
THE IMPACT OF LEADERSHIP STYLE, WORK MOTIVATION, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE (BANK BNI KAWANGKOAN BRANCH)

*DAMPAK DARI GAYA KEPEMIMPINAN, MOTIVASI KERJA, DAN KEPUASAN
KERJA TERHADAP KINERJA PEGAWAI (BANK BNI CABANG KAWANGKOAN)*

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ABSTRACT

There are some factors on the employee performance such as leadership style, work motivation, and job satisfaction. This research is design to analyze the related between leadership style, work motivation, and job satisfaction at Bank Negara Indonesia Kawangkoan Branch. Use the Multiple Regression Analysis Method, so the researcher can analyze the influence of the independent variable to dependent variable, which is employee performance. The independent variables are leadership style, work motivation, and job satisfaction. Based on the result on the analysis of data using multiple linear regression analysis techniques, the F test and t test, obtained results which indicate that the style of leadership, motivation and job satisfaction simultaneously significant effect on the performance of employees at Bank BNI Kawangkoan Branch. This partial result shows these three variables are also significant positive effect on the performance of the employee unless the variable motivation.

Keywords: leadership style, work motivation, job satisfaction, employee performance

ABSTRAK

Ada beberapa faktor terhadap kinerja karyawan seperti gaya kepemimpinan, motivasi kerja, dan kepuasan kerja. Penelitian ini di desain untuk menganalisis keterkaitan antara gaya kepemimpinan, motivasi kerja, dan kepuasan kerja di Bank Negara Indonesia Cabang Kawangkoan. Menggunakan Metode Analisis Regresi, sehingga peneliti dapat menganalisis pengaruh variabel independen terhadap variabel dependen, yang merupakan kinerja karyawan. Variabel bebas dalam penelitian ini adalah gaya kepemimpinan, motivasi kerja, dan kepuasan kerja. Berdasarkan hasil analisis data dengan menggunakan beberapa teknik analisis regresi linear, F tes dan t tes, diperoleh hasil yang menunjukkan bahwa gaya kepemimpinan, motivasi dan kepuasan kerja secara simultan berpengaruh signifikan terhadap kinerja karyawan di Bank BNI Cabang Kawangkoan . Hasil parsial menunjukkan bahwa ketiga variabel ini juga berpengaruh positif signifikan terhadap kinerja karyawan kecuali variabel motivasi.

Kata kunci: gaya kepemimpinan, motivasi kerja, kepuasan kerja, kinerja pegawai

1. INTRODUCTION

1.1 Research Background

Today bank could be found in many places, this situation cannot be separated of the role of banks to advancing Indonesia economy by providing the best service and wide to the public. Banks goals to improve the economy and provide the best services are also highly supported by the employee's role in it. Better performance of employees will better the results that will be obtained by the bank itself. Employees are the valuable asset to the company that must be managed properly by the company in order to contribute to the optimal. One thing that should be the primary concern of the company is its employee performance, which it is depending on many factors such as leadership style, work motivation and job satisfaction. Because in work the employees they do not feel comfortable, less appreciated, not can develop all their potential, then automatically the employee is not able to focus and concentrate fully on the job. As the banking institution, BNI holds the vision to be leading bank, prominent, leading in service and performance. BNI's mission is (1) providing excellent and value-added solutions to all customers and as the main partner, (2) Increase superior investment value for investors, (3) Creating the best conditions as a place of pride for the work, (4) Being reference implementation of compliance and good corporate governance. In an effort to realize the vision and mission, BNI greatly requires human capital that has high integrity, reliable, trustworthy disciplined, dedicated. BNI greatly concerned in improving the quality of employees. Structuring, repair, and improvement of human resources should be directed to improving the quality so it can utilize the existing opportunities, it is also able to overcome any impending threat, and even capable of changing threats came into force.

Research Objectives

The objectives in the research can be formulated as follows:

1. To know the influence of leadership style, work motivation and job satisfaction simultaneously on employee performance.
2. To know the influence of leadership style partially on employee performance.
3. To know the influence of work motivation partially on employee performance.
4. To know the influence of job satisfaction partially on employee performance.

