

THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE MEDIATED JOB SATISFACTION AT THE NATIONAL BODY OF PROFESIONAL CERTIFICATION (BNSP) JAKARTA INDONESIA

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Abstract. Introduction. - A leader's work style influences job satisfaction and the performance of his subordinates and organizational climate. Organizational climate can reduce or exaggerate job satisfaction by employees. Leaders can influence the level of obstacles by helping employees or by creating additional demands, depending on how well they understand what their subordinates need. Therefore, a leader of emotional intelligence may be an important factor. Objective. - The purpose of this paper is to examine the relationship between subordinates' perceptions about their leadership style, climate influence, job satisfaction, by looking at employee performance results. Method. - Employees (n = 235) assess their immediate supervisor with respect to characteristics leadership style. Using the Organizational Constraints Scale (Spector & Jex, 1998), participants also assessed the level of organizational climate experienced in their workplace. Results. - Hierarchical regression analysis results indicate that there is a positive relationship between leadership style and job satisfaction. The relationship of job satisfaction to employee performance has also been proven to have a positive and significant effect. Another relationship between the Leadership Style and Employee Performance shows a positive and significant influence. The hypothesis shows that there is an influence of leadership style on employee performance mediated by job satisfaction. Conclusion. - This study adds to the literature by showing that certain leadership characteristics can protect employee stress levels in the workplace by minimizing organizational constraints. These findings are very important in times of economic crisis, the consequences of which can be reduced by appropriate leadership behavior.

Keywords: Leadership, Job Satisfaction, Organization Climate, Employee Performance.

Introduction

Leaders' actions in an organisation affect employees in a number of ways. On the one hand, supervisors can be a source of support in pursuing goals: they provide employees with information as well as practical and emotional assistance. On the other hand, leaders can affect stress levels within a job by maximising stressors, such as adding to the ambiguity of employees' roles, and contributing to their workload or constraints. Organisational constraints are described as factors that "prevent employees from translating ability and effort into high levels of job performance" (Spector & Jex, 1998, p. 357). They are immediate impediments to employee's effective pursuit of goals, hence they have been demonstrated to act as one of the sources of job stress (Spector & Jex, 1998). Organisational constraints relate to negative outcomes, such as health symptoms (Spector, Dwyer, & Jex, 1988) and counterproductive work behaviours (Baka & Derbis, 2013). Through their behaviours and characteristics leaders can create, accentuate or decrease the level of organisational constraints

experienced by their subordinates, which can further affect their performance. Subordinates' perceptions of their superiors' leadership styles can affect these outcomes. Studies show that such perceptions mediate the relationship between managers' self-monitoring behaviour and their subordinates' affective and normative organisational commitment (Özalp Türetgen, Unsal, & Dural, 2016). According to Goleman, "to optimise a team's effectiveness, its members—and especially its leader(s)—must 'tune in' to its emotional state and needs" (Goleman, Boyatzis, & McKee, 2002, p. 55). Studies have shown that emotional intelligence (EI) relates to leadership success (Barling, Salter, & Kelloway, 2000; Goleman, 1998, 2000; Palmer, Walls, Burgess, & Stough, 2001). In his classic business paper, Goleman (2000) advanced the discussion of leadership styles (authoritative, affiliative, democratic, coaching, pacesetter and coercive) by emphasising certain combinations of EI abilities. These competencies might help leaders understand the working

environment from the perspective of their subordinates, thereby creating an atmosphere that allows employees to flourish, removing obstacles in advance, and providing support with regards to overcoming setbacks. These acts are possible provided that the leader possesses certain characteristics that relate to both effective goal-pursuit and being people-oriented. Given the above, it would be interesting to observe how distinct leadership styles are linked to the level of organisational constraints. In order to further our knowledge about the relationship between leadership styles and job stress, the aim of this present research is to investigate the role of leadership styles, based on Goleman's typology, in predicting the level of organisational constraints.

2. Theory

2.1 Leadership Style

Leader means a person who is aware of goals and contextual dynamics and knows how to influence, mobilise and lead the group. A leader sets the direction, aligns people, and motivates and inspires them (Kotter, 1998). Within an organisation a leader might facilitate or inhibit their subordinates' engagement and performance depending on how they adapt and display their leadership style. Leadership style can be described as a repetitive practice in building bonds, gathering information, reacting and making decisions (Herman & Preston, 1994).

