

THE IMPACT OF LEADERSHIP STYLE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT THE CLASS II TPI BATULICIN IMMIGRATION OFFICE

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ABSTRACT:Over the past three years there has been a decrease in employee performance targets (SKP) and also a decrease in the value of behavior of employees in 2018. This employee performance goal is measured based on his work assessment and also the behavior of his workers for one year. The decrease in the value of SKP and the value of employee behavior can be due to the still number of employees who are less responsible for their work and still lack passion in work. This condition if it occurs continuously can affect the performance of employees of this office. This condition must be supported by the gradual increase in the capacity of the employees. Therefore, the Class II Immigration Office of TPI Batulicin certainly wants superior human resources to achieve organizational goals. The conditions that occur in these institutions are the basis for determining the factors (leadership style and satisfaction) on the performance of employees at the immigration office. This study aimed to analyze the influence of leadership style and job satisfaction on employee performance at TPI Batulicin's Class II Immigration Office. Questionnaires were distributed to 32 respondents, namely the data collection method used was census, which took all individuals in the population as respondents. Structural Equation Model or SEM with Partial Least Square approach is used as a method to analyze research. The results of the study showed that leadership style and job satisfaction had a positive and significant influence on employee performance at the Batulicin Immigration Office. The indicator that best describes the leadership style is the function of participation. The indicator that best describes job satisfaction is the salary. While the indicator that best describes the performance of employees is a matter of discipline.

KEY WORDS: *Employee Performance, Leadership Style, Job Satisfaction,*

I. INTRODUCTION

The success of an organization is influenced by the performance of its employees. Employee performance is said to be the output resulting from activities within the organization (Dessler, 2005). The contribution of a worker or employee that greatly affects the success of an organization if done responsibly. Every employee has been given and knows what the main tasks and functions are, what kind of performance must be achieved and must also be able to measure the extent of an employee's success. In general, every employee really wants to have a good performance, but this is difficult to achieve if the employee does not have high productivity. There are three main factors that influence individuals in their work and improve their performance, namely increasing individual abilities, encouragement or effort from individuals and support from organizations (Mathis and Jackson 2003). Performance according to (Mangkunegara 2005) is the quality and quantity of work produced in carrying out a task, in accordance with the responsible function.

In order to improve the image of the organization and the performance of a government organization in a professional, actual, synergistic, transparent and innovative direction for the realization of good governance, it is necessary to make changes to government agencies. Nainggolan (1987) suggests that service performance and national development are mainly based on the perfection of the state apparatus and the perfection of the state apparatus basically depends on the perfection of civil servants.

Government agencies carry out public services with the hope of activities to serve the various needs of the community in accordance with the laws and regulations for every citizen and resident or goods, services and administrative services provided by public administrators, while the implementation of public services as

organizers is every state administration agency, corporations, independents established under the law for public service activities, and other legal entities formed solely for public service activities, this is stated in Article 1 paragraph (1) of the Law of the Republic of Indonesia Number 25 of 2009.

Immigration Office Class II of TPI Batulicin is a part of the government in charge of organizing public services in terms of passport making and supervision for Foreign Nationals residing in the Territory of the Unitary State of the Republic of Indonesia. Good public service can be realized with a good employee performance as well. Based on the results of early-stage interviews, TPI Batulicin's Class II Immigration Office has a problem that employees have a relatively long working period, ranging from 3-22 years but a long enough working period actually makes employees more uninspired and tend to laze about their work and eventually result in many jobs late.

