

Charismatic Leadership And Work Motivation On Performance Through Job Satisfaction Of Regional Secretariat Employees In Buru Selatan Regency

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abstract

This study aims to analyze the mediating effect of job satisfaction in influencing charismatic leadership and work motivation on employee performance. Sampling in this study was 35% of the existing population, namely 151 employees so that the sample was 53 employees at the Regional Secretariat of South Buru Regency. Data were analyzed by path analysis. The results showed that job satisfaction mediates the effect of charismatic leadership and motivation on performance.

Keywords: charismatic leadership, motivation, job satisfaction, performance

BACKGROUND

The success of the organization is influenced by the performance of employees in carrying out tasks in accordance with the responsibilities given. Employees are an important resource, because they have talent, energy, and creativity that are needed by the organization to achieve goals. Palan (2013), requires effective performance with three elements, namely individual competencies, functions and demands of the job and the organizational environment in which the work is located. For performance to be effective, the three elements must match each other. If the company only pays attention to two of the three elements, it may not be able to consistently produce effective performance. Palan also defines the effective performance of a job as the achievement of certain (specific) results required by a job through certain (specific) actions that are in line with organizational policies, procedures, and environmental conditions. These specific outcomes are determined based on the needs of the organization, either directly contributed or through support for other work.

In general, employees are people who work in an organization that includes leaders and implementers (Nawawi, 2010:15). Leadership is an important part of management, but it is not the same as management. Leadership is the ability that a person has to influence others to work towards achieving goals and objectives (Handoko, 2013:294). Leadership has two

aspects, namely: the first is the individual advantages of leadership techniques. Someone who has good physical condition, has high skills, mastered technology, has the right perception, has extensive knowledge, has a good memory and convincing imagination will be able to lead subordinates. The second is personal excellence in terms of assertiveness, tenacity, awareness, and success according to Chester (Siswanto, 2009: 154-155).

According to Mangkunegara (2012), motive is defined as a tendency to move, starting from the drive in oneself (drive) and ending with self-adjustment, which is said to satisfy the motive. Motivation as a condition that moves people towards a certain goal. Based on the explanation above, it can be concluded that the motive is an encouragement of needs in employees that need to be fulfilled so that the employee can adapt to his environment, while motivation is a condition that moves employees to be able to achieve the goals of their motives. While motivation is said to be energy to generate drive in oneself (drive arousal). According to Gomes (2013) the main benefit of motivation is to create work passion, so that work productivity increases. Meanwhile, the benefit of working with motivated people is that the work can be done correctly.

Employee job satisfaction has a close relationship between leadership and motivation on employee performance, where employee job satisfaction is one of the keys to

success. One of the important value elements that affect employee job satisfaction besides leadership is work motivation. Employee job satisfaction is a special concern for organizations that will affect performance.

Based on empirical studies and several previous theoretical studies, this study aims to analyze the mediating effect of job satisfaction in influencing charismatic leadership and work motivation on employee performance.

RESEARCH METHODS

The approach used in this study is a quantitative approach (positivism). Based on the objectives to be achieved and the nature of the relationship between variables, this research includes explanatory research with data collection carried out simultaneously in one stage (one shot study) or cross-sectionally through questionnaires. Regional Secretariat of South Buru Regency. Sampling in this study was 35% of the existing population, namely 151 employees so that the sample was 53 employees at the Regional Secretariat of South Buru Regency. Data were analyzed by path analysis with SPSS 17.00. software

RESULTS AND DISCUSSION

Result

This study seeks to examine the extent to which the influence of charismatic leadership variables and motivation on job satisfaction and performance. For this reason, path analysis statistical tests were carried out which were expressed by the following equation:

Equation of substructure 1:

$$Y1 = py1.1.X1 + py1.2.X2 + e1$$

Where :

- Y1 = Job satisfaction
- X1 = Leadership
- X2 = Work motivation
- Py1.1 = Path coefficient X1
- Py1.2 = Path coefficient X2
- e1 = Unrevealed variable (error term)

Substructure equation 2:

$$Y2 = py2.1.X1 + py2.2.X2 + py2.3.X3+ e1$$

Where :