Daniel Goleman (2000) based his typology of leadership styles upon the concept of emotional intelligence (EI). Although Salovey and Mayer (1990) were the first to formally identify the term 'emotional intelligence', it was Goleman (1996, 1998) who popularised emotional intelligence, along with the notion that the ability to recognise and understand emotions within oneself and others is important, if not crucial, to successful leadership. Emotional intelligence consists of four capabilities: two of these are personal (self-awareness, self-management) and two are social (social awareness and relationship engagement) (Boyatzis, Goleman, & Rhee, 2000; Goleman, Boyatzis, & McKee, 2013). Each capability, in turn, is composed of a specific set of abilities. Even though it is still arguable whether emotional intelligence influences leadership (Waterhouse, 2006; Weinberger, 2009), several studies point to a relationship between emotional intelligence and effective leadership, at least in the context of the transformational style (Barling et al., 2000; Leban & Zulauf, 2004; Palmer et al., 2001). Researchers indicate that emotionally intelligent individuals are able to be more accomplished professionals (Dulewicz & Higgs, 2003); they are also more confident and secure in terms of their careers compared to those who are less aware of their emotions (Jordan, Ashkanasy, &

Haertel, 2002), and are more efficient and successful leaders (Goleman, 1998).

According to research by the consulting company called Hay/McBer, based on a sample of approximately 4000 executives worldwide, Goleman (2000) proposed six styles of leadership: coercive (later termed commanding), authoritative (later termed visionary), affiliative, democratic, pacesetter, and coaching. Each style derives from a certain combination of emotional intelligence abilities. Coercive and pacesetter leaders are ready to act and seize opportunities (to take the initiative), as well as driven to improve performance to meet high standards of excellence (they emphasise achievement). In comparison, coercive leaders keep their emotions and impulses under control (they exercise self-control), and pacesetter leaders display high levels of conscientiousness. Leaders of all these styles know how to manage themselves, however they lack social competencies, which are found in four other styles.

Authoritative leaders know their self-worth and capabilities (they have self-confidence) and at the same time they understand others' perspectives and emotions (they have empathy) and know how to inspire, manage and lead in new directions (they are change catalysts). Coaching leaders are somewhat similar; however, instead of initiating, they bolster others' abilities through feedback and guidance (they emphasise developing others). Affiliative leaders sense others' emotions (they have empathy), and cultivate and maintain relationships (through building bonds). They know how to communicate; this makes them similar to democratic leaders. Additionally, the latter style is founded on such capabilities as teamwork and collaboration. What distinguishes authoritative and coaching leaders from the other styles is those leaders' capacity to manage themselves and others. They are self-aware as well as socially-aware, and they know how to manage relationships. Table 1 summarises Goleman's leadership styles. Concerning leadership styles typology of Lewin, Lippitt, and White (1939), coercive and pacesetter style would be similar to autocratic leadership. These two styles also appear to correspond in some measure with transactional (Burns, 1978) or task-oriented leadership (Bales & Slater, 1955), while authoritative, democratic, coaching and affiliative refer to people-oriented leadership (Bales & Slater, 1955). Moreover, authoritative leader, capable of managing vision and change, could be perceived in terms of transformational leadership (Burns, 1978).

Regardless of whether we agree with the traditional leadership distinction (autocratic vs. democratic vs. laissez-faire) proposed by Lewin et al. (1939), task- vs. people-oriented leadership postulated by Bales and Slater (1955), the Managerial Grid proposed by Blake and Mouton (1964), the transactional vs. transformational leadership opposition postulated by Burns (1978), or the more modern theories of shared leadership (Stagnaro & Piotrowski, 2013) or collectivistic leadership

(Yammarino, Salas, Shirreffs, & Shuffler, 2012), we find that leaders' characteristics can be defined by two main categories of social perception and evaluation, namely: agency (competence) vs. communion (integrity or warmth) (Abele & Wojciszke, 2014). Although in the past successful leadership has been associated more with agentic (that is, competent and often commanding) styles, the modern approach to leadership recognises the importance of moral and cooperative leadership.

