

The Effect of Leadership Style, Trust In Boss, and Job Satisfaction on Employee Performance

(Case Study on Manufacturing Companies in Batamindo Industrial Park Area)

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Abstract. This study aims to determine and empirically prove the effect of leadership style, trust in superiors, and job satisfaction on employee performance. This study uses primary data in the form of questionnaires and data collection using purposive sampling method. This research was conducted in the Batamindo Industrial Park area with a total population of 250 employees and using the Slovin formula obtained 165 employees as samples. Data analysis used in the form of multiple linear regression, t test (partial) and F test (simultaneous). The statistical test of this research uses the SPSS version 22 application program. The results of this study indicate that leadership style has a positive effect on employee performance, trust in superiors has a positive effect on employee performance, and job satisfaction has an effect on employee performance and simultaneously leadership style, trust in superiors, and job satisfaction has a significant positive effect on employee performance.

Keywords: leadership style, trust in superiors, job satisfaction, and employee performance.

1 Introduction

Companies in the current global era are obliged to strive for their employees to work more effectively and efficiently so that they can compete with other companies by increasing the value of the company. Employees in a company have an important role in achieving the goals of the company itself. Employees carry out all operational activities within a company, and the output produced by each employee within a certain period of time can determine how big and good the performance of each employee is. Moehariono (2012) in his book reveals that performance is planning an organizational strategy in which there is a description that describes the level of achievement of planning a work program or work procedure to realize the goals, objectives, mission and vision of an organization. In achieving success in a company, employee performance

has an important influence so the company must continue to strive to improve the performance of its employees and get closer to the company's goals.

A leader has an important role in building employee performance. The leadership style of a leader describes the consistency of a person's skills and behavior based on the person's nature and attitude (Roscahyo & Prijati, 2013; AR, Musnadi, & Chan, 2013; Suleman & Ruliaty, 2016; Nisyak & Trijonowati, 2016). A leadership style that is in harmony with work, situations and conditions will result in employees being enthusiastic about work so as to improve their own performance.

For the sake of achieve maximum performance, it is also necessary for an employee to trust his superiors, if trust is lacking or non-existent, it will reduce the interaction between employees and superiors which will result in decreased performance. The relationship between superiors and employees will be better if a boss has the trust of his employees. Employees who work under his leadership will feel more comfortable and relaxed at work and can also minimize the risk of stress in their work and can push employees to improve their own performance.

Good performance can also be known by finding out the percentage level of employee satisfaction with their work. Job satisfaction is not only seen from how well a job is done, or how much effort is made by employees on their work, but how someone likes the work or task that is and is done by them. Performance that is formed by mental improvement, rewards, facilities and work partners that are in accordance with the job makes job satisfaction the biggest influence on an employee's performance (Sriwidodo & Sugito, 2007).

Employees are basically an important asset in the company that must be managed properly. Tampi (2014) explains that the success of a company in running its business depends on the company's capability to manage its employees, such as selecting competent employees with high quality and performance. Based on the description above, the title of this research is "**The Effect of Leadership Style, Trust in Superiors and Job Satisfaction on Employee Performance (Case Study on Manufacturing Companies in the Batamindo Industrial Park Area)**".

2 Theoretical Framework

Contingency Theory

Contingency theory measures the performance of a leader which can be seen from his understanding of all situations or conditions in which he is leading. The theory put forward by Fiedler's in 1967, prioritizes leadership style and understanding of situations and conditions by a leader in leading his employees. The condition in question has 3 main factors, including the relationship between the leader and his employees, the work structure and the strength of the position.

Fairness Theory

This theory explains the satisfaction and dissatisfaction of an employee in working in accordance with the fairness of the situation he feels. The theory developed by John S. Adams in 1963, employees will see what they get with other people which in this theory are called inputs and

outputs. Inputs are things given by an employee for his work such as effort, loyalty, trust, expertise, sacrifice and commitment. Output is what employees get from their work such as salary, recognition, reputation, praise, position and satisfaction. If the input and output are in the same ratio so that employees will feel satisfied and fair, so they are motivated in carrying out their work.

