

THE ROLE OF LEADERSHIP AND WORK MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE: WITH JOB SATISFACTION INTERVENING VARIABLES

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Nurul Qomariah

Lusiyati

Ni Nyoman Putu Martini

Nursaid

Universitas Muhammadiyah Jember, Indonesia

Abstract: This paper aims to examine the role of leadership style and work motivation in improving performance by involving feelings of satisfaction from employees (job satisfaction) as an intermediary variable in Freelance Daily Workers (THL) at the Banyuwangi Regional Secretary. The number of freelance daily workers (THL) at the Banyuwangi Regional Secretariat. The population in this study were all employees of the Daily Leasing Office of the Regional Secretariat of Banyuwangi Regency, amounting to 101 employees. Determination of the sample using a saturated sample so that the number of samples is 101 respondents. The descriptive analysis method is used to describe the respondents, and the variables used. Smart PLS 3.0 application is used in this study as an analytical tool to answer the hypothesis. The results showed that the leadership style variable in an organization could increase the job satisfaction of THL employees at the Banyuwangi Regional Secretariat. Work motivation from employees has a significant effect on job satisfaction. Job satisfaction of casual daily workers also affects employee performance. The leadership style possessed by the leaders at the Banyuwangi Regency Secretary also affects employee performance. Work motivation significantly affects employee performance at the Daily Leasing Office of the Regional Secretariat of Banyuwangi Regency. Leadership style and work motivation can increase employee satisfaction and performance at the Regional Secretary of Banyuwangi Regency. Therefore there needs to be an effort to improve employees' leadership style and work motivation.

Keywords: Leadership Style, Employee Work Motivation, Employee Job Satisfaction, Daily Employee Performance

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Corresponding Author:
Nurul Qomariah, Universitas
Muhammadiyah Jember, Indo-
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Organizational performance, represented by current employee performance, is essential to consider by both

government and private organizations. With the improvement of employee performance, service to customers will be fulfilled optimally for organizations that provide services or services. Therefore,

this research is necessary considering the importance of improving performance for an organization, both government and private. As the biggest facilitator in providing job opportunities for the Indonesian people, the government is very much required to provide and expand job opportunities as much as possible. Therefore, the government needs special attention in making it happen to achieve the goal. In a broad sense, what is said to be a workforce is a population aged 15 to 64 who are of working age. Law no. 13, which was legalized in 2003 in Articles 1 and 2, stated that the workforce is any person or resident who can work to produce goods and services which will later meet their own needs and can also be the needs of the community. It is said to be a population included in the labor category; that is, the population is of working age. The working age is the age at which the population can work. In Indonesia, it is well known that some say that the working age is over 17 years old, or some even say it is over 20 years old., some even say they are over seven years old because of children. In the implementation of national development, labor is an essential factor because it plays a role in increasing the national income of a country. Therefore, we need a good quality workforce in a country so that national development can run smoothly. Without manpower, the development can't run smoothly. Because of the importance of labor to a country, it is necessary to protect these workers. The protection given to these workers can be in the form of physical security and technical, social, and economic protection in the environment where these workers work. Everyone needs interaction or relationships with others based in the work world.

Both the employer and workers or parties are working under the employer. This relationship is known as an employment relationship. The employment relationship is the relationship between employers and workers based on a work agreement with elements of work, wages, and orders. It is stipulated in Article 1 Number 15 of Law No. 13 of 2003 concerning Manpower. In this regard, the worker is everyone who works by receiving wages or other forms of remuneration and is regulated in the activities of the organization itself where they work.

The leadership role is to direct the employee's work achievements desired by the organization. Many factors can improve employee performance in an organization. Several factors that enhance employee performance in an organization include leadership in the organization, work motivation owned by employees, and job satisfaction owned by employees.

In an organization or company, leadership is an important factor. Rivai and Mulyadi (2012) stated that leadership can affect individual behavior and group behavior in an organization to achieve organizational goals that have been planned. Sedarmayanti (2017) stated that leadership is a gradual increase in influence over mechanical compliance with routine organizational directions. An organization's leader must be able to set an example for subordinates. It must also be able to provide direction so that its subordinates carry out all assigned tasks (Qomariah, 2020). A leader must be able to provide motivation or encouragement to his subordinates so that they all have confidence in completing their duties properly (Azhad et al., 2015). Leadership style is a way that a leader shows an attitude that is a specific characteristic to influence his employees in achieving organizational goals (Mangkunegara, 2018). Leadership style is a way how a leader can influence followers to voluntarily want to take various joint actions ordered by the leader without feeling that he is being pressured to achieve organizational goals (Mondy, 2008). In an organization with leaders who can provide examples, employees usually carry out their duties carefully and complete them on time. The timely execution of tasks from these employees will impact their performance. Therefore, an organization needs a leader who can set a good example that subordinates can adopt. Research on the relationship between leadership in organizations and employee performance has been carried out by previous researchers, the results of which are still controversial. Several studies showed that good leadership in an organization can actually improve employee performance in an organization (S. Khan et al., 2021; Qomariah, Hermawan, et al., 2020; Pancasila et al., 2020; Sumiaty, 2020; Listiani et al., 2020; Atikah and Qomariah, 2020; Chandra et al., 2020; Yuniarti and Suprianto, 2020; Ayuning-

