

The Influence of Leadership Style on Employee Performance through Employee Job Satisfaction

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Abstract:

The purpose of this study is to analyze: 1) the influence of leadership style on job satisfaction of Novotel Solo Hotel employees, 2) the influence of leadership style on the performance of Novotel Solo Hotel employees, and 3) the effect of job satisfaction on the performance of Novotel Solo Hotel employees. This research is a quantitative research. The sample in this study was 75 employees of Novotel Solo Hotel. Data collection was carried out using questionnaires and documentation. The data was analyzed using path analysis with the help of SPSS software. The results of this study show 1) leadership style has a positive and significant effect on job satisfaction of Novotel Solo Hotel employees. This can be seen from the regression coefficient of leadership style 1.687, and t_{count} of 19.853 and the significance level of 0.000. 2) Leadership style has a positive and significant effect on the performance of Novotel Solo Hotel employees. This can be seen from the leadership style regression coefficient of 0.892, and t_{count} of 18.492 as well as a significance level of 0.000. 3) Job satisfaction has a positive and significant effect on the performance of Novotel Solo Hotel employees. This can be seen from the job satisfaction regression coefficient of 0.487, and t_{count} of 18.799 as well as a significance level of 0.000.

Keywords: *Leadership Style, Job Satisfaction, Employee Performance.*

Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Karyawan

Abstrak:

Tujuan penelitian ini adalah untuk menganalisa: 1) pengaruh gaya kepemimpinan terhadap kepuasan kerja karyawan Hotel Novotel Solo, 2) pengaruh gaya kepemimpinan terhadap kinerja karyawan Hotel Novotel Solo, dan 3) pengaruh kepuasan kerja terhadap kinerja karyawan Hotel Novotel Solo. Penelitian ini merupakan penelitian kuantitatif. Sampel dalam penelitian ini sebanyak 75 karyawan Hotel Novotel Solo. Pengumpulan data dilakukan dengan menggunakan kuesioner dan dokumentasi. Data dianalisis menggunakan analisis jalur dengan bantuan *software SPSS*. Hasil penelitian ini menunjukkan 1) gaya kepemimpinan berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan Hotel Novotel Solo. Hal ini dapat dilihat dari koefisien regresi gaya kepemimpinan 1,687, dan t_{hitung} sebesar 19.853 serta tingkat signifikansi 0,000. 2) Gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan Hotel Novotel Solo. Hal ini dapat dilihat dari koefisien regresi gaya kepemimpinan 0,892, dan t_{hitung} sebesar 18.492 serta tingkat signifikansi 0,000. 3) Kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan Hotel Novotel Solo. Hal ini dapat dilihat dari koefisien regresi kepuasan kerja 0,487, dan t_{hitung} sebesar 18.799 serta tingkat signifikansi 0,000.

Keywords: Gaya Kepemimpinan, Kepuasan Kerja, Kinerja Karyawan.

INTRODUCTION

Hotel is one of the accommodation facilities used for business people and tourists as a temporary residence to rest, as well as a place to eat and drink. The hotel business in Indonesia is still considered quite promising when referring to the revenue of 54 property and hotel issuers listed on the Indonesia Stock Exchange (IDX). As of September 30, 2019, they were able to pocket revenues of around Rp 6.73 trillion. This figure increased by tipis, which is around 2% compared to the same period in 2018 which was around Rp 6.61 trillion. Apart from being a source of recurring *income*, the hotel business is also a guardian of the company's cash flow balance when the property business has been hit by weakness in recent years (Rusyanto, 2020).

One of the hotels in the city of Solo is the Novotel hotel. Novotel Hotel is one of the four-star hotels located in the middle of Solo. The location is very strategic, namely on Jl. Brigjend Slamet Riyadi No. 272, Timuran, Banjarsari, Surakarta City. Novotel Hotel was first built in 1997 and last renovated in 2013. Located in the heart of the city, Novotel is perfect for a stopover for family trips. Also close to various kinds of tourist attractions such as Kraton Kasunanan Surakarta, Pura Mangkunegaran, Keris Museum, Radyapustaka Museum, Sriwedari Park and so on. Close to shopping centers such as Solo Grand Mall, Klewer Market, Solo Wholesale Center. Novotel offers spacious and comfortable rooms with adequate amenities. The building is designed with a combination of classic Javanese and modern styles in such a way as to create excellent service for visitors (Rusdiyana, 2018).

Novotel Solo Hotel is one of the Accor chains in Jakarta that always refers to high and maximum service quality, reliable team management and good commitment. Accor's management aims to create quality service that is key to achieving competitive success, the hotel has the opportunity to establish itself in the domestic, ASEAN and commercial markets. Therefore, hotel management needs to improve the quality of service in meeting customer needs.