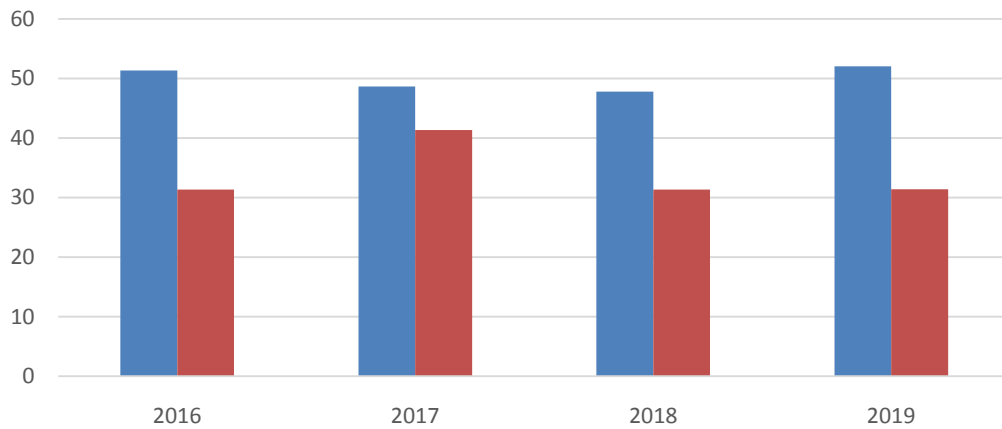


Figure 1 Performance Data of Batulicin Immigration Office's Employee

Based on Figure 1 above it was obtained that in the last three years there was a decrease in employee performance targets (SKP) and also a decrease in the value of behavior from employees in 2018. Employee performance goals are measured based on their work assessment and also the behavior of their workers for one year. The decrease in the value of SKP and the value of employee behavior can be due to the still existing of some employees who are less responsible for their work and still lack morale in work. This condition if it occurs continuously can affect the performance of this office. Different conditions occurred in 2019 where there was an increase in employee performance at the Immigration Office Class II TPI Batulicin. This is due to the rotation of leaders in this office that year and the rule changes made by the new leader. Indirectly the rules made become stricter and make employee performance in that year increase compared to the previous year.

Another thing that becomes an addition is the education of employees who mostly come from high school graduates / vocational school makes employees less developed in performing tasks and innovating in work as can be seen in Figure 1. Education is very important to increase one's knowledge in order to get deeper into work. This immigration field is not an arbitrary field because this field requires its employees to be careful, swift and responsive in issuing permission for applications submitted by the applicant. This field is also related to the condition of traffic in and out of people into and out of the country. Therefore, human resources are needed in accordance with this risky field. One of them is about his education.

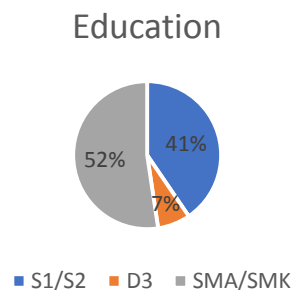


Figure 2 The Education of Batulicin Immigration Office's Employee

Another thing there are still some employees have felt comfortable in their work zone, lazy and there is no spirit in doing work plus education that does not develop makes employees unable to do the job perfectly. Referring to the opinion expressed by Handoko (2001) the most important resources of an organization are human resources or people who give their energy, talent, creativity and effort to the organization. From this opinion it can be argued that high performance is needed in every employee's work efforts to achieve goals.

Based on the above, it can be concluded that at the Immigration Office Class II TPI Batulicin there is a decrease in employee performance seen from the decline in employee performance targets starting from 2016 to 2018, but in 2019 there was a change where the increase in performance in employees due to the exchange of leaders in this office and also new leaders made new policies that tightened the movement space of activists then employees became more improved performance. Other things such as known that the high and low SKP of a civil servant becomes the basis for determining the incentives they will receive. Incentives / salaries are one of the things that describe satisfaction for an employee and if employees are satisfied with feedback on their efforts it will be able to improve their performance. Therefore, it is necessary for a formula in order to maintain the performance of the employee. So based on the background and formulation of the problem in this study aimsto analyze the influence of leadership style and job satisfaction on employee performance at TPI Batulicin's Class II Immigration Office

II. RESEARCH METHODS

This research was conducted at the Immigration Office Class II TPI Batulicin which is located at Dharma Praja Gunung Tinggi Batulicin Street, Tanah Bumbu Regency, South Kalimantan Province. Data collection was carried out from March to August 2019. The data that used in this study are primary data and secondary data in the form of questionnaires regarding leadership style, job satisfaction and employee performance at the Immigration Office Class II TPI Batulicin.