tyas and Utami, 2019; Angesty, 2019; Permana et al., 2019; Hadiana and Mayasari, 2019; Andriani et al., 2018; Raffie et al., 2018; Priyono et al., 2018; Sya'roni et al., 2018; Sapta and Sudja, 2018; Wardani et al., 2017; Fadly, 2017; Abusama et al., 2017; Bentar et al., 2017; Sugiyatmi et al., 2016; Zubaidah, 2016; Priyanto, 2016; Hafifi et al., 2018; Solikah et al., 2016; Wiguna, 2015; Antoro, 2014; Belonio, 2012; Novitasari et al., 2012; Dolphina, 2012; Paracha et al., 2012; Qomariah, Warsi, et al., 2020). There are also several studies whose results state that leadership cannot improve employee performance. Some of these studies include: which state that leadership has no impact on employee performance (Bahri et al., 2018; Qomariah, 2012; Sadariah, 2019).

To meet life's needs, every human has the drive or motivation to achieve it following the wishes of the man (Mu'ah, 2002). Employees who work in an organization, both government and private, all certainly expect the salary to be received, satisfaction with the work that has been done so far, status that is always expected in society, appreciation from co-workers, and appreciation from superiors. Thus, a lot of encouragement from within humans why they have to work. Motivation is an encouragement or something that can move a person to continue to increase enthusiasm in working individual performance of an employee and achieving organizational performance. All work can be completed on time for employees who have a strong motivation to work (Hasibuan, 2018). An employee's performance is a work process measured by calculating the results for a certain time, usually measured in one year. An employee's performance in an organization can also be seen from the work quality, working time of employees, and cooperation with colleagues, all of which are to achieve previously planned goals (Sutrisno, 2015). Mangkunegara (2018) stated that performance is the work of an employee measured in terms of quality and quantity an employee has achieved in an organization in carrying out their duties following the responsibilities given to him by their superiors. An employee's performance in an organization results from working for a certain time based on the provisions and regulations in an organization (Fahmi, 2014). The relationship between work mo-

tivation and employee performance is that if an employee has a certain motivation in working, he will carry out the work assigned to him very well. Therefore, motivation is important in improving an employee's organizational performance. In connection with the high performance of employees, it is expected that organizational goals can be achieved. On the other hand, organizational goals are difficult or impossible to accomplish if employees do not perform well, so they cannot produce good work. Many studies link work motivation with employee performance, which is still inconsistent. Several studies showed that the motivation to work owned by employees in an organization turned out to have a significant effect on employee performance (Vidianingtyas and Putri, 2014; Ahmad et al., 2014; Achmad, 2016; Rina and Perdana, 2017; Rahim et al., 2017; Gala et al., 2017; Basalamah, 2017; Hidayah and Tobing, 2018; Kurniawan et al., 2019; Soebyakto et al., 2019; Parashakti et al., 2020; Wijianto et al., 2020; Sari et al., 2020; Hardianto et al., 2020; Marlinda et al., 2021; Kurniawati and Tobing, 2019; Riyadi, 2020; Koni, 2018; Ariono, 2017; Komaling et al., 2016; Hanafi and Abadi, 2018; Firdaus et al., 2017; Sumowo, 2017; Hermawan, 2015; Basyah et al., 2022; Solikah et al., 2016; Anggrainy et al., 2017; Afriadie et al., 2017; Kahpi et al., 2017; Utomo et al., 2019; Sumowo, 2017; Sya'roni et al., 2018; Hermawan, 2015; Indarti, 2018; Istanti et al., 2020; Sujana, 2012; Prakoso et al., 2014). In addition, there are also research results which showed that the work motivation of a person does not affect the performance of employees in an organization (Rantesalu et al., 2017; Julianry et al., 2017; Adha et al., 2019; Changgriawan, 2017; Hendrawijaya et al., 2019; Brahmasari and Suprayetno, 2008).

Job satisfaction felt by an employee is an emotion that can give a person pleasure and displeasure with the work he is doing (Qomariah, 2020). Job satisfaction, an employee can feel whether his job is fun or unpleasant to do (Wilson, 2012). Job satisfaction is related to one's feelings or attitudes about the work, salary, promotion or educational opportunities, supervision, co-workers, workload, and others (Sedarmayanti, 2011). Employee job satisfac-