The success of running a hotel business can be felt if the owner and management prioritize human resources or HR factors as implementers in providing quality service to customers. Therefore, companies must recruit employees who are happy to work and have high performance in the hospitality department so that it will make visitors feel comfortable in the hotel.

Employee performance is the quality and quantity of work achieved by employees in carrying out the tasks assigned to them based on skill, experience, and sincerity as well as time (Nevi and Peranginangin, 2019). The performance of employees or employees is basically the result of an employee's work during a certain period compared to various possibilities, such as standards, targets, targets, or criteria that have been determined in advance and have been mutually agreed. High and low employee performance is a measure of the efficiency and effectiveness of an organization in achieving predetermined goals. Performance emphasis can be short-term or long-term, it can also be at the individual, group or organizational level. Individual performance results in group performance further contributing to organizational performance (Shaleh, 2018: 57).

In order to improve employee performance, a leadership style can provide service principles for employees, such as simplicity, clarity, certainty, security, openness, efficiency and equitable fairness. The influence of leadership style is also able to channel and support employee behavior so that they want to work hard, responsibly and enthusiastically achieve maximum results. In connection with this, a leadership style is needed that can view employees as nothing more than company assets, but also

view them as business partners. This is where the importance of the role of a leadership style in managing employee performance wisely (Bakara & Sukiswo, 2015).

The importance of this leadership style as mentioned by Parashakti and Setiawan (2019) in their research stated that there is a significant influence between leadership style and the performance of Bank BJB Tangerang Branch employees. Therefore, leaders who can motivate employees will be able to shape employee performance for the better. A leader has a very important role in influencing employee attitudes to be willing to carry out work and can have a positive impact or negative impact on employee performance.

An ideal leader must have a good leadership style so as to improve employee performance. A leader really needs to pay attention to leadership style in the process of influencing, directing the activities of his group members and coordinating member goals and organizational goals so that both can be achieved. Thus, a good leadership style is a leadership style that can provide morale and job satisfaction to its employees, because basically the leadership style of a leader in an organization will also affect the job satisfaction of its workers.

This is based on the results of research conducted by Yanoto (2018) which shows that leadership style has a positive and significant effect on employee job satisfaction. Basically, leadership style can affect employee job satisfaction because the leadership style itself will determine the approach that will be used by a company leader in directing the employees he leads to achieve a goal, so that if the leadership style applied is not right, then the approach used by the leader becomes inappropriate, so that it can cause dissatisfaction in the employee concerned.

Employee job satisfaction is a picture of an employee's feelings of pleasure and displeasure towards the work done, with indications: the results of the work that has been done, recognition of superiors for the work done, compensation, self-development, superior supervision and relationships. Job satisfaction tends to center on its impact on employee performance (Fattah 2017: 72). From this description, it is suspected that there is an effect of job satisfaction on employee performance.

This can be shown by the results of research from Lasmi and Funky (2018) that job satisfaction has a positive and significant effect on employee performance at Bali Relaxing Resort & Spa Hotels, Nusa Dua, especially the Room Attendant and Steward sections. That is, if employees who work in the Room Attendant and Steward have a feeling of satisfaction and pleasure in doing their work, they will work responsibly, and work always following applicable regulations by complying with Standard Operating Procedures (SOPs). By working responsibly and following the SOP for the cleanliness of Room Attendants and Stewards, the performance of employees in serving guests at the hotel will also increase, and it is expected that employees or the hotel will not get complaints back from guests staying at Bali Relaxing Resort & Spa Hotel, Nusa Dua.

Generally, employees want and want to do activities that have significance for themselves and for the organization that provide increased ability and job satisfaction for the employee. However, each employee has a different level of job satisfaction according to the values or perceptions he adheres to. The more aspects of work that suit the wants and needs of employees, the higher the level of job satisfaction felt by employees and vice versa. If employees feel satisfied with their work, employees will produce good performance, and vice versa if employees feel dissatisfied with their work, employees tend to have poor performance (Mamik 2015: 3-4).

Improving employee performance is the task of management and leaders to apply the right leadership style so that employees have high morale and morale and are

tenacious at work. Usually employees who are satisfied with what they get from the company will give more than what is expected and he will continue to try to improve his performance. Conversely, employees with low job satisfaction tend to see work as tedious and boring, so they work forcefully and carelessly. In addition, the more solid the leadership in a company, the performance of employees is expected to increase so that employees can feel satisfied with the results of their work and get rewards in the form of appreciation for the results of their work.

In connection with those described above, assessments related to employee performance need to be carried out, one of which is by conducting research. So the author takes the title: "The Influence of Leadership Style on Employee Performance through Job Satisfaction of Novotel Solo Hotel Employees".

