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The Effect Of Leadership Style, Work Discipline And Work Motivation On Employee Performance Through Employee Satisfaction As An Intervening Variable In The Department Of Education, Youth And Sports Of Kaimana District

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Abstract: This study aims to analyze the influence of leadership style, work discipline and work motivation on employee performance through employee satisfaction as an intervening variable. The research approach uses a quantitative approach. The population and sample were 71 respondents, namely Dinas Pendidikan, Pemuda Dan Olahraga Kabupaten Kaimana employees. Data analysis used multiple linear regression and Sobel test. The research results show that leadership style has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Leadership style has a positive and significant effect on employee satisfaction. Work discipline has a positive and significant effect on employee satisfaction. Work motivation has a positive and significant effect on employee satisfaction. Employee satisfaction has a positive and significant effect on performance

Keyword: Work Discipline, Leadership Style, Job Satisfaction, Employee Performance, Work Motivation

INTRODUCTION

An employee's performance plays a crucial role in an organization because each employee's performance represents an achievement for their performance in each organizational function, and in turn, the performance of these organizational functions contributes to the achievement of organizational performance. Organizations or agencies believe that achieving excellence requires striving for the highest possible individual performance. However, once established within an agency, the agency must be able to meet the needs of its employees. Performance evaluation is part of an internal control system that aims to identify critical issues faced in the implementation of performance-based governance and to determine the level of achievement of performance targets.

The evaluation is certainly supported by assessment and evaluation tools in accordance with standards and norms of laws and regulations. Knowing the problems and levels of achievement will facilitate the continuous redesign of implementation strategies, until the desired results are achieved. Performance evaluation is carried out in terms of the level of success/failure by comparing the realization with the target for each predetermined performance indicator.

Motivation is crucial for improving work effectiveness, as highly motivated individuals strive to achieve their goals. Empirically, motivation has been shown to have a strong, positive, and significant impact on employees; the better the motivation, the better their performance. A person is said to be motivated when they have a strong reason to achieve what they desire (Jayanti et al., 2020). This aligns with research conducted by Markus (2020), Widiastuti et al., 2020), and Dewanto et al., 2024, which shows that work motivation has a positive and significant impact on employee performance.

Work discipline is crucial for organizational growth, primarily used to motivate employees to discipline themselves in carrying out their work, both individually and in groups. Discipline is also beneficial for educating employees to comply with and appreciate existing regulations, procedures, and policies, resulting in high performance. Work discipline fosters passion and enthusiasm for work and promotes the achievement of organizational goals. Employees with high morale feel that they are included in the organization's goals and that their efforts are recognized and appreciated. Employees with high morale exhibit positive attitudes, such as loyalty, joy, cooperation, pride, and adherence to obligations (Maduningtias, 2020). This is in line with research conducted by (Hafizha & Hartono, 2022), (Suprapto et al., 2024), and (Dewi & Sukesi, 2024), which shows that work discipline has a positive and significant effect on employee performance.

Based on the results of the researcher's observations, performance at the Education, Youth, and Sports Agency of Kaimana Regency (West Papua) has decreased due to the quantity and quality of employee performance being less than optimal. This results in the failure to achieve the targets set by their superiors. To achieve employee synergy, coaching through re-evaluation by the leadership is necessary to place employee competencies in accordance with the field of work carried out in an effort to improve employee performance. The lack of the best coaching provided to employees to stimulate their enthusiasm to achieve agency goals.

LITERATURE REVIEW

Leadership Style

Leadership plays a crucial role in an organization. Leadership encompasses all activities designed to influence people to work together to achieve a shared goal (Imaniar Cahyani & Eddy Yunus, 2018).

Work Discipline

Work discipline is a positive attitude and action demonstrated by individuals, such as respecting, appreciating, and adhering to the organization's regulations, both written and unwritten, as well as the ability to implement them and accept all consequences. According to Ardana, Mujiati, and Utama (2011, p. 134) in (Ady et al., 2022).

Work Motivation

According to Mangkunegara (2017:9) in (Brasrinanto et al., 2020), work motivation is a condition that influences the generation, direction, and maintenance of behavior related to the work environment. Motivation is a factor in determining employee performance.

Employee Satisfaction

According to (Ady et al., 2022), job satisfaction is an emotional attitude in the form of feelings that arise from a person who enjoys and loves their job.

Employee Performance

Performance is the successful achievement of a full-fledged job achieved by an individual or group of people through their actions. Performance can also be defined as the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with their assigned responsibilities (Imaniar Cahyani & Eddy Yunus, 2018).