- Y2 = Job satisfaction
- X1 = Leadership
- X2 = Work motivation
- py2.1 = Path coefficient X1
- py2.2 = Path coefficient X2
- py2.3 = Path coefficient X3
- e1 = Unrevealed variable (error term)

To prove the hypothesis proposed in Chapter II, an analysis was carried out on the research data, as shown in the following table:

Table 1. Correlation Analysis Between Variables

Variabel	X1	X2
X1	1,000	0,115
X2	0,115	1,000

The table above shows that there is a significant correlation between variables, where the correlation between the charismatic leadership variable and the motivation variable is 0.115. Structurally, it can be seen in the following figure:

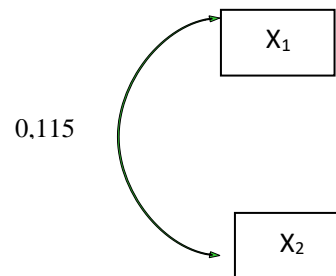


Figure 1. Relationship Between Variables X1 and X2

Furthermore, to determine the magnitude of the path coefficient between variables X1 and X2 to Y1, as well as the path coefficient from Y1 to Y2 can be seen in the following table:

Table 2. Path Analysis Statistical Test Results

parameter structure	Coef Path (beta)	t. count	t.table	Sig.	Decision
X1 to Y1 (pY1.X1)	0,369	2,576	1,671	0,013	Ha, accept
X2 to Y1 (pY1.X2)	0,636	3,312	1,671	0,002	Ha, accept
Y1 to Y2 (pY2.Y1)	0,300	5,414	1,671	0,000	Ha, accept
X1 to Y2 (pY2.X1)	0,066	2,107	1,671	0,004	Ha, accept
X2 to Y2 (pY2.X2)	0,214	2,584	1,671	0,004	Ha, accept

R ² (X1,X2,Y1 to Y2)	0,836			
R ² (X1,X2 to Y1)	0,589			

Note: * significant at = 0.05

The results of the analysis in the table indicate that the path coefficients from the simultaneous test results are significant, so a decision can be made to reject H0 and accept H1 which means that it can be forwarded to individual tests. From the results of individual tests, it turns out that the path coefficients of the variables X1 and X2 to Y1 are statistically significant, so H0 is rejected and Ha is accepted. Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:

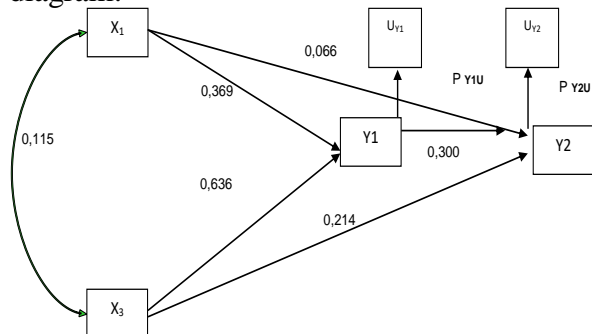


Figure 2. Structure of Relationship Between Variables X1 and X2 with Y2 variable through Y1 . intervening variable

Based on the table and figure above, the direct and indirect effects of each variable can be explained as follows:

The Influence of Charismatic Leadership Variables

1. Direct effect on Y1
 $= (\rho Y1. X1) \times (\rho Y1. X1)$
 $= 0.369 \times 0.369$
 $= 0.136$
2. Direct effect on Y2
 $= (\rho Y2. X1) \times (\rho Y2. X1)$
 $= 0.066 \times 0.066$
 $= 0.004$
3. Effect through the correlation with X2
 $= (\rho Y1.X1) \times (rX1.X2) \times (\rho Y1.X2)$
 $= 0.369 \times 0.115 \times 0.369$

= 0.016

4. The total effect from X1 to Y2 through Y1
 $= 0.136 + 0.004 + 0.016$
 $= 0.156$

The Influence of Motivational Variables

1. Direct effect on Y1
 $= (\rho Y1. X2) \times (\rho Y1. X2)$
 $= 0.636 \times 0.636$
 $= 0.404$
2. Direct effect on Y2
 $= (\rho Y2. X2) \times (\rho Y2. X2)$
 $= 0.214 \times 0.214$
 $= 0.045$
3. Influence through the correlation with X1
 $= (\rho Y1.X2) \times (rX1.X2) \times (\rho Y1.X1)$
 $= 0.636 \times 0.115 \times 0.636$
 $= 0.047$
4. The total effect from X2 to Y2 through Y1
 $= 0.404 + 0.045 + 0.047$
 $= 0.496$