2. THEORETICAL FRAMEWORK

Human Resources Management

According to Snell and Bohlander (2010), in order to work with people effectively, we have to understand human behavior, and we have to be knowledgeable about the various systems and practices available to help us build a skilled and motivated labor and at the same time, we have to be aware of economic, technological social, legal, and global issues that either facilitate or constrain our efforts to achieve organizational goals because employee skills, knowledge, and abilities are the most distinctive and renewable resources. Watson, the founder of IBM as cited in Snell and Bohlander (2010) said, "You can get capital and erect buildings, but it takes people to build a business.

Employee Performance

Agrawal (2013) said employee performance can be defined as whether a person executes their job duties and responsibilities well. Employee performance means employee productivity and

output as a result of employee development. Hameed and Waheed (2011) stated that employee performance will ultimately affect the organizational effectiveness. It can be concluded that employee performance is the output result of how the employee behave in an organization.

Leadership Style

Dyck and Neubert (2009:478) defined leadership as the process of influencing others so that their work efforts lead to the achievement of organizational goals. Ojokuku, *et al.* (2012) explained that leadership style is the manner and approach of providing direction, implementing plans and motivating people. Leadership style can be concluded as the process of how someone be a leader and motivate people.

Motivation

Watkiss, (2004) says that motivation is the way to drive person to doing something. Much of the driven are the thought of a potential reward, or a consequence of not doing something. Motivation is the forces the people to do something: this is a result of the individual needs being satisfied (or meet) so that individuals have the inspiration to complete the task. Motivation refers to the initiation, direction, intensity and persistence of human behavior. Motivation concerns energy, direction, persistence and equifinality – all aspects of activation and intention and has been a central and perennial issue in the field of psychology, for it is at the core of biological, cognitive, and social regulation (Ryan and Deci, 2000). Given today's economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment (Blanchard, *et al* 2009).

Job Satisfaction

Job satisfaction is the reflection of a good compensation program. According to Odunlade (2012) Job defined as a regular activity performed in exchange for payment, especially as one's trade, occupation, or profession is referred to as job. It may also be assumed to be a position in which one is employed. Job satisfaction on the hand can be defined as a pleasurable emotional state resulting from the appraisal of one's job or an affective reaction to one's job. The happier people are within their job, the more satisfied they are said to be. According to Berry (1997) as cited in Odulande (2012), job satisfaction is defined as an individual's reaction to the job experience. There are various components that are considered by Berry to be vital to job satisfaction and they include the following: pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. He said that these variables are important because all of them influence the way a person feels about his job though each of these figures into an individual's job satisfaction differently.

Previous Research

Ekardini Dian (2010) conducted research on the influence of leadership style on employee satisfaction at PT Bangun Wenang Beverages Manado, a Structural Equation Modeling suggests that the results of research leadership style have positive effect on employee satisfaction. Ma'rifah Dewi (2006) conducted research on the Effect of motivation and organizational culture against social worker in social service technical implementation unit of East Java province research results put forward that the work motivation positive effect on employee performance. Saru Brahma and Suprayitno (2008) conducted research on the effect of work motivation, leadership and organizational culture on employee satisfaction and its impact on employee performance (study on PT. Hai International Wiratama Indonesia) results showed that motivation and organizational culture have significant positive effect on job satisfaction while leadership negatively affect job satisfaction.