Based on the background that has been presented above, the formulation of the problem in this research at Novotel Solo Hotel is: 1) Does leadership style affect job satisfaction of Novotel Solo Hotel employees?, 2) Does leadership style affect the performance of Novotel Solo Hotel employees?, and 3) Does job satisfaction affect the performance of Novotel Solo Hotel employees?

LITERATURE REVIEW

Employee Performance

Employee performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon (Ansory & Indrasari, 2018: 213).

The performance of employees or employees is basically the result of an employee's work during a certain period compared to various possibilities, such as standards, targets, targets, or criteria that have been determined in advance and have been mutually agreed. High and low employee performance is a measure of the efficiency and effectiveness of an organization in achieving predetermined goals. Performance emphasis can be short-term or long-term, it can also be at the individual, group or organizational level. Individual performance results in group performance further contributing to organizational performance (Shaleh, 2018: 57).

Wirawan (2015: 54) states that performance dimensions can be grouped into three types, namely work results, work behavior, and personal traits related to work. The result of labor is the output of work in the form of goods and services that can be calculated or measured in quantity and quality. The indicators used in the study are the quantity and quality of work. Regarding work behavior, when at work, an employee has two behaviors, namely personal behavior and work behavior. Personal behavior is behavior that has nothing to do with work. Work behavior is behavior that has to do with work. Work behavior is necessary because it is a requirement in carrying out its work. With certain work behaviors, employees can carry out their work well and produce the performance expected by the organization. The indicators used in the study were leadership and rigor. Personal traits that have to do with work, are personal traits that are needed in carrying out tasks. The indicators used are initiative and honesty.

Leadership Style

Leadership style is attitude, behavior, communication and courage to make decisions and innovation from leaders in achieving the vision of the organization. Leadership style is a leader's pattern of action that is overall perceived and referred to by his subordinates (Ritonga et al, 2019: 48). Leadership style is defined as a set of

traits used by leaders to influence subordinates so that organizational goals are achieved. In addition, it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader (Susanto, 2016: 93).

Hasibuan (2016: 171) suggests 3 dimensions of leadership style, namely: 1) Authoritarian leadership is if power or authority, most of the absolute remains with the leader or if the leader adheres to a system of centralization of authority. Decision making and discretion are only determined by the leader himself, subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process. His leadership orientation is focused only on increasing employee work productivity with less attention to the feelings and well-being of subordinates. Leaders adhere to a closed management system (*closed management*) does not inform the state of the company to their subordinates. 2) Participatory leadership is when the leadership is carried out in a persuasive way, creates harmonious cooperation, fosters loyalty, and participation of subordinates. Leaders motivate subordinates to feel ownership of the company. Leaders with participatory styles will encourage the ability of subordinates to make decisions. Thus, the leader will always nurture subordinates to accept greater responsibility. 3) Delegated leadership when a leader delegates authority to subordinates rather completely. Thus, subordinates can make decisions and discretion freely or freely in carrying out their work. The leader, no matter how subordinates make decisions and do their work, is completely left to subordinates. In this case, subordinates are required to have maturity in work (ability) and psychological maturity (willpower). Job maturity is associated with the willingness or motivation to do something that is closely related to a sense of confidence and attachment.

Job Satisfaction

Job satisfaction is the level of a person's feeling of pleasure as a positive assessment of his work and the environment where he works (Anwar et al., 2019: 299). Job satisfaction is the way workers feel about their work. That job satisfaction is a positive attitude that involves healthy adjustment of employees to work conditions and situations. Job satisfaction is an effectiveness or emotional response to various aspects of work (Kessi, 2019: 35).

Bahri (2018: 70-71) stated that there are many factors that can affect job satisfaction, such as leadership style, work productivity, behavior, *locus of control*, fulfillment of payroll expectations and work effectiveness. The factors that are usually used to measure an employee's job satisfaction are: a). The content of the job, the actual appearance of job duties and as control over the work, b). Supervision, c). Organization and management, d). The opportunity to advance. e). Salaries and other financial benefits such as incentives, f). Co-workers and g). Working conditions.

Langton et al. (2014: 98) stated that there are four aspects of job satisfaction, namely: 1) Work that is *mentally challenging* (*mentally challenging work*). In general, people prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make the job mentally challenging. 2) *Equitable rewards*. Employees want a payment system that they perceive as fair, unambiguous, and in line with their expectations. When they see wages as fair – based on job demands, individual skill levels, and society's wage standards – satisfaction is possible. 3) *Supportive working conditions*. Employees want their work environment to be safe and comfortable personally and to facilitate them doing a good job. Most employees prefer to work relatively close to home, in clean and up-to-date facilities, with adequate equipment and

equipment. 4) Supportive *colleagues*. People get more jobs than just money or real accomplishments. Work also satisfies the need for social interaction. Therefore, not surprisingly, friendly and supportive coworkers increase job satisfaction. The boss's behavior is also a major factor; Employee satisfaction increases when his immediate supervisor is understanding and friendly, offers praise for good performance, listens to employee opinions, and shows personal interest in employees.

