



Research Paper

The Effect of Leadership Style on Job Satisfaction and Performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region

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This research aims to analyze 1) If leadership style directly affect employee performance, 2) If leadership style directly affect job satisfaction, 3) If job satisfaction directly affect employee performance, and 4) If leadership style affect indirectly directly on performance through job satisfaction, at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region. There are two types of data used in this paper, namely quantitative and qualitative data. The results showed that 1) Leadership style had a direct positive effect on employee performance, 2) Leadership style had a direct positive effect on job satisfaction, 3) Job satisfaction had a direct positive effect on employee performance, and 4) Leadership style had an indirect effect on and employee performance through job satisfaction, at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.

Keywords: Leadership Style, Job Satisfaction, Employee Performance

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I. INTRODUCTION

The success of an organization in achieving its goals is largely determined by the performance of its employees, because employee performance is the real foundation of an organization. If the employee's performance is good, the organization will be fine. And if the employee's performance is not good, the organization will be in trouble. Handoko (2008) explains that employee performance is basically a description of the employee's ability to handle each job, the high and low employee performance can be assessed by the employee's ability to produce a job that is in accordance with the standards that have been set. Knowing the performance of employees is very necessary for the organization, because then the organization will be able to measure the extent to which the organization can work to achieve its goals. Organizations can also assess whether employees are able to carry out their duties and have achieved the set results or not. That way, the organization will be able to evaluate and make further plans.

Employees must be led by people who have leadership qualities. This quality is reflected if the leader is able to read the state of the organizational environment he leads, is able to influence and control subordinates with various characteristics and traits, and the leader is also able to make the best decisions to achieve organizational goals. Suwatno (2008) states that leadership is the ability and power of a person to influence the thoughts (mindset) of others to be willing and able to follow his will, and to inspire others to design something more meaningful.

The role of a leader is very important to determine the effectiveness of the company in the future. Gibson, James L., John M. Ivancevich (2003) in Anwar and Wahyuningsih, (2005:46) define leadership as the ability to exert influence and motivate individuals to achieve organizational goals. With his abilities, a leader is expected to be able to influence employees to improve their work results. A leader must have a leadership spirit, because the leader is central in the company to carry out various activities and goals that have been formulated together within the company.

In addition to leadership style, the organization must also be able to provide job satisfaction to its employees. Job satisfaction for an employee is a very important factor because the satisfaction he gets will also determine a positive attitude towards work. Feelings of satisfaction at work can have a positive impact on behavior, such as the level of discipline and morale that tends to increase. Job satisfaction is also related to

outcomes such as performance, so that if job satisfaction is higher, it will lead to enthusiasm at work. Thus, a person will more easily achieve high performance.

However, the results of observations in the Secretariat of the Indonesian Broadcasting Commission of South Sulawesi Region, which is also the place where the author works, that efforts to increase apparatus resources are sometimes not carried out optimally, because there are no standard standards, so it appears that even if efforts to improve the quality of apparatus resources have been carried out, it is still difficult to detect the relationship with the ups and downs of apparatus performance. Training and development that is often carried out in order to improve the skills, skills, and abilities of the apparatus in carrying out their main tasks often does not produce the expected results because usually the training activities held are only formalities, routines and makeshifts.

This phenomenon that occurs in society is an urgent matter and needs serious handling. This is where the role of the KPID of West Sulawesi Province is to provide an understanding education about the importance of media literacy. Where KPID must be able to make a strategy in campaigning for Media Literacy in the community, for example by holding outreach using supporting media as a means or with other forms of activity. KPID should promote the Media Literacy program, this is done so that the public is able to judge which information is good and right or wrong and is not easily fooled again and is influenced by the content of the news in the media, to carry out all these activities requires cooperation between leaders and subordinates so that subordinates can carry out their duties well. Another problem that occurs in the West Sulawesi Province KPID Office is the low level of HR discipline. Likewise, the level of employee discipline that has not been maximized is often an inhibiting factor in order to improve services to the community as a duty and responsibility that must be carried out as a government apparatus. Whereas high discipline is one indicator that can support the achievement of high performance.