This, however, does not mean that all organisations developed to encompass this style or facilitate high levels of collaboration, peer influence, and shared responsibility. In this paper we decided to examine the typology of leadership styles that combine (on different levels) both: agency and communion.

Leadership style describes a consistent combination of the philosophy, skills, traits, and attitudes that underlie a person's behavior. The indicators of leadership style according to Rivai and Mulyadi (2015: 64) include: (1) Vision and mission, instilling pride, gaining respect and trust. (2) Encouraging intelligence, rationality and careful problem-solving. (3) Give personal attention, serve personally, train and advise. (4) Perform contractual exchanges between rewards and business, promise awards for good performance and recognize the achievements. (5) Give up responsibility and avoid decision making. Kartono (2011: 34) states that leadership style indicators are as follows:

1. Nature, The nature of a leader is very influential in his leadership style to determine his success as a leader. Personal ability in question is the quality of someone with various traits, temperament or characteristics in it.
2. Habits, Habits play a major role in leadership style as a determinant of the movement of a leader's behavior that describes all actions taken as a good leader.
3. Temperament, Temperament is the style of behavior of a leader and his typical way of responding in interacting with others. Some leaders are active, while others are calm. This description shows the variation of temperament.
4. Character, The character of a more subjective leader can be a determinant of a leader's superiority in influencing determination (determination), persistence (endurance), endurance (endurance), courage (courage).
5. Personality, A leader's personality determines his success which is determined by the personality traits he has.

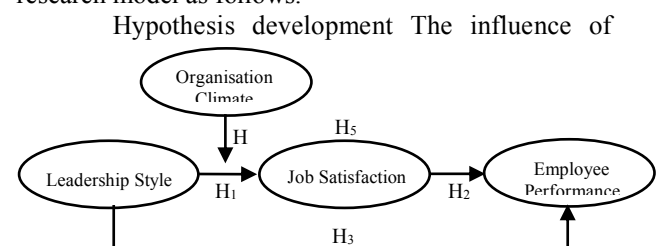
Measurement of leadership style in this study uses indicators proposed by Siagian (2015: 121) namely climate indicators trusting each other, respecting the ideas of subordinates, calculating the feelings of subordinates, attention to work comfort for subordinates, attention to welfare of subordinates, calculating factors of job satisfaction subordinates, and recognition of the status of subordinates appropriately and professionally.

3. Hypotheses Development

The conceptual models of how theories relate to various factors that have been identified as important problems (Sugiyono, 2017: 60). Furthermore Sugiyono (2017: 60) argues that the framework of thought is a temporary explanation of the symptoms that are the object of the problem. The framework of thinking developed in this study refers to the literature review, the relationship of each variable and also the formation of hypotheses. Thinking framework is intended to explain briefly about the research flow of researchers related to research, where the framework of thinking there is the author's thoughts related to research variables such as leadership style, organizational climate, job satisfaction and employee performance.

Figure 3. Conceptual Development

From the description above, it can be described in the research model as follows:



leadership style on job satisfaction. Siagian and Khair's research (2018) at PLN (Persero) North Sumatra Development Main Unit shows that the leadership style has a positive and significant effect on job satisfaction. Marzuqi's research (2018) at Bank BNI Syariah Surakarta Branch Office shows that leadership style influences job satisfaction, Rahadian, and Suwandana Research (2017) at PDAM Tirta Mangutama Bandung shows that leadership style has a positive and significant effect on employee job satisfaction. Astina and Sriathi's research (2016) at PT Billabong Indonesia shows that there is an influence of leadership style on job satisfaction. Prasetyo's research (2014) in 14 starred hotels in Yogyakarta shows that there is a positive and significant influence of leadership style on job satisfaction. Intifada research (2013) at SMA Negeri 3 Jember shows that the direct influence of leadership style variables on teacher job satisfaction. Based on the six previous studies, the following hypotheses were established:

H1: There is a positive and significant influence of leadership style on job satisfaction.

Hypothesis development The Effect of Job Satisfaction on Employee Performance. Marzuqi's research (2018) at Bank BNI Syariah Surakarta Branch Office showed that job satisfaction affects employee performance. Research by Rahmadewi and Fauzan (2013) at the Metadio Station Class II Supadio Pontianak shows that job satisfaction has a positive and significant effect on employee performance. Siagian and Khair Research (2018) at PLN (Persero) North Sumatra Development Main Unit shows that job satisfaction has a positive and significant effect on employee performance. Intifada Research (2013) at SMA Negeri 3 Jember shows that the direct effect of teacher job satisfaction on teacher performance. Based on the previous four studies, the following hypotheses were established:

H2: There is a positive and significant influence on job satisfaction on employee performance.