Discrepancy Theory

This theory provides an overview of the satisfaction and dissatisfaction of an employee by looking at the comparison of what has been done by someone in his work and what he received from the results of his work. This theory, which was first pioneered in 1974 by Porter, suggests that satisfaction will be obtained if there is no difference between what is expected and what is received by employees.

Two Factor Theory

Job satisfaction and job dissatisfaction are two different things. The theory put forward by Herzberg in 1959 has two main factors to focus on, satisfier or motivation factors and disatisfier or hygiene factors. Satisfier factors (motivational factors) as a source of job satisfaction consist of success/achievement achieved by employees, progress in careers to get recognition from coworkers, sense of responsibility for tasks and results received, and the work itself. Hygiene factors (maintenance factors) as the basis for job dissatisfaction which also consists of existing policies in the company, administration within the organization in the company, employee social status, employee relations with one another as well as with superiors, supervisory systems, environmental and work conditions, and systems applicable payroll.

Hypothesis Development

Based on the research of theory and literature, the research hypothesis is formulated as follows:

H1: Leadership style has a positive effect on employee performance.

H2: Trust in superiors has a positive effect on employee performance.

H3: Job satisfaction has a positive effect on employee performance.

H4: Leadership style, trust in superiors, and job satisfaction have a simultaneous positive effect on employee performance.

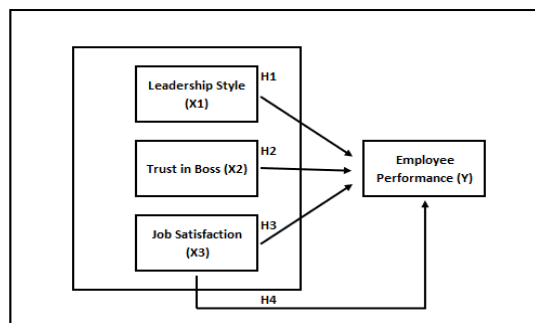


Figure 2.1 Framework

3 Research Method

Data Types and Sources

The type of data that will be used in this research is primary data using a quantitative approach. The data received will be ordinal data. The source of data in this research is the result of distributing questionnaires that are distributed directly to employees in the company.

Operational Definition of Variables

Dependen Variable

The dependent variable in this research is employee performance. Employee performance is the result of the work of a person or group in an organization in a certain period which is be affected by several factors such as leadership style, trust in superiors and job satisfaction which is a way to achieve the goals of a company.

Independent Variable

Leadership Style (X1)

Research by Robbins & Judge (2015) explains that leadership is considered an ability that can be affected a person or group to achieve a predetermined goal or vision. Leadership style also includes roles that are interpersonal and informational as well as decision makers (Yulinda & Rozzyana, 2018). A leadership style that is in harmony with the work situation will also result in employees being enthusiastic about work so as to improve their own performance.

Trust in Superior (X2)

Trust is a belief in which a person expects reciprocity from others. According to Matthai, trust is a form of self-confidence of an employee / subordinate that if he is in an uncertainty or will have a bad impact, a leader can show his abilities through words or attitudes taken (Yulianti & Wuryanti, 2015). There will be a better relationship between subordinates and subordinates if a superior has the trust of his subordinates. Employees who work under their leadership will feel more comfortable and relaxed inside and can also minimize the risk of job stress and can spur employees to improve their own performance.

Job Satisfaction (X3)

Job satisfaction is something that every employee always wants to get. How much an employee is satisfied with his job can be seen from the factors and conditions that make/motivate him, this

often happens because the two perceptions are studied simultaneously (Furnham, Eracleous, & Premuzic, 2009). With a sense of trust can lead to satisfaction at work, where job satisfaction will later describe positive feelings about work and job satisfaction is also basically an individual thing.

Location and Research Objects

The object of research used in this study is employee of manufacturing company in the Batamindo Industrial Park area.

Numberof Sample Determination Techniques

The sample used in this research is employees in manufacturing companies in the Batamindo Industrial Park area with a calculation of the total number of manufacturing companies still operating as of January 2021 there are 56 (fifty-six) companies, and the researcher takes 50% of the number of companies whose employees will be the population. The total population used is 280 employees and is calculated again using the Slovin formula so that the total sample becomes 165 employees.