II. LITERATURE REVIEW

2.1. Grand Theory

The grand theory underlying this research is the general theory of organizational behavior proposed by Robbins, Stephen P & Judge (2013). This theory has three important parts of organizational behavior theory, namely input, process, and output. Input is the initial setting of the situation and location where the process will occur. This component is determined in advance before the employment relationship occurs. Process components are actions and decisions made by individuals, groups, and organizations involved in it as a result of input and lead to certain results. Output is the final result that is predicted which is influenced by several other variables.

2.1.1. Goal Setting Theory

The theory of goal setting or Goal Setting Theory was originally put forward by Locke (1968), which showed a link between goals and one's performance on tasks. This theory explains that a person's behavior is determined by two cognitions, namely content (values) and intentions (goals). People have set goals for their future behavior and these goals will influence the behavior that actually occurs. His behavior will be governed by his ideas (thoughts) and intentions so that it will affect his actions and performance consequences. By setting specific goals, a person will be able to compare what has been done with specific goals. This will create a separate motivation for individuals to try to be better Indra Wardhana (2015)

2.1.2. Employee Performance

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria targets that have been determined in advance and have been agreed with Veithzal (2005). Employee performance is not just information for promotion or salary determination for the company. However, how the company can motivate employees and develop a plan to fix the performance decrease.

2.1.3. Leadership Style

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. In this case, there are two extreme categories of leadership styles, namely: autocratic leadership style, and democratic leadership style.4 Autocratic leadership style is seen as a style based on position authority and the use of authority. In other words, that a leader or manager with his power or authority can be used as a reference or decision-making tool or matters relating to company policy. While the democratic leadership style is associated with personal strength or ability and the participation of followers in the process of problem solving and decision making or company policy.

2.1.4. Job Satisfaction

According to Nuraini (2013), job satisfaction is job satisfaction enjoyed in a job that gets praise, work results, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important. The level of job satisfaction is one of the factors that affect work performance, which will ultimately affect the organization's activities. Employee job satisfaction is also not enough to be given intensively, but employees also need motivation, recognition from superiors for the results of their work, work situations that are not monotonous, and opportunities for initiative and creativity.

III. CONCEPTUAL FRAMEWORK

3.1. Conceptual Framework



3.2. Hypothesis

1. Leadership Style Effect towards Employee Performance
H1: Leadership style has a direct positive effect on performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.
2. Leadership Style Effect towards Job Satisfaction
H2: Leadership style has a direct and positive effect on job satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.
3. Job Satisfaction Effect towards Employee Performance
H3: Job satisfaction has a direct positive effect on performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.
4. Leadership Style Effect towards Employee Performance Through Job Satisfaction
H4: Leadership style has an indirect effect on performance through job satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.

IV. RESEARCH METHOD

4.1. Research Design

The type of research conducted is literature study and case study. As a first step, a literature study is carried out by collecting data related to the topic using books that are used as reference sources to obtain theoretical basis data and how to analyze the data. The next step is a case study, which is a research approach where the researcher examines a particular subject and the conclusions only apply to that subject.

4.2. Research Time and Location

This research was conducted in Mamuju Regency. Meanwhile, the time of the research was carried out based on the length of the research carried out, starting from the proposal of the research title, field survey, proposal writing, data collection, and processing to the completion of the research results which took about 2 (two) months.

4.3. Sample and Population

The population in this study were all employees, totaling 60 people who were at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region. Due to the relatively small population, the authors chose to use a saturated sampling technique, so that the sample used in this study amounted to 60 people.

4.4. Data Types and Sources

1. Data Types

- a. Qualitative Data, is data obtained in the form of information, both orally and in writing, obtained from the Office of the Regional Indonesian Broadcasting Commission of West Sulawesi Province.
- b. Quantitative Data, is data obtained from the company in the form of numbers, which are related to the problem under study, such as data on the number of employees of the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.

