

## Performance Optimization

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### Abstract

This study aims to see the influence of work motivation and leadership style on employee performance through job satisfaction as a mediating variable at the BPJS Ketenagakerjaan, Sumbagut Regional Office. This type of research uses a qualitative method, this research was conducted at BPJS Ketenagakerjaan, Sumbagut Regional Office, the population used was 60 employees. The sample used was all populations of 60 employees with saturated samples as the sampling technique. The data sources used are primary data sources and data collection by distributing questionnaires. This research model uses path analysis and the measuring instrument is the smart PLS application version 3.3.3. The results of this study are as follows: Leadership style has a positive and significant effect on job satisfaction with the original sample value of 0.276 and P values 0.000. Leadership style has a positive and insignificant effect on employee performance with the original sample value of 0.102 and p values 0.615. Job satisfaction has a positive and significant effect on employee performance with the original sample value of 0.737 and p values 0.000. Work motivation has a positive and significant effect on job satisfaction with the original sample value of 0.859 and p values 0.000. Work motivation has a positive and insignificant effect on employee performance with the original sample value of 0.001 and p values 0.999. Leadership style has a negative and insignificant effect on employee performance through job satisfaction indirectly with the original sample result of -0.199 and p values 0.095. Work motivation has a positive and significant effect on employee performance through job satisfaction with the original sample value of 0.630 and p values 0.000.

**Keywords:** Work motivation, Leadership style, job satisfaction, Employee performance.

## INTRODUCTION

Employee performance is a very important factor for a company. Performance is the manifestation of an employee's work behavior that is displayed through work achievements according to their role in a company within a certain period of time. This is because employee performance is a determinant of the success and survival of the company. In every organization, humans are one of the most important components in bringing a company to life. Therefore, this must be supported by good performance because without good performance, the company will not achieve its goals. Employee performance according to Hasibuan, (2017) explains that employee performance is a work result that can be achieved by someone in carrying out the tasks assigned to the employee which is based on skills, experience, sincerity, and time. Individual performance is the work result of an employee both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance. In achieving an organizational goal, motivation is needed that comes from within oneself (intrinsic) or from the encouragement of others (extrinsic) to work harder, so that employee performance can be increased. With greater work motivation, employees will work harder in carrying out their work. By increasing employee motivation, employee performance will increase (Rivai, 2021). This can be influenced by factors of education, environment, personality or individual needs, in providing incentives will be able to narrow

the differences in employee goals so that they can motivate them to be enthusiastic in giving high dedication to the organization. Motivation is a potential that affects the performance of employees that someone has. It is necessary to encourage workers to be optimal in doing their jobs. Transactional leadership style is the style used in this writing, because this leadership style is a leader who increases employee motivation through rewards and helps employees gain their trust in the organization. According to (Siagian, 2014) transactional leadership, namely the rewards received by employees from leaders are the result of the leader's sense of satisfaction with their performance. Leadership style can help to establish cooperation and the existence of a vision and mission to achieve common goals in the organization. A leader can know how to create good cooperation for each subordinate and the leader himself. According to Sutrisno (2019) job satisfaction can increase if employees have a sense of responsibility to do their jobs optimally so that with a high sense of responsibility they can realize behavior that is directed at goals in order to achieve the final goal, namely achieving common organizational goals.

### **Formulation of the problem**

1. Does work motivation have a positive and significant effect on job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office?
2. Does work motivation have a positive and significant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office?
3. Does Leadership Style have a positive and significant influence on job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office?
4. Does Leadership Style Have a Positive and Significant Influence on Employee Performance at BPJS Ketenagakerjaan, Sumbagut Regional Office?
5. Does job satisfaction have a positive and significant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office?
6. Does work motivation have a positive and significant effect on employee performance through job satisfaction as a mediating variable at the BPJS Ketenagakerjaan, Sumbagut Regional Office?
7. Does Leadership Style have a positive and significant effect on employee performance through job satisfaction as a mediating variable at the BPJS Ketenagakerjaan, Sumbagut Regional Office?

### **Research purposes**

1. To find out and analyze the influence Work motivation influences job satisfaction at BPJS Employment, Sumbagut Regional Office.
2. To find out and analyze the influence Work motivation influences employee performance at BPJS Ketenagakerjaan, Sumbagut Regional Office.
3. To find out and analyze the influence Leadership style influences job satisfaction at BPJS Employment, North Sumatra Regional Office.
4. To find out and analyze the influence Leadership style influences employee performance at BPJS Ketenagakerjaan, North Sumatra Regional Office.

