

ANALYSIS OF THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL SUPPORTS, AND LEADERSHIP STYLE ON WORK MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE

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ABSTRACT

Purpose – The service sector is a business that prioritizes trust, so client satisfaction is the main thing. Improving the quality of services provided by the company can encourage the achievement of business success now and in the future. Methodology –To answer the objectives set in this research, an online electronic questionnaire was used as a tool to collect data relating to the variables, which were distributed to 210 back-office employee respondents of Holding Company. The collected data is then processed using the SEM test. Findings – six hypothetical conclusions can be drawn, namely that it is proven that job satisfaction, organizational support, and leadership style have a positive and significant effect on employee work motivation. It is proven that work motivation, job satisfaction, and leadership style have a positive and significant effect. Originality – Previous research discussed job satisfaction, organizational culture, leadership style, work motivation, and employee performance. The research's aim, based on the research gap above, is to explain how job satisfaction, organizational support, and leadership style influence work motivation in improving employee performance.

KEYWORDS *Job Satisfaction, Organizational Support, Leadership Style, Work Motivation, Employee Performance*



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INTRODUCTION

The various achievements and performances that continue to develop in an organization must be distinct from the role of HR (Gahlawat & Kundu, 2019). "For this reason, companies must focus on improving the quality and quantity of human

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resources that can improve performance" (Cvjetković, 2022). "Human resources in an organization are a critical determinant of the effectiveness of activities within the organization" (Otoo et al., 2019). "The level of organizational support largely determines a person's success and performance in a field of work." (AH Memon et al., 2023).

Authoritative assistance is the extent to which specialists accept that the organization values their commitment and frequently considers government assistance (Satardien, Jano, and Mahembe 2019). "Employees consider that the support provided by the company is in the form of benefits such as awards, promotions, and other forms of assistance that employees need so they can carry out their work effectively" (Brooks et al., 2021). "An employee who receives more support from his company will form a positive attitude toward the company" (Vol, Issn, and Mehrad, 2020). "It can be concluded that organizational support is a global belief developed by employees regarding the extent to which the organization pays attention to their contributions and the welfare of their lives" (Meng and Berger, 2019).

Job satisfaction refers to the extent to which a workplace addresses the problems and benefits of workers and individual reactions to that climate (Akkoç & Aysun, 2020). They are people's affective feelings about their work (Claudia, 2018). No wonder research (Gazi et al., 2022) shows that employees with high job satisfaction behave differently than those with low job satisfaction. Likewise, job satisfaction can influence work performance at the individual and organizational levels (Revenio, 2016). For this reason, organizational support is needed to create this satisfaction (Cugueró-Escofet et al., 2019).

The initiative style is a pioneering approach to exert influence on other people or subordinates so that the individual needs to carry out the will of the pioneer to achieve hierarchical goals Van Wart (2013) "so that the role of a leader in relations between people at work is closely related to the leadership style he displays (Ohemeng et al., 2018). "A leader is also expected to be able to display a leadership style as an inspiration when in his group." (Saliu et al., 2018).

Work inspiration is a force that drives people to achieve specific goals, regardless of whether it is a conscious or unconscious effort (Ahmeti, 2023). Zareen and Razzaq (2015) also suggested that work motivation and associations must be genuinely focused if they believe each representative must commit positively to achieve its goals. With work inspiration, a representative will have high energy in completing the tasks given to him (Chrisnanto & Riyanto, 2020). Work motivation is also associated with overall employee performance as a factor, element, or desire that encourages employees to pursue and achieve the goals of the tasks they have been given (Sugiarto & Putra, 2020).

Employee performance impacts an organization's success, so every business world will try to boost the performance of its employees in order to achieve organizational goals (Mubin et al., 2022). "Employee performance refers to a person's achievements as measured based on the standards and criteria set by the company" (Nathwani, 2021). "As a result, organizations must continuously monitor their employees to ensure that they are working effectively and efficiently to achieve their goals" (A. H. Memon et al., 2023).

Previous research discussed job satisfaction, organizational culture, leadership style, work motivation, and employee performance Juwaini et al. (2021); what differentiates this research from previous research is that relatively few scientists utilize the factors of job fulfillment, hierarchical assistance, administrative style, work inspiration, and representative implementation in one concentration simultaneously. The research's aim, based on the research gap above, is to explain how job satisfaction, organizational support, and leadership style influence work motivation in improving employee performance at the Gandari Group Investama company operating in the service sector.