2. Data Sources

- a. Primary Data, is the data obtained by the author directly through the techniques of observation, interviews, and questionnaires with the respondents, related to the writing of this thesis.
- b. Secondary Data, is data obtained from documentation collecting data on the number of employees, library materials, literature, and scientific essays issued as well as other data closely related to the problems to be discussed.

4.5. Data Gathering Method

1. Field Research

- a. Observation, namely data collection techniques by observing directly the object of the researcher.
- b. Interview, which is a data collection technique by asking questions orally to research subjects related to the problem under study.
- c. Questionnaires, which are data collection techniques by making a list of questions related to the object under study, are given one by one to respondents who are directly related to the object under study.

2. Library Research

Namely data collection techniques to obtain secondary data by conducting a literature study in order to obtain a theoretical basis in solving the problem under study. Data from the literature is useful as consideration for data obtained from research.

3. Internet Research

The technique of collecting data from sites or websites is carried out by utilizing the internet network and the site is related to various information needed in the research under study.

4.6. Research Operational Variable Definition

The variables used in this study consist of dependent variable and independent variable. The dependent variable (the dependent variable) is the variable that is the target of the study. The dependent variable studied in this study is job satisfaction Y1 and performance Y2. The independent variable (independent variable) is variables that affect the dependent variable, as for the independent variables used in this study Leadership style (X)

Variable	Concept	Indicator	Research Measurement
Leadership Style (X1)	The way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. Hasibuan (2017)	<ol style="list-style-type: none"> 1. <i>Listening</i> 2. <i>Empathy</i> 3. <i>Healing</i> 4. <i>Commitment to the Growth of People</i> 5. Building a good communication 6. Openness 	Likert scale
Job Satisfaction (Y1)	Job satisfaction is a favorable or unfavorable emotional state in which employees view their work Handoko (2008)	<ol style="list-style-type: none"> 1. Work 2. Salary income 3. Promotion Opportunity 4. Work supervision 5. Coworkers 	Likert Scale
Performance (Y2)	Performance is the willingness of a person or group of people to carry out activities and complete them according to their responsibilities with the expected results. Dessler in Arif Ramdhani (2011:18)	<ol style="list-style-type: none"> 1. Quantity of work 2. Quality of work 3. Cooperation 4. Responsibility 5. Initiative 	Likert Scale

4.7. Research Instrument

In measuring respondents' answers, filling out the questionnaire the influence of leadership style on performance with job satisfaction as an intervening variable was measured using a Likert scale, with the following levels:

No.	Options	Score	
		Positive	Negative
1.	Strongly Agree	5	1
2.	Agree	4	2
3.	Neutral	3	3
4.	Disagree	2	4
5.	Strongly Disagree	1	5

No.	Score Range	Interpretation
1.	1,00 – 1,79	Very Low/Weak/Bad
2.	1,80 – 2,59	Low/Weak/Bad
3.	2,60 – 3,39	Normal
4.	3,40 – 4,19	High/Strong/Good
5.	4,20 – 5,00	Very High/Strong/Good

4.8. Data Analysis Method

In processing respondent data, researchers will use SEM with the Amos 23 program. Structural Equation Modeling (SEM) is a statistical technique that is able to analyze independent variables, observed variables, and measurement errors directly. SEM is able to analyze the relationship between independent variables and their indicators, the relationship between one independent variable and another independent variable, and also to determine the size of the measurement error, Wijayanto, (2008). In SEM, information is needed that describes the relationship between variables, so path analysis is needed.