Research Hypothesis

The Research Hypothesis are:

1. It is suspected that the Leadership Style variable has a direct effect on Employee Performance at the Education, Youth, and Sports Office of Kaimana Regency.
2. It is suspected that the Work Discipline variable has a direct effect on Employee Performance at the Education, Youth, and Sports Office of Kaimana Regency.
3. It is suspected that the Work Motivation variable has an effect on Employee Performance at the Education, Youth, and Sports Office of Kaimana Regency.
4. It is suspected that the Leadership Style variable has an effect on Employee Satisfaction at the Education, Youth, and Sports Office of Kaimana Regency.
5. It is suspected that the Work Discipline variable has a direct effect on Employee Satisfaction at the Education, Youth, and Sports Office of Kaimana Regency.
6. It is suspected that the Work Motivation variable has a direct effect on Employee Satisfaction at the Education, Youth, and Sports Office of Kaimana Regency.
7. It is suspected that the Employee Satisfaction variable has a direct effect on Employee Performance at the Education, Youth, and Sports Office of Kaimana Regency.

METHOD

Variable Identification and Measurement

The research variables used four variables: independent, dependent, and intervening. The independent variables included leadership, work discipline and work motivation. The dependent variable included employee performance. The intervening variable included employee satisfaction.

Population and Sample

The population in this study was all employees at the Education, Youth and Sports Office of Kaimana Regency, totaling 71 people. According to Arikunto (2012:104) if the population is less than 100 people, then the sample size is taken as a whole. Based on this study, because the population size is not greater than 100 respondents, the sample in the study is the entire population, thus the number of samples is the same as the population size (census or saturated sample), namely 71 respondents at the Education, Youth and Sports Office of Kaimana Regency.

Analysis Method

The data analysis method used was Partial Least Squares (PLS). PLS is a new analytical technique pioneered by Herman World. PLS is commonly referred to as soft modeling. With PLS, structural equations can be modeled with relatively small sample sizes, eliminating the need for multivariate normality assumptions. The measurement model is used to test the validity and reliability of the measuring instrument, and the structural model is used to test causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

RESULTS AND DISCUSSION

R-Square Test Results

To determine the magnitude of the influence of the leadership style variables (X1), work discipline (X2), work motivation (X3) on employee performance (Y) through job satisfaction (Z) can be seen from the magnitude of determination (R2) which can be seen in the following table:

Koefisien Determinasi (R^2) Model 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 ^a	0.615	0.610	1.66109

a. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja, Motivasi Kerja, Gaya Kepemimpinan

Based on the R square table of 0.615, it means that 61.5% of the variation in changes in employee performance is caused by the variable factors of leadership style (X1), work discipline (X2), work motivation (X3) and job satisfaction as a moderating variable (Z).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	0.810	0.806	1.73597

a. Predictors: (Constant), Motivasi Kerja, Disiplin Kerja, Gaya Kepemimpinan

Based on the R square table of 0.810, it means that 81% of the variation in changes in job satisfaction is caused by leadership style factors (X1), work discipline (X2), work motivation (X3).

F Test Model 1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.162	4	12.041	33.138	.020 ^b
	Residual	253.275	66	3.837		
	Total	301.437	70			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja, Motivasi Kerja, Gaya Kepemimpinan

Based on the table above, it is known that the calculated F value is 33.138 with a significance level of 0.020, it is concluded that leadership style (X1), work discipline (X2), work motivation (X3) Job Satisfaction (Z) have a joint (simultaneous) influence on Employee Performance (Y).

F Test Model 2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.484	3	8.161	3.014	.025 ^b
	Residual	201.910	67	2.708		
	Total	226.394	70			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Motivasi Kerja, Disiplin Kerja, Gaya Kepemimpinan

Based on the table above, it is known that the calculated F value is 3.014 with a significance level of 0.025. It is concluded that leadership style (X1), work discipline (X2), work motivation (X3) have a joint (simultaneous) influence on Job Satisfaction (Z).

t Test Model 1

Coefficients^a

Model		Standardized Coefficients		t	Sig.
		Beta			
1	(Constant)	6.394	4.422		1.446 0.153
	Gaya Kepemimpinan	0.172	0.148	0.155 2.163	0.049
	Disiplin Kerja	0.073	0.149	0.059 2.488	0.027
	Motivasi Kerja	0.076	0.155	0.063 2.49	0.025
	Kepuasan Kerja	0.319	0.138	0.277 2.317	0.024

a. Dependent Variable: Kinerja Pegawai

Based on the table above, leadership style has a t-value of 2.163 with a sig. 0.049, meaning that leadership style has a positive and significant effect on employee performance. Work discipline has a t-value of 2.488 with a sig. 0.027, meaning that work discipline has a positive and significant effect on employee performance. Work motivation has a t-value of 2.490 with a sig. 0.025, meaning that work motivation has a positive and significant effect on employee performance. Job satisfaction has a t-value of -2.317 with a sig. 0.024, meaning that job satisfaction has a positive and significant effect on employee performance.

t Test Model 2

Coefficients^a

Model		Standardized Coefficients		t	Sig.
		Beta			
1	(Constant)	9.645	3.737		1.145 0.256
	Gaya Kepemimpinan	0.143	0.130	0.149 2.100	0.025
	Disiplin Kerja	0.178	0.130	0.165 2.365	0.017
	Motivasi Kerja	0.156	0.136	0.148 2.581	0.012

a. Dependent Variable: Kepuasan Kerja

Based on the table above, leadership style has a t-value of 2.100 with a sig. 0.025, meaning that leadership style has a positive and significant effect on job satisfaction. Work discipline has a t-value of 2.365 with a sig. 0.017, meaning that work discipline has a positive and significant effect on job satisfaction. Work motivation has a t-value of 2.581 with a sig. 0.012, meaning that work motivation has a positive and significant effect on job satisfaction.