5. To find out and analyze the influence job satisfaction towards employee performance at BPJS Employment, Sumbagut Regional Office.
6. To find out and analyze the influence work motivation on employee performance through job satisfaction as a mediating variable at BPJS Ketenagakerjaan, Sumbagut Regional Office.
7. To find out and analyze the influence Leadership Style on Employee Performance through Job Satisfaction as a Mediating Variable at BPJS Employment, Sumbagut Regional Office.

## LITERATURE REVIEW

### Employee performance

According to Purwanta, et.al (2022), employee work performance is work related to organizational goals in determining results in terms of quantity, quality, efficiency, effectiveness and in accordance with the level of personnel compliance in carrying out structural and functional positions of all personnel in the organization.

According to Muryati (2022), performance is a condition related to the success of an organization in carrying out its mission which can be measured by the level of productivity, level of service, responsiveness, responsibility and accountability.

### Employee performance indicators

According to Bangun (2018: 233-234), employee performance indicators are:

a. Quality of Work

Each employee must meet certain requirements to produce work of the quality required for a particular job.

b. On time

Each job has different characteristics, for certain types of work must be completed on time, because it depends on other jobs.

c. Presence

Employees must be present at work at certain times.

d. Ability to Work Together

Not all work can be done alone, but may have to be done by two or more people, which requires cooperation between employees.

### Work motivation

According to Hasibuan (in Febrianti, NR 2020) work motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction.

According to Sunyoto (2018), motivation talks about how to encourage someone's work enthusiasm, so that they are willing to work by providing their abilities and expertise optimally in order to achieve organizational goals.

## Work motivation indicators

According to Hasibuan (in Febrianti, NR 2020) there are 5 indicators of motivation, namely:

### 1. Physical needs

For example, by giving decent salaries to employees, providing achievement bonuses, meal allowances, transportation allowances and so on.

### 2. The need for safety and security

For example, by providing work safety and security facilities so that workers do not worry when working, such as having social security for workers, pension funds and other safety equipment.

### 3. Social needs

For example, by creating small teams in each sub-division, the goal is to establish harmonious working relationships, and problem solving in groups. the need to be accepted in a group and the need to love and be loved.

### 4. The need for appreciation

For example, the company provides performance bonuses, organizes education and training, the employee will direct, his/her abilities, skills and potential. Thus, the employee will feel appreciated for his/her abilities.

## Leadership Style

According to Rivai (2018), leadership style is the ability to inspire others to be willing and take total responsibility for efforts to achieve or exceed organizational goals.

According to Toha (2018), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others.

## Leadership style indicators

According to Rivai (2018), the leadership style indicators are as follows:

### 1. Good cooperation and relationship skills

a. Fostering cooperation with subordinates

b. Establish good relationships with subordinates in carrying out tasks that are their respective responsibilities.

### 2. Ability to be effective

a. Able to complete tasks beyond one's capabilities

b. Complete tasks on time

### 3. Participative leadership

a. Decision making by consensus

b. Able to research problems that occur at work

### 4. Ability to delegate tasks or time

a. Willing to bring personal and organizational interests to broader interests, namely the interests of the organization using the remaining time for personal needs.

b. Able to complete tasks according to targets

### 5. Ability to delegate tasks or authority

- a. The responsibility of a leader in completing which tasks should be handled alone and which should be handled in a group.
- b. Providing guidance and training in decision making

### Job satisfaction

According to Afandi (2018). Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors Edy Sutrisno (2019).

### Job satisfaction indicators

According to Afandi (2018) as follows:

- a. Job. The content of the job that someone does has satisfying elements.
- b. Wages. The amount of payment a person receives as a result of performing work is in accordance with the needs that are felt to be fair.
- c. Promotion. The possibility that someone can develop through promotion.
- d. Supervisor. Someone who always gives orders or instructions in carrying out work
- e. Coworkers. Coworkers who help each other in completing work.