V. RESULTS AND DISCUSSION

5.1. Research Results

5.1.1. Variable Description

To see the respondents' responses to the indicators for the variables of Leadership Style, Job Satisfaction and Performance, it can be described as follows:

5.1.1.1. Leadership Style Description

No.	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean	Criteria
		n	%	n	%	n	%	n	%	n	%	n	%		
1	My boss always makes time for their subordinates	16	26,67	43	71,67	0	0	1	1,6	0	0	60	100	4,23	Very High
2	My boss is always willing to accept the complaints of subordinates	23	38,33	36	60,00	1	1,67	0	0	0	0	60	100	4,36	Very High
3	My boss respects and listens carefully to the information I provide	21	35,00	39	65,00	0	0	0	0	0	0	62	100	4,35	Very High
4	My boss respects differences	18	30,00	42	70,00	0	0	0	0	0	0	60	100	4,3	Very High
5	My boss always respects their subordinates	23	37,10	38	61,29	1	1,61	0	0	0	0	60	100	4,5	Very High
6	My supervisor can provide solutions to problems experienced by subordinates	21	35,00	39	65,00	0	0	0	0	0	0	60	100	4,35	Very High
7	My boss always gives attention and flattery to subordinates who have problems	14	23,33	42	70,00	3	5,00	1	1,67	0	0	60	100	4,15	High
8	My boss always tries to improve my work ability	20	32,26	42	67,74	0	0	0	0	0	0	60	100	4,46	Very High
9	My boss tries to build harmonization with fellow employees	17	28,33	41	68,33	2	3,33	0	0	0	0	60	100	4,25	Very High
10	My boss is always open	16	26,67	39	65,00	5	8,33	0	0	0	0	60	100	4,18	High
Leadership Style Variable Average													4.31	Very High	

5.1.1.2. Job Satisfaction Description

No.	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean	Criteria
		n	%	n	%	n	%	n	%	n	%	n	%		
1	The work provided by the organization is interesting and provides opportunities for employees to develop their competencies.	16	26,67	39	65,00	5	8,33	0	0	0	0	60	100	4,18	High
2	The salary received by employees is in accordance with what is done in the organization.	10	16,67	33	55,00	15	25,00	2	3,33	0	0	60	100	3,85	High
3	I am happy with the basis used for promotions in the company	12	20,00	36	60,00	12	20,00	0	0	0	0	60	100	4	Very High
4	I like a boss who treats their subordinates well	26	43,33	34	56,67	0	0	0	0	0	0	60	100	4,43	Very High
5	I enjoy working with coworkers who provide me with sufficient support	20	33,33	40	66,67	0	0	0	0	0	0	60	100	4,33	Very High
6	I enjoy working with colleagues who can provide solutions when there are work problems	24	40,00	36	60,00	0	0	0	0	0	0	60	100	4,4	Very High
Job Satisfaction Variable Average													4.19	Tinggi	

5.1.1.3. Employee Performance Description

No.	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean	Criteria
		n	%	n	%	n	%	n	%	n	%	n	%		
1	The division of workload is done proportionally	24	40,00	36	60,00	0	0	0	0	0	0	60	100	4,4	Very High
2	I can complete all the workloads assigned to me	14	22,58	48	77,42	0	0	0	0	0	0	60	100	4,36	Very High
3	I work with full accuracy	18	30,00	42	70,00	0	0	0	0	0	0	60	100	4,3	Very High
4	I work in accordance with applicable regulations	19	31,67	41	68,33	0	0	0	0	0	0	60	100	4,31	Very High
5	I don't hesitate to ask my boss and co-workers if I have problems completing work	23	38,33	37	61,67	0	0	0	0	0	0	60	100	4,38	Very High
6	On several occasions before completing work, I first coordinate with colleagues and superiors	20	33,33	40	66,67	0	0	0	0	0	0	60	100	4,33	Very High
7	I always put time, thought and energy in completing every job	16	26,67	2	3,33	2	3,33	0	0	0	0	60	100	4,23	Very High
8	I am willing to take the risk of completing my work	14	23,33	45	75,00	1	1,67	0	0	0	0	60	100	4,21	Very High
9	I'm always trying new ways to get things done	13	21,67	44	73,33	3	5,00	0	0	0	0	60	100	4,16	High
10	I always start work with enthusiasm	12	20,00	33	55,00	15	25,00	0	0	0	0	60	100	3,95	High
Employee Performance Variable Average													4.26	Very High	