Conceptual Framework

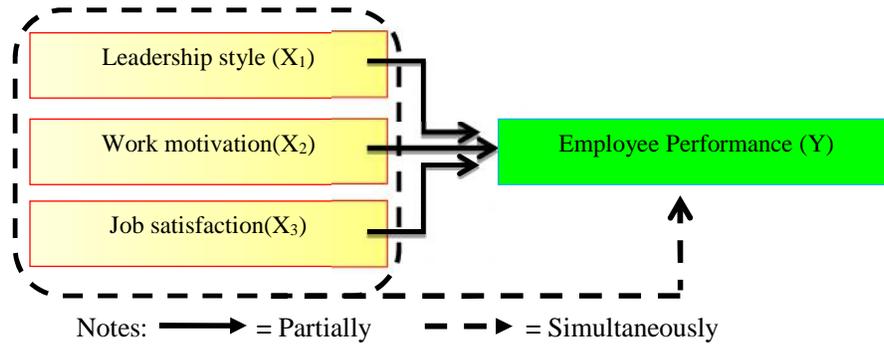


Figure 1. The Conceptual Framework
Source: Data Processed, 2015

3. RESEARCH METHOD

Type of Research

This study is Quantitative study and causal research. Questionnaire was used for data that contains an explanation of the role or influence of factors that constitute the concept of the contents of this study, the impact of leadership style, work motivation, and job satisfaction on employee performance.

Place and Time of Research

This research is conducted at Bank Negara Indonesia Kawangkoan Branch between May – July 2015

Population and Sample

Sekaran&Bougie (2010:262) defined that population is the entire group of people, events, of things of interest that the researcher wishes to investigate. The population that is mainly observed in this current research is the employees of Bank Negara Indonesia Kawangkoan Branch. Kotler, et al., (2012:167) stated that sample is a segment of the population selected for marketing research to represent the population as a whole. In this research, the sample is all of the regular employees of Bank Negara Indonesia Kawangkoan Branch that are 18 respondents.

Data Collection Method

Primary data were taken from the result of questionnaires that are distributed to 18 respondents that are the regular employees of Bank Negara Indonesia Kawangkoan Branch. The secondary data were taken from books, journals, company archives, and relevant literature from library and internet.

Operational Definition and Measurement of Research Variables

1. Leadership Style (X₁) is a Style of leadership that puts humans as the most important contributing factor in the leadership exercised by the orientation and emphasis on relations with members of the organization.

2. Work Motivation (X_2) As the strength that comes from within or from outside oneself and encouragement and perseverance to achieve something to be desired according the employee of Bank Negara Indonesia Kawangkoan Branch
3. Job satisfaction (X_3) is a form of one's feelings toward his work, the work situation and relations with colleagues. Thus job satisfaction is something that is important to be owned by an employee, where they can interact with its environment so that the work can be carried out properly and in accordance with the objectives of the company.
4. Employee Performance (Y) Performance is the result of work that can be accomplished by a person or group of people in Bank Negara Indonesia Kawangkoan Branch, in accordance with the authority and responsibilities of each, in an effort to achieve the goal in question legally, do not violate the law and in accordance with moral and ethical.

Data Analysis Method

Validity Test

As stated by Malhotra and Peterson (2006) the validity of a scale may be defined as the extent to which differences in observed scale score reflect true differences in what is being measured, rather than systematic or random error. A scale with validity would contain no measurement error that is no systematic error and no random error. To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure is valid if the instrument measure what ought to be measured. If probability of correlation is more than the R-table then the research instrument is stated as valid.

Reliability Test

Reliability is determined by repeatedly measuring the construct of variable of interest. The higher the degree of associations between the scores derived through this repeated measurement, the more reliable the scale (Malhotra and Peterson 2006).

Multiple Regression Analysis Method

Cooper and Schindler (2001:767) stated that multiple regression analysis is a technique to observed value of more than one X to estimate or predict corresponding Y value. The formula of multiple regression models in this research is shown as bellow:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Notes:

- Y = Employee performance
- X_1 = Leadership style
- X_2 = Work motivation
- X_3 = Job satisfaction
- b_0 = Intercept
- b_1, b_2, b_3 = The regression coefficient of each variable
- e = Standard error

4. RESULT AND DISCUSSION

Validity Test

Validity test is used to know whether the instrument is valid or not. The instrument is valid if the value of variable is positive and more than 0.3 ($r > 0.3$).