### Conceptual Framework

The conceptual framework that will be used in this research is as follows:

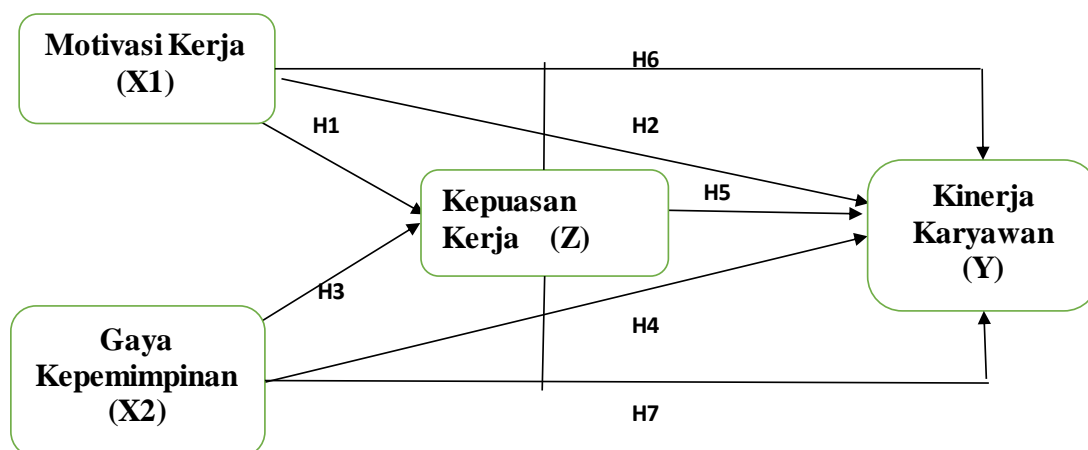


Figure 1 Research Framework

### Research Hypothesis

The hypothesis in this study is as follows:

- H1: Work motivation has a significant effect on job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office.

- H2: Work motivation has a significant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
- H3: Leadership style has a significant effect on job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
- H4: Leadership style has a significant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
- H5: Job satisfaction has a significant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
- H6 : Work motivation has a significant effect on employee performance through job satisfaction as a mediating variable at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
- H7: Leadership style has a significant effect on employee performance through job satisfaction as a mediating variable at BPJS Ketenagakerjaan, Sumbagut Regional Office.

## **METHOD**

### **Types of research**

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

### **Research Location and Research Time**

The location of the research was conducted at the BPJS Employment Office of the North Sumatra Regional Office, Jl. Kapten Pattimura No. 334 Floor II Medan, North Sumatra.

### **Population and Sample**

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at the BPJS Ketenagakerjaan, Sumbagut Regional Office, totaling 60 employees (saturated sample).

### **Research Data Sources**

The data sources used in this research are primary data.

## Operational Definition of Research Variables

**Table 1. Operational Definition of Variables**

Variable Types	Definition	Indicator
Employee performance (Y)	According to Purwanta, et.al (2022), employee work performance is work related to organizational goals in determining results in terms of quantity, quality, efficiency, effectiveness and in accordance with the level of personnel compliance in carrying out structural and functional positions of all personnel in the organization.	According to Bangun (2018), employee performance indicators are: <ul style="list-style-type: none"> <li>• Quality of Work</li> <li>• On time</li> <li>• Presence</li> <li>• Ability to Work Together</li> </ul>
Work motivation (X1)	According to Hasibuan (in Febrianti, NR 2020) work motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrate with all efforts to achieve satisfaction.	Work motivation indicators according to Hasibuan (in Febrianti, NR 2020) motivation indicators are: <ul style="list-style-type: none"> <li>• Physical needs</li> <li>• The need for safety and security</li> <li>• Social needs</li> <li>• The need for appreciation.</li> </ul>
Leadership Style (X2)	According to Rivai (2018), leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others.	According to Rivai (2018), the leadership style indicators are as follows: <ul style="list-style-type: none"> <li>• Good cooperation and relationship skills</li> <li>• Ability that is effective</li> <li>• Participative leadership</li> <li>• Ability to delegate tasks or time</li> <li>• Ability to delegate tasks or authority.</li> </ul>
Job satisfaction (Z)	Job satisfaction is an affective or emotional response to various aspects of work. A set of employee feelings about	According to Afandi (2018), job satisfaction indicators include: <ul style="list-style-type: none"> <li>▪ Work.</li> </ul>



	<p>whether or not their work is enjoyable. A general attitude toward one's job that indicates the difference between the amount of rewards workers receive and the amount they believe they should receive. Afandi (2018).</p>	<ul style="list-style-type: none"> <li>▪ Wages.</li> <li>▪ Promotion.</li> <li>▪ Supervisor.</li> <li>• Work colleague</li> </ul>
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### **Data Analysis Techniques**

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

#### ***Measurement Model (Outer Model)***

The procedure in testing the measurement model consists of validity testing and reliability testing.