tion is related to employees' attitude towards the work that is their duty. Therefore a leader needs to pay attention to job satisfaction in his organization. An employee's job satisfaction can also be associated with employee performance problems. Employees who are satisfied with their work will usually work as instructed. If an employee is satisfied, it means they are happy with their work. For employees who are satisfied at work, the work is usually done following the SOPs that apply to the organization where the employee works. They can also complete the work properly and on time. Therefore, an organization must maintain employee satisfaction. Several studies have shown that job satisfaction can improve employee performance, (Tilaar et al., 2017; Darma and Supriyanto, 2018; Ali and Farooqi, 2014; Khan et al., 2012; Shmailan, 2016; Farooqui and Nagendra, 2014; Inuwa, 2016; Saleh et al., 2016; Changgriawan, 2017; Saputra et al., 2016; Arda, 2017; Indrawati, 2013; Rusmayanti et al., 2022; Qomariah et al., 2020; Wijianto et al., 2020; Solikah et al., 2016; Manik and Wiarah, 2014; Renyut et al., 2017). While research which states that job satisfaction does not affect employee performance, (Belonio, 2012; Abidin et al., 2020). Job satisfaction from employees can be said to be the feelings of employees related to employee emotions that lead

to pleasant and unpleasant work (Qomariah, 2020). There are many influencing factors for employee job satisfaction in the company. Factors that can increase an employee's job satisfaction include work motivation and the role model of a leader in an organization. Several studies showed that employee work motivation can increase job satisfaction (Nursaid et al., 2020; Bawoleh et al., 2015; Sohail et al., 2014; Jehanzeb et al., 2012; Abusama et al., 2017; Sudibya and Utama, 2012; Lumentut and Dotulong, 2015). Several studies also showed that leadership can increase job satisfaction of an employee (Wardani et al., 2017; Ratnasari and Dewi, 2014; Park and Lee, 2011; Wirda and Azra, 2012; Riyanto et al., 2018; Saleh et al., 2016; Madlock, 2008; Raffie et al., 2018; Angelina and Subudi, 2014).

The object of this research is employees who work at the Banyuwangi Regional Secretary who are casual daily workers. If you look for the definition of casual daily workers in employment status, it can be concluded that casual daily workers are also called daily employees. Daily employees are people who work in an institution or a company, be it a government or private company, by receiving wages based on time every day.

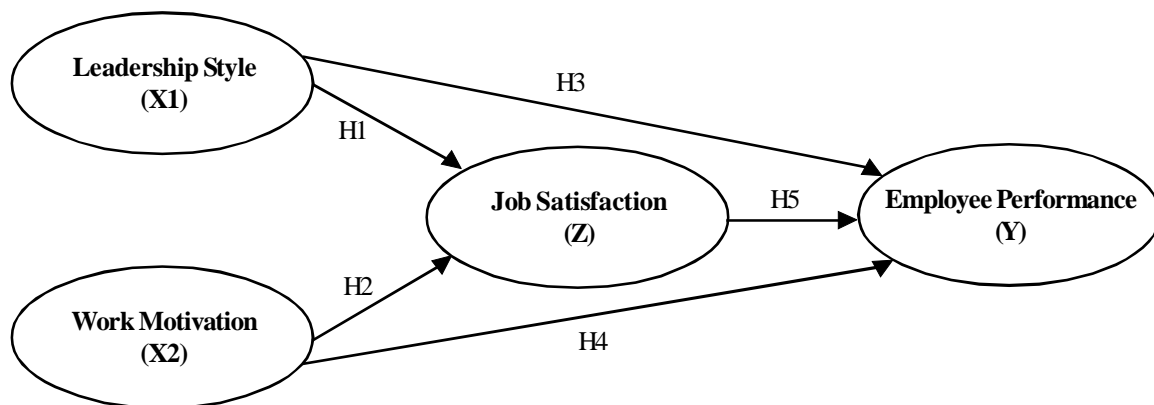


Figure 1. Conceptual Framework

Table 1. Percentage of Daily Attendance Free from the Banyuwangi Regional Secretariat Office

No.	Year	Total THL People	Attendance Percentage
1	2017	65	90,2
2	2018	65	91,10
3	2019	66	73,68
4	2020	100	85,5
5	2021	101	72,5
Total			415,68
Average Amount			83,136

Source: Data from the Banyuwangi Regency Regional Secretariat Office 2021

Daily employees can be divided into casual daily employees, temporary daily employees, and permanent daily employees. Indeed, no standard rules discuss the implementation of the work of casual daily workers. The provisions of the employment relationship between the worker and the employer and the legal consequences are regulated in Law no. 13 of 2003. The Law concerns manpower and its implementing regulations. In Law no. Thirteen (13) of 2003, regarding Manpower as stipulated in Article 64, a company may hand over part of the execution of the work to another company through a written agreement for contracting work or providing workers/labor services. Work to other companies is carried out through a work charter agreement and must meet the following requirements: a. carried out separately from the main activities of both management and work implementation activities; b. carried out by direct or indirect order from the employer; c. is a supporting activity of the company as a whole; d. does not hinder the production process directly.

Following Ministerial Regulation No. 19 of 2012 concerning the conditions for submitting part of the implementation of work to other companies stated that the work that can be submitted to a service provider company for workers/labor is a supporting service activity or which is not directly related to the production process, including a. cleaning service business; b. business of providing food for workers/laborers; c. security personnel business; d. supporting service business in mining and petroleum; e. The business of providing transportation for workers/labor. Employment agreements are vital for

workers and companies. Law No. 13 of 2003 concerning Manpower explains that a work agreement between a worker/laborer and an entrepreneur or employer contains the terms of work, rights, and obligations of the parties. The number of freelance daily workers at the Banyuwangi Regency Regional Secretariat reached 101 employees with non-permanent status. This research is considered interesting because many employees with non-permanent status can determine the continuity of employee careers in the company. From the attendance data for freelance daily workers at the Regional Secretariat of Banyuwangi Regency, there is a decrease in the percentage of employee absenteeism.