Table 1. Validity Test

Indicators	Pearson Correlation
X _{1.1}	.311
X _{1.2}	.600
X _{1.3}	.718
X _{1.4}	.578
X _{2.1}	.815
X _{2.2}	.792
X _{2.3}	.648
X _{2.4}	.831
X _{2.5}	.381
X _{3.1}	.706
X _{3.2}	.707
X _{3.3}	.751
X _{3.4}	.890
X _{3.5}	.842
Y ₁	.285
Y ₂	.347
Y ₃	.565
Y ₄	.588

Source: Data Process, 2015

From the table above shows the validity test of variable Leadership Style (X1), Motivation (X2), Work Satisfaction, Employee Performance (Y) are bigger than r value. The table shows the total number for X1 - Y is above 0.3, means that all the indicators are valid.

Reliability Test

Reliability test is used to check the consistency of measurement instrument. The reliability test in this research using Alpha Cronbach that will show the instrument is reliable if the coefficient value is more than 0.6.

Table 2. Reliability Test

Variable	Cronbach's Alpha
X ₁	.778
X ₂	.738
X ₃	.839
Y	.836

Source: Data Process, 2015

**Classical Assumption
Multicollinearity**

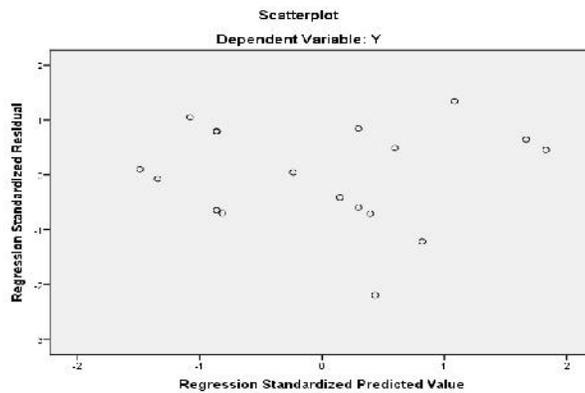
Table 3. Multicollinearity Test

Variable	VIF
X ₁	1.461
X ₂	3.120
X ₃	3.740

Source: Data Processed, 2015

Table above shows the calculation of Multicollinearity. Moreover, it can be known through the VIF and tolerance, whereby if the value of VIF and tolerance to be around the number <10 then the regression model above are free from multicollinearity. Based on the results in the table above can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of X1 – X3 is below numbers < 10, this means that there is no connection between the independent variables. Thus, multicollinearity as symptoms are met (free of multicollinearity).

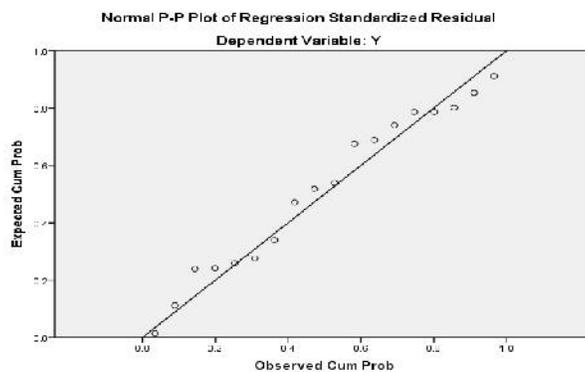
Heteroscedasticity Test



Graph 1. Heteroscedasticity Test
 Source: Data Process, 2015

Based on the graph above it can be seen that there is no established pattern, in other words the graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent variable is free of Heteroscedasticity.