The Influence of Charismatic Leadership and Motivation Variables on Job Satisfaction and Performance

1. The direct effect of job satisfaction on performance
 $= (\rho Y2.Y1) \times (\rho Y2.Y1)$
 $= 0.300 \times 0.300$
 $= 0.09$
2. The effect of X1, X2 on Y2 through the Y1 . variable
 $= 0.156 + 0.496 + 0.09$
 $= 0.742$

Based on the above calculations, it can be summarized in the following table:

Table 3. Direct and Indirect Effects of Charismatic Leadership and Motivation Variables on Job Satisfaction and Performance

Pengaruh	Charismatic Leadership (X ₁)	Motivation (X ₂)	Job Satisfaction (Y ₁)	Note
Direct to Y ₁	0,136	0,404	-	Significant
Direct to Y ₂	0,004	0,045	0,09	Significant
Indirectly through a correlative relationship	0,016	0,047	-	Significant
Indirect through Y ₁	0,156	0,496	0,742	Significant
Total Effect	0,312	0,992	0,832	Significant

The table above shows that the biggest direct effect is the influence of the motivation variable on job satisfaction of 0.404; which shows every 1 percent increase in employee motivation will increase job satisfaction 40.4%. Meanwhile, the direct effect of charismatic leadership on job satisfaction is 0.136 which indicates that every 1 percent increase in charismatic leadership will increase satisfaction by 13.6%; assuming other variables are in a constant state or do not change. Likewise, the direct effect of job satisfaction on performance is 0.09, which indicates that every 1 percent increase in satisfaction will only increase performance by 9.0%; assuming other variables are in a constant state or do not change.

The total effect of charismatic leadership variables, motivation and job satisfaction on performance is 99.2% which indicates that job satisfaction is an intervening variable that strengthens the influence of charismatic leadership and motivation on the performance of the Pinrang Regional Secretariat employees. This means that employee performance will increase if the leadership is more charismatic and work motivation is high so that it increases job satisfaction and will ultimately improve employee performance.

Discussion

Based on the above calculations, it is known that the direct effect of charismatic leadership on job satisfaction is 0.136 or 13.6% with a t-value > t-table value, namely 2.576 > 1.671. This is also reinforced by a significance value of 0.001 which is smaller than the 0.05 level of confidence. **So the first hypothesis is accepted.** This is in line with Fandi Triandi's research (2017) which concludes that charismatic leadership and organizational culture have a significant effect on employee performance and job satisfaction has a significant effect as an intervening variable between charismatic leadership on employee performance and between organizational culture on employee performance. Likewise, the results of Rifka Nursyifa's research (2018) which concluded that the charismatic leadership style has a positive influence on job satisfaction and work motivation has a positive influence on job satisfaction.

The direct effect of motivation on job satisfaction is 0.404 or 40.4% with the t value > t table value, which is 3.312 > 1.671. This is also reinforced by a significance value of 0.002 which is smaller than the 0.05 level of confidence. **So the second hypothesis is accepted.** This is in line with the research of Devie Putri Wijayanti (2013) which concluded that motivation has an influence on job satisfaction for the employees of KPRI "Pertagama" Madiun City. Because with the motivation from within the individual is high, it makes employees work seriously so that job satisfaction also increases. This is reinforced by the results of the study, namely the results of the F test obtained by Fisher's value, the results of the calculated F value of 64,792 > F table of 4,54; or the calculated Sig value of 0.000 < standard Sig of 0.05; and t test the calculated t value of 8.049 > t table of 2.131, or the calculated Sig value of 0.000 < Sig 0.05. From all the tests above, it can be concluded that H₀ is rejected, meaning that motivation has an influence on job satisfaction, especially for the employees of KPRI "Pertagama" Madiun City.

Also supports the results of research conducted by Ian Nurpatria Suryawan and Richard Andrew (2013) which concluded that motivation really affects job satisfaction. also continues to increase. With the increased value of job satisfaction, it is expected that outstanding work performance and performance will also be obtained by the Faculty of Economics, University of "T". On the other hand, if the Faculty of Economics at the University of "T" does not maintain the motivation of every lecturer to work, this can be indicated as causing a less conducive situation in the teaching and learning process in the classroom.