Table 1 showed that the attendance made by freelance daily workers has increased and decreased every year. In 2017 it was 90.2%. In 2018, it increased by 91.10%; in 2019, it decreased by 73.68%; in 2020, it increased by 85.5%; and in 2021, it decreased again by 75.2%. The rise and fall of the daily absenteeism percentage can significantly influence the performance of employees. The phenomenon in the Banyuwangi Regency Regional Secretariat Office, due to the absence or delay of employees at work, causes employee performance to decrease.

If the employee is absent or late for work, the tasks assigned will be neglected or not completed as expected. These conditions lead to ineffectiveness and inefficiency of employees at the Banyuwangi Regency Regional Secretariat Office and can reduce performance. In the long term, this can have an impact on the performance of the

agency. The agency has made various efforts to improve employee performance, including creating a conducive work environment and imposing sanctions on employees who are absent for no reason and do not take attendance according to applicable regulations. However, this has not fully improved employee performance, proving that employee discipline is still low, responsibility for work is not good, and so on. In contrast, employees must provide optimal performance for the agency.

Research gap in this is between the relationship between leadership and work motivation and employee job satisfaction. Another research gap is the relationship between satisfaction and employee performance. In addition to varying results, previous studies have differences in using analytical tools and research objects. Therefore, this study was conducted to test the influence of leadership style and work motivation on employee performance through job satisfaction among the employees at the Banyuwangi Regional Secretariat for Freelance Daily Workers.

HYPOTHESIS DEVELOPMENT

Figure 1 showed that the first hypothesis (H1), which states that leadership style affects job satisfaction (Senjaya and Anindita, 2020; Iman and Lestari, 2019; Ayu et al., 2017; Nirmalasari, 2014; Aydin et al., 2013; Kosasih, 2018; Mujki et al., 2014; Lumbanraja, 2009; Bushra et al., 2011; Effendy et al., 2017; Wirda and Azra, 2012; Baihaqi, 2015; Riyanto et al., 2018; Habba et al., 2017; Lok and Crawford, 2004; Purnomo and Cholil, 2010; Cerit, 2009; Atmojo, 2012; Effendy et al., 2017; Ardianti et al., 2018; Wardani et al., 2017). The second hypothesis (H2), which states that work motivation affects job satisfaction (Baihaqi, 2015; Ardianti et al., 2018; Brahmasari and Suprayetno, 2008; Li et al., 2014; Bawoleh et al., 2015; Ardianti et al., 2018; Sohail et al., 2014; Jehanzeb et al., 2012; Ogunnaike et al., 2014; Ratnasari and Dewi, 2014; Ingsih et al., 2021; Maryani et al., 2022). The third hypothesis (H3), which states that leadership style affects employee performance (Qomariah, 2012; Qomariah et al., 2020; Darmanto and Supriyadi, 2022; Alamanda et al., 2022; Khan et al., 2021; Qomariah,

Hermawan, et al., 2020; Qomariah, Warsi, et al., 2020; Pancasila et al., 2020; Sumiaty, 2020; Listiani et al., 2020; Atikah and Qomariah, 2020; Chandra et al., 2020; Yuniarti and Suprianto, 2020; Ayuningtyas and Utami, 2019; Angesty, 2019; Permana et al., 2019; Hadiana and Mayasari, 2019). The fourth hypothesis (H4) which states that motivation affects performance (Tahiri et al., 2022; Syaharudin et al., 2022; Maryani et al., 2022; Nilasari and Nisfiannoor, 2021). The fifth hypothesis (H5) which states that satisfaction has an effect on performance (Maryani et al., 2022; Setyowati et al., 2021; Alamanda et al., 2022; Qomariah et al., 2020).

METHOD

This research uses quantitative research methods. Description analysis is used to describe respondent data and variable data used in this study. In this study, the independent variables are leadership style in the organization (X1) and employees' work motivation (X2). The intervening variable is employee job satisfaction (Z), and the dependent variable is employee performance in the organization (Y). The operational definition for the leadership variable is the ability to influence a group towards achieving a vision or set of goals (Robbins and Coulter, 2010). The operational definition of work motivation variable, according to Winardi (2010) that the work motivation possessed by the employee is a potential driving force in an employee which can later be developed with internal strength or external strength, which in turn has an impact on the acquisition of rewards, both financial rewards and non-financial rewards which will have an impact on future performance. Job satisfaction is a pleasant feeling from an employee in an organization as a result of the assessment of colleagues or obtained from the employee's work experience. Thus, an employee's job satisfaction reflects the work that has been done (Wibowo, 2012). The operational definition of the employee performance variable is the result of an employee's work in an organization, both government-owned and private, which is calculated in terms of quality and quantity that has been obtained in carrying out his duties which have become his responsibility (Mangkunegara, 2017). The

object of this research is freelance employees who work at the Regional Secretariat of the Banyuwangi Regency. Taking the object of this research because many freelancers still work at the Regional Secretary Office of Banyuwangi Regency. In this study, the population was all daily freelancers at the Banyuwangi Regency Regional Secretariat with 101 employees. The population is all employees who fall into the category of casual daily employees at the Banyuwangi Regional Secretary's Office, with a total of 101 employees. Thus, the sampling technique is a saturated sample (census). The number of research samples and the sections in the Banyuwangi Regional Secretariat Office is in Table 2. The data analysis method used in this study was PLS (Partial Least Square) using the Smart PLS application program. This research was conducted for 3 (three) months between October 2021 to December 2021.