Normality Test



Graph 2. Normality Test
 Source: Data Process, 2015

Multiple Regression Analysis

In calculating the regression between independent variables and dependent variable, with the help of a computer program package Based on the statistical software SPSS Version 19.0, of the data processing on the attachment is as follows:

Table 4. Unstandardized Coefficient Beta

Variable	B
(Constant)	5.379
X ₁	.519
X ₂	.166
X ₃	.524

Source: Data Process, 2015

From the analysis, obtained by linear regression equation as follow:

$$Y = + b_1X_1 + b_2X_2 + + b_3X_3 + e$$

$$Y = 5.139739 + 0,519 X_1 + 0,166 X_2 + 0,524 X_3 + e.$$

Notes:

- Y = Employee Performance
- X₁ = Leadership Style
- X₂ = Work Motivation
- X₃ = Job Satisfaction

From the multiple linear regression equation above, it can inform the interpretation as follows:

1. Constant value of 5.379 means that if the variables in this research of Variable X₁, X₂, X₃ simultaneously no change or equal to 0, Y will increase at 5.379 point.
2. Coefficient value of 0.519 means that if the variables in this research of X₁ increased by one scale or one unit, it will improve and increase Y at 0.519.
3. Coefficient value of 0.166 means that if the variables in this research of X₂ increased by one scale or one unit, it will improve and increase Y at 0.166.
4. Coefficient value of 0.524 means that if the variables in this research of X₃ increased by one scale or one unit, it will improve and increase Y at 0.524. Thus, if there is any change in factors measuring of X₁, X₂, X₃ will effect dependent variable Y.

Coefficient Correlation (R) and Determination (R²)

Coefficient Correlation (R)

The correlation coefficient is used to measure the The Influence of independent variable on dependent variable. The correlation coefficient values can be seen in the table:

Table 5. Coefficient Correlation (R) and (R²)

Model	R	R Square
1	.796 ^a	.634

Source: Data Process, 2015

Coefficient Determination (R²)

To determine the contribution Influence of X₁, X₂, X₃ on Y can be seen that the determinant of the coefficient (R²) in the table above. R² value of 0.634 in this study may imply that the contribution of Independent variable on dependent variable of 63.4 % while the remaining 36.6% is affected by other variables not examined in this study.

Hypothesis Testing
F-Test

Simultaneous testing conducted to determine the The Influence of X1, X2, X3 on Y hypothesis test is carried out simultaneously by using F numbers in the table below. Testing is done by comparing the number of significant level of calculation results with significance level 0.05 (5%) with the following criteria:

If $F_{count} (sig) > 0.05$ then H_0 is accepted and H_a rejected
 If $F_{count} (sig) < 0,05$ then H_0 is rejected and H_a accepted

Table 6. Simultaneously Test (F – test)

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.733	3	.244	8.090	.002 ^a
	Residual	.423	14	.030		
	Total	1.156	17			

a. Predictors: (Constant), X3, X1, X2
 b. Dependent Variable: Y

Source: Data Process, 2015

Value of 8.090 of F Count is significant 0.000. Because the $sig < 0.05$ means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.002. Therefore H_0 is rejected and accepting H_a . Thus, the formulation of the hypothesis that The Influence of X1 – X5 on Y Simultaneously, accepted.

T-test

Partial test is used to test the effect of each independent variable X1, X2, X3 in partial effect on Y by performing comparisons between the t_{count} values with t_{Table} value at $\alpha = 0.05$ or compare the probability of the real level 95% of the partial coefficient (r) so that it can be seen the influence of the independent variables individually. Using the criteria of hypothesis testing by t test as follows:

$t_{count} < t_{tabel} (0,05)$, then H_0 is accepted and rejecting H_a .
 $t_{count} > t_{tabel} (0,05)$, then H_0 is rejected and accepting H_a .

The data table below shows the t-test partially results:

Table 7. Partial Test Analysis Table (t-test)

Model	T	Sig.
X ₁	2.931	.011
X ₂	1.273	.224
X ₃	3.718	.002

Source: Data Process, 2015

Based on the calculations in the table above, the interpretation as follows:

1. t_{count} for X1 2.931 greater than the value of 1.984 t_{table} means X1 has significant influence partially on Y. The sig. value at 0.011 means that prediction of X1 influence on Y doing errors is 1.1%, thus the confidence of this prediction is above 95%. Therefore, H_a received.

