

Mediation of Job Satisfaction: The Influence of Leadership Style on Employee Performance at "PT. Semen Imasco Asiatic Jember"

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Abstract. It is the responsibility of any organization to monitor employee performance in order to enhance organizational performance and deliver optimal service to stakeholders. The first goal of this study is to identify and assess how leadership style affects job satisfaction. The second goal is to identify how leadership affects employee performance. The third goal is to identify how job satisfaction affects employee performance in cement companies in Jember. Each of the 234 workers served as the population. In the meanwhile, 117 individuals, or half of the population, had samples taken. In this study, measuring instrument testing, hypothesis testing, and descriptive analysis were employed. The research's findings indicate that, with a coefficient value of 0.456, leadership style affects worker performance. Job satisfaction is influenced by leadership style with a 0.387 coefficient. According to the third finding, there is a 0.309 coefficient of association between employee performance and job satisfaction at PT. Imasco Asiatic Jember.

Keywords: job satisfaction; leadership style; employee performance; Indonesian cement industry.

1 Introduction

Jember Regency already has a cement factory operating in the southern region called PT. Imasco Asiatic Cement Jember. This cement factory has participated in the competition in the national cement industry. This factory started operating in August 2020 and started producing cement with a capacity of 15 thousand tons per day or around 3 million tons per year (2024). Quoted from the official website of the company with the trademark "Red Lion", it is equipped with an independent power generation system with a recycling system for waste and rubbish and can be converted into 12 Mega Watt (MV) of electricity. This company has and upholds company values, namely "Respecting God and Loving Fellow Human Beings Sincerely". The motto that is always adhered to is "Focus, Innovate, Dedicated and Grateful". The business philosophy that is also applied is "upholding the values of honesty, cooperation and mutual benefit". Apart from that, this cement company, which is synonymous with the color red, is committed to developing what is called a green company, namely a company that

gives priority to efficacy and efficiency in the sustainable use of resources during the production process. This is to make sure that the sustainability of nature is not negatively impacted by the industrial process.

PT. Imasco Asiatic Jember Cement plays a role in meeting national cement needs. The amount of sales will continue to rise till 2023 as time goes on. Employee performance achievements at PT Semen Imasco Asiatic are still subpar in the operations they carry out. Table 1 below shows the work results according to the responsibilities and roles of the employees.

Table 1. Employee Performance Indicator Achievements

No	Performance Indicators	Target (%)	Realization	
			2022	2023
1.	Timeliness of payments to suppliers	100	80	75
2.	Obtain human resources according to company qualifications	100	90	90
3.	Training program	100	85	80
4	Sales	100	95	95

Source: PT Semen Imasco Asiatic, (2023).

It is evident from Table 1. that there are still targets that have not been realized in 4 areas. With increasing competition in the cement industry business in Indonesia, every company must try to improve its performance. The entire performance of the company, including the performance of its personnel, is referred to as company performance. Every business that employs people needs to pay attention to employee performance. As stated by [1] A person's performance is defined as the outcomes they obtain by carrying out their duties within a given time frame. Leadership that sets an example and increases employee work satisfaction can both boost performance. Leaders need to set a positive example and be role models for those under them in order to improve employee performance. One of the key components (activities) in a leader's performance is their talent and aptitude for direction [2].

According to [3], Leadership can be defined as an action that motivates other people or subordinates to want to work together to attain particular aims. Leadership, then, is the capacity to manage, influence, and oversee subordinates in order to get them to act, behave, and work in a way that will enable them to produce quality work and meet organizational objectives. [5] Leaders who can direct and set examples of good behavior will make their subordinates also do the same as their dreamers. Much research has been conducted on leadership as it relates to performance, including by: [6] [7] [8] [9], [10], , [11] , [12] , [13], , [14], [15] It claims that effective leadership can raise staff productivity in a company. However, there are other studies which claim that it turns out that leadership cannot have a substantial impact on performance as in research conducted by, [16] [17], [18], [19].

In a company, a degree of employee happiness can also be determined by a leader's ability to lead by example and set a good example for colleagues. When a worker in an organization or firm completes the responsibilities assigned to him by his supervisor, he feels satisfied with his work. A pleasant and loving emotional attitude toward one's work might be construed as job satisfaction. Workplace morale, discipline, and output all reflect this mindset. An employee's emotional state toward their work—whether it be good or unpleasant—can also be used to determine whether they are satisfied with their jobs. One's thoughts about their work are reflected in their level of job satisfaction. The employee's positive outlook on their work and everything they come into contact with at work is a clear indicator of their job happiness. An employee's performance has an effect on the agency, firm, or organization for which they work. As such, employers have a duty to preserve worker contentment. Setting a positive example for responsibilities inside the firm or organization is one way that leaders can try to make employees happy at work. Numerous scholars have studied the relationship between leadership and job happiness, including: [20]; [21], [22] , which states that leadership that is implemented well and can set a good example will provide job satisfaction to employees.