Table 2. Number of Daily Workers Leaving the Banyuwangi Regional Secretariat Office

No.	Information	Total
1.	IT personnel	5
2.	Administration staff	41
3.	Cleaner	40
4.	Driver	15
Total		101

RESULTS

Respondent Characteristics

Based on education after the recapitulation, most or the majority of respondents who become freelance daily workers at the Banyuwangi Regency Regional Secretariat are respondents with high school education, as many as 47 (47%). In comparison, the minority respondents who become freelance daily workers The Banyuwangi Regency Regional Secretariat Office is respondents who have elementary school education or have not graduated from elementary school as many as 4 (4%), SMP/MTS as many as 5 (5%), DI-III as many as 9 (9%), and S1 as many as 36 (36%).

The results of statistical calculations based on the age of the respondents it was obtained data that most respondents or the majority who became Freelance Daily Workers at the Banyuwangi Regency Regional Secretariat Office were respondents aged between 20 to 29 years old, 45 (45%). In comparison, the minority respondents who became Daily Workers Leaving the Regional Secretariat Office of Banyuwangi Regency were respondents aged between 30 and 39 years, 34 (34%), respondents aged between 40 and 49 years, 17 (17%), respondents aged between 50 and 59 years a total of 5 (5%).

Outer Model Evaluation

Measuring the validity of the data in this study used convergent validity analysis. Convergent validity analysis is a criterion for measuring the validity of indicators that have a reflexive nature. This measurement evaluates the outer loading coefficient of each indicator on the latent variable. The indicator variable is said to have a high level of validity if the outer loading coefficient ranges from 0.60 to 0.70. For an analysis with an unclear theory, the outer loading is 0.50 and has a significant level at the alpha level of 0.05 or the t-statistical 1.96 (Ghozali, 2014). The outer loading value of this study is presented in Table 3.

From the results of statistical calculations using Smart PLS 3.0 in Table 3, the cross-loading factor value from the analysis calculation has succeeded in being above 0.5 with a p-value of less than 0.001. Because the cross-loading value has reached 0.5, the convergent validity test in this study can be accepted because it meets the requirements. For more details are presented in Figure 2 and Figure 3.

In addition to the validity test, it is necessary to test the reliability of the variables. A reliability test can be used to measure the instrument in the form of a questionnaire. A measuring instrument is reliable if its Cronbach alpha is above 0.7. This study measured the reliability test using Composite reliability and Cronbach alpha. After calculating the reliability test results, all variables and constructs have values above 0.70.

Table 3. Outer Loading Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1	0,857	0,857	0,025	34,943	0,000
X1.2	0,847	0,847	0,028	30,671	0,000
X1.3	0,805	0,803	0,037	21,850	0,000
X1.4	0,787	0,784	0,044	17,988	0,000
X1.5	0,890	0,888	0,020	44,866	0,000
X1.6	0,891	0,892	0,019	47,635	0,000
X2.1	0,842	0,843	0,024	35,151	0,000
X2.2	0,856	0,858	0,025	34,751	0,000
X2.3	0,747	0,746	0,044	16,987	0,000
X2.4	0,724	0,725	0,041	17,625	0,000
X2.5	0,856	0,855	0,026	33,522	0,000
Y1.1	0,745	0,742	0,044	16,826	0,000
Y1.2	0,819	0,822	0,029	27,973	0,000
Y1.3	0,849	0,849	0,028	30,692	0,000
Y1.4	0,911	0,911	0,017	54,693	0,000
Y1.5	0,778	0,779	0,027	29,285	0,000
Y1.6	0,705	0,703	0,058	12,210	0,000
Z1.1	0,840	0,839	0,030	27,906	0,000
Z1.2	0,874	0,873	0,023	37,995	0,000
Z1.3	0,802	0,803	0,041	19,654	0,000
Z1.4	0,704	0,706	0,052	13,452	0,000
Z1.5	0,893	0,892	0,018	49,146	0,000
Z1.6	0,723	0,718	0,055	13,092	0,000
Z1.7	0,750	0,746	0,043	17,488	0,000
Z1.8	0,761	0,765	0,034	22,164	0,000

