

## The Leadership's Influence on Staff Performance Through Job Satisfaction at the University of West Sulawesi in Majene Regency

Andi Suryani Syamsuddin<sup>1</sup>, Abdul Rahman Kadir<sup>2</sup>, Syamsu Alam<sup>3</sup>, Madris<sup>4</sup>  
Universitas Hasanuddin<sup>1,2,3,4</sup>

Perintis Kemerdekaan St. Tamalanrea, Makassar-Sulawesi Selatan, Indonesia

Correspondence Email: [andisuryanisamsuddin@gmail.com](mailto:andisuryanisamsuddin@gmail.com)

ORCID ID: <https://orcid.org/0000-0002-7789-2639>

### ARTICLE INFORMATION

#### Publication information

#### Research article

#### HOW TO CITE

Syamsuddin, A., Kadir, A., Alam, S., & Madris. (2022). The leadership's influence on staff performance through job satisfaction at the University of West Sulawesi in Majene Regency, 5(2), 76-83

DOI: <https://doi.org/10.32535/jicp.v5i2.1672>

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Received: 13 July 2022  
Accepted: 15 July 2022  
Published: 25 July 2022

### ABSTRACT

Leadership is a leader's ability to influence an individual or community to reach an aim together. Leadership is a style, an act, or an attitude of a leader to its members. This study aims to analyze the leadership's influence on job satisfaction and performance achievement at the University of West Sulawesi. This was conducted from October to November 2021 at the University of West Sulawesi. There were 60 participants involving 20 leaders, 20 staff, and 20 students. The participants were taken randomly or it is called random sampling technique with cluster technique. The data in this study was primary data and it was taken through participants' responses to a questionnaire. The data were analyzed quantitatively with the inferential statistics method. The analysis technique used is Structural Equation Modeling (SEM) with a variance-based approach or component-based approach through Partial Least Square. The result of the study shows that leadership influences significantly on job satisfaction and performance achievement at the University of West Sulawesi. Moreover, job satisfaction also influences significantly on job satisfaction.

**Keywords:** Job Satisfaction, Leadership, Performance, University of West Sulawesi

## **INTRODUCTION**

Leadership is a leader's ability to influence an individual or community to reach an aim together (Robbins & Judge, 2009). In another sense, leadership is an inherent ability of a person who leads which depends on various factors, both internal and external factors (Mangkunegara, 2006). While the leader is defined as a person or individual who leads a group of two or more people, both organizations and families. In other words, leadership can be interpreted as a style or form of attitude or action in leading, while leaders are more personal in nature. This means, leaders must be able to set direction and goals by developing a vision of the future to be achieved, and then communicating that vision. If the leadership or leadership style that is applied is in accordance with the situation at hand, it will create a conducive work atmosphere, and will ultimately provide the best performance.

Several studies have shown that differences in employee performance are strongly influenced by leadership styles—such as; authoritarian, democratic and transformational. If the leader is able to apply the right leadership, then employees will have job satisfaction and can improve employee performance (Wexley & Yukl, 2007). Others also explain that there is a positive relationship between leadership and employee performance (Nurjanah, 2008; Pradeep & Prabhu, 2011; Salamala, 2007; Sedarmayanti, 2009). On the other hand, employee performance is also strongly influenced by job satisfaction where the level of pleasure that a person feels for his role or work. The level of individual satisfaction is generally characterized by commensurate rewards from various aspects of the work situation in which they work. Thus, job satisfaction is generally related to individual psychology or feelings. According to Handoko (2000), job satisfaction is a pleasant or unpleasant emotional state felt by employees related to work. Job satisfaction is generally shown by employees by working earnestly, disciplined (on time) and responsible for the work. Job satisfaction is believed to increase the achievement of employee performance and ultimately the achievement of organizational performance. Performance is defined as a result of work achieved by a person or organization in carrying out the tasks assigned to him based on skills, experience, and sincerity (As'ad, 2005; Bernardin & Russel, 2001; Hasibuan, 2012). Several studies have shown that there is an influence between leadership and performance and job satisfaction with performance achievement. Job satisfaction has a significant positive effect on employee performance (Anshari, 2007). It is proven that there is a significant relationship between job satisfaction and employee performance (Ajzen, 2011; Dizgah et al., 2012). The leadership variable has a significant effect on job satisfaction and employee performance, in addition, the job satisfaction variable also affects employee performance (Idrus & Yusuf, 2021).

