

The Influence of Leadership Style and Custome Satisfaction on Employee Performance Through Work Motivation Mediation at PT Ume Persada Indonesia

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Abstract

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There is a novelty through the mediation of work motivation which is expected to help improve employee performance and most. And it can be seen that previous researchers used the variable of work motivation as a variable that directly influences leadership style and customer satisfaction. The approach used in this study is a quantitative approach. the results of the analysis that have been described Leadership Style has an influence on Employee Performance. Customer Satisfaction has an influence on Employee Performance Leadership Style has an influence on Work Motivation customer Satisfaction has an influence on Work Motivation Work Motivation has an influence on Employee Performance Leadership Style has an influence on Employee Performance through Work Motivation as a partial mediation Customer Satisfaction has an influence on Employee Performance through Work Motivation as a partial mediation.

Keywords: Leadership, Performance , Motivation

INTRODUCTION

Building competitive advantage in the business world is an absolute must so that a company can increase its chances of success and outperform its competitors in the era of globalization. Globalization today where the world is open and demands the readiness of companies to survive the onslaught of competitors (Dinanti & Imroni, 2024). To achieve success, competent human resources are needed. Human Resource Management (HR) is one of the most important elements that can keep the wheels of the company running. Human Resource Management (HR) has a very important role in managing various aspects related to human resources and other company resources to ensure optimal results are achieved (Soelistya, 2021). This management includes various strategies and approaches designed to increase the effectiveness and efficiency in utilizing the resources owned by the organization. In this context, human resource competence is a key element that can help organizations increase their productivity and overall performance. Employee performance, as expressed by (Mangkunegara, 2021) refers to the work results achieved by an employee, both in terms of quality and quantity, while carrying out their duties in accordance with the responsibilities that have been set. This includes the ability of

employees to meet the work targets set by the organization, which ultimately contributes to the achievement of broader organizational goals. Thus, employee competency and performance development should be a primary focus in HR strategies to achieve long-term success.

PT Ume Persada Indonesia prioritizes performance to provide good service to clients, therefore the company always tries to improve its performance to develop and for the company's goals. Performance is seen from how employees produce the resulting performance. This performance assessment is a company evaluation of how employee performance has been produced by employees so far.

Motivation can be used to increase employee enthusiasm in improving their performance. Performance improvement cannot be separated from work motivation. Higher performance reflects a significant increase in the efficiency, effectiveness, or quality of an employee's work results in completing a series of tasks that are their responsibility in an organization. This increase shows the employee's ability to work more optimally, both in terms of resource use, time, and in meeting established standards. Increased performance also illustrates the alignment between individual efforts and organizational goals, where employees not only complete tasks, but do so in a more innovative and productive way

The activities provided by PT Ume Persada Indonesia are to provide training with the aim of developing employees as motivation, including: Leadership Training, Rigger Training, Over Head Crane Training, and High-Level Building Workforce Training. In addition to training, the company also provides employee development programs including: Leadership Training, Individual Development Program. According to research conducted by Manuain (2022), it explains that work motivation has a positive impact on performance. This issue is reinforced by research by (R. Wahyuni et al., 2023) Work Motivation can be stated that it has a positive effect on Employee Performance. The main purpose of work motivation is to direct and change employee behavior to align with the company's vision, mission, and needs. Through work motivation, the company seeks to increase employee passion and enthusiasm in carrying out their duties, so that they can work with enthusiasm. In addition, motivation aims to strengthen work discipline, encourage increased achievement, and instill a sense of responsibility for work. Furthermore, work motivation also plays an important role in increasing work productivity and efficiency, ensuring that every resource owned by the company can be utilized optimally. By creating a supportive work environment, motivation can foster a sense of employee loyalty to the company, so that they not only contribute to the success of the organization but also feel proud to be a part of it. This is an important foundation for the sustainability and growth of the company in the long term. Anggraeni et al (2020). This is in accordance with research (Yolinza & Marlius, 2023) work motivation has a

positive effect on employee performance. It is known that leadership style has a major impact on a company's progress. The leader's job is not only to give orders, but to encourage and facilitate improvements in the quality of work carried out by members or subordinates. It is important for companies to create competent and reliable human resources (HR) in carrying out training, coaching, and providing motivation to each employee. HR who have this ability can help build the skills, knowledge, and work attitudes needed by employees to carry out their duties effectively and in accordance with company expectations (Soelistya, 2021). Training is designed to improve employees' technical and professional abilities, while coaching focuses on individual development through personal guidance and direction. On the other hand, motivation aims to encourage employee enthusiasm, discipline, and responsibility for their duties. By integrating these three aspects, companies are not only able to increase work productivity but also create an environment that supports sustainable employee growth and development. This will ultimately help the company achieve its strategic goals more efficiently and effectively.