Framework

Employee performance is an achievement by a person or group of employees obtained from the results of work in an organization or company in accordance with their respective responsibilities and authorities to achieve the goals of the organization or company concerned legally, not violating laws or rules and in accordance with morals or ethics.

With the higher adequate employee job satisfaction from the company received by employees, it will affect the company's attitude and behavior to higher its work motivation. So that along with the higher work motivation, it allows employee performance to increase.

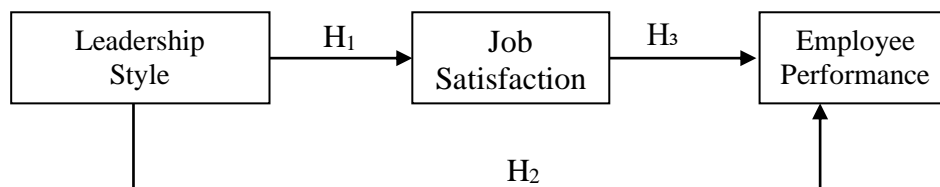


Figure 1. Framework

In the picture above, it is known that leadership style affects employee performance directly and indirectly through job satisfaction as an *intervening variable*. An intermediate variable is a variable that lies between the independent variable and the dependent variable. The influence of the independent variable on the dependent variable through the intermediate variable occurs when there is an influence between the independent variable and the intermediate variable (Nurdiana, 2011: 40).

Nurdiana (2011: 40) asserts that intermediate variables serve to mediate the relationship between independent variables and dependent variables. Thus the influence of leadership style on employee performance through employee job satisfaction can be described as follows:

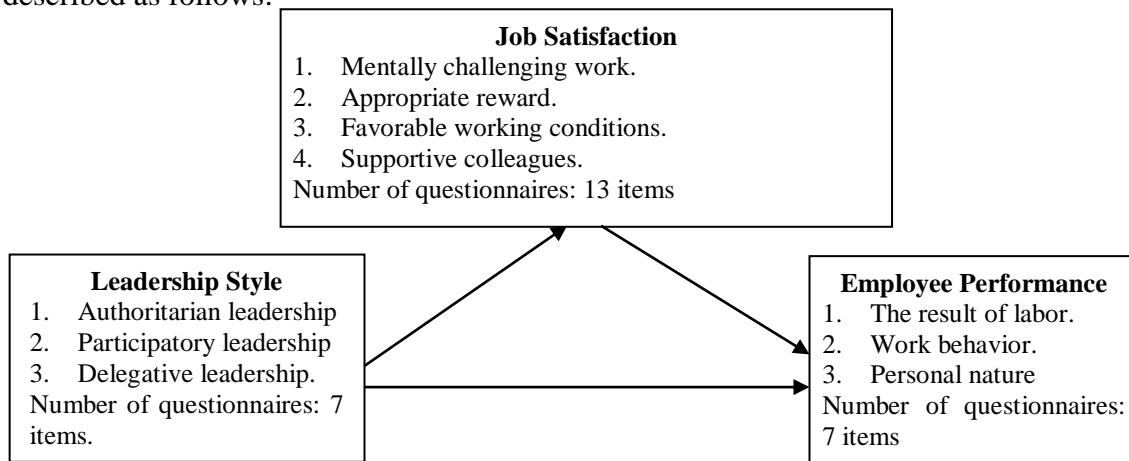


Figure 2. The Influence of Leadership Style on Employee Performance through Employee Job Satisfaction

Based on the development of the theoretical framework model above, hypotheses can be compiled as follows:

H₁ : The better the leadership style applied, the higher the employee's job satisfaction.

H₂ : The better the leadership style applied, the higher the performance of employees.

H₃ : The better the job satisfaction applied, the higher the employee's performance.

METHODS

Population and Sample

The population is the entire research subject (Arikunto, 2013: 173). In this case, researchers conducted a study with the study population was all employees of Novotel Solo Hotel which amounted to 75 employees. The sample is a portion or representative of the population studied (Arikunto, 2013: 174). The sample used in this study was all employees as many as 75 employees.

Data sources in this study consist of primary data sources and secondary data sources. Primary data sources are obtained directly from the company and are able to provide information. The existence of primary data was obtained by distributing questionnaires to all Novotel Solo Hotels, namely as many as 75 employees, namely about leadership style, job satisfaction and employee performance. Secondary data sources that have been further processed and presented by both researchers and other parties. What includes secondary data in this study is about the general description of the company, the number of employees and the company's organizational structure.