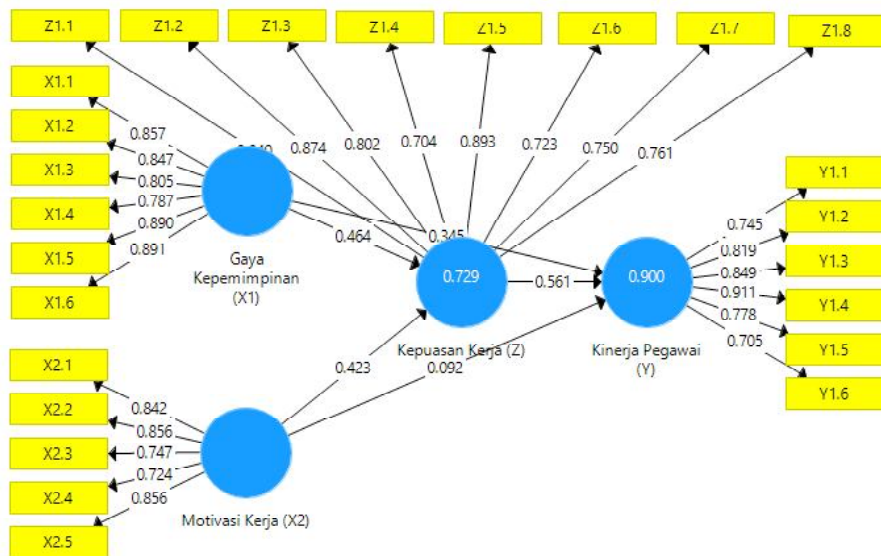


Figure 2. PLS Algorithm

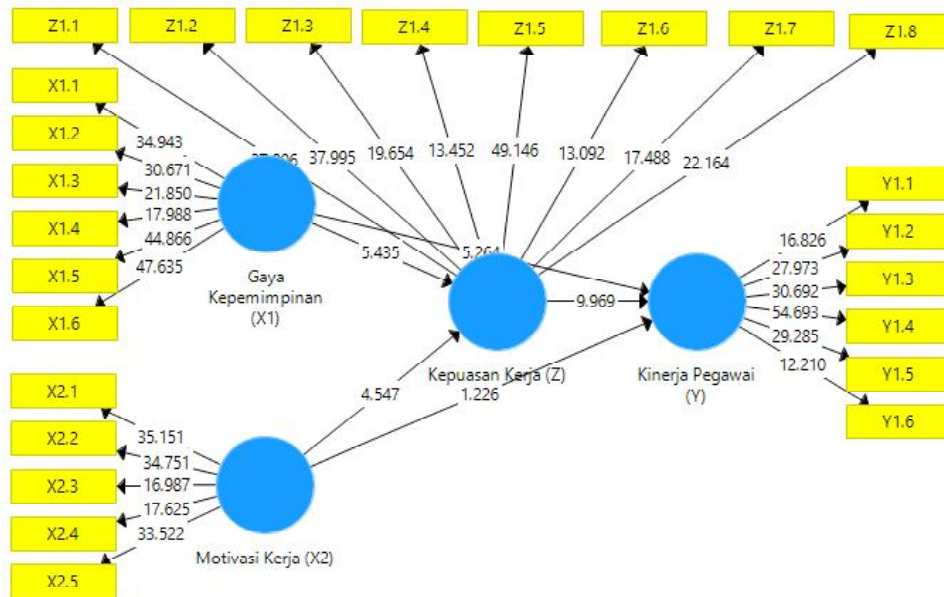


Figure 3. Bootstrapping

Table 4. Research Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style (X1)	0,921	0,926	0,938	0,718
Job Satisfaction (Z)	0,917	0,925	0,932	0,634
Employee Performance (Y)	0,889	0,897	0,916	0,646
Work Motivation (X2)	0,864	0,873	0,903	0,651

Table 5. Composite Reliability Test and Cronbach Alpha

	Value Of Cronbach's Alpha	Value Of Composite Reliability
Leadership Style In Organization (X1)	0,921	0,938
Job Satisfaction (Z)	0,917	0,932
Employee Performance (Y)	0,889	0,916
Work Motivation (X2)	0,864	0,903

Inner Model Analysis Results

It is necessary to do a determination analysis that can be seen from the R-Square (R2) value to see how the independent variable contributes to the dependent variable. The data processing results show that the R2 value of the independent variable, namely employee performance, is 0.900. Based on the criteria set, the model includes the requirements for a strong model, meaning that leadership style and work motivation can explain 90 percent of employee performance. The remaining 10 percent is influenced by other variables not examined in this study.

This inner model analysis examines the direct influence of each independent variable, namely the leadership style variable (X1) and work motivation (X2), on job satisfaction (Z) and employee performance (Y). In addition to the direct effect, this inner model also examines the indirect effect of the dependent variable through the intervening variable (job satisfaction). Hypothesis testing to answer whether the proposed hypothesis is recognized or ignored. The test process was to address the speculations in this investigation related to the direct influence pathway displayed in Table 6 and Table 7.