2. t_{count} for X2 1.273 smaller than the value of 1.984 t_{table} means X2 has no significant influence partially on Y. The sig. value at 0.224 means that prediction of X2 influence on Y doing errors is 22.4%, thus the confidence of this prediction is below 95%. Therefore, H_0 received.
3. t_{count} for X3 3.718 greater than the value of 1.984 t_{table} means X3 has significant influence partially on Y. The sig. value at 0.002 means that prediction of X3 influence on Y doing errors is 0.2%, thus the confidence of this prediction is above 95%. Therefore, H_a received.

Discussion

Based on the analysis of data using multiple linear regression analysis techniques, the F test and t test, obtained results which indicate that the style of leadership, motivation and job satisfaction simultaneously significant effect on the performance of employees at Bank BNI Kawangkoan Branch. This result is also supported by the partial results which show that these three variables are also significant positive effect on the performance of the employee unless the variable motivation.

Based on the descriptive results indicate that the employee is still assessing enough on leadership style variable, this means that the style of leadership does not fully correspond to the expectations of employees, where the leadership style applied more likely on leadership style system 1 is the manager makes all the decisions related to work and govern subordinates to carry it out. Standards and methods of implementation are also rigidly determined by the manager.

Motivation is the impulse or driving to someone in the achievement of something desired and is directly related to something that became his interest. High motivation will awaken individuals to undertake certain activities are more focused and more intensive in the works, and vice versa, so that the level of motivation of the individual is able to evoke how much desire to behave or how quickly to a job.

Employee motivation very diverse, not just motivation because of the money or the desire for satisfaction, but also the need to succeed and have a "meaning" in the works. They argue that most people already have an incentive to complete the work well, and are not always the employees view as an unpleasant thing. In fact, generally the workers will gain the satisfaction of high achievement. Thus, the employee can be given wider responsibility to make decisions and carry out their tasks, because they already have an incentive to work well and are likely to reach the organization's goals in their way. Only based on the results of data analysis showed that employee motivation Bank BNI Kawangkoan Branch still do not have a significant effect on employee performance.

The results showed that job satisfaction variable positive and significant effect on the performance of employees of Bank BNI Kawangkoan Branch. The influence of job satisfaction on employee performance can be explained by several factors. The highest scores are indicators of job satisfaction on indicators of satisfaction with salary. Remuneration system at Bank BNI Kawangkoan Branch calculated based on the target of work that has been accomplished employees. So the amount of the basic salary which will be received by employees was based on a count of the target amount of work that can be completed by the employee. In addition, Bank BNI Kawangkoan Branch provides additional bonuses for employees who can complete the job exceed the employment targets set by the company. Based on the results of this research note that employees of Bank BNI Kawangkoan Branch satisfied with the salary he received.

5. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the analysis and discussion that has been stated in the previous chapter, the authors draw some conclusions as follows:

1. Leadership, motivation and job satisfaction have a simultaneous effect on the performance of employees at PT. Bank Negara Indonesia Kawangkoan Branch.
2. Leadership has a significant influence of employees on Bank Negara Indonesia Kawangkoan Branch.
3. Work Motivation has no significant influence of employees on Bank Negara Indonesia Kawangkoan Branch.
4. Job Satisfaction has a significant influence of employees on Bank Negara Indonesia Kawangkoan Branch.

Recommendation

From the conclusions that have been raised previously, then the next author will present suggestions as inputs for the company, as follows:

1. Based on the research that has been done, researchers gave some advice to Bank Negara Indonesia Kawangkoan Branch for more attention to those aspects that can improve the leadership style, employee motivation and job satisfaction. Because the job satisfaction of the results of the analysis remains largely in the medium category, maybe the company should change the method that been used to manage employee and motivate them more with a new task and new bonuses to complete the task so the employee have a new desire to achieve it and the employee can be satisfied from what they achieve. This is important because a good job satisfaction can improve employee performance.
2. For the next researcher should add more variable indicator to make this research have a huge perspective of employee performance in Bank Negara Indonesia Kawangkoan Branch.

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