Employee performance, which in turn affects organizational performance, is influenced by job satisfaction levels inside an organization. Organizations are expected to ensure employee satisfaction. This is because contented personnel will be at ease and productive, which will lead to timely completion of work and improved organizational performance. A happy feeling that arises from an employee's evaluation of his work based on how good he believes it is, or when what is accomplished at work aligns with what is deemed significant, is known as employee job satisfaction [23]. Numerous scholars have studied job satisfaction and performance, including: [24], [25] [26], [27] , It claims that employee performance can be enhanced by work happiness in a corporation. In the meanwhile, studies carried out by [28] claims there is no relationship between employee performance and work satisfaction.

In order to determine whether leadership affects job satisfaction and employee performance, this research is appropriate to be conducted at PT. PT Semen Imasco Asiatic based on the data in Table 1, which shows that there are still performance targets that have not reached 100% and are also related to the findings of prior research.

3 Literature Review

3.1 Employee Performance

Employees that fulfill their obligations appropriately will perform well. Performance, also known as job performance, can be defined as the quantity and quality of work outputs that an employee achieves while carrying out his activities in line with the responsibilities he has been given.

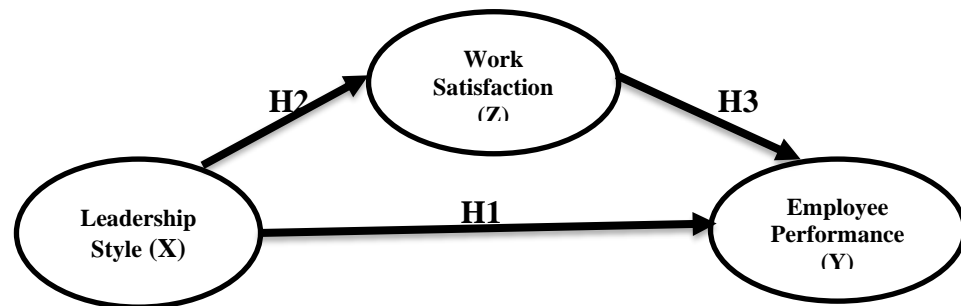
3.2 Leadership Style

According to [29] , a leadership action is one that motivates others or subordinates to collaborate in order to accomplish specific objectives. According to [30], Leadership can be said to be an individual's ability to influence, motivate and enable other people to contribute to the effectiveness and success of the organization.

3.3 Work Satisfaction

[31] states that the meaning of job satisfaction can be defined as a favorable attitude toward employment as a result of assessing its qualities. As stated by [32] Workplace factors that affect an employee's level of job satisfaction include the position itself, pay, opportunities for advancement, supervision, and coworkers.

3.4 Research Conceptual Framework



3.5 Research Hypothesis

1. Leadership style in an organization influences employee performance.
2. Leadership style in an organization influences employee job satisfaction.
3. Employee job satisfaction in an organization influences employee performance.

4 Methods

Test and analyze the independent variable (leadership style) against the independent variable (employee performance) and the intervening variable (work satisfaction) in this study. Consequently, this study's design is quantitative in nature. Research procedures based on quantitative methods include sampling strategies, which are typically conducted at random, data gathering with objective research tools, and quantitative data analysis to test preconceived notions. The population included in this study consisted of all 234 employees of PT. Semen Imasco Asiatic Jember. It was found that there were 117 samples, or 50% of the total population. Testing data validity and dependability is done by data analysis, which also Finding the effects of independent and intervening variables on the dependent variable is done through research hypothesis testing.

5 Results

5.1 Data Validity Test Results

A data validity test is performed to see if each indicator variable specifies a construct. The loading factor value indicator will thereafter be used to assess the data's validity. A construct is considered valid if the factor loading value is more than 0.7 [33] Data regarding the validity test in this research is presented in Table 2 below.