Table 6. Result of Direct Effect Path Coefficient

	Value Of Original Sample (O)	P Values
Leadership Style (X1) → Job Satisfaction (Z)	0,4641	0,0000
Leadership Style (X1) → Employee Performance (Y)	0,3451	0,0000
Job Satisfaction (Z) → Employee Performance (Y)	0,5611	0,0000
Work Motivation (X2) → Job Satisfaction (Z)	0,4231	0,0000
Work Motivation (X2) → Employee Performance (Y)	0,0921	0,2210

Table 7. Coefficient Value of Indirect Influence Path

	Value Of Original Sample (O)	P Values
Work Motivation (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0,237	0,000
Leadership Style (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0,261	0,000

DISCUSSION

Leadership Style on Job Satisfaction

The results of this study indicate that leadership has a positive and significant effect on employee job satisfaction at the Daily Leasing of the Regional Secretariat Office of Banyuwangi Regency. It shows that good leadership can increase employee employment. Leadership is one of the factors that can increase employee satisfaction at work. Leadership is a person’s ability to influence a group towards achieving goals. Leadership can also inter-

pret as the ability to influence a group towards achieving a vision or set of goals. A leader must be able to invite his group members to be able to complete the work on time according to what has been assigned. Employees who can complete their duties on time will be satisfied with the results of their work. In the end, a leader must be able to influence his subordinates to work according to the existing SOP. Leaders must also be able to set a good example to their subordinates so that subordinates can imitate the behavior of their leaders. The results of

this study are in line with research conducted by Effendy et al. (2017), Wardani et al. (2017), Ratnasari and Dewi (2014), Park and Lee (2011), Wirda and Azra (2012), Riyanto et al. (2018), Saleh et al. (2016), Madlock (2008), Raffie et al. (2018), Angelina and Subudi (2014), Alamanda et al. (2022) which stated that leadership has an effect on employee job satisfaction.

Work Motivation on Job Satisfaction

The results showed that work motivation was related to job satisfaction for freelance daily workers at the Banyuwangi Regency Regional Secretariat. It means that the strong work motivation of employees can increase employee job satisfaction. Thus it can be concluded that work motivation is one of the factors that can increase employee job satisfaction. Work motivation is encouragement from an employee to work in an organization. If the motivation or work motivation of employees is strong, these employees will work very hard. Employees who work hard indicate that they are working with pleasure. If the employee works happily, this indicates that the employee is satisfied at work. Therefore, increasing work motivation is fundamental for employees to feel satisfied. This research supports research conducted by Nursaid et al. (2020), Ardianti et al. (2018), Setyowati et al. (2021), Ingsih et al. (2021) which stated that work motivation can increase job satisfaction.

Leadership Style on Employee Performance

The results showed that the leadership style significantly affected the performance of the freelance daily workers at the Banyuwangi Regency Regional Secretariat. Thus, it can be concluded that leadership that provides examples can improve employees' performance in the Regional Secretariat. A leader must be able to provide a good role model for his subordinates. Employees will imitate the actions of leaders in the environment where employees work. If the leader's actions are good, the employees will imitate the good ones too. If the leader's actions are bad, the employees may also imitate the actions of the bad leadership. Leaders who can set

a good example, usually their employees will carry out their duties deftly and immediately complete the work assigned to them. If all tasks are completed on time, the employee has performed well. Thus leadership can improve employee performance. This research is in line with research conducted by Atikah and Qomariah (2020) stated that leadership at the Muhammadiyah University of Jember can improve employee performance. Qomariah, Friyanti et al. (2020), Priyono et al. (2018), Chandra et al. (2020), Qomariah et al. (2020), Qomariah, Warsi et al. (2020), Qomariah, Hermawan et al. (2020) also stated that leadership that can provide exemplary can usually improve employee performance. Qomariah, Friyanti et al. (2020), Priyono et al. (2018), Chandra et al. (2020), Qomariah et al. (2020), Qomariah, Warsi et al. (2020), Qomariah, Hermawan et al. (2020) also stated that leadership that can provide exemplary can usually improve employee performance. Khan et al. (2021), Listiani et al. (2020), Hafifi et al. (2018), Ayuningtyas and Utami (2019), Fikri and Setiawati (2021), Rafiie et al. (2018), Tahir and Razak (2020), Sya'roni et al. (2018), Qomariah, Warsi et al. (2020), Alamanda et al. (2022) also conducted research linking leadership in an organization with employee performance.

Work Motivation on Employee Performance

The results showed that work motivation had no significant effect on the performance of daily freelance employees at the Banyuwangi Regency Regional Secretariat. Employees work motivation at the Banyuwangi Regency Secretariat cannot improve employee performance. Thus, it is necessary to increase employees' work motivation. The freelance employees at the Banyuwangi Regency Secretariat are not permanent employees, so there is a lack of motivation for employees, so they cannot affect performance. It is because of the status of the workers that the drive to work better is still lacking. It takes a real effort from the Banyuwangi Regency Secretary to increase employee motivation so that employee performance also increases. This research is not in line with study conducted by: Ingsih et al. (2021), Tahiri et al. (2022), Maryani et

al. (2022), Sari et al. (2020), Wijianto et al. (2020), Qomariah, Warsi et al. (2020), Basyah et al. (2022), Utomo et al. (2019).