RESEARCH METHOD

This quantitative research is deductive, with the variables studied being exogenous variables (job satisfaction, organizational support, and leadership style) and endogenous variables (work motivation and employee performance). The Job Satisfaction variable is measured using nine questions adapted from (Yalabik et al., 2013). The Organizational Support variable is measured using nine questions adapted from (Wijaya & Yuniawan, 2017). The Leadership Style variable was measured using eight questions adapted from (Cui et al., 2022). The Work Motivation variable is measured using six questions adapted from (Adiwinata, 2014). Employee Performance Variables are measured using six questions adapted from (Yoopetch et al., 2021). All items were measured using a Likert scale with five scales ranging from 1 (strongly disagree) to 5 (strongly agree). The total estimate is 38 questions, which can be detailed in Supplement 2 (operational variables) and Reference Section 3 (questionnaire). The population of this study focuses on service sector back office employees at Holding Company in the South Jakarta area and the Cilegon Business Unit. Data collection for this study used a survey methodology where questionnaires were distributed online using the Google Forms application. Data was collected for one month, from November 2023 to December 2023. Samples were obtained from back-office employees of Holding Company with characteristics in this study including gender, age, the highest level of education, years of service, and work units carried out by employees. Hair et al. (2014) said that the amount of sampling refers to where the sample is taken at least 5-10 times the number of questionnaires. In this research, the number of questionnaires used was thirty-eight, so the number of samples taken was 210 respondents, and the data collection technique began with distributing a preliminary questionnaire (pre-test) to 30 individuals.

The results of this research were processed using SEM (Structural Equation Model), where "SEM is a multivariate statistical technique that combines all aspects of factor analysis, path analysis and regression so that the analysis results are more complete (Hair Jr et al., 2021). In this study, researchers used Variance-based analysis techniques (SEM-PLS) with SMARTPLS 3.0 software, a causal approach which aims to maximize the variation in the criteria of the latent variable explained by the latent predictor." (M. A. Memon et al., 2021)

Therefore, the hypotheses of this research were as follows:

- H1: Job satisfaction has a positive effect on work motivation.
- H2: Organizational support is influential in positive work motivation.
- H3: Leadership style has a positive effect on work motivation.
- H4: Work motivation has a positive effect on employee performance.
- H5: Job satisfaction has a positive effect on employee performance.
- H6: Leadership style has a positive effect on employee performance.

The research model was defined as follows:

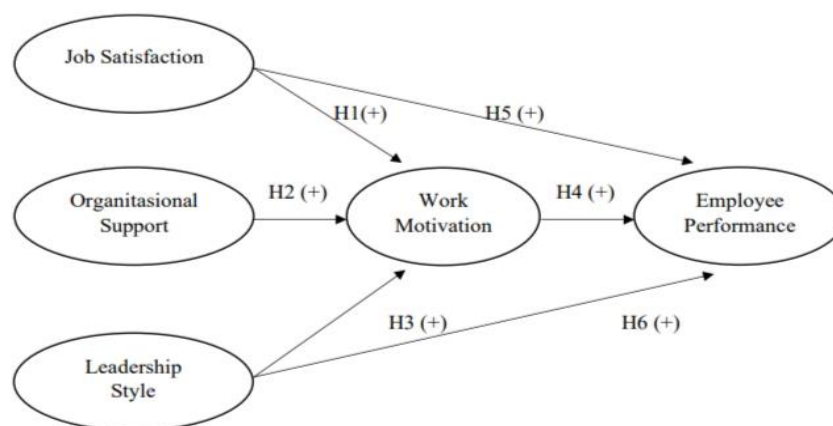


Figure1. Research Model

RESULT AND DISCUSSION

The research respondents were back-office employees in the service sector at Holding Company in the South Jakarta area and the Cilegon Business Unit. Of the 210 respondents, 33% were men, and 67% were women, with the most significant work unit being the Operations Division, 21%. The majority of respondents are Gandasari Group Investama employees aged 20 - 30 years (65%) with more than five years of service (78%) and a Bachelor's degree (78%). Appendix 4 (Research Respondent Profile) shows the study respondent profile.

Validity and Reliability Test The reflective measurement model construct is based on recommendations (Hair et al., 2014). The findings explain that the indicator variables for each latent variable meet the requirements. The results of the validity test measurements in this study are accepted and valid because most indicators for each variable have a Loading Factor >0.70.