Table 2. Loading Factor Values

Variable	Indicator	X	Z	Y	P-value
Leadership Style (X)	X1	0.780	0.302	-0.079	<0.001
	X2	0.782	0.146	-0.193	<0.001
	X3	0.872	-0.433	0.216	<0.001
	X4	0.823	0.034	0.030	<0.001
Work Satisfaction (Z)	Z1	-0.224	0.829	0.113	<0.001
	Z2	0.548	0.845	-0.423	<0.001
	Z3	0.128	0.856	-0.309	<0.001
	Z4	-0.482	0.802	0.659	<0.001
Employee Performance (Y)	Y1	0.405	-0.040	0.858	<0.001
	Y2	0.169	-0.176	0.729	<0.001
	Y3	-0.186	0.499	0.791	<0.001
	Y4	-0.389	-0.278	0.833	<0.001

The cross-loadings factor has obtained a value over 0.7 with a P value below 0.05, according to the findings of inductive statistical computations, indicating that the study has satisfied the requirements of the convergent validity test.

5.2 Research Reliability Test Results

To ensure that the research questionnaire satisfies a construct's reliability standards, it must undergo a reliability test. The Cronbach's alpha value is a reliable indicator of a construct's reliability test. If a measuring device's Cronbach's alpha value is more than 0.6, it is considered to meet the reliability of a construct. The findings of the reliability test for this research are shown in Table 3, below

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Cut-off	Information
Leadership Style (X)	0,831	0,6	Reliable
Work Satisfaction (Z)	0,853	0,6	Reliable
Employee Performance (Y)	0,816	0,6	Reliable

It is clear from the computation results shown in Table 3 that every variable has Cronbach's alpha values greater than 0.6, indicating that every variable satisfies the requirements for assessing a construct's dependability.

5.3 Path Coefficient Calculation Results

Following the testing of the study hypothesis, which tries to ascertain how leadership style (X) affects job satisfaction (Z) and worker performance (Y), the test's findings are shown in Table 4 below.

Table 4. Path Coefficient Values

No	Hypothesis	Path Coefficients	P- Values	Results
1.	Leadership Style → Employee Performance	0,456	0,001	H1 Accepted
2.	Leadership Style → Work Satisfaction	0,387	0,001	H2 Accepted
3.	Work Satisfaction → Employee Performance	0,309	0,014	H3 Accepted

6 Discussion

6.1 The Influence of Leadership Style on Employee Performance

The findings of the hypothesis test analysis show that the coefficient value of the leadership style variable is 0.456 with a p-value of 0.001. As a result, H₀ is rejected and the first hypothesis (H₁) is accepted. It has been demonstrated that the leadership style used by PT. Semen Imasco Asiatic Jember can enhance worker performance. As a result, it is imperative to preserve and, if feasible, improve these kinds of results. The findings of this study are consistent with those of the study carried out by, [34], [35], [36], [37], [38], which claims that better leadership can raise worker productivity.

6.2 The Influence of Leadership Style on Job Satisfaction

The leadership style variable has a path coefficient value of 0.387 with a p-value of 0.001, according to the statistical computations. As a result, H₀ is rejected and the second hypothesis (H₂) is accepted. The research findings, which indicate that there is a positive relationship between leadership style and job happiness, demonstrate that employees at PT. Semen Imasco Asiatic Jember are content with the existing leadership. Therefore, it is imperative to uphold the current leadership style while keeping an eye on available signs. This research is in accordance with research conducted by [39] [40], [41], It claims that employee work happiness is influenced by a leader's style.

6.3 The Effect of Job Satisfaction on Employee Performance

According to the research hypothesis test results, the work satisfaction variable has a coefficient value of 0.309 and a p value of 0.014. As a result, H₀ is rejected and the third hypothesis (H₃) is accepted. Employee performance at PT. Imasco Asiatic Semen Jember can be enhanced by their sense of job satisfaction. Thus, in order to increase performance, firm executives must preserve employee work happiness. This is crucial to do since good employee performance reflects well on the organization as a whole. This study is consistent with studies carried out by [42], [43] [44], It claims that employee performance can be enhanced by work happiness in a corporation.

8. Conclusion

The study's conclusion is that PT. Imasco Asiatic Semen Jember's leadership style can raise worker performance. The Jember cement company's leadership style has the capacity to raise worker job satisfaction as well. Employee performance at this cement company might also be enhanced by staff job satisfaction.

The recommendation for Jember Regency cement firms is to stick with the current leadership style, as it can enhance output and contentment at work.

The fact that this study was restricted to cement companies operating in the Jember Regency and used a small sample size makes it limited.

The hypothesis implies that leadership style has a major impact on job performance and happiness, which adds to the body of knowledge in the field of human resource management.

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