Data Collection Techniques and Data Analysis Techniques

Data collection techniques are carried out through questionnaires and documentation. Questionnaire is a data collection technique carried out by giving a set of questions or written statements to respondents to answer (Sugiyono, 2016: 142). Documentation techniques in the form of activities to collect secondary data by viewing or copying working paper records that are considered related to research, namely about the general description of the company, organizational structure, number of employees and others.

This research uses an analysis called *path analysis or Path Analysis (PA)* with the help of *SPSS software*. According to Sarwono (2017: 1) path analysis is a technique to analyze causal relationships that occur in multiple regression if the independent variable affects the dependent variable not only directly, but also indirectly. According to the framework presented earlier, the author chose a *path analysis* measurement tool. Application of the mediation model through intermediate variables according to the path diagram that has been described in the frame of mind.

Research Instrument testing is carried out through validity tests and reliability tests. Hypothesis tests include multiple linear regression equations, t tests, F tests, Coefficient of Determination (R²) tests, and classical assumption tests consisting of normality tests, and multicollinearity tests.

RESULTS AND DISCUSSION

Test Instruments

The instrument test consists of validity test and reliability test. The results of the validity test are described in the table and description below. Instrumen leadership style consists of 7 statement items. The informants used for this study were 75 respondents.

Table 1. Leadership Style Questionnaire Validity Test Results

Instruments	r_{table}	R_{count}	Information
GK_1	0,2242	0.871	Valid
GK_2	0,2242	0.874	Valid
GK_3	0,2242	0.814	Valid
GK_4	0,2242	0.887(**)	Valid
GK_5	0,2242	0.868	Valid
GK_6	0,2242	0.863	Valid
GK_7	0,2242	0.881	Valid

** Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing results (2020)

As the results of the analysis above, the highest score of the leadership style questionnaire validity test was 0.887. All values r_{count} more than r_{table} , so all item statements are declared valid.

The Job Satisfaction Instrument consists of 13 statement items. The informants used for this study were 75 respondents.

Table 2. Job Satisfaction Questionnaire Validity Test Results

Instruments	r_{table}	R_{count}	Information
KK_1	0,2242	0.900(**)	valid
KK_2	0,2242	0.882	valid
KK_3	0,2242	0.852	valid
KK_4	0,2242	0.862	valid
KK_5	0,2242	0.821	valid
KK_6	0,2242	0.877	valid
KK_7	0,2242	0.829	valid
KK_8	0,2242	0.857	valid
KK_9	0,2242	0.842	valid
KK_10	0,2242	0.884	valid
KK_11	0,2242	0.843	valid
KK_12	0,2242	0.839	valid
KK_13	0,2242	0.836	valid

** Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing results (2020)

As the results of the analysis above, the highest value of the job satisfaction questionnaire validity test was 0.900. All values r_{count} more than r_{table} , so all item statements are declared valid.

The Employee Performance Instrument consists of 7 statement items. The informants used for this study were 75 respondents.

Table 3. Employee Performance Questionnaire Validity Test Results

Instruments	r_{table}	R_{count}	Information
KIN_1	0,2242	0.861	Valid
KIN_2	0,2242	0.866	Valid
KIN_3	0,2242	0.840	Valid
KIN_4	0,2242	0.893(**)	Valid
KIN_5	0,2242	0.844	Valid
KIN_6	0,2242	0.871	Valid
KIN_7	0,2242	0.801	Valid

** Correlation is significant at the 0.01 level (2-tailed).

Source: Data processing results (2020)

As the results of the analysis above, the highest value of the employee performance questionnaire validity test was 0.893. All values r_{count} more than r_{table} , so all item statements are declared valid.

The results of the validity test on items that are declared valid, then tested again using reliability tests. The results of the reliability test can be declared reliable if the *Cronbach alpha* value is greater ($>$) than 0.60 (Ghozali, 2016: 42).

Table 4. Research Questionnaire Reliability Test Results

No	Research Instruments	<i>R Alpha Cronbach</i>	Information
1	Leadership Style	0,803	Reliable
2	Job Satisfaction	0,969	Reliable
3	Employee Performance	0,938	Reliable

Source: Data processing results (2020)

As the results of reliability tests can be known tilapiai *cronbach alpha* greater ($>$) than 0.60. This means that the three instruments used in this study can be declared valid.

Classical Assumption Test

The classical assumption test consists of a normality test and a multicollinearity test. The Normality Test is used to determine whether the data is normally distributed or not. Where the confounding variable e of a regression is required to be normally distributed. This is to satisfy the *zero mean assumption*. If the variable e is normally distributed, then the variable under study Y is also normally distributed.

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		75
Normal Parameters(a,b)	Mean	.0000000
	Std. Deviation	1.81030587
Most Extreme Differences	Absolute	.139
	Positive	.139
	Negative	-.137
Kolmogorov-Smirnov Z		1.203
Asymp. Sig. (2-tailed)		.111

a Test distribution is Normal.

b Calculated from data.