Sampling Technique

Respondents from this research were employees of companies engaged in manufacturing and used purposive sampling techniques for sampling, and the sample required was data with special criteria where in this research only employees who served as leaders and had worked for more than 1 year who can become a respondent.

Data Collection Technique

This research collects and processes primary data obtained from questionnaires through google forms to facilitate research and filling out questionnaires by respondents which will be distributed to the object of research directly. This questionnaire contains statements related to leadership style, trust in superiors, and job satisfaction as independent variables and employee performance as the dependent variable by giving an assessment weight to each questionnaire statement.

Data Processing Technique

The data processing technique carried out in this research uses the SPSS for Windows Version 22 data processing application because this program has a fairly high statistical analysis result using a simple descriptive menu so that it is easy to understand. Before carrying out further data processing, the researcher will check and examine the results of the questionnaire, group the data according to categories, tabulate the data with Microsoft Excel.

Data Analysis Technique

The analysis used in this research uses the SPSS for Windows Version 22 data processing application. The test begins with a descriptive analysis of each variable, data quality test (validity

test and reliability test), classical assumption test (normality test and heteroscedasticity test) and ends by hypothesis testing with multiple regression analysis (t test and f test).

4 Result And Discussion

Characteristics of Responden

The sampling technique in this research is non-probability sampling that is purposive sampling with respondents who are taken by employees who work at manufacturing companies in the Batamindo Industrial Park area. There are 56 (fifty-six) manufacturing companies in BIP that are currently still actively operating and from a total of 56 companies, this research takes 50% or 28 companies as research data for which questionnaires will be distributed to 10 employees in accordance with the research criteria in order to obtain 280 people as the population of this research. Sampling in this research using the Slovin formula calculation and obtained as many as 165 respondents as shown in the following table:

Table 1 Characteristics Data

Description	Total
Distributed questionnaire	250
Questionnaire returned from respondents	173
Questionnaires that do not match the research criteria	8
Questionnaire used to test data quality	30
Sample used	135

Source: Excel result, 2021

The questionnaires received and to be processed were grouped based on several criteria, namely company name, position/position, gender, age, education and length of service. This identification was conducted to determine the general characteristics of the research respondents. This is illustrated in the following table:

Table 2 Characteristics Data - Criteria

	Description	Frequency	Percentage
Position	Leader	114	84%
	Supervisor	21	16%
Gender	Female	84	62%
	Male	51	38%
Age	18 to 24	75	56%
	25 to 30	45	33%
	31 to 35	11	8%
	> 35	4	3%
Education	Senior High School or Equal	84	62%
	Diploma	17	13%
	Sarjana	34	25%
Years of Service	1 - 4 Years	112	83%
	5 - 8 Years	17	12%
	9 - 12 Years	5	4%
	> 12 Years	1	1%

Source: Excel result, 2021

From the table above, it can be concluded that the position of most respondents is leader with a percentage of 84%. Female respondents are also the largest respondents with a percentage of 62%. And the most dominant respondents at the age of 18-24 years and the education level of SMA/SMK equivalent as many as 62% or 84 respondents and the most respondents' working hours were between 1-4 years of work with a percentage of 83%.

Descriptive Statistical Analysis

This descriptive analysis will examine how the answers given by 165 respondents to the questionnaires that have been distributed. The following are the results of descriptive statistical analysis presented in tabular form according to the frequency of respondents' answers.