Hypothesis development The Effect of Leadership Style on Employee Performance. Gunawan's research (2017) in Pos Indonesia (Persero) Boyolali Branch shows that there is an influence of leadership style on employee performance. Prasetyo's research (2014) in 14 starred hotels in Yogyakarta shows that there is a positive and significant influence of leadership style on employee performance. Intifada research (2013) at SMA Negeri 3 Jember shows that the direct influence of leadership style on teacher performance. Based on the previous three studies, the following hypotheses were established:

H3: There is a positive and significant influence of leadership style on employee performance.

Hypothesis development The Effect of Leadership Style on Job Satisfaction Moderated by Organizational Climate. Rahadian and Suwandana's research (2017) at PDAM Tirta Mangutama Bandung shows that organizational climate has a positive and significant effect on employee job satisfaction. Gunawan's research (2017) in Pos Indonesia (Persero) Boyolali Branch shows that there is an influence of organizational climate on job satisfaction. Astina and Sriathi's research (2016) at PT Billabong Indonesia shows that there is an influence of organizational climate on job satisfaction. Rahmadewi and Fauzan's research (2013) at the Metadio Station Class II Supadio Pontianak shows that organizational climate has a positive and significant effect on employee job satisfaction. Intifada research (2013) at SMA Negeri 3 Jember shows that the direct influence of organizational climate variables on job satisfaction. Astina and Sriathi's research (2016) at PT Billabong Indonesia shows that there is an influence of leadership style and organizational climate on job satisfaction.

Based on the six previous studies, the following hypotheses were established:

H4: There is an influence of leadership style on job satisfaction which is moderated by the organizational climate.

Hypothesis development The Effect of Leadership Style on Employee Performance Mediated by Job Satisfaction. Marzuqi's research (2018) at BNI Syariah Bank Surakarta Branch Office shows that leadership style influences employee performance with job satisfaction as an intervening variable. Prasetyo's research (2014) in 14 starred hotels in Yogyakarta shows that there is a positive and significant influence of leadership style on employee performance with job satisfaction as an intervening variable. Intifada research (2013) at SMA Negeri 3 Jember shows that the indirect influence of leadership style on teacher performance through teacher job satisfaction Based on the previous three studies, the following hypotheses were established:

H5: There is an influence of leadership style on employee performance mediated by job satisfaction.

4. Methods

4.1. Participants and Procedure

The population in this study were permanent employees in the institutional licensing, certification and administration sections of the National Body Of Professional Certification(BNSP), which numbered 50 people with a year of work or more. As for the reasons for the selection of the object of this research are permanent employees who are still working and have work experience of one year or more because 1) employees who have work experience of one year or more have experienced relatively stable adjustments to the leadership and organizational climate, and 2) employees who have one year work experience are expected to have a high level of motivation and performance.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017: 81). Because of the limited number of members of the population, a research sample of 50 people was set, while the instrument trial samples came from the Secretary of the Secretary General of Binallatas by 20 people.

4.2. Measures

Measurement of quantitative data using a questionnaire or questionnaire. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer (Sugiyono, 2017: 142). Data collection by questionnaire gives the responsibility to the respondent to read and respond to the statement of the questionnaire. Researchers can provide an explanation of the purpose of the survey and statements that are not

understood by respondents. The questionnaire can be collected immediately, after it has been completed by the respondent. The results of the questionnaire are used to obtain data about the dimensions and indicators of the constructs that are being developed in this study. The questions or statements in the questionnaire consist of five answer choices that are measured using a Likert scale with a score of 1-5 to obtain interval data. There is also a scoring for the answer choices as follows:

1. Strongly Disagree (STS) given a score of 1
2. Disagree (TS) given a score of 2
3. Less agree (KS) is given a score of 3
4. Agree (S) given a score of 4
5. Strongly Agree (SS) given a score of 5

Data analysis tools used are using inferential analysis. Inferential analysis is carried out using statistical formulas and relevant techniques in hypothesis testing to test the hypotheses that have been proposed above, and to detect the effect of mediating variables (intervening variables) and moderation variables (moderating variables) the regression analysis method, Moderating Regression Analysis (MRA) , path analysis, and the Sobel test.