Source: Data processing results (2020)

Multicholinerity test is a perfect linear correlation between explanatory variables entered into the model (Setiaji, 2010: 83). Multicholinerity can be seen in regression print outs in *Collinerrity diagnosis* and *Coefficient Correlation*. If the value of the correlation coefficient of the independent variable is close to number 1, it indicates the presence of multicholinerity. Likewise, the tolerance value is close to 0 or the inflation variance (VIF) value is close to 10 (Setiaji, 2010: 83).

Table 6. Multicollinearity Test

	Coefficients(a)	
	Tolerance	VIF
(Constant)		
GK	0,156	6,399
KK	0,156	6,399

a Dependent Variable: KIN

Source: Data processing results (2020)

Test the hypothesis

The multiple linear regression equation aims to find out how leadership style is to job satisfaction, then job satisfaction to employee performance, and leadership style to employee performance if intervening through job satisfaction.

The regression model between leadership style variables and job satisfaction with employee performance variables in simple terms in this study is as follows:

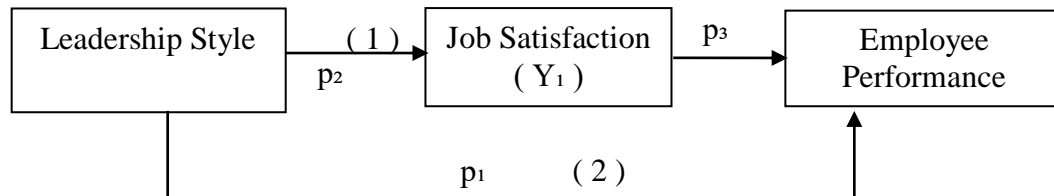


Figure 3. Regression Model

Test analysis of the influence of leadership style on job satisfaction used formula model:

$$Y_1 = \alpha + \beta_1 X_1 + e$$

Based on the results of SPSS analysis, it is known that the regression equation of the analysis test of the influence of leadership style on job satisfaction as the following data.

Table 4.5 Regression Equation Analysis Test of the Effect of Leadership Style on Job Satisfaction

Coefficients(a)			
	B	t	.Sig
(Constant)	4.375	1.803	.076
Leadership Style	1.687	19.853	.000

a Dependent Variable: KK

Source: Data processing results (2020)

$$Y_1 = 4.375 + 1.687 X_1 + e$$

Data interpretation:

A constant value of 4,375, indicating that when leadership style is stagnant, job satisfaction is 4,375.

The regression coefficient value of 1.687, indicates that the more leadership style increases, the more employee job satisfaction increases.

A t_{count} value of 19.853 and a significance of 0.000, indicate that the relationship and influence of leadership style on job satisfaction.

Test analysis of the effect of leadership style and job satisfaction on employee performance used formula model:

$$Y_2 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e$$

Information:

Y_1 = job satisfaction variable

Y_2 = employee performance variable

X = leadership style variable

α = Intercept, the intersection point of the regression line with the Y-axis

e = Random error component

Table 6. Regression Equation Test Analysis of the Effect of Leadership Style and Job Satisfaction on Employee Performance

	Coefficients(a)		
	B	t	Sig.
(Constant)	1.708	1.358	.179
Leadership Style	.450	4.128	.000
Job Satisfaction	.262	4.416	.000

a Dependent Variable: KIN

Source: Data processing results (2020)

$$Y_2 = \alpha + \beta_1 X_1 + \beta_2 Y_1 + e$$

$$Y_2 = 1.708 + 0.450 X_1 + 0.262 Y_1 + e$$

Regression analysis with intervening variables is used to determine the total influence of independent variables on dependent variables consisting of direct influences and indirect influences, namely through *intervening variables*, with the formula (Ghozali, 2016):

Direct influence = p_1

Indirect influence = $p_2 \times p_3$

Total Effect = $p_1 + (p_2 \times p_3)$

If the total value of influence is greater than the direct influence, it means that the variable is an *intervening* variable.