Therefore, it is important to analyze leadership factors on job satisfaction and performance achievement at the University of West Sulawesi, one of the relatively new state universities in Indonesia in which there are various work units ranging from rectorate level, dean, study program, laboratories and other work units.

## **RESEARCH METHOD**

### **Research Design**

This study uses a quantitative approach with inferential statistical methods. Siagian & Sugiarto (2002) explained that inferential statistics is a statistical method that deals with the analysis of some data (examples/samples) to then arrive at forecasting or drawing conclusions about the entire data (population). It is further stated that in inferential

statistics, parameter estimation is carried out, hypotheses are made, and the hypothesis is tested so as to arrive at generally accepted conclusions. This method is also called inductive statistics, due to the conclusions drawn are based on information from only part of the data (Walpole, 1993).

### **Research Time and Location**

The research was conducted from October to November 2021 at the University of West Sulawesi. The population in this study were the leaders, staff and students of the University of West Sulawesi. Samples were taken using random sampling techniques and cluster sampling techniques. A total of 60 people became respondents in this study, including 20 leaders, 20 university staff, and 20 students.

### **Data Types and Sources**

Data were obtained from respondents' answers to a number of questions and statements in the questionnaire related to the indicators of the research variables. The variables in this study consisted of exogenous variables, namely leadership (X); and endogenous variables, namely job satisfaction (Y<sub>1</sub>), and employee performance (Y<sub>2</sub>), the details are as follows:

**Table 1.** Research variable

No	Variable	Description
1	Leadership (X)	Ability to influence individuals or groups in carrying out activities to achieve organizational goals (Gorda, 2004; Thoha, 2012; Wexley & Yukl, 2007)
2	Kepuasan Kerja (Y <sub>1</sub> )	The pleasant or unpleasant emotional attitude of employees towards their work compared to the remuneration received in accordance with expectations (Hasibuan, 2012; Luthans, 2006; Rivai, 2010)
3	Kinerja Karyawan (Y <sub>2</sub> )	The achievements of employees in carrying out assigned tasks are based on skills, experience and sincerity, as well as time (Martoyo, 2007)

### **Data Analysis Method**

The data analysis technique used in this research is Structural Equation Modeling (SEM) analysis with a variance based or component based approach through Partial Least Square (Solimun, 2017). Partial Least Square (PLS) is a multivariate statistical technique that can be used to handle many response variables as well as explanatory variables at once (Geladi & Kowalski, 1986). Furthermore, Syahrir et al. (2020) stated that PLS analysis is a good alternative to the multiple regression analysis method and principal component regression, because this method is more robust. Structural Equation Modeling-Partial Least Squares (SEM-PLS) in this study used to test the model, by providing a systematic evaluation of the results of the SEM-PLS as suggested by Sarstedt et al. (2017). The analysis carried out is intended to answer the hypotheses built as follows:

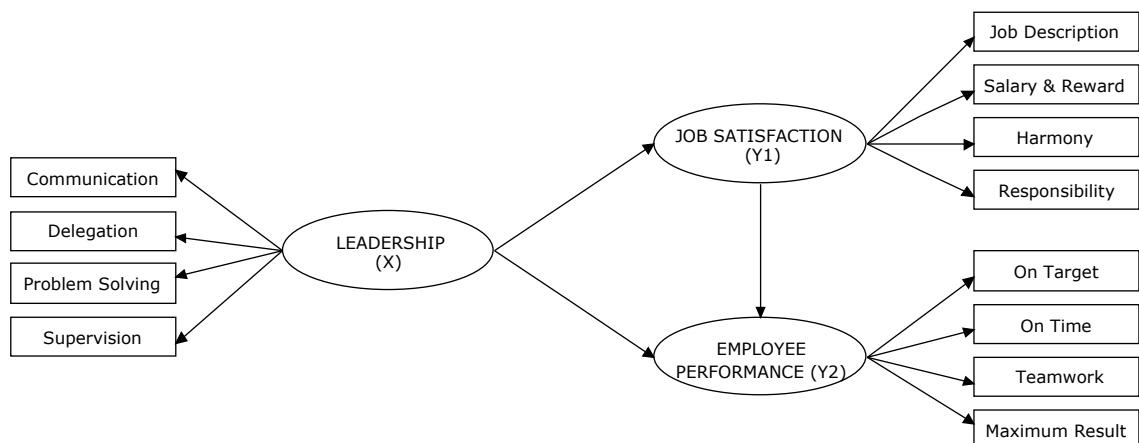
**Table 2.** Research hypothesis

Hypothesis	Description
H1	There is an influence of leadership on employee job satisfaction at the University of West Sulawesi