Based on the above explanation and the existence of several gaps in previous studies, the researcher is interested in conducting more in-depth research on "The Influence of Leadership Style and Customer Satisfaction on Employee Performance Through Work Motivation at PT Ume Persada Indonesia.

METHODS

The approach used in this study is a quantitative approach, which according to Sugiyono, (2022: 15) is a study that aims to examine a certain population or sample. The quantitative approach emphasizes more on statistical data analysis, with the aim of describing and testing the established hypotheses. Through statistical data analysis, this study seeks to determine the relationship between leadership style, customer satisfaction, and work motivation at PT Ume Persada Indonesia, as well as its influence on organizational performance.

RESULTS AND DISCUSSION

Leadership Style on Employee Performance

The influence of Leadership Style on Employee Performance. The result of Original sample 0.335 is positive because it is above zero below one, the t statistic value is more than the t table ($t_{stat} > 1.960$) which is 4.117 and the P-Values value is 0.000 less than 0.05 so that it is stated that Leadership Style has a positive and significant influence on Employee Performance, meaning that the better the Leadership Style will have a significant effect on the better Employee Performance.

The results of the Respondents of the Leadership Style Variable above, obtained a total mean result of 4.20 with the criteria of agreeing while for the mean of each indicator is divided into the

lowest, namely 3.86 with the criteria of agreeing that the leader responds quickly when problems arise. While the highest is 4.33 with the criteria of strongly agreeing that the leader provides support in achieving goals.

The lowest indicator is 3.86 with the criteria of agreeing that the leader responds quickly when problems arise. This shows that the Leaders at PT Ume Persada Indonesia are quick to respond to problems so as to create a sense of trust among employees. Employees who feel supported in solving operational or technical problems, make work uninterrupted and productivity is maintained. A quick response also shows that leaders at PT Ume Persada Indonesia have a responsive work culture. From the description above, PT Ume Persada Indonesia needs to create a digital-based problem response protocol, such as an internal reporting application where employees can report operational problems directly, and leaders have a specific time target to provide solutions. This will increase employee efficiency and performance in the organization.

Customer Satisfaction on Employee Performance

The influence of Customer Satisfaction on Employee Performance is produced by the original sample value of 0.376 with a positive value below zero, T statistic 4.212, the results indicate a t statistic value of more than t table ($t_{stat} > 1.960$) and P-values of 0.000 with a value of less than 0.05 so that Customer Satisfaction is stated to have a significant influence on Employee Performance.

The results of the Customer Satisfaction Variable Respondents above, obtained a total mean of 4.24 with the criteria strongly agree while for the mean of each indicator is divided into the lowest, namely 4.12 with the criteria agree that I believe other people are also satisfied with this product. While the highest is 4.33 with the criteria strongly agree that I am satisfied with the experience of using the product.

Leadership Style on Work Motivation

The influence of Leadership Style on Work Motivation obtained the Original value of 0.310 which is positive because it is above zero and below one, the t statistic value of 3.817 is more than the t table ($t_{stat} > 1.960$) and the P-values of 0.000 are less than 0.05 so that it is stated that Leadership Style has a positive and significant influence on Work Motivation.

The results of the Respondents for the Leadership Style Variable above, obtained a total mean of 4.20 with the criteria of agreeing while for the mean of each indicator it is divided into the lowest, namely 3.86 with the criteria of agreeing that the leader responds quickly when problems arise. While the highest is 4.33 with the criteria of strongly agreeing that the leader provides support in achieving goals. Namely that employees agree that the leader is very good at motivating work.

Customer Satisfaction on Work Motivation

The influence of Customer Satisfaction on Work Motivation obtained the Original sample value of 0.464 which is positive because the value is above zero and below one, T statistic 5.578. The results show the t statistic value is more than the t table ($t_{stat} > 1.960$) and P-Values of 0.000. The value is less than 0.05 so that it is stated that Customer Satisfaction has an effect on Work Motivation.

The results of the Customer Satisfaction Variable Respondents above, obtained a total mean result of 4.24 with the criteria of strongly agree while for the mean of each indicator is divided into the lowest, namely 4.12 with the criteria of agreeing that I believe other people are also satisfied with this product. While the highest is 4.33 with the criteria of strongly agreeing that I am satisfied with the experience of using the product.