5.1.2. Validity and Reliability Test

5.1.2.1. Validity Test

Validity testing is done by looking at the correlation between each item in the questionnaire with the total score to be measured. The correlation figure uses the critical ratio value in AMOS 26. If the critical ratio value > 1.96 with a probability value (P) < 0.05 then the item is said to be valid, while the critical ratio value < 1.96 or a probability level > 0.05 indicates invalid items.

Variable	CR	(P)	Validity
Leadership Style			
X1			
X2	6,152	0,000	Valid
X3	6,600	0,000	Valid
X4	7,025	0,000	Valid
X5	6,206	0,000	Valid
X6	5,499	0,000	Valid
X7	4,221	0,000	Valid
X8	7,163	0,000	Valid
X9	6,647	0,000	Valid
X10	5,043		Valid
Job Satisfaction			
Z1			
Z2	5,050	0,000	Valid
Z3	5,517	0,000	Valid
Z4	5,197	0,000	Valid
Z5	6,135	0,000	Valid
Z6	5,006	0,000	Valid
Employee Performance			
Y1			
Y2	4,848	0,000	Valid
Y3	6,132	0,000	Valid
Y4	5,907	0,000	Valid
Y5	5,488	0,000	Valid
Y6	5,829	0,000	Valid
Y7	2,813	0,005	Valid
Y8	5,281	0,000	Valid
Y9	3,256	0,001	Valid
Y10	5,323	0,000	Valid

5.1.2.2. Reliability Test

Variable	N of Item	Cronbach's Alpha	r standard	Status
Leadership Style (X)	10	0,979	0,60	Reliable
Job Satisfaction (Z)	6	0,968	0,60	Reliable
Employee Performance (Y)	10	0,967	0,60	Reliable

5.1.3. All Model Testing Results

5.1.3.1. Normality Test

The data is considered to meet the normal distribution requirements if the critical ratio skewness and critical ratio kurtosis value < 2.58 at a significance level of 0.01 (1%) (Ghozali, 2008).

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
X	3,800	5,000	,788	2,493	-,943	-1,492
Z	3,600	5,000	,732	2,316	-,559	-,885
Y	3,000	5,000	,267	,845	-,494	-,782
Multivariate					,644	,456

In the table above, it can be seen that the results of the data normality test show the critical ratio skewness value and the kurtosis ratio value is smaller than the required cut off of < 2.58. This means that it can be said that the distribution of the data in this study meets the criteria for a normal distribution and is suitable for use.

5.1.3.2. Model Fit Test

Model	Estimate
RMSEA	0,849
GFI	1,000
CFI	1,000
Squared Multiple Correlations	0,750

From the model suitability test above, it was found that the Goodness of Fit test based on X² Chi Square showed a value of 0.000 (as small as possible), with an RMSEA value of 0.849 (> 0.05) meaning that it did not meet the criteria based on Chi Square and RMSEA. Then it is seen using other indicators, namely GFI 1,000 and CFI 1,000 so that the model can still be said to meet the Goodness Fit of Model criteria. While the value of the coefficient of determination is indicated by the value of Squared Multiple Correlations (R²) of 0.750, which means that the employee performance variable can be explained by leadership style through job satisfaction as an intervening variable of 75%, while 25% are other variables not examined.

5.1.4. Hypothesis Test Results

Path Analysis Table

Variable	Estimate	Standardized Coefficient	S.E	C.R	P	Label
X ► Z	0,700	0,750	0,080	8,711	0,000	par_1
X ► Y	0,330	0,284	0,114	2,883	0,004	par_2
Z ► Y	0,788	0,632	0,123	6,424	0,000	par_3

Based on the results of the hypothesis test, the standardized coefficient value of leadership style on job satisfaction is 0.750 and the probability value is 0.000 < 0.05. It means that leadership style has a positive and significant effect on job satisfaction. Every 1% increase in leadership style will result in an increase of 0.291% in job satisfaction.