Table 3 Descriptive Analysis

Variable	Item	N	Min	Max	Mean	Std. Deviasi
Leadership Style	LS1	135	2	5	4.16	0.531
	LS2	135	2	5	3.69	0.696
	LS3	135	2	5	3.5	0.621
	LS4	135	2	5	3.57	0.718
	LS5	135	2	5	3.94	0.72
	LS6	135	3	5	4.25	0.607
	LS7	135	2	5	3.93	0.613
	LS8	135	2	5	3.78	0.73
	LS9	135	2	5	4.09	0.717
Trust in Boss	TB1	135	2	5	4.08	0.574
	TB2	135	3	5	3.85	0.686
	TB3	135	2	5	4.13	0.689
	TB4	135	2	5	4.1	0.571
	TB5	135	3	5	4.18	0.545
	TB6	135	1	5	4.08	0.773
	TB7	135	2	5	3.84	0.755
Trust in Boss	TB8	135	2	5	3.72	0.779
Job Satisfaction	JS1	135	2	5	3.67	0.656
	JS2	135	2	5	3.9	0.656
	JS3	135	3	5	4.19	0.625
	JS4	135	2	5	3.86	0.693
	JS5	135	3	5	3.81	0.707
	JS6	135	2	5	3.94	0.608
	JS7	135	2	5	4.35	0.695
	JS8	135	2	5	4.39	0.669
Employee Performance	EP1	135	3	5	4.33	0.489
	EP2	135	1	5	4.37	0.632
	EP3	135	2	5	4.29	0.69
	EP4	135	3	5	4.68	0.499
	EP5	135	3	5	4.3	0.587
	EP6	135	3	5	4.18	0.645
	EP7	135	3	5	4.5	0.633
	EP8	135	2	5	4.61	0.587
	EP9	135	1	5	3.76	0.833

Source: SPSS result, 2021

Based on the table above, it can be seen that many respondents answered agree so that it can be concluded that leadership style, trust in superiors and job satisfaction really affect the performance of an employee.

Instrument Test

The instrument test on the indicators of the variables was carried out to determine the level of validity and reliability of the indicators as a variable measuring instrument. The author tested this instrument by distributing questionnaires to as many as 30 respondents. After getting the data of 30 respondents, the authors conducted a validity test and reliability test.

Hypothesis Test

Multiple Regression Analysis Test – T Test

Multiple linear regression equation was used to determine the influence of leadership style, trust in superiors, and job satisfaction on employee performance. The calculation results are shown in the following table:

Table 8 Multiple Regression Test

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constanta	4,048	2,145		1,887	0,061
Leadership Style	0,372	0,065	0,361	5,716	0,000
Trust in Boss	0,150	0,074	0,144	2,016	0,045
Job Satisfaction	0,536	0,071	0,475	7,517	0,000

Source: SPSS result, 2021

From the regression coefficients above, the following regression equation is formed:

$$Y = 4,428 + 0,377GK + 0,156KA + 0,512KK + e$$

Based on the above equation it can be concluded that:

- The constant value of 4.048 can be concluded if the independent variable is constant then the employee's performance value will change to 4.048.
- The coefficient value of the leadership style variable (X1) is 0.372, meaning that the leadership style variable affects employee performance by 0.372. This means that if the value of the leadership style variable increases by 1%, it will increase employee performance to 0.372.
- The coefficient value of the trust variable in superiors (X2) is 0.150, meaning that the trust variable in superiors affects employee performance by 0.150. This means that if the value of the trust variable in superiors increases by 1%, it will increase employee performance to be 0.150.

d. The coefficient value of the job satisfaction variable (X3) is 0.536, meaning that the job satisfaction variable affects employee performance by 0.536. This means that if the value of the job satisfaction variable increases by 1%, it will increase employee performance by 0.536.

Based on the description above, the results of the t-test are obtained as follows:

a. The results of the t test for the leadership style variable obtained t count of 5.716 with a significance value of 0.000. The significance value is <0.05 so it can be concluded that H1 is accepted, meaning that there is a significant positive effect between leadership style on employee performance.

b. The results of the t test for the trust variable in superiors obtained t count of 2.016 with a significance value of 0.045. The significance value is <0.05 so it can be concluded that H2 is accepted, meaning that there is a significant positive effect between trust in superiors on employee performance.

c. The results of the t test for the job satisfaction variable obtained t count of 7.517 with a significance value of 0.000. The significance value is <0.05 so it can be concluded that H3 is accepted, meaning that there is a significant positive effect between job satisfaction on employee performance.

F Test

The F test is used to test the effect of each independent variable simultaneously on the dependent variable. This F test is performed by comparing the value of Fcount with Ftable with a significance level of 0.05. The results of the F test analysis are shown in Table 9 below:

Table 9 F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	741,651	3	247,217	89,384	0,000
Residual	362,320	131	2,766		
Total	1,103,970	134			

Source: SPSS result, 2021

Based on Table 9, it can be seen from the results of the F test that the F value is 89.384 (Fcount) $>$ 2.66 (Ftable) and the significance value is $0.000 < 0.050$ so it can be concluded that there is a simultaneous influence between the independent variables of leadership style, trust in superiors, and job satisfaction on employee performance.

