

THE EFFECT OF LEADERSHIP STYLE, EMPLOYEE EFFECTIVENESS, SUPERVISOR SUPPORT ON EMPLOYEE PRODUCTIVITY, EMPLOYEE SATISFACTION DIMENSION AT PT. JAYA CONSTRUCTIO

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THE EFFECT OF LEADERSHIP STYLE, EMPLOYEE EFFECTIVENESS, SUPERVISOR SUPPORT ON EMPLOYEE PRODUCTIVITY, EMPLOYEE SATISFACTION DIMENSION AT PT. JAYA CONSTRUCTIO

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Abstract

The problem in this study is whether the Transformational Leadership Style and Job Satisfaction have a positive and significant influence and which variable has the dominant influence on Employee Productivity at Pt. Jaya construction. To answer these problems, descriptive analysis methods are used, quantitative analysis with multiple regression analysis tools. From the results of the statistical test analysis, it shows that the Transformational Leadership Style has a positive and significant effect on Nurse Performance while job satisfaction has no effect and is not significant on Nurse performance at Pt. Jaya construction. The first hypothesis proposed is proven while the second hypothesis is not proven. From the results of the regression coefficient, it can be seen that the variable that has a more dominant effect on employee performance is the Influence of Transformational Leadership Style, namely that the third hypothesis proposed is proven. The results of regression testing show that the variable Transformational Leadership Style has a positive and significant effect on Nurse employee productivity while the variable Job Satisfaction does not have a positive and significant effect on Nurse Performance, while the dominant variable that influences Nurse Performance is Transformational Leadership Style

Keywords : Leadership, Work Environment, Employee Performance

1. Introduction

The increasing competition between companies today according to the company must be able to survive from competing with other companies. One that influences the success of a company is its employees. According to (Jermstittiparsert, 2020) employees, this happens because the employees' duties carry out the functions and obligations within the company.

Leadership is the process of encouraging a diverse group of people through interaction to control one's power in pursuing a common goal. Good leadership increases the level of job satisfaction and improves employee performance. There are 4 types of leadership that are often used. Democratic leadership tends to place more emphasis on good teamwork. Second, autocratic leadership which requires its employees to follow the wishes of the leader. The third is affiliative leadership, namely when the leader provides advice effectively to encourage his employees. The last is visionary leadership, namely a leadership style that always sees the potential of a company or organization that is not seen by others. A good leader does not only have one leadership style but can lead with all leadership styles. (Jermstittiparsert, 2020)

Therefore, how managers lead in companies will be able to influence the following aspects, including employee productivity at work, increased employee performance and employee effectiveness. (Hassi, 2019)

In addition, the relationship between leaders and employees also influences employee job satisfaction. Inappropriate leadership style will directly impact employee productivity at work. (Hassi, 2019)

Employee performance is one way to measure the work performance of people working in the organization. Employee performance is measured based on the responsibilities and authority of each organization in order to achieve the organization's goals. (Ko & Choi, 2019)

Employee effectiveness is very influential on employee satisfaction. Based on (Ko & Choi, 2019), employee working hours that are deliberately extended will make employees lose their rest time. This worsens their physical condition such as fatigue to work. In addition, not only can it be physically detrimental, but the extension of working hours will also disrupt the psychological health of employees and decrease work productivity. Therefore, companies should recruit additional employees to replace existing employees so they don't get tired of doing the job. (Ko & Choi, 2019)

Employees in companies who are stressed due to overtime will decrease their work productivity. Therefore, the company should recruit new employees to replace existing employees so they don't get tired of doing the job. (Dwivedi et al., 2020)

Supervisors are tasked with providing support to their employees in order to get ideas and creativity at work. In addition, supervisors also assist employees in completing work with positive encouragement as a way to fulfill the goals of the company. (Cai et al., 2019)

According to Stingl Hamber (2006) Supervisor support affects employees based on the quality and level of support that superiors provide to them. Besides that, according to Feinberg (2013) supervisors can be said to support their employees by providing training, providing assistance, and providing feedback to employee efforts.