##### 1. Validity Test

a. Convergent Validity

b. *Discriminant Validity*

##### 2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

#### ***Structural Model (Inner Model)***

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R<sup>2</sup>)
2. Predictive Relevance (Q<sup>2</sup>)
3. t-Statistic
4. Path Coefficient



## RESULTS AND DISCUSSION

### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

#### 1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:

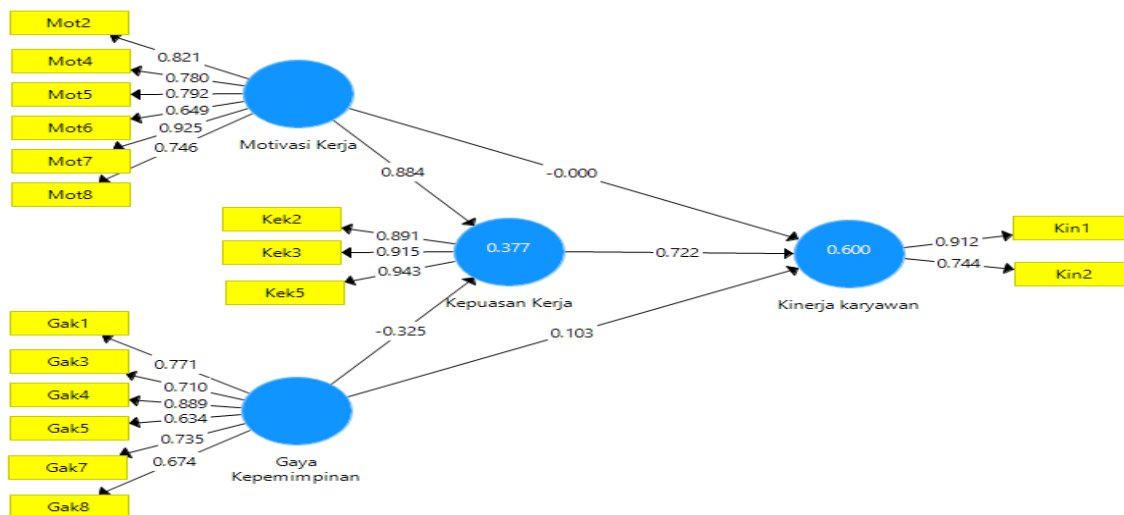


Figure 2. Outer Model  
 Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1.

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.884 + 0.325 + e_1$$

For substructure 2

$$Y = b_1X_1 + b_2X_2 + b_1Z + e_2$$

$$Y = 0.000 + 0.103 + 0.722 + e_2$$

Table 2. Outer Loadings

	Leadership Style	Job satisfaction	Employee performance	Work motivation
No1	0.771			

Nope3	0.710			
Nope4	0.889			
Nope5	0.634			
Nope7	0.735			
Nope8	0.674			
Cake2		0.891		
Kek3		0.915		
Kek5		0.943		
Kin1			0.912	
Kin2			0.744	
Mot2				0.821
Moto4				0.780
Mot5				0.792
Mot6				0.749
Mot7				0.925
Mot8				0.746

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

## 2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

**Table 3. Discriminant Validity**

	Leadership Style	Job satisfaction	Employee performance	Work motivation
Leadership Style	0.740			
Job satisfaction	0.758	0.917		
Employee performance	0.733	0.769	0.832	
Work motivation	0.886	0.795	0.721	0.790

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

### 3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style	0.836	0.855	0.878	0.547
Job satisfaction	0.905	0.906	0.940	0.840
Employee performance	0.776	0.768	0.817	0.693
Work motivation	0.877	0.927	0.908	0.624

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

### Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

#### 1. Coefficient of Determination (R<sup>2</sup>)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

**Table 5. R Square Results**

	R Square	R Square Adjusted
Job satisfaction	0.776	0.755
Employee performance	0.700	0.679

Source: Smart PLS 3.3.3

There is an R square value of the Employee Performance variable with an R square value of 0.679 and if in percentage of 67.9%, it means the influence of work motivation. Leadership style and job satisfaction on employee performance is 67.9% and the rest is on other variables. The R square value of the Job Satisfaction variable is 0.755 and if in percentage of 75.5%, it means the influence of the work motivation variable. Leadership style and employee performance on Job Satisfaction is 75.5% and the rest is on other variables.