Data Analysis

The following is an explanation of statistical tests to make it easier to analyze the data:

The Effect of Leadership Style on Employee Performance

Based on the results obtained through the statistical test that has been explained, it shows that **H1 is accepted**, because the measurement of leadership style based on the statement indicators in the questionnaire has a significant effect on employee performance. The results of this research are supported by previous research conducted by Yulinda & Rozzyana (2018) which shows that

leadership style and motivation have a significant influence on employee performance and is also in line with contingency theory which measures the performance of a leader from his understanding of all circumstances or conditions in which he lead. This can be applied to the world of work where if a leader does not meet the standards of desire for employees, employee performance will not achieve the best.

The Effect of Trust in Boss on Employee Performance

Based on the results obtained through the statistical test that has been explained, it shows that **H2 is accepted**, because the measurement of trust in superiors based on the statement indicators in the questionnaire has a significant effect on employee performance. The results of this research are in line with previous research researched by Yulianti & Wuryanti (2015) which explains that trust in superiors has a significant positive effect on employee performance. The trust described in the research of Yulianti & Wuryanti (2015) is a person's willingness to rely on others where we have faith in him. This also supports the statement indicator in the author's questionnaire which says that employees will ask their superiors directly if they have difficulty completing work and will tell their superiors if there are problems with other units/departments because the leader is believed to be able to overcome this. Basically, when we work, we will be more open about our work with people we trust more.

The Effect of Job Satisfaction on Employee Performance

Based on the results obtained through the statistical test that has been explained, it shows that **H3 is accepted**, because the measurement of the statement indicators in the job satisfaction variable questionnaire has a significant influence on employee performance. The results of this research also support previous research researched by Zahara & Hidayat (2017) which in their research shows that high employee performance is obtained from the high level of job satisfaction of the employees themselves and is also in line with the two-factor theory, indicators of job satisfaction in this research includes both of these factors. Satisfaction at work will be obtained if a person can work well because he has skills and abilities that are in accordance with his job, and the company where he works is also considered to have a clear view of career path progress, both of which are included in motivational factors or satisfier factors.

The Effect of Leadership Style, Trust in Boss, and Job Satisfaction on Employee Performance

Based on the results obtained from the F test (simultaneous test) shows that all independent variables have a simultaneous effect on the dependent variable, which means **H4 is accepted**. This proves that together all the independent variables, namely leadership style, trust in superiors and job satisfaction have succeeded in influencing the dependent variable, namely employee performance. Many factors can be an influence for improving the performance of an employee. Performance itself is basically a benchmark for companies in assessing the ability of their employees. The first factor is the leadership style that is carried out and applied by a leader to give a good picture and example to his employees. Second, trust in superiors is required in every relationship between superiors and employees, because without trust itself, the work will not run

well because it does not have a place to rely on one belief. Third, job satisfaction obtained by an employee at his place of work is very important in improving his performance, satisfaction itself can come from various factors such as salary or wages, benefits and satisfaction with communication as well as good cooperation with colleagues. Companies can apply this third factor to assess someone who deserves to be a leader so that they are able to help other employees to achieve good performance at work so that it is easy for the company to achieve goals.

5 Conclusions And Sugestions

Conclusions

The research that the author conducted is aimed at analyzing whether there is an influence of leadership style, trust in superiors and job satisfaction on employee performance for non-operator employees who work in the Batamindo Industrial Park area, Mukakuning. Based on the results of the study, the authors can draw conclusions from the research as follows:

- a. Leadership style directly has a positive and significant effect on employee performance.
- b. Trust in superiors directly has a positive and significant effect on employee performance.
- c. Job satisfaction directly has a positive and significant effect on employee performance.
- d. Leadership style, trust in superiors and job satisfaction together have a positive and significant effect on employee performance.

Suggestions

Based on the limitations and implications of this research, the author has several suggestions for further researchers, namely:

- a. Future research is expected to be able to select a population that is engaged in other sectors that lead to a concentration of work such as only the logistics, finance, marketing, and others.
- b. Further research is also recommended to use or add other factors that can affect the performance of an employee.

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