The research results have fulfilled the overall requirements from the results of the Composite Reliability and Average Variance Extracted values. Hair et al. (2014) said the Composite Reliability (CR) test value must be above 0.6 as a reliability requirement. It can be seen that CR and AVE in the variables Job Satisfaction (CR = 0.930; AVE = 0.605), Organizational Support (CR = 0.948; AVE = 0.669), Leadership Style (CR = 0.948; AVE = 0.694), Work Motivation (CR = 0.896; AVE

= 0.594), Employee Performance (CR = 0.965; AVE = 0.931). In this case, the reliability of the five variables above has good consistency.

Structural test analysis is carried out to understand the R2 value in each equation. The R2 value shows how much the independent variable can describe the dependent variable. It was found that the results of the analysis were that the Job Satisfaction (K) variable was simultaneously influenced by the variables Organizational Support (D), Leadership Style (G), Work Motivation (M), and Employee Performance (W), with an R2 score of 0.753. Therefore, it means that 75% of the variance in Job Satisfaction (K) is simultaneously influenced by the variables Organizational Support (D), Leadership Style (G), Work Motivation (M), and Employee Performance (W), which can be explained, while other variables can explain the remaining 25%.

The research results are as depicted in the following T-Value diagram:

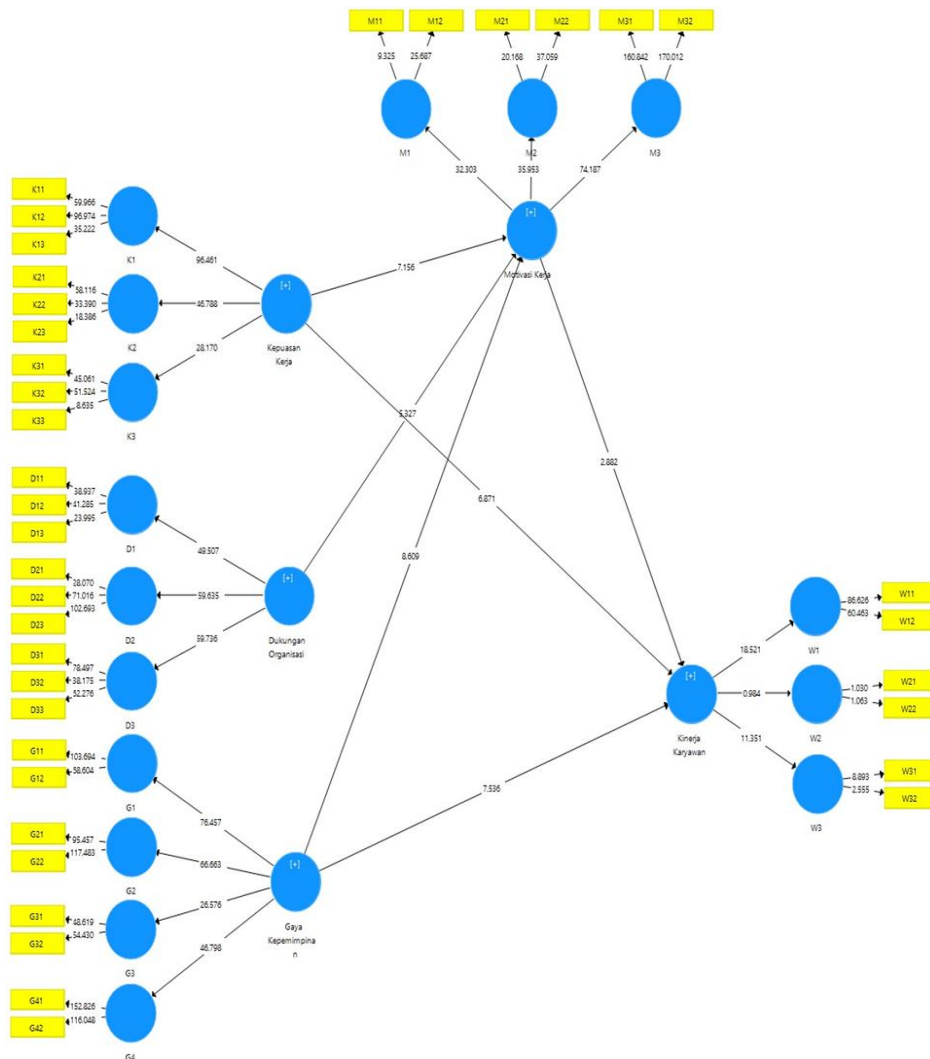


Figure2. T-Value Path Diagram

Based on the results of the T-Value Path Diagram in Figure 2 above, confirmation of the research hypothesis can be described as follows:

Table 01. Results of Research Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value	P-Value	Information
H1	Job satisfaction has a positive effect on work motivation	7,156	0,000	Data supports the hypothesis
H2	Organizational support matters positively towards work motivation	5,327	0,000	Data supports the hypothesis
H3	Leadership style matters positively towards work motivation	8,609	0,000	Data supports the hypothesis
H4	Work motivation has a positive effect on employee performance	2,882	0.004	Data supports the hypothesis
H5	Job satisfaction has a positive effect on employee performance	6,871	0,000	Data supports the hypothesis
H6	Leadership style has a positive effect on employee performance	7,536	0,000	Data supports the hypothesis

Based on the hypothesis testing table above, it can be analyzed that Job Satisfaction has a positive and significant effect on Work Motivation, with a value of $t = 7.156 > 1.96$ and $p = 0.000 < 0.005$. Organizational support positively and significantly affects work motivation, with a value of $t = 5.327 > 1.96$ and $p = 0.000 < 0.005$. Leadership style positively and significantly affects work motivation, with a value of $t = 8.609 > 1.96$ and $p = 0.004 < 0.000$. Work Motivation has a positive and significant effect on Employee Performance, with a value of $t = 2.882 > 1.96$ and $p = 0.004 < 0.005$. Job satisfaction has a positive and significant effect on employee performance, with a value of $t = 6.871 > 1.96$ and $p = 0.000 < 0.005$. Leadership style positively and significantly affects employee performance, with a value of $t = 7.536 > 1.96$ and $p = 0.000 < 0.005$.

Discussion

The reinforcement theory proposed by Revenio (2016) states that a person's motivation is determined by behavior that influences future actions. This behavior is a stimulus to respond according to the consequences of the future response. This theory implies that to increase employee motivation, it is necessary to strengthen action-oriented behavior to realize the expected satisfaction in the future.

The results of this research agree with Khalid and Rathore (2017), which states that the high work motivation of representatives in an association is greatly

influenced by the presence of hierarchical assistance, both on a social scale and in the actual association, both from superiors and colleagues, which is generally expected by holding the Company Gathering by providing a door open to workers to do their work capacity and ability related to completing its obligations.

The results of this study agree with Sadewo, Surachman, and Rofiaty (2021), who show that "motivation is a driving factor in carrying out an activity and has an enormous influence on employee performance. Meanwhile, employee performance is a comparison between input and output or the ratio of results obtained to resources (employees); because employees are an important production factor, employee performance is also a very important factor determining overall company performance.

The influence of job satisfaction on employee performance is an individual matter. Each individual has a different level of satisfaction according to the value system that applies to him. It is caused by the differences between themselves and each individual. The more aspects of the job match the individual's wishes, the higher the level of satisfaction felt and vice versa. The relationship between subordinates and leadership is significant in increasing work productivity.

The last thing that was found was that leadership style positively affected employee performance. It is the same as the studies of Hajiali et al. (2022) that "the style of a leader/manager in an organization is a description of the work steps for employees under him. The Holding Company pays attention to the leadership style of each leader because of the way leaders influence subordinates to be more able to do/make efforts to achieve organizational goals. Thus, a leader can influence employee performance.

CONCLUSION

This study is an attempt to answer exploration problems, where it is stated that these exploration problems are a form of organizational support provided by Holding Company, leadership style, and level of employee job satisfaction so that employee work motivation increases so that it impacts solid employee performance and can work according to expectations by mobilizing all their abilities for the progress of Holding Company. To answer this exploration problem, employees of Holding Company was taken as a respondent. The questionnaire is structured in such a way as to find out how respondents view job satisfaction, organizational support, leadership style, work motivation, and employee execution. The inspection results show that further development of employee work implementation can be carried out by increasing employee work motivation, where high employee work motivation can be achieved through increasing employee job satisfaction, organizational support, and leadership style.

The results of this examination have administrative implications in further developing employee execution and motivation through job satisfaction by providing fair promotion opportunities to each employee who can demonstrate work performance and placing employees in fields of work that are by their educational foundation to create comfort in working. Companies must also build competitive advantages in attracting and increasing employee job satisfaction and retaining the best employees to remain in the organization to achieve the company's direction.

The study's results will provide insight into the service sector in each division to understand what factors support the creation of motivation and good performance. This research also shows what dimensions must be considered for each variable that must be improved regarding work motivation and employee performance in increasing job satisfaction, organizational support, and leadership style. Companies are also expected to be able to create various programs and activities that can provide benefits for employees so that they can feel satisfied at work, which can create a desire to follow company changes.

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