Work Motivation on Employee Performance

The influence of Work Motivation on Employee Performance obtained the results of the Original sample 0.240 with a positive value because the value is above zero and below one. The T statistic value of 2.764, the results indicate the t statistic value is more than the t table ($t_{stat} > 1.960$) and P-Values of 0.006 are less than 0.05. So it is stated that Work Motivation has a significant influence on Employee Performance.

The results of the Respondents of the Work Motivation Variable (Z) above, obtained a total mean result of 4.18 with the criteria of agreeing while for the mean of each indicator is divided into the lowest, namely 4.13 with the criteria of agreeing that employee relations with coworkers are going well and the company provides employees with opportunities to be creative. While the highest is 4.24 with the criteria of strongly agreeing that adequate equipment facilities and employee achievements are appreciated by fellow colleagues and leaders.

Leadership Style on Employee Performance Through Work Motivation Mediation

The Influence of Leadership Style on Employee Performance through Work Motivation obtained an original sample of 0.074. The T statistic value is 1.987 and the P-values are 0.047. The P-values are less than 0.05 and the t statistic value is more than the t table ($t_{stat} > 1.960$), so there is a positive and significant influence. So it is stated that Leadership Style has a significant influence on Employee Performance through Work Motivation. When viewed from the T-statistic value of the direct influence of H1 of 4.117, it is greater than the T-statistic value of H6, the indirect influence of 1.987, it can be interpreted that there is a partial mediation effect. therefore the direct influence of leadership style will further improve employee performance without the need for aspects of work motivation.

Based on the results of the respondent analysis of the leadership style variable, a total mean of 4.20 was obtained, which is included in the "agree" category. At the indicator level, the mean value

shows the variation between the aspects of leadership style that are assessed. The indicator with the lowest mean value was 3.86, which was included in the "agree" category, with the statement that leaders respond quickly when problems arise.

Customer Satisfaction on Employee Performance as a Mediator of Work Motivation

The Effect of Customer Satisfaction on Employee Performance through Work Motivation obtained an original sample value of 0.111. The T statistic value is 2.656 and P-values are 0.008. The P-value is less than 0.05 and the T statistic value is more than T table ($t_{start} > 1.960$), so it has an influence. So it is stated that Customer Satisfaction has a positive and significant influence on Employee Performance through Work Motivation. When viewed from the T-statistic value of the direct influence H1 of 4.212 is greater than the T-statistic value of H6 indirect influence of 2.656, it can be interpreted that there is a partial mediation effect. therefore the direct influence of customer satisfaction will further improve employee performance without the need for work motivation aspects.

Based on the results of the respondent analysis of the customer satisfaction variable, a total mean of 4.24 was obtained, which is included in the category of "strongly agree." At the indicator level, the mean value shows variation. The indicator with the lowest mean value is 4.12, which falls into the category of "agree," with the statement that respondents believe other people are also satisfied with the product. In contrast, the indicator with the highest mean value is 4.33, which falls into the category of "strongly agree," with the statement that respondents are satisfied with the experience of using the product. These results indicate that in general, the level of customer satisfaction with the product is very good, with personal experience being the factor that has the most positive influence on the level of satisfaction.

CONCLUSION

Based on the results of the analysis that have been described in the previous chapter, several main points can be concluded as follows::

1. Leadership Style has an influence on Employee Performance. This means that by implementing the right leadership style, leaders can motivate employees to work more efficiently, responsively, productively and harmoniously so that their performance can improve.
2. Customer Satisfaction has an influence on Employee Performance. This means that the higher the level of customer satisfaction, the higher the employee's trust in the performance that has been done.

3. Leadership Style has an influence on Work Motivation. This means that the wiser in leading and by providing clear direction, inspiring, and motivating employees to achieve organizational goals so that employees are more confident and motivated in working.
4. Customer Satisfaction has an influence on Work Motivation. This means that the more customers are satisfied with the products and services of PT. Ume Persada Indonesia, the more it will motivate employees to improve their performance.
5. Work Motivation has an influence on Employee Performance. This means that the higher the work motivation given, the more employee work productivity will increase.
6. Leadership Style has an influence on Employee Performance through Work Motivation as a partial mediation. This means that the leadership style at PT Ume Persada Indonesia is running well, but the mediation aspect of work motivation needs to be improved so that employees can continue to improve their performance.
7. Customer Satisfaction has an influence on Employee Performance through Work Motivation as a partial mediation. This means that customer satisfaction with the products and services produced will increase employee performance productivity.

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