In order for this research to run well, limiting it to three variables, namely leadership style and employee job satisfaction as variable Y. This research was conducted at the Immigration Office Class II TPI Batulicin using descriptive analysis method and Structural Equation Analysis Modeling (SEM). The data analyzed in this study is data obtained from a survey using a questionnaire with respondents.

The study began by analyzing the factors of leadership style, job satisfaction and employee performance at the Immigration Office Class II TPI Batulicin based on the opinion of the respondents. Further testing was conducted to measure the effect of leadership style on job satisfaction and employee performance. Tests were also conducted to measure the effect of job satisfaction on employee performance. The measurement of the effect of the third variable was carried out using Structural Equation Modeling (SEM). According to Ghozali (2008), SEM is a technique for analyzing the relationship between variables, indicators with variables, as well as analytical techniques that support the model, the value of the relationship between variables and finally can form a comprehensive description of a model.

In this study, exogenous latent variables consisted of 2 variables, namely leadership style consisting of 5 indicators (X11 to X15), job satisfaction consisting of 5 indicators (X21 to X25). Endogenous latent variables consist of 1 variable, namely employee performance which consists of 4 indicators (Y11 to Y14). The SEM model in this study will be shown in Figure 3.

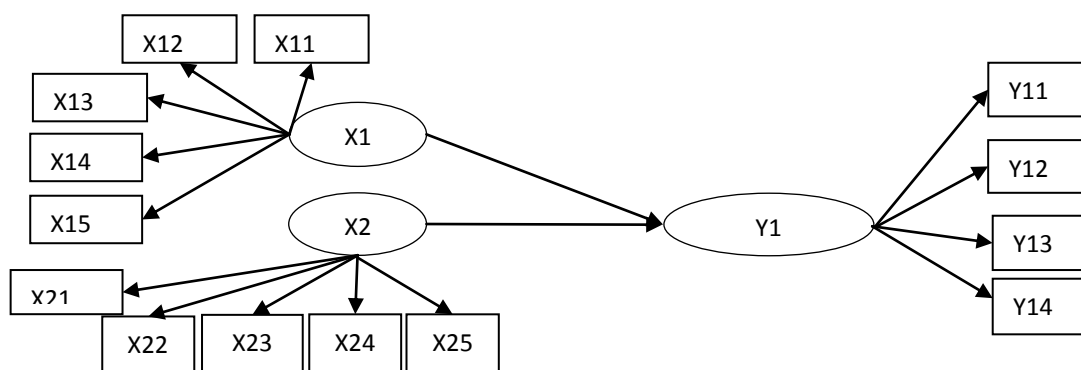


Figure 3. Structural Model

III. RESULTS AND DISCUSSION

Distribution of Respondents based on Demographic Aspects

Characteristics of respondents based on the age of the majority of respondents aged 31-40 years as many as 15 people with a percentage of 47%. The distribution of the gender characteristics of employees in this office majority by Man with amount is 28 people in percentage of 88%. The characteristics of respondents seen

from education showed that most of them were graduated from High School as many as 17 people with a percentage of 52%. The last, characteristics of respondents based on their working timethe majority is employee with working time between 10-35 years as many as 12 people with a percentage of 38%.

The Impact of Leadership Style and Job Satisfaction on Employee Performance

The analysis was conducted to determine the impact of leadership style and jobsatisfactionon employee performance using SEM analysis. The hypothesis decision is obtained by comparing the t-count value with the t-table or probability value (p-value) by taking into account the level of confidence. In this study, the level of confidence used is = 0.05 with a t-table value of 1.96. The path diagram results obtained are the results of hypothesis testing which can be summarized in Table 1.