The standardized coefficient value of leadership style on employee performance is 0.284 and the probability value is 0.004 < 0.05, which means that leadership style has a positive and significant effect on employee performance.

The standardized coefficient value of job satisfaction on performance is 0.632 and the probability value is 0.000 > 0.05, which means job satisfaction has a positive and significant effect on performance.

Estimated Result of Direct and Indirect Effect (Standardized Coefficient)

Variable	Direct Effect		Indirect Effect
	X	Z	X1
Z	0,750	0,000	0,000
Y	0,075	0,632	0,474

The standardized coefficient value for leadership style on performance through job satisfaction is 0.474. This means that indirectly leadership style has a positive effect on performance through job satisfaction. This indicates that each leadership style through the job satisfaction variable will result in an increase in performance.

5.2. Estimation and Interpretation Result Discussion

5.2.1. The Direct Effect of Leadership Style on Employee Performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region

Leadership is important in an organization and company in achieving the desired goals of an organization or company, leadership also affects the performance of employees in the company or organization. Good leadership is able to produce good results for the company and provide a sense of comfort to employees while working. (Siagian 2010) suggests that good leadership is a leader who can provide influence, information, decision making, and can provide motivation that aims to improve the organization or employees.

From the results of data processing between leadership style and performance, it can be seen that the standardized path coefficient value is 0.284 with a significance level of 0.004. The significant level is smaller than 0.05 which means that the leadership style has a positive and significant direct effect on employee performance. This means that the leadership style that occurs has a positive impact on employee performance, so the better the level of leadership style, the better the performance.

Leadership in an organization needs to develop staff and build a motivational climate that results in high levels of performance, so leaders need to think about their leadership style. Leadership style is a behavioral norm that is used by a person when that person tries to influence the behavior of others as he sees it, which aims to harmonize perceptions between people and will affect his position, according to Didiks (2008). One approach

that can be used to determine the success of a leader is to study his style, because leadership style greatly influences the success of a leader in influencing the behavior of his subordinates.

This research is in line with that conducted by Mohd. Kurniawan DP (2018), in his research which examined the Influence of Leadership Style on the Performance of Dimas Printing Employees in Palembang City. The results of this study that the leadership style variable has a significant effect on performance based on the hypothesis test, the results of the leadership style test show a significant level of 0.001.

5.2.2. The Direct Effect of Leadership Style on Job Satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region

Leadership becomes increasingly difficult because of challenges that are not only complex but also unpredictable. Such challenges demand that people and organizations fundamentally change, and make it impossible for individual leaders to get the job of leadership done. According to Timpe (1993), the leadership style applied by a leader is one of the motivations given by the leader to employees. The leadership style will determine the activities of the employees and if the leadership style is successfully applied it is a motivator for employees to be able to work better so that it can create enthusiasm and enthusiasm for work. In the end, employees can work well and calmly so that work productivity can be increased and seen through the performance results provided by employees. The right leadership style will make employees more motivated and increase job satisfaction so that they can also improve their performance.

From the results of data processing between leadership style and job satisfaction, it can be seen that the standardized path coefficient value is 0.750 with a significance level of 0.000. The significant level is smaller than 0.05 which means that the leadership style has a positive and significant direct effect on job satisfaction. This means that the leadership style can affect the rise and fall of the level of employee job satisfaction, so the better the level of leadership style, the better job satisfaction and will also have an impact on performance.

Job satisfaction itself is influenced by several factors such as policies, wages, interpersonal relationships, working conditions, the work itself, promotions and leaders according to Yuli, (2005, p. 34). A person referred to as a leader is required to be flexible in determining what kind of system he uses with regard to employee job satisfaction. This leadership style will also have a direct impact on employee satisfaction. A leader leads many employees in a company, and they come from different backgrounds and cultures.