The direct effect of job satisfaction on performance is 0.09 or 69.3% with a t value > t table value, which is $5.414 > 1.671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. **So the third hypothesis is accepted.** This is in line with the research of Oxy Rindiantika Sari and Heru Susilo (2018) which concludes that job satisfaction has a significant effect on employee performance with a path coefficient value of 0.395 and a significant t of 0.040. Organizational Citizenship Behavior (OCB) does not mediate job satisfaction on employee performance with a direct influence value that is greater than the indirect effect.

The direct effect of charismatic leadership on performance is 0.04 or 4.0% with the t value > t table value, which is $2.107 > 1.671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. **So the fourth hypothesis is accepted.** This is in line with research by Anisah Umaroh (2014) which concludes that the attribute variables of charismatic leadership behavior consist of the ability to empathize, actions that reflect the mission, self-confidence, self-image development behavior, belief in the competence of subordinates, behavior that creates opportunities for followers to experience success has an influence on employee performance.

The direct effect of motivation on performance is 0.045 or 4.5% with a t value >

t table value, which is $2,584 > 1,671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. **So the fifth hypothesis is accepted.** This is in line with research by Lidia Lusri and Hotlan Siagian (2017) which concludes that (1) work motivation has a positive effect on employee performance, (2) work motivation has a positive effect on employee job satisfaction, (3) job satisfaction has a positive effect on employee performance, and (4) job satisfaction acts as a mediating variable between work motivation and employee performance.

The indirect effect of charismatic leadership and motivation on performance through employee job satisfaction is 0.832 or 83.2% with t value > t table value, namely $5.414 > 1.671$. This shows that job satisfaction mediates the effect of charismatic leadership and motivation on performance. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. **So the sixth hypothesis is accepted.** This shows that job satisfaction is a mediating variable for charismatic leadership and motivation to improve employee performance. This is in line with Florida research by Dessy Putri Sanuddin and A. M. Rosa Widjojo (2013) which states that increasing job satisfaction and work motivation can improve employee performance, but increasing job satisfaction has a higher effect when compared to work motivation. Based on this, HR is expected to focus more on increasing job satisfaction. For prospective researchers who are interested in researching about improving employee performance, it is expected to add other variables besides job satisfaction and work motivation.

Also in line with the research of Ilyas Muhajir (2014) which states that leadership style and organizational culture have a positive effect on employee job satisfaction, leadership style and organizational culture have a positive effect on employee performance both directly and indirectly through job satisfaction. In this study, it was found that organizational culture had the strongest influence on job satisfaction and

employee performance. Based on the results of the data, the model proposed in this study can be accepted. Based on these results, the managerial implication that can be suggested is that an increase in job satisfaction and employee performance can be achieved by creating and maintaining a culture of involvement in the company's organizational culture, applying a participatory leadership style in line with providing a satisfactory level of salary for employees.

CONCLUSION

Based on the results of the analysis of the problem and hypothesis testing using path analysis, it can be concluded several things as follows:

1. Charismatic leadership has a direct effect on employee job satisfaction at the Regional Secretariat of South Buru Regency.
2. Motivation has a direct effect on employee job satisfaction at the Regional Secretariat of South Buru Regency.
3. Job satisfaction has a direct effect on employee performance at the Regional Secretariat of South Buru Regency.
4. Charismatic leadership has a direct effect on employee performance at the Regional Secretariat of South Buru Regency.
5. Motivation has a direct effect on employee performance at the Regional Secretariat of South Buru Regency.
6. Job satisfaction mediates the effect of charismatic leadership and motivation on performance.

SUGGESTION

Based on the conclusion that shows the influence of charismatic leadership variables and motivation on job satisfaction and employee performance, it is suggested several things related to efforts to improve performance, namely:

1. To make this charismatic leadership indicator a benchmark for future leadership
2. In order to develop research on charismatic leadership using the indicators

that the researchers found with a qualitative approach.

3. To increase job satisfaction and employee performance, it can be done by providing motivation for employees to be enthusiastic and creative at work.

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