Direct influence:

Influence of leadership style on performance = 0.450

Indirect influence

Influence of leadership style on Job Satisfaction = 1.687

The effect of job satisfaction on performance = 0.262

$$= 1.687 \times 0.262 = 0.442$$

Total Effect = $p_1 + (p_2 \times p_3)$

$$\text{Total Effect} = 0.450 + (1.687 \times 0.262)$$

$$\text{Total Effect} = 0.450 + 0.442 = 0.892$$

Test indirect influence, with intervening variables job satisfaction then tested using the sobel method. The sobel test is performed by testing the strength of the indirect influence of the independent variable (X) to the dependent variable (Y) through the intervening variable (M).

$$\begin{array}{ccccc} X & \rightarrow & M & \rightarrow & Y \\ & a & & b & \end{array}$$

The indirect effect of X to Y, calculated by multiplying the path $X \rightarrow M(a)$ by the path $M \rightarrow Y(b)$ or ab

$$\begin{array}{c} X \rightarrow M \rightarrow Y \\ a \times b \end{array}$$

Standard error coefficients a and b are written with S_a and S_b . standard error indirect effect S_{ab} is calculated by the formula $S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$

To test the significance of indirect influence, calculate the t value of the coefficient

$$ab \text{ with the formula } t = \frac{ab}{S_{ab}}$$

Known

$$a = 1.687ab = 442.795$$

$$b = 0.487$$

$$S_a = 0.048$$

$$S_b = 0.026$$

$$Sat = \sqrt{0,487^2 0,048^2 + 1,687^2 0,026^2 + 0,048^2 0,026^2}$$

$$Sat = 1867.00$$

$$t = 442.795/1867.00 = 0.237$$

Based on the t test, it is known that t_{count} is 0.237 and t_{table} is 1.992. This indicates that t_{count} is less or less than t_{table} , thus. That is, the indirect influence of leadership style on performance through job satisfaction as an intervening variable is not significant.

The t-test is used to test whether the hypothesis statement is true (Setiaji, 2010: 29). The t-test basically shows how far the influence of one explanatory variable individually explains the variation of the dependent variable. If the significant value of $t < 0.05$ then there is a significant influence between the independent variable and the dependent variable. If the significant value of $t > 0.05$ then there is no significant effect between the independent variable and the dependent variable. This means that H_0 is accepted and rejects H_1 , at a significant level $\alpha = 5\%$, but if the value of $t_{sig} < 0.10$ then there is a significant effect on the significance of $\alpha = 1\%$.

Table 7. Regression I

	B	t	.Sig
(Constant)	4.375	1.803	.076
Leadership Style	1.687	19.853	.000

Source: Data processing results (2020)

Table 8. Regression II

	B	t	Sig.
(Constant)	1.708	1.358	.179
Leadership Style	.450	4.128	.000
Job Satisfaction	.262	4.416	.000

Source: Data processing results (2020)

Model accuracy tests are used to determine how precisely the independent variables entered into the model are able to explain the variation of the dependent variable. This F statistical test shows whether all independent variables included in the model have an influence together on the dependent variable (Kuncoro, 2011: 82).

If in the selection of variables the value of F the calculation result is greater than the value of 4 ($F > 4$) or the probability value is smaller than 0.05 ($p < 0.05$) then the alternative hypothesis is accepted so that the model is said to be a good or appropriate explanatory variable.

Table 9. Test F Leadership Style on Job Satisfaction

ANOVA(b)

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	5165.353	1	5165.353	394.126	.000(a)
Residuals	956.727	73	13.106		
Total	6122.080	74			

a predictors: (constant), GK

b Dependent Variable: KK

Source: Data processing results (2020)

Table 10. Test F Leadership Style and Job Satisfaction on Employee Performance
ANOVA(b)

	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1509.273	2	754.637	224.045	.000(a)
	Residuals	242.513	72	3.368		
	Total	1751.787	74			

a predictors: (constant), KK, GK

b Dependent Variable: KIN

Source: Data processing results (2020)

The coefficient of determination is carried out to determine the best determination in this regression analysis, namely by comparing the magnitude of the value of the determinant coefficient, if the greater R^2 is close to 1 (one) then the model is more precise (Setiaji, 2010: 29).

Table 4.11 Coefficient of Determination R^2 Regression I

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919(a)	.844	.842	3.62020

a predictors: (constant), GK

Source: Data processing results (2020)

Table 4.12 Coefficient of Determination R^2 Regression II

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.928(a)	.862	.858	1.83528	1.948

a predictors: (constant), KK, GK

b Dependent Variable: KIN

Source: Data processing results (2020)

Discussion

The Influence of Leadership Style on Job Satisfaction

Based on the results of the analysis, it is known that the regression coefficient of leadership style is 1.687, and t is calculated at 19.853 and the significance level is 0.000. The regression coefficient is a form of contribution to the influence of leadership style on job satisfaction. The greater the leadership style, the higher the job satisfaction. The increase in leadership style on job satisfaction from the results of the meaningfulness test is known to have a significance level of less than 0.05 ($0.00 < 0.05$).

The significant influence of leadership style on job satisfaction is in line with the results of research from Simanungkalit & Setyaningsih (2018) which states that there is a relationship between leadership style and employee job satisfaction, where the better the leadership style applied, the higher employee job satisfaction.