This research is in line with that conducted by Alfian Yanoto (2018) in his research entitled THE EFFECT OF LEADERSHIP STYLE ON JOB SATISFACTION THROUGH MOTIVATION AND PERFORMANCE OF PT. NUTRIFOOD INDONESIA EMPLOYEES IN SURABAYA. The results of this study indicate that there is an influence of leadership style on employee job satisfaction.

5.2.3. The Direct Effect of Job Satisfaction on Employee Performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region

Good employee performance is characterized by good work quality in completing every job given by the leader in a timely manner and can achieve every target set by the company, as stated by Mangkunegara (2013, p. 67) that Performance is work performance or work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

From the results of data processing between job satisfaction and performance, it can be seen that the standardized path coefficient value is 0.632 with a significance level of 0.000. The significant level is smaller than 0.05 which means that job satisfaction has a positive and significant direct effect on employee performance. This means that job satisfaction that occurs has a positive impact on employee performance, so the better the level of job satisfaction, the better the performance. According to Wirawan (2013, p. 698), job satisfaction is people's perceptions of various aspects of their work. Perception can be in the form of people's feelings and attitudes towards their work. Feelings and attitudes can be positive or negative. If someone is positive about his job, then he is satisfied with his job, on the contrary, if the employee is negative about his job then he is not satisfied with his job. This research is in line with research conducted by Iwan Kurnia Wijaya (2018) which examines the Effect of Job Satisfaction on Performance Cv Bukit Sanomas employee. The results of this study indicate that job satisfaction has an influence on performance.

5.2.4. Leadership style indirect effect on performance through job satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region

The role of a leader is very important to determine the effectiveness of the company in the future. (Gibson, James L., John M. Ivancevich 2003) in Anwar and Wahyuningsih, (2005:46) defines leadership as the ability to use influence and motivate individuals to achieve organizational goals. With his abilities, a leader is expected to be able to influence employees to improve their work results. A leader must have a leadership spirit, because the leader is central in the company to carry out various activities and goals that have been formulated together within the company.

The results of the indirect calculation through job satisfaction as an intervening variable show the standardized coefficient value of 0.474. This means that indirectly leadership style has a positive effect on performance through job satisfaction. This indicates that any increase in leadership style through job satisfaction variables will result in an increase in performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.

The effectiveness of a leadership is a function of the various aspects of the leadership situation. Experts argue that there is no best type of leadership, the most important thing is how a leader can adjust the type of leadership according to the situation he faces. In practice, leadership plays a key role in achieving company goals, so it is necessary to develop a leadership model that is linked to the company's work environment and outcomes from time to time.

A good leadership style will lead to employee satisfaction. According to Robbins (2001: 82), job satisfaction is the overall attitude of an individual towards work. If someone is satisfied with his job, then the employee has a positive attitude towards his job and vice versa if the employee is not satisfied, then he will have a negative attitude towards his job. Ramlan Ruvendi (2005) in his research entitled "Rewards and Leadership Styles Effect on Employee Job Satisfaction, at the Bogor Agricultural Product Industry Center", states that there is a positive relationship and significant influence between leadership style variables and job satisfaction of employees of the Agricultural Product Industry Center. Bogor. It was also revealed that an effective leadership style is leadership that is adapted to situations and conditions (contingency). Indications of decreased enthusiasm and enthusiasm for work are indicated by high levels of absenteeism and employee turnover. It arises as a result of unpopular leadership.

VI. CONCLUSION

6.1. Conclusion

Based on the results of research and discussion of research on the influence of leadership style on employee performance through job satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region, the following conclusions were obtained:

1. Leadership style has a direct positive effect on performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.
2. Leadership style has a direct and positive effect on job satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.
3. Job satisfaction has a direct positive effect on performance at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.
4. Leadership style has an indirect effect on performance through job satisfaction at the Indonesian Broadcasting Commission Office of West Sulawesi Province Region.

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