H2	There is an influence of leadership on employee performance at the University of West Sulawesi
H3	There is an effect of job satisfaction on employee performance at the University of West Sulawesi

The hypothesis was built based on the research objective, namely to analyze the relationship/influence of leadership on job satisfaction and employee performance at the University of West Sulawesi. Visually the diagrammatic relationship is presented as follows:

**Figure 1.** Model of relationship (causality) of research variables



## RESULTS AND DISCUSSION

### Evaluation of the Measurement Model (Outer Model)

This evaluation is intended to test whether the instrument used in the study is quite valid and reliable. The validity test is intended to find out whether the instrument used is valid, or ensure how well the test or survey is conducted. The validity test is evaluated by the value of the loading factor or seeing the value of the outer loading. The loading factor value is the value generated by each indicator to measure the latent variable. This value is illustrated by the outer loading value, with a significant value indicator greater than > 0.7. The following is a breakdown of the outer loading values of each indicator.

**Table 3.** Outer Loading Score

Construct	Indicators	Outer Loadings
Leadership	Communication	0.801
	Delegation	0.888
	Problem solving	0.841
	Supervision	0.821
Job Satisfaction	Job description	0.825
	Salary and reward	0.707
	Work harmony	0.921
	Job responsibilities	0.880
Performance	Achieve the target	0.762

Construct	Indicators	Outer Loadings
	Work on time	0.865
	Collaborate in a team/compact	0.790
	Maximum results	0.850

The evaluation of the indicator significance assessment is quite good reflecting the latent variable estimated based on the outer loadings value with a significance value  $> 0.7$ . Based on the values in Table 3, it can be concluded that overall indicators built are significant or good enough to reflect the latent variables.

After the instrument or measuring instrument is judged to be valid, then the reliability test is then carried out. Reliability test is an evaluation to measure whether a questionnaire is reliable or not which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to the statement is consistent or stable. The reliability test was measured by the Composite Reliability and Cronbach Alpha values. Composite Reliability is a group of indicators that measure a variable having good composite reliability based on a composite reliability score, while Cronbach's Alpha (Consistent Internal Reliability) is an indicator group that measures a variable having good composite reliability based on the alpha coefficient value (Solimun, 2017). With the provisions of composite reliability  $> 0.7$  and Cronbach's alpha  $> 0.6$  then each variable is fulfilled.

**Table 4.** Cronbach's Alpha and Composite Reliability

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Leadership	0.883	0.889	0.919
Job Satisfaction	0.931	0.935	0.951
Performance	0.926	0.929	0.947

Based on the Cronbach's Alpha and Composite Reliability values shown in Table 4, it is found that the instrument used is quite reliable, where the Cronbach's Alpha value is greater than 0.60 and the Composite Reliability value is above 0.70.

### Structural Model Evaluation (Inner Model)

This evaluation is also known as the inner model evaluation, which is an evaluation that is intended to find out whether the model proposed in the path diagram (theoretical model) is suitable or not with the data. The VIF value is intended to test for collinearity and to indicate whether there is multicollinearity in the resulting model or not. According to Syahrir et al. (2020), a good model is a model that is free from multicollinearity. The indication of the occurrence of multicollinearity can be known if the VIF value  $> 10$ .

**Table 5.** Value of Variance Inflation Factor (VIF)

Indicators	VIF	Kriteria
Communication	2.727	No Collinearity
Delegation	2.586	No Collinearity
Problem solving	3.537	No Collinearity
Supervision	5.436	No Collinearity
Job description	2.118	No Collinearity
Salary and reward	2.721	No Collinearity

Indicators	VIF	Kriteria
Work harmony	2.557	No Collinearity
Job responsibilities	4.831	No Collinearity
Achieve the target	2.061	No Collinearity
Work on time	3.778	No Collinearity
Collaborate in a team/compact	3.394	No Collinearity
Maximum results	4.081	No Collinearity

The results of the analysis as shown in Table 5 above show that overall the indicators used as estimators in the model are quite good and free from multicollinearity symptoms. Thus the predictive ability of the model becomes quite good (Sekaran & Bougie, 2017).

### T-test

The t-test or also known as t-statistics is a value to describe the significance of the model. The t-test was carried out with a 95% confidence level (sign. 0.05) using the two-tailed method. The t-test assessment indicator whose value is above 1.96 is declared significant or by looking at the p-value which must be smaller than alpha ( $<0.05$ ).