The findings of this study are also reinforced by the results of research from Yao & Huang (2018) which shows leadership style has a positive and significant effect on job satisfaction. According to the results of the study, a more attentive leadership style will more easily present employees, develop employees, and communicate with supervisors to receive rewards and assistance on time. These various factors can increase employee job satisfaction.

Research from Rasyid, et al. (2017) shows that democratic, authoritarian, and *laissez faire* leadership styles together (simultaneously) affect job satisfaction. With employee job satisfaction, this shows that the importance of leadership styles carried out

by leaders in order to provide comfort and job satisfaction to subordinates in the company. Thus it will make the company itself even better.

The Influence of Leadership Style on Employee Performance

Based on the results of the analysis, it is known that the regression coefficient of leadership style is 0.892, and t is calculated at 18.492 and the significance level is 0.000. Regression coefficient is a form of contribution to the influence of leadership style on employee performance. The greater the leadership style, the higher the employee's performance. Improvement in leadership style on employee performance from the results of the meaningfulness test is known to have a significance level of less than 0.05 ($0.00 < 0.05$).

Research findings that show leadership styles that have a significant effect on employee performance are in line with the results of research from Sulaeman (2019) and Parashakti & Setiawan (2019) stating that there is a relationship between leadership style and employee performance, where the better the leadership style applied, the higher the employee performance.

The findings of this study are also reinforced by the results of research from Simanungkalit & Setyaningsih (2018) showing that the prediction of the influence of leadership style on employee job satisfaction is positive. This means that leadership has a good effect on the job satisfaction of PT. Lion Mentari Airlines. Research from Islam, Rahman, & Siddiqi (2019) also shows the same results where there is a statistically significant positive correlation between leadership style and employee job performance and leadership style greatly affects employee performance in the telecommunications industry from Bangladesh.

Mintarsih & Anisya (2019) stated that leadership style can be used as a *role model* to improve the performance of employees in the procurement department. Healthy communication between leaders and employees can also facilitate the performance of each employee. Good leadership style, communication and cooperation will affect effective work engagement. Work involvement is one of the behaviors where employees have an enthusiastic attitude and are willing to actively interfere in a company or organization.

The Influence of Job Satisfaction on Employee Performance

Based on the results of the analysis, it is known that the regression coefficient of job satisfaction is 0.487, and t is calculated at 18,799 and the significance level is 0.000. Regression coefficient is a form of contribution to the effect of job satisfaction on employee performance. The greater the job satisfaction, the higher the employee's performance. The increase in job satisfaction with employee performance from the results of the meaningfulness test is known to have a significance level of less than 0.05 ($0.00 < 0.05$).

The research findings above that show a significant effect of job satisfaction on employee performance are in accordance with the results of research from Ekasari & Peranginangin (2019) which states that job satisfaction has a positive and significant effect on employee performance. This means that the better the job satisfaction, the higher the employee's performance.

The findings of this study are also reinforced by the results of research from Lasmi & Funky (2018) that job satisfaction has a positive and significant effect on employee performance at Bali Relaxing Resort & Spa Hotels, Nusa Dua, especially the *Room Attendant* and *Steward* sections. That is, if employees have a feeling of satisfaction and pleasure in doing their work, they will work responsibly, and work always following applicable regulations by complying with Standard Operating Procedures (SOPs). By

working responsibly and following SOPs, employee performance in serving guests at the Hotel will also increase, and it is expected that employees or the hotel will not get complaints back from guests staying at the Hotel.

CONCLUSION

Based on the results of research and discussion, the following conclusions can be drawn: 1) Leadership style has a positive and significant effect on job satisfaction of Novotel Solo Hotel employees, thus hypothesis 1 is proven. 2) Leadership style has a positive and significant effect on the performance of Novotel Solo Hotel employees, thus hypothesis 2 is proven. 3) Job satisfaction has a positive and significant effect on the performance of Novotel Solo Hotel employees, thus hypothesis 3 is proven.

Based on the conclusions above, several suggestions can be put forward as follows: 1) Based on the results of the study, it is known that leadership style has a positive and significant effect on job satisfaction, therefore hotel management should be able to maintain leadership style through conveying company goals well and encouraging or giving freedom to be more creative in opinion and solve problems, it will increase job satisfaction of hotel employees. 2) Based on the results of the study, it is known that leadership style has a positive and significant effect on the performance of hotel employees, therefore hotel management should be able to maintain a leadership style so that it can improve employee performance by providing sufficient programs to improve employee performance, the company guides employees well to improve employee performance, and the promotion system provided by the company is sufficient. So that employees feel that the company has provided training and promotion. 3) Based on the results of research, it is known that job satisfaction has a positive and significant effect on the performance of hotel employees, therefore hotel management should be able to maintain employee job satisfaction by understanding what employees need and knowing what desires make employees feel satisfied so as to improve hotel employee performance even better.

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