### 3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is  $> 1.96$  and P-Values  $< 0.05$ . The following are the consequences of the direct impact Path Coefficient:

**Table 6. Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership Style -> Job Satisfaction	0.325	0.276	0.192	1,699	0.000
Leadership Style -> Employee Performance	0.103	0.102	0.205	0.503	0.615
Job Satisfaction -> Employee Performance	0.722	0.737	0.096	7,540	0.000
Work Motivation -> Job Satisfaction	0.884	0.859	0.177	4,980	0.000
Work Motivation -> Employee Performance	0.000	0.001	0.203	0.001	0.999

Source: Smart PLS 3.3.3

The results of the direct influence are as follows:

1. Leadership style has a positive and significant effect on job satisfaction with the original sample value of 0.276 and P values 0.000. This means that the existence of a leadership style can create or increase employee or staff job satisfaction, because the leadership style of a person's job where he is placed is not because of the job satisfaction created by the organization.
2. Leadership style has a positive and insignificant effect on employee performance with an original sample value of 0.102 and p values of 0.615. This means that the leadership style formed by the organization and employees can increase employee performance in each employee, because strong performance towards the company is the result of treating employees or staff well.

3. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.737 and p values of 0.000. This means that if job satisfaction increases, employee performance will increase and if employee performance decreases, job satisfaction will also decrease.
4. Work motivation has a positive and significant effect on Job Satisfaction with an original sample value of 0.859 and p values of 0.000. This means that Work motivation can increase the sense of Job Satisfaction, employees also still consider that job satisfaction is maximized for their employees.
5. Work motivation has a positive and insignificant effect on employee performance with an original sample value of 0.001 and p values of 0.999. This means that if work motivation increases, employee performance will increase and if work motivation decreases, employee performance will also decrease.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Leadership Style -&gt; Job Satisfaction -&gt; Employee Performance</b>	-0.235	-0.199	0.140	1,675	<b>0.095</b>
<b>Work Motivation -&gt; Job Satisfaction -&gt; Employee Performance</b>	0.638	0.630	0.140	4,549	<b>0.000</b>

Source: Smart PLS 3.3.3

The results of indirect influence are as follows:

1. Leadership style has a negative and insignificant effect on employee performance through job satisfaction indirectly with the original sample results of -0.199 and p values 0.095. This means that job satisfaction is not an intervening variable because it is unable to influence Leadership style on employee performance indirectly.
2. Work motivation has a positive and significant effect on employee performance through job satisfaction with an original sample value of 0.630 and p values of 0.000. This means that
3. This means that job satisfaction is an intervening variable because it can indirectly influence work motivation on employee performance.

## CLOSING

### Conclusion

1. Leadership style has a positive and significant effect on job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office.

2. Leadership style has a positive and insignificant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office..
3. Job satisfaction has a positive and significant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office..
4. Work motivation has a positive and significant effect on Job Satisfaction at BPJS Ketenagakerjaan, Sumbagut Regional Office.
5. Work motivation has a positive and insignificant effect on employee performance at the BPJS Ketenagakerjaan, Sumbagut Regional Office.
6. Leadership style has a negative and insignificant effect on employee performance through job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office..
7. Work motivation has a positive and significant effect on employee performance through job satisfaction at the BPJS Ketenagakerjaan, Sumbagut Regional Office..

### **Suggestion**

Companies must maintain the leadership style in the company by creating a leadership attitude that is directed at employees who work and provide increasing company performance with the leadership style.

1. The company must maintain job satisfaction in working well and safely. With maximum employee job satisfaction will improve the company's performance in general.
2. The company must maintain work motivation in working well and safely. With maximum employee work motivation will improve the company's performance in general.
3. Employee performance in the company must be improved, if employee performance improves then company performance will improve and provide great benefits for the company by improving company performance.

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