4.3 Variable Research

Operationalization of variables is needed to describe the research variables into the concept of dimensions and indicators. Besides that, the aim is to facilitate understanding and avoid differences in perception. In this study consists of four variables to be investigated, namely leadership style (X) as an independent variable, organizational climate (Z) as a moderating variable, job satisfaction (M) as a mediating variable, and employee performance (Y) as a dependent variable.

Tabel 4.3 Variable & Indicator

Variabel	Definisi	Indikator	Reference
Leadership style	Leadership style is the norm of behavior used by someone when that person tries to influence the behavior of others as he sees it.	Climate trust each other, Appreciation of subordinate ideas, Take into account the feelings of the subordinates, Attention to work comfort for subordinates, Attention to the welfare of subordinates, Take into account the work satisfaction factors of subordinates, Recognition of the status of subordinates appropriately and professionally	(Siagian, 2015:121) (Thoha, 2015:49)
Organization al climate	Organizational climate is the perception of members of the organization and those who are in constant contact with the organization about what is or happens in the organization's internal environment on a regular basis that influences the attitude and behavior of the organization and the performance of members of the organization which then determines organizational performance	Structure, Standards, Responsibility, Award, Support, Commitments	(Robert Stringer, 2010:131-133)
Job satisfaction	Job satisfaction is a general attitude towards one's work as the difference between the amount of reward received by workers and the amount of reward that is believed to be received (Robbins and Judge, 2015: 170)	Satisfaction with work itself, Opportunities for salary, Promotional, opportunities, Satisfaction with supervision, Satisfaction with co-workers.	(Munandar, Indrasari, 2017:45)
Employee performance	Performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in the context of efforts to achieve the objectives of the organization concerned according to the law, not breaking the law, and in accordance with morals and ethics .	Work results, Job knowledge, Initiative, Mental dexterity, Attitude, Discipline of time and attendance	(Sutrisno, 2016:152)

5. Result

5.1 Statistic Description

Description of the data is an effort to display the data so that the data can be presented properly and interpreted easily. The data in this study are described in the form of basic statistical calculations. Some descriptive statistics presented include centralization measures such as mean values, medians and modes, and measures of data distribution such as score ranges and standard deviations. The variables described in this study include the dependent variable, namely the employee performance variable (Y), the independent variable (independent), the leadership style variable (X), the moderating variable, the organizational climate variable (Z), the mediating variable (intervening), the variable job satisfaction (M) and. Descriptive statistical test results are shown in the table below.

5.2 Normality Test

Normality test is done to test whether in the regression model the independent variable and the dependent variable or both have normal distribution or not. If the variables are not normally distributed then the statistical test results will decrease. Data normality test can be done using the Kolmogorov Smirnov test, with the provisions that if the significant value is above 0.05, then the data is normally distributed. Meanwhile,

Table 5.1 Statistics

	Employee Performance	Job Satisfaction	Leadership Style	Organisation Climate
Valid	50	50	50	50
Missing	0	0	0	0
Mean	122.2400	104.8400	131.4800	120.8000
Median	124.0000	106.5000	133.0000	122.0000
Mode	114.00 ^a	105.00 ^a	133.00 ^a	122.00
Std. Deviation	8.67923	8.61740	10.61428	9.48898
Variance	75.329	74.260	112.663	90.041
Range	30.00	31.00	35.00	32.00
Minimum	105.00	89.00	113.00	104.00
Maximum	135.00	120.00	148.00	136.00
Sum	6112.00	5242.00	6574.00	6040.00

a. Multiple modes exist. The smallest value is shown

if the significant value is below 0.05, then the data are not normally distributed (Ghozali, 2016: 154). Full normality test results in the appendix

Table 5.2 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Performance	.108	50	.199	.947	50	.025
Job Satisfaction	.107	50	.200	.952	50	.040
Leadership Style	.097	50	.200	.950	50	.035
Organisation Climate	.110	50	.177	.948	50	.028

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Significant value (Sig) employee performance of 0.199, the value of Sig. job satisfaction of 0,200,

Sig. leadership style of 0,200, and Sig. organizational climate of 0.177. Because the four variables have a

significance value greater than 0.05, the data for the four variables are normally distributed.

