelines, cost effectiveness, need for supervision, interpersonal impact.

## Conceptual Framework

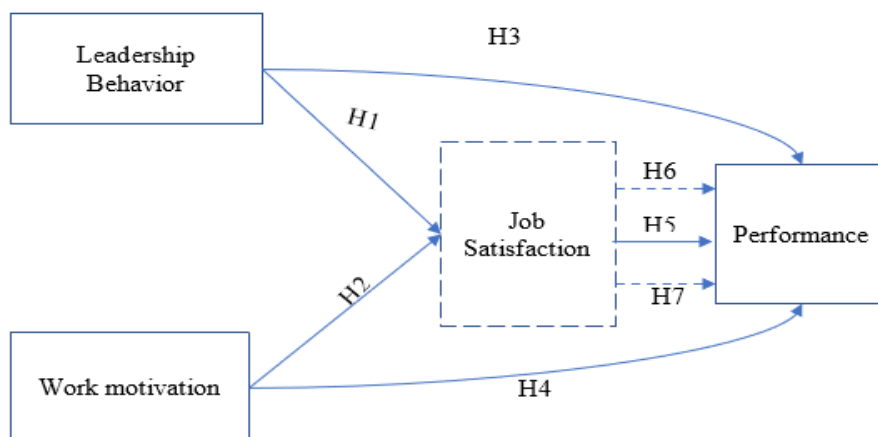


Figure 1 : Conceptual Framework

## Research Hypothesis

H1: Leadership behavior has a positive effect on employee job satisfaction

H2: Work motivation has a positive effect on employee job satisfaction

H3: Leadership behavior has a positive effect on employee performance

H4: Work motivation has a positive effect on employee performance

H5: Job satisfaction has a positive effect on employee performance

H6: Job satisfaction mediates the influence of Leadership Behavior on employee performance

H7: Job satisfaction can mediate the effect of work motivation on employee performance

## METHODOLOGY

The research design to be used is explanatory quantitative. The population of this study, namely employees of finance companies, amounted to 230 people consisting of 5 financing companies in Jambi City. The sample in this study used the entire population to be used as respondents as many as 230 employees. The data collection method uses quantitative data by distributing closed questionnaires in which alternative answers have been provided using a Likert scale. Data are collected using the questionnaire method, namely by providing a list of questions or questionnaires directly to the respondents. The analysis tool used is SEM (Structural Equation Modelling) which is operated through the AMOS Ver.22.0 program.

## RESULTS AND RESEARCH

### Construct Validity and Reliability Test Result

**Table 1: Loading factor test results of variable validity and reliability tests**

Indicator	Loading Factor	CR	AVE
LB1	0.665	0.919	0.510
LB2	0.728		
LB3	0.676		
LB4	0.762		
LB5	0.723		
LB6	0.718		
LB7	0.627		
LB8	0.745		
LB9	0.706		
LB10	0.700		
LB11	0.732		
MT1	0.671	0.923	0.502
MT2	0.702		
MT3	0.738		
MT4	0.625		
MT5	0.694		
MT6	0.723		
MT7	0.788		
MT8	0.602		
MT9	0.741		
MT10	0.664		
MT11	0.730		
MT12	0.799		
KP1	0.719	0.866	0.520
KP2	0.758		
KP3	0.755		
KP4	0.730		
KP5	0.751		
KP6	0.602		
KK1	0.743	0.932	0.553
KK2	0.755		

KK3	0.764		
KK4	0.723		
KK5	0.734		
KK6	0.72		
KK7	0.788		
KK8	0.802		
KK9	0.702		
KK10	0.759		
KK11	0.685		

Source: Results of Data Processing

It can be seen that all the constructs in this study have met the requirements of validity and reliability, namely having a CR coefficient value greater than 0.7 ( $> 0.7$ ), and a coefficient value greater than 0.5 ( $> 0.5$ ). Therefore all constructs are feasible to use in research.

### Full Model Structural Analysis

The initial stage in the hypothesis testing step is to carry out a full structural model analysis, the following are the results of the full structural model (SEM) data processing.