Table1.Hypothesis test results

	<i>Original Sample (O)</i>	<i>T -Statistics</i>	<i>P - Values</i>	<i>Conclusion</i>
Leadership Style → Employee Performance	0.443	2.618	0.009	Accepted
Job Satisfaction → Employee Performance	0.457	2.915	0.004	Accepted

The first hypothesis indicates that leadership style influences employee performance. Based on the results of calculations, the relationship between leadership style to employee performance is positive and significant indicated by the original sample value of 0.443 with a value of p-value (0.009) and this result is smaller than (0.05). A positive original sample value indicates that the direction of the relationship is in the same direction between leadership style and employee performance or if the leadership style increases will also improve the performance of employees of Immigration Office Class II TPI Batulicin by 0.443. Therefore, H1 in this study that states that leadership style affects employee performance is accepted.

The second hypothesis indicates that job satisfaction affects employee performance. Based on the results of calculations, the relationship between job satisfaction to employee performance is positive and significant indicated by the original sample value of 0.457 with a p-value (0.004) and this result is smaller than (0.05). A positive original sample value indicates that the direction of the relationship is in the same direction between job satisfaction and employee performance or if the job satisfaction increases will also improve the performance of employees of immigration office Class II TPI Batulicin by 0.457. Therefore, H2 in this study that states that job satisfaction affects employee performance is accepted.

Influence of Leadership Style on The Performance of Immigration Office Class II TPI Batulicin Employees

Leaders in an organization are indispensable to achieving organizational goals as well as being someone who is responsible for their workers and able to influence its members (Adriata 2016). The quality of a leader is seen as an important factor in the success or failure of an organization. Therefore, there needs to be a good leadership style as a way for leaders to influence the behavior of their members. A leader's leadership style depends on his or her abilities and personality. If the leader is able to lead his organization well and effectively then it can stimulate his members to continue to improve their performance so that the goals that the organization wants to achieve.

The above statement is in accordance with the results of this study which found that leadership styles have a positive and significant effect on the performance of employees of immigration office Class II TPI Batulicin. This means that if the leadership style in the Immigration Office Class II TPI Batulicin is increased it will improve the performance of the employees who work there. The indicator that best describes leadership style is participation. This means that if a leader participates in encouraging employee performance, especially in applying discipline, employees in the organization will participate in implementing what the leader does. Therefore, in the case at the Immigration Office Class II TPI Batulicin, the leader must be able to show his participation in all activities, especially regarding work discipline so that employees who work under the auspices of the leader will follow the behavior shown by the leader.

The results of this study are in accordance with research conducted by Novitasari et al. (2015); Parashakti and Setiawan (2019); and Yushadi (2019) who found that leadership styles have a positive and significant effect on employee performance.

Influence of Job Satisfaction on The Performance of Immigration Office Class II TPI Batulicin Employees

Job satisfaction is a condition of emotional satisfaction that comes from a person's assessment of his work or work experience (Putri 2017). Job satisfaction in an organization becomes a very important element. The more satisfied a worker is with the work he or she does will be able to improve their performance.

Therefore, it is necessary to make adjustments between the expectations of the work and the reality that is accepted and found at the location of the workplace so that their performance will also continue to increase.

The above statement is in accordance with the results of this study which shows that job satisfaction affects positively and significantly on the performance of employees from the Immigration Office Class I TPI Batulicin. This means that if the more satisfied the employees of the Immigration Office Class I TPI Batulicin will increase the performance of the employee. The indicator that best describes job satisfaction and employee performance is salary. This shows that employees will feel satisfied if the salary they earn is in accordance with the work they do, especially regarding discipline. Their work discipline will increase if the salary they receive is in line with what they expect.