6. Discussion

The Effect of Leadership Style on Job Satisfaction. The results of testing the first hypothesis indicate that there is a positive and significant influence of leadership style on job satisfaction as indicated by the tcount of 5.488 and the Sig (0.000) value is smaller than 0.05. This means that the better the leadership style of superiors, the job satisfaction of BNSP Jakarta employees will be followed. The results of this study support the results of research conducted by Siagian and Khair (2018), Marzuqi (2018), Rahadian and Suwandana (2017), Astina and Sriathi (2016), Prasetyo (2014), and Intifada (2013) which state that the style leadership has a positive and significant effect on job satisfaction. This can be understood based on the opinion of Thoha (2015: 42) that by using leadership the leader will influence the perceptions of subordinates and motivate them, by directing employees to the clarity of tasks, achieving goals, job satisfaction, and effective work performance. Leadership style in accordance with the situation and conditions will be able to create a good work atmosphere so that it will provide a positive influence on the level of employee job satisfaction. Job satisfaction is an individual's general attitude towards the work he does. An employee will hope that the work environment, the work he does, the attitude of the boss or upper management will be good or friendly with employees. The more aspects that are in accordance with the wishes of the employee, the higher the job satisfaction.

Effect of Job Satisfaction on Employee Performance. The results of the second hypothesis testing indicate that there is a positive and significant effect on job satisfaction on employee performance as indicated by a tcount of 5.301 and a Sig (0,000) value less than 0.05. This means that the better job satisfaction, the BNSP Jakarta employee performance improvement will be followed. The results of this study support the results of research conducted by Siagian and Khair (2018), Marzuqi (2018), Rahmadewi and Fauzan (2013), and Intifada (2013) which states that job satisfaction has a positive and significant effect on employee performance. Job satisfaction is one of the factors that drives why employees want to work well. Employees with high levels of job satisfaction will be able to work well without the burden or pressure. Work is fun. Employees who are satisfied both with the work environment, the attitude of superiors and with the compensation system applied, will try to work optimally and improve their performance and strive to excel.

The Effect of Leadership Style on Employee Performance. The results of testing the third hypothesis indicate that there is a positive and significant influence

of leadership style on employee performance as indicated by the tcount of 5.758, the value of Sig (0,000) is smaller than 0.05. This means that the better the leadership style of superiors, the BNSP Jakarta employee performance improvement will be followed. The results of this study support the results of research conducted by Gunawan (2017), Prasetyo (2014), and Intifada (2013) which states that the influence of leadership style is significant and positive on employee performance. Leaders through the leadership style that is applied will affect the performance of their employees. The leader will provide direction to employees to work optimally in accordance with the targets set. In addition to providing direction, leaders also provide encouragement to employees to work well. Leadership style that suits the conditions and circumstances will create a good working atmosphere. With the creation of a good working atmosphere, employees will be eager to work and show their best performance.

Effect of Leadership Style on Job Satisfaction Moderated by Organizational Climate. The fourth hypothesis testing results show that there is no influence of leadership style on job satisfaction which is moderated by organizational climate as indicated by moderate variables which are the interaction between leadership style and organizational climate apparently insignificant because it has a tcount of -0.220 and Sig (0.827) more greater than 0.05, so it can be concluded that the organizational climate variable is not a moderating variable. The research results of Rahadian and Suwandana (2017), Gunawan (2017), Astina and Sriathi (2016), Rahmadewi and Fauzan (2013) and Intifada (2013) show that the influence of organizational climate is significant and positive on satisfaction. In addition, Astina and Sriathi's (2016) research shows that there is an influence of leadership style and organizational climate on job satisfaction. The research above shows that organizational climate partially or simultaneously affects job satisfaction, but in this study the organizational climate variable is not a moderating variable that influences leadership style on job satisfaction. In this study it cannot be proven that the organizational climate can moderate the influence of leadership style on job satisfaction. This can happen because the boss does not have the right leadership style. Bosses have not been able to create a comfortable and conducive organizational climate for employees. There are still regulations that make employees feel disturbed, lack of superiors pay attention to the career path of their employees, and lack of good cooperation between employees and superiors. Poorly developed interpersonal relationships need to be improved in order to create a conducive organizational climate and ultimately be able to increase employee job satisfaction.