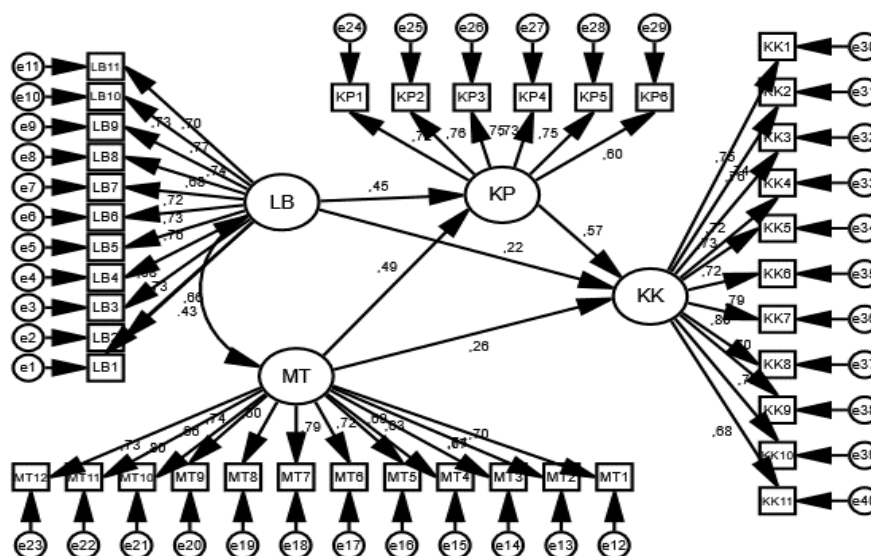


Figure 2: Full Structural Model of Influence Between Variables

## HYPOTHESIS TEST RESULT

Based on the test results using SEM, the influence of the research variables is obtained as follows:

**Table 2: Results of Testing the Effect of Inter-Variables**

Influence Between Variables			Standardize Direct effect	Standardize Indirect effect	C.R.	P
Leadership Behavior	--->	Job Satisfaction	0,452	-	7,454	0,000
Work Motivation	--->	Job Satisfaction	0,494	-	7,679	0,000
Leadership Behavior	--->	Employee Performance	0,223	0,258	3,848	0,036
Work Motivation	--->	Employee Performance	0,263	0,282	3,914	0,042
Job Satisfaction	--->	Employee Performance	0,571	-	8,887	0,000

Source: Results of Data Processing

## RESULTS DISCUSSION

1. The influence of leadership behavior on job satisfaction with a standardized value of 0.452, a CR value of 7.454 ( $> 1.96$ ) is greater than 1.96 and a p-value of 0.000 ( $< 0.05$ ). These results indicate that there is a positive and significant influence of leadership behavior on job satisfaction. Thus, the first hypothesis (H1) is accepted. The results of this study are in line with research (Behrendt et al., 2017) and (Chen, 2017) which also prove that leadership behavior has a positive and significant effect on employee job satisfaction, this is because employees feel they have an emotional attachment to leaders who apply patterns of behavior that well in the company.
2. The influence of work motivation on job satisfaction with an estimated value of 0.494, a CR value of 7.679 ( $> 1.96$ ) is greater than 1.96 and a p-value of 0.000 ( $< 0.05$ ). These results indicate that there is a positive and significant effect of work motivation on job satisfaction. Thus, the second hypothesis (H2) is accepted. The results of this study are in line with previous studies, (Freitas et al., 2017) and (Hidayati et al., 2017) in their research proving the same thing that work motivation has a positive and significant effect on job satisfaction, this study was also supported by (Sembiring et al. al., 2021) which also proves that one of the key factors in increasing individual job satisfaction is the high level of motivation towards the individual.
3. The influence of leadership behaviour on employee performance with an estimated value of 0.223, a CR value of 3.848 ( $> 1.96$ ) is greater than 1.96 and a p-value of 0.036 ( $< 0.05$ ). These results indicate that there is a positive and significant influence of leadership behavior on employee performance. Thus, the third hypothesis (H3) is accepted. The



results of this study are in line with research conducted by (Hidayati et al., 2017), he proved that leadership behavior has a positive and significant effect on employee performance, the higher the level of leadership behavior, the employee performance in the company will also increase, this is also supported by other researchers, namely (Sembiring et al., 2021), who also proved the same thing.

4. The influence of work motivation on employee performance with an estimated value of 0.263, a CR value of 3.914 ( $> 1.96$ ) is greater than 1.96 and a p-value of 0.042 ( $< 0.05$ ). These results indicate that there is a positive and significant influence of work motivation on employee performance. Thus the third hypothesis (H4) is accepted. The results of this study are in line with research (Ruusukun et al., 2020), they prove the same thing that motivation has a positive and significant effect on performance, the higher the level of motivation in a company, the higher the level of employee performance in that company.
5. The effect of job satisfaction on employee performance with an estimated value of 0.571, a CR value of 8.887 ( $> 1.96$ ) is greater than 1.96 and a p-value of 0.000 ( $< 0.05$ ). These results indicate that there is a positive and significant effect of job satisfaction on employee performance. Thus the third hypothesis (H5) is accepted. The results of this study are in line with previous studies (Lantara, 2018) and (Andika et al., 2019), which prove that there is a positive and significant effect of job satisfaction on employee performance, the higher the level of job satisfaction, the higher the employee performance.
6. The influence of leadership behavior on employee performance is mediated by job satisfaction with an indirect effect standardized value of 0.258, higher than the direct effect of 0.223. The total effect of leadership behavior on employee performance if mediated by job satisfaction is:

Direct Effect + Indirect Effect = Total effect

$$0,258 \quad + \quad 0,223 \quad = \quad 0,481$$

There is an increasing influence of leadership behavior on employee performance if it is mediated by the level of job satisfaction. These results indicate that H0 is rejected and H6 is accepted, which means that job satisfaction mediates the influence of leadership behavior on employee performance. The results of this study are in line with previous studies (Roberts et al 2019) and (Hoff et al, 2020) which explained the same thing that job satisfaction can mediate the influence of leadership behavior on employee performance, the higher the level of job satisfaction, the higher the influence leadership behavior on employee performance.

7. The effect of motivation on employee performance is mediated by job satisfaction with an indirect effect standardized value of 0.282, higher than the direct effect of 0.263. The total effect of work motivation on employee performance if mediated by job satisfaction is:

Direct Effect + Indirect Effect = Total effect



$$0,282 + 0,263 = 0,545$$

There is an increasing effect of work motivation on employee performance if it is mediated by the level of job satisfaction. These results indicate that H0 is rejected and H7 is accepted, which means that job satisfaction mediates the effect of work motivation on employee performance. The results of this study are in line with previous research (Delegach, Kark, Katz-Navon, & Van Dijk, 2017) which also supports that job satisfaction has a positive and significant effect in mediating the effect of work motivation on job satisfaction, the higher the level of job satisfaction, the more also high influence of work motivation on employee performance.

## CONCLUSIONS AND MANAGERIAL IMPLICATIONS

### Conclusions

1. The level of leadership behaviour at finance companies in Jambi City is in the sufficient category, the level of work motivation at finance companies in Jambi City is in the sufficient category. The level of job satisfaction at finance companies in Jambi City is in the sufficient category, and the performance level of employees of finance companies in Jambi City is in the sufficient category.
2. Leadership behaviour has a positive and significant effect on job satisfaction of finance company employees in Jambi City. This means that the higher the level of leadership behaviour, the higher the level of job satisfaction of finance company employees in Jambi City.
3. Work motivation has a positive and significant effect on job satisfaction of finance company employees in Jambi City. This means that the higher the level of work motivation, the higher the level of job satisfaction of finance company employees in Jambi City.
4. Leadership behaviour has a positive and significant effect on the performance of finance company employees in Jambi City. This means that the higher the level of leadership behaviour, the higher the performance level of finance company employees in Jambi City.
5. Work motivation has a positive and significant effect on the performance of finance company employees in Jambi City. This means that the higher the level of work motivation, the higher the level of performance of finance company employees in Jambi City.
6. Job satisfaction has a positive and significant mediating effect between leadership behavior on the performance of finance company employees in Jambi City. This means that the higher the level of job satisfaction, the higher the influence of leadership behavior on the performance of employees of finance companies in Jambi City
7. Job satisfaction has a positive and significant mediating effect between work motivation on the performance of finance company employees in Jambi City. This means that the

higher the level of job satisfaction, the higher the effect of work motivation on the performance of finance company employees in Jambi City.

## SUGGESTION

1. Company leaders must make SOP (Standard Operating Procedure) for all jobs within the company and disseminate these SOP to all employees so that employees can be clearer on how to carry out the tasks and responsibilities that must be completed.
2. Leaders must routinely carry out work evaluations, for example by holding briefings every day so that there is active communication between leaders and subordinates.
3. Leaders must accommodate all aspirations and suggestions from subordinates so that subordinates feel involved in the decisions taken by the leadership.
4. Given the magnitude of work motivation on job satisfaction and employee performance, financing companies in Jambi City must pay attention to and encourage employees' desire to be able to influence the employee's work environment so that job satisfaction and employee performance at financing companies in Jambi City will continue to improve in the future.
5. Increased satisfaction and performance at finance companies in Jambi cannot be separated from the role of a leader, for this reason, financing companies in Jambi must be more optimal. Leaders of financing companies in Jambi must have the courage to take risks so that new ideas can be implemented successfully.
6. For academic purposes, it is hoped that further research can explore other mediating variables that may have a relationship between leadership behavior and work motivation on employee performance. So this research opens up the possibility of other influences on employee performance through the mediation of organizational commitment, organizational culture, career development and other variables.
7. For further research, a research model can be developed by developing a more varied population and sample so that it can be useful input for the company.

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