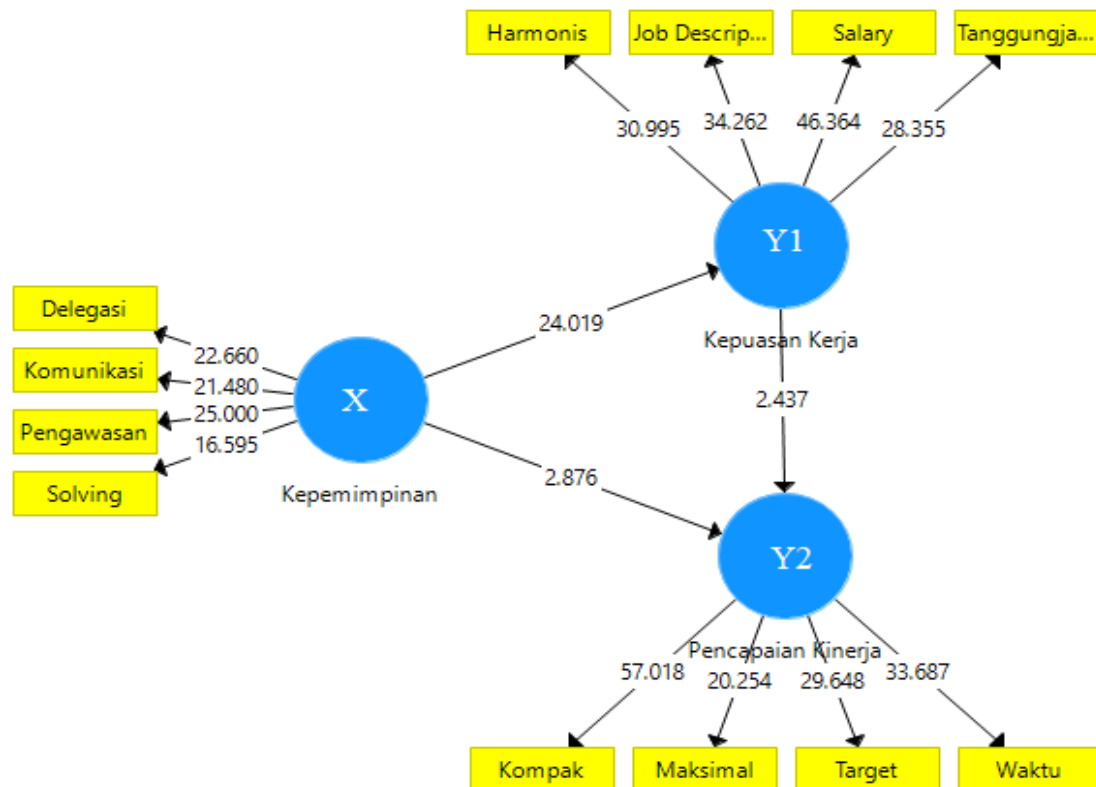
**Table 6.** T-Statistic Value

Construct	<i>O</i>	<i>M</i>	<i>SD</i>	$ O/SD $	p-value
Leadership -> Job Satisfaction	0.881	0.876	0.037	24.019	0.000
Leadership -> Performance	0.489	0.488	0.170	2.876	0.004
Job Satisfaction -> Performance	0.399	0.399	0.164	2.437	0.015

Note. *O* = Original Sample, *M* = Mean, *SD* = Standard Deviation,  $|O/SD|$  = T-statistics

The results of the t-test showed that overall independent variables had a significant effect on the dependent variable, where the p-value was smaller than 0.05 and the t-statistic value was greater than the t-table value (1.960). Therefore, it can be concluded that the leadership variable has a significant effect on job satisfaction and the leadership variable has a significant effect on employee performance, and the job satisfaction variable has a significant effect on performance achievement. It is visually depicted on the following path diagram:

**Figure 2.** Research Bootstrapping Model



## CONCLUSION

Based on the results of statistical test analysis, it was found that the leadership variable had a significant effect on job satisfaction and performance achievement at the University of West Sulawesi. In addition, the variable job satisfaction also affects performance. Thus, it can be concluded that the leadership factor greatly influences the achievement of higher education performance.

## LIMITATION

In answering the problems in this research, the researcher only focuses on the quantitative approach. Other approaches or methods may provide more comprehensive results regarding this research topic.

## ACKNOWLEDGMENT

Many thanks to Abdul Rahman Kadir, Syamsu Alam and Madris who have provided direction to the author in completing this research, as well as the family who have always given full support to the author in carrying out the study.

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