Leaders with the right leadership style will be able to create a conducive organizational climate in accordance with the desires and expectations of employees which will ultimately increase employee job satisfaction. This is as Rivai and Mulyadi's opinion (2017: 42) that "the most appropriate leadership style is a style that can maximize productivity, job satisfaction, growth, and easily adapt to all situations". Thus the right leadership style will be able to create a conducive work environment for employees, a good working relationship between employees and superiors, the loss of social gaps between lines within the company, which will create a comfortable working atmosphere for all parties including employees. Employees will feel satisfied when working in good conditions or situations in accordance with the employee's expectations.

The Effect of Leadership Style on Employee Performance Mediated by Job Satisfaction. The fifth hypothesis testing results indicate that there is an influence of leadership style on employee performance mediated by job satisfaction. This is indicated by the results of the Sobel test which obtained a t count (2.287) greater than t table (2.011) at a significance level of 0.05. In addition, it is evident that the direct influence of leadership style on employee performance (0.348) is higher than the indirect effect of leadership style on employee performance through job satisfaction (0.174). Therefore, in the achievement of better employee performance is prioritized in the improvement or application of a better leadership style without having to be mediated by job satisfaction. The results of this study support the results of research conducted by Marzuqi (2018), Prasetiyo (2014) and Intifada (2013) which states that leadership style has a positive and significant effect on employee performance with job satisfaction as an intervening variable. When the leadership style is applied properly and appropriately, it will have an influence on employee performance through employee job satisfaction. Appropriate leadership will be able to create a conducive work environment and make employees feel comfortable at work so that employees feel happy and satisfied which will ultimately affect employee performance. Employees with high levels of job satisfaction because the right leadership style will positively influence the performance of the employees concerned.

Future Research

This research generally indicates that leadership style plays an important role in creating and improving employee performance at the Jakarta National Body Of Professional Certification(BNSP), both directly and indirectly through job satisfaction. In addition, this study produced several suggestions that need to be considered by related parties, including:

Seeing the interrelationship between leadership style variables and job satisfaction are proven to have a role

in shaping the performance of employees of the Jakarta National Body Of Professional Certification(BNSP). But there are still some things that need to be considered related to the leadership style of superiors, namely 1) superiors need to accept employee ideas as a basis for determining decisions, 2) superiors need to take into account the feelings of employees such as employees who make work mistakes not directly reprimanded by superiors, but called to face it, and 3) superiors need to pay attention to the comfort of the workspace of employees.

The performance of employees who become the final destination also needs attention especially regarding 1) employee initiatives, where employees need to be encouraged to be willing to do work without being told by superiors. 2) job knowledge, where employees need to have good knowledge and mastery related to the tasks given by superiors, and 3) employee mental agility, where employees are encouraged to immediately complete the tasks given by superiors, and be able to complete work in accordance with work procedures in force at BNSP .

Organizational climate has not been proven to moderate the relationship between leadership style and job satisfaction of employees of the Jakarta National Body Of Professional Certification(BNSP), even though the organizational climate still needs attention such as 1) BNSP needs to make regulations that make employees feel undisturbed and feel in accordance with these regulations, 2) BNSP needs to pay attention to the career levels of its employees so that employee work motivation arises which will ultimately improve employee performance. 3) BNSP also needs to build good cooperation between employees and superiors. A well-developed interpersonal relationship needs to be maintained so that the organizational climate will be conducive.

Job satisfaction is proven to have a role in shaping the performance of employees of the Jakarta National Body Of Professional Certification(BNSP). But there are still some things that need to be considered related to job satisfaction, namely 1) satisfaction with salaries that need to be considered by superiors, such as employees receiving adequate and appropriate salaries based on job responsibilities given to employees, and employee income from current work can meet the needs live every day, and 2) satisfaction with supervision that needs to be considered by superiors such as superiors who can provide support to subordinates, and superiors who want to help and provide solutions if employees are having work problems.

Further research needs to be considered also other factors that influence job satisfaction and employee performance such as organizational culture, interpersonal communication, work motivation and so on. In addition it is necessary to increase the research

sample to better represent the population.

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