DISCUSSION

Based on the results of the presented hypothesis, the SEM PLS model meets the evaluation criteria of the measurement model and the structural model. The explanation of the relationship between latent and the relationship between indicators and their latent is described as follows:

The Influence of Leadership Style on Employee Performance

The t-test table shows a calculated t-value of 2.163 with a significance level of $0.049 < \alpha (0.05)$, indicating that leadership style has a positive and significant effect on employee performance. This is because a good leadership style will improve employee performance. A good

leader will serve as a good example for his employees, and vice versa. The results of this study are supported by research by (Indrasari, Syamsudin Nur, Purnomo, Eddy Yunus, 2018), (Imaniar Cahyani & Eddy Yunus, 2018), and (Setiyanto & Indrasari, 2020), which shows that leadership style has a positive and significant effect on employee performance.

The Influence of Work Discipline on Employee Performance

The t-test table shows a calculated t-value of 2.488 with a significance level of $0.027 < \alpha (0.05)$, indicating that work discipline has a positive and significant effect on employee performance. This is because company regulations foster employee work discipline, which in turn improves employee performance.

The results of this study are supported by research by Sadat et al. (2020), Nuraeni et al. (2023), Afrilia (2023), Ariesni & Asnur (2021), and Chassanah (2023), which shows that work discipline has a positive and significant effect on employee performance.

The Influence of Work Motivation on Performance

The t-test table shows a calculated t-value of 2.490 with a significance level of $0.025 < \alpha (0.05)$, indicating that work motivation has a positive and significant effect on employee performance. This is because salary and income meet expectations, a favorable work environment and conditions, and supportive colleagues and superiors can foster high work motivation in employees. The results of this study are supported by research by Sadat et al. (2020), Yosepine (2020), Susilawati (2022), Nuraeni et al. (2023), and Afrilia (2023), which shows that work motivation has a positive and significant effect on employee performance.

The Influence of Leadership Style on Employee Satisfaction

The t-test table shows a calculated t-value of 2.100 with a significance level of $0.025 < \alpha (0.05)$, indicating that leadership style has a positive and significant effect on employee satisfaction. This is because leadership style is more about how leaders direct employees. When a leader is able to direct their employees effectively, employee satisfaction can be achieved.

These results are supported by research by Herman & Nasruji, 2019 and Waworundeng et al., 2021, which shows that leadership style has a positive and significant effect on employee satisfaction.

The Influence of Work Discipline on Employee Satisfaction

The t-test table shows a t-value of 2.365 with a significance level of 0.017, indicating that work discipline has a positive and significant effect on employee satisfaction. This is because employee work discipline results in good work for each individual, thus fostering employee satisfaction, where they are satisfied with the results of their work. The results of this study are supported by research (Rizqiah, 2022) and (Putri et al., 2020), which shows that work discipline has a positive and significant effect on employee satisfaction.

The Influence of Work Motivation on Employee Satisfaction

The t-test table shows a t-value of 2.581 with a significance of 0.012, indicating that work motivation has a positive and significant effect on employee satisfaction. This is because the work motivation provided by the company, in the form of salary, comfortable environmental facilities, good coworkers, and leadership, contributes to employee satisfaction. These results are supported by research showing that work motivation has a positive and significant effect on employee satisfaction.

The Influence of Employee Satisfaction on Employee Performance

The t-test table shows a t-value of 2.317 with a significance of 0.024, indicating that employee satisfaction has a positive and significant effect on employee performance. This is because employee satisfaction stems from the work motivation provided by the company, the work discipline fostered by accountability, and company regulations, which can improve employee performance. The results of this study are supported by research by (Imaniar Cahyani & Eddy Yunus, 2018), (Paparang et al., 2021), (Azhari et al., 2022) showing that work motivation has a positive and significant effect on employee satisfaction.

CONCLUSION

Leadership style has a positive and significant effect on employee performance at the Kaimana Regency Education, Youth, and Sports Office.

2. Work discipline has a positive and significant effect on employee performance at the Kaimana Regency Education, Youth, and Sports Office.
3. Work motivation has a positive and significant effect on employee performance at the Kaimana Regency Education, Youth, and Sports Office.
4. Leadership style has a positive and significant effect on employee satisfaction at the Kaimana Regency Education, Youth, and Sports Office.
5. Work discipline has a positive and significant effect on employee satisfaction at the Kaimana Regency Education, Youth, and Sports Office.
6. Work motivation has a positive and significant effect on employee satisfaction at the Kaimana Regency Education, Youth, and Sports Office.
7. Employee satisfaction has a positive and significant effect on employee performance at the Kaimana Regency Education, Youth, and Sports Office.

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