The results of this study are in accordance with research conducted by Dizgah et al. (2012), Ajzen (2011) and Ghafoor et al. (2011) which proved that there is a significant positive relationship between employee satisfaction and performance. In addition, this other study that obtained the same results was Anuar (2011) which stated that job satisfaction has a significant positive effect on employee performance. Suprpta et al. (2015) which states that conducive organizational life is characterized by positive employee performance that is influenced by the level of employee satisfaction in the organization.

IV. MANAGERIAL IMPLICATIONS

Managerial implications are used to discuss strategies that can be applied and that relates to the results of research that has been done. Managerial implications are made as input and overview materials for the Immigration Office Class II TPI Batulicin in improving the performance of its employees. This study tested the influence of leadership style and job satisfaction on employee performance at TPI Batulicin's Class II Immigration Office. The results obtained, namely the leadership style, have a positive and significant effect on the performance of employees of immigration office Class II TPI Batulicin. Likewise, job satisfaction has a positive and significant effect on the performance of employees of immigration office Class II TPI Batulicin. Based on these results, managerial implications can be formulated for this study, namely:

1. The thing that best describes employee performance is discipline. Discipline for employees is a trait that consciously adheres to and undergoes the rules owned by the organization. This trait will affect the performance of employees and even the company. The more disciplined employees are to the rules of the organization, the more they will avoid the employee from the mistakes he will make. Therefore, to increase the sense of discipline, it is necessary to do something so that employees feel afraid to make mistakes. What can be done is the leader or leader at the Immigration Office Class II TPI Batulicin, must be firm in cracking down on employees who take undisciplined actions against existing regulations, if necessary the leadership implements a reward and punishment system. The existence of this system will spur employees to avoid punishment and will continue to try to get rewards.
2. Job satisfaction of employees of Immigration Office Class II TPI Batulicin is illustrated by salary indicators. This shows that employees at the Immigration Office Class II TPI Batulicin assess they will be satisfied if the salary they receive is in accordance with the duties, positions and education they have. The more they pay, the more their performance will increase. Therefore, the thing that needs to be done is that the office needs to reevaluate what kind of study system is given by the office to its employees. Because the problem of study in this field is evaluated using standards such as SKP or attendance, it needs to be reevaluated about the implementation of evaluation through SKP and attendance list so that if it is good it will improve performance, and also employee loyalty to this organization. Job satisfaction of employees of Immigration Office Class II TPI Batulicin is illustrated by salary indicators. This shows that employees at the Immigration Office Class II TPI Batulicin assess they will be satisfied if the salary they receive is in accordance with the duties, positions and education they have. The more they pay, the more their performance will increase. Therefore, the thing that needs to be done is that the office needs to reevaluate what kind of study system is given by the office to its employees. Because the problem of study in this field is evaluated using standards such as SKP or attendance, it needs to be reevaluated about the implementation of evaluation through SKP and attendance list so that if it is good it will improve performance, and also employee loyalty to this organization.
3. The most important thing for leadership style is leadership participation. The participation in question is that the leader seeks to influence and include his employees to actively improve the performance of the

organization. Therefore, it is necessary for the leader will always try to actively participate in every activity by also seeing directly the work process, if there are problems as a leader will always try to find a way out by providing decisions and implementation of the problem resolution. However, the intended participation is to remain as a leader of its function as a leader rather than an implementer.

V. CONCLUSIONS

The results of this study indicate that the leadership style has a positive and significant effect on the performance of employees at the Immigration Office Class II TPI Batulicin. The indicator that best describes leadership style is the function of participation. Job satisfaction has a positive and significant effect on the performance of employees at the Immigration Office Class II TPI Batulicin. The indicator that best describes job satisfaction is the salary. While the indicator that best describes employee performance is about discipline.

VI. SUGGESTIONS

This research can be continued by conducting research related to utilizing other research variables, namely organizational culture, work motivation, or can compare the performance of generation Y employees with other generations in the agency. Other things that can be done can also compare the performance of employees in the period before the pandemic with during the pandemic period.

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