Job Satisfaction on Employee Performance

The study results indicate that job satisfaction significantly affects the performance of the freelance daily workers at the Banyuwangi Regency Regional Secretariat. Thus, job satisfaction can improve employee performance. Therefore, the Secretary of the Banyuwangi Regency must continue to strive to improve the job satisfaction of its employees because it has been proven to improve employee performance. Job satisfaction is employees' feelings about the work they are responsible for. Employees who feel satisfied at work then do the work that is their job with a sense of pleasure. If employees are happy with their work, all work will be completed on time. Thus, the performance in the organization, especially in the Banyuwangi Regency Secretary, will increase. Research that discusses the relationship between job satisfaction and employee performance, whose results are in line with that carried out by Kurniawan et al. (2019) and Sadariah (2019) stated that employee job satisfaction can improve employee performance. Whereas Alamanda et al. (2022) and Setyowati et al. (2021) also conducted research that links job satisfaction with performance, the result of which is that job satisfaction from employees can increase employee performance. Ali and Farooqi (2014), Khan et al. (2012), Shmailan (2016), Abidin et al. (2020), Hochwarter et al. (1999) also researched performance satisfaction.

Indirect Effect

The indirect effect of leadership style on employee performance through job satisfaction has been tested, and the test results state that the effect is positive and significant. This position follows the research results (Senjaya and Anindita, 2020), which state that job satisfaction indirectly influences leadership. The indirect effect of work motivation on employee performance through job satisfaction has been tested, and the test results state that the effect is positive and significant. This position follows the

research results by Maryani et al. (2022), which stated an indirect impact between work motivation and job satisfaction.

CONCLUSIONS

Based on the study results, the conclusions that can be conveyed are, first, good leadership style in an organization can significantly affect satisfaction for freelance daily workers at the Banyuwangi Regency Regional Secretariat. Suppose the leadership style of the freelance daily worker at the Banyuwangi Regency Regional Secretariat is improved by how the leaders set an example. In that case, it will significantly increase job satisfaction. Thus, the first hypothesis in this study is accepted. The second conclusion is that an employee's strong work motivation turned out to have a significant effect on the job satisfaction of freelancers at the Banyuwangi Regency Regional Secretariat Office. Suppose the work motivation of employees included in the Freelance Daily Workers of the Banyuwangi Regency Regional Secretariat is increased by providing encouragement that can improve their interest to work. In that case, the job satisfaction of the employees will increase. Thus, the second hypothesis in this study is accepted. The third conclusion is that a good leadership style in an organization significantly affects the performance of the freelance daily workers at the Banyuwangi Regency Regional Secretariat. Suppose the leadership style in the Daily Leasing Department of the Banyuwangi Regency Secretariat is improved by how the leaders set a good example. In that case, it will improve employee performance. Thus the third hypothesis in this study is accepted.

The fourth conclusion is that an employee's strong work motivation does not significantly affect the performance of the freelance daily workers at the Banyuwangi Regency Regional Secretariat. Suppose the work motivation of the freelance daily workers at the Banyuwangi Regency Secretariat is optimized. In that case, it will not necessarily be able to significantly improve employee performance, so the fourth hypothesis in this study is rejected. The fifth conclusion is that job satisfaction significantly affects the performance of the freelance daily

workers at the Banyuwangi Regency Regional Secretariat. If the job satisfaction of freelance daily workers at the Banyuwangi Regency Secretariat is increased, the employee's performance will improve. Thus, the fifth hypothesis in this study is accepted. The sixth conclusion is that there is an indirect effect of leadership style on employee performance through job satisfaction. Thus the effect must be through job satisfaction first. The seventh conclusion is that there is an indirect effect of work motivation on employee performance through job satisfaction.

IMPLICATIONS

The first practical implication is that leadership style will impact employee job satisfaction. The second implication states that employee work motivation will impact job satisfaction. The third practical implication states that leadership style impacts employee performance. At the same time, the fourth implication states that motivation has no impact on employee performance. Therefore, it is necessary to increase the work motivation of employees to improve employee performance. While the last implication is that job satisfaction can increase the performance of employees.

LIMITATIONS

The limitation of this study is that this research was only conducted on casual daily workers at the Banyuwangi Regency Secretary, so employees who have become ASN were not investigated. So, if it is associated with work motivation variables, there will be a bias. The measuring instrument used in this study is a questionnaire, which may have different perceptions in interpreting the existing list of questions.

RECOMMENDATIONS

Suggestions that can be given to knowledge developers are that they should continue to explore positive potentials in the dynamics of improving employee performance. Research on "The Influence of Leadership Style and Work Motivation on Employee Performance Through Job Satisfaction on Daily Workers Leaving the Regional Secretariat

of Banyuwangi Regency" must be further refined and equipped to be helpful for an agency's progress or company. Suggestions for further researchers who want to do similar research should add career development variables, work discipline, compensation, and so on for the perfection of subsequent research. Suggestions for the Banyuwangi Regency Regional Secretariat Office are expected that the results of this study can be used as consideration in knowing what components affect the performance of daily freelancers and what problems exist, and how they should be overcome the issues.

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