According to (Cai et al., 2019) the supervisor has the power to give orders to his subordinates at the direction of his superiors. Supervisors provide instrumental and socio-emotional support to each employee to complete work productively. Supervisors are also tasked with showing concern for their employees in order to create a productive and conducive work environment. Employee satisfaction is also influenced by supervisor support because it will result in an assessment of one's work experience. (Cai et al., 2019)

.According to (Hassi, 2019) companies that apply a transformational leadership style will have a positive impact on employee job satisfaction. This is because the transformational leadership style will provide the vision and mission, rules and instructions as the center of the leader for the sustainability of the company. Meanwhile, companies that apply a transactional leadership style will have a negative impact on employee job satisfaction. (Hassi, 2019)

Theoretical Basis

Definition of employee productivity

All companies want their employees to excel to achieve maximum productivity. The company considers work productivity is a very important thing in the successful process of running a business in the company. Company profits and productivity will increase due to the high work productivity of employees in the company. Productivity is explained as the relation of goods and services to inputs of labour, materials, money). According to (Lippman & Rumelt, 2018) productivity is a measure of productive efficiency. According to (Lippman & Rumelt, 2018) Productivity is a mathematical comparison with the sum of each source used when production is running. Human resources make the most strategic element. Increasing work productivity is only done by employees and vice versa, Human Resources will become inefficiency.

Employee Satisfaction

The main source of satisfaction is getting to know the work done by the employees themselves (Luthans, 2018). The main motivation related to work is what it does. Job satisfaction is related to job characteristics, therefore it fulfills creative work requirements to increase job satisfaction. Research results (Belias et al., 2018) explain that job satisfaction affects employee performance (Yanseen 2018) says the results of the same job have a positive effect on employee satisfaction. Employee satisfaction is formed from the work environment and welfare (Belias et al., 2018) explaining that the company's organizational system will make decisions that will increase employee satisfaction

Leadership Style

Leadership is an important center in the company to develop its employees. With this having a leader who is not good, it is difficult to achieve goals in the company. If a leader works hard to teach his employees, it will have a good impact and will be implemented by these employees. The leadership style is that a leader carries out his leadership goals and he will be seen by all his employees. According to James, there are several patterns of behavior preferred by the leader to teach and influence his subordinates. Meanwhile, according to Tompubolon, leader style is strategy and behavior to get the results of skills, attitudes, traits applied by leaders (Hassi, 2019)

Employee Effectiveness

Employee effectiveness cannot be separated from employee productivity. Employee productivity is related to cost, quality, effort, and thought. The conclusion is that there is an effort from the employees to get the best results for the company. The effectiveness of employee work is good or bad according to the employees who run it. According to (Ko & Choi, 2019), work effectiveness in an organization is an effort to achieve maximum performance

Supervisor support

(Cai et al., 2019) defines a good supervisor, namely knowing how the skills, use of knowledge and attitudes of a good boss will be used during training. (Cai et al., 2019) the extent to which the supervisor explains or guides new employees for training will have a good impact on these employees.

Relationship between Leadership and Employee Performance

For companies, leadership is an important factor in achieving company success. A good leader is able to motivate and build good working relationships between fellow employees and between leaders and employees. According to Kouzes & Posner (2015) leadership is a determining factor in the success of a company if it can build employee motivation in achieving common goals.

The relationship between leadership and employee performance based on the definition of experts, it can be concluded that leadership is an effort made by an individual to influence his subordinates by using the power possessed by a leader in directing the success of the company through employees to achieve its goals

H1: employee satisfaction has a positive and significant impact

The influence of leadership style on employee satisfaction

The factor of job satisfaction is that employees feel satisfied and proud of their work. Not only from the big salary but from a comfortable workplace, superiors and subordinates too. Factors that affect employee satisfaction but back to each employee. In companies that have a leadership style of freedom, it will have a good impact on their employees and be fair in making decisions for the achievement of the organization. Based on the above results of the research results above, the following hypothesis can be built

H2: leadership style has a positive and significant impact

Effect of employee effectiveness on employee satisfaction

Work effectiveness has the goal of carrying out tasks in a timely manner as specified. When employees carry out tasks, they will get good or bad results from their own employees. Efforts for employees to get appreciation, namely by means of available resources in a timely manner that is not excessive or disturbing their employees. effectiveness. In order to get satisfactory results, employees can be effective in carrying out their duties, not some costs incurred for the work. Based on the above results of the research results above, the following hypothesis can be built

H3: the influence of Effectiveness has a positive and significant impact

Supervisor support for employee satisfaction

Support from the supervisor will be seen from the attitude of the superior's behavior by means of skills, knowledge and attitudes of employees during training. Board and Newstrom

(1992) in Jamaludin (2012) say that supervisor support helps employees work to get satisfaction. Based on the above results of the research results above, the following hypothesis can be built

H4 : supervisor support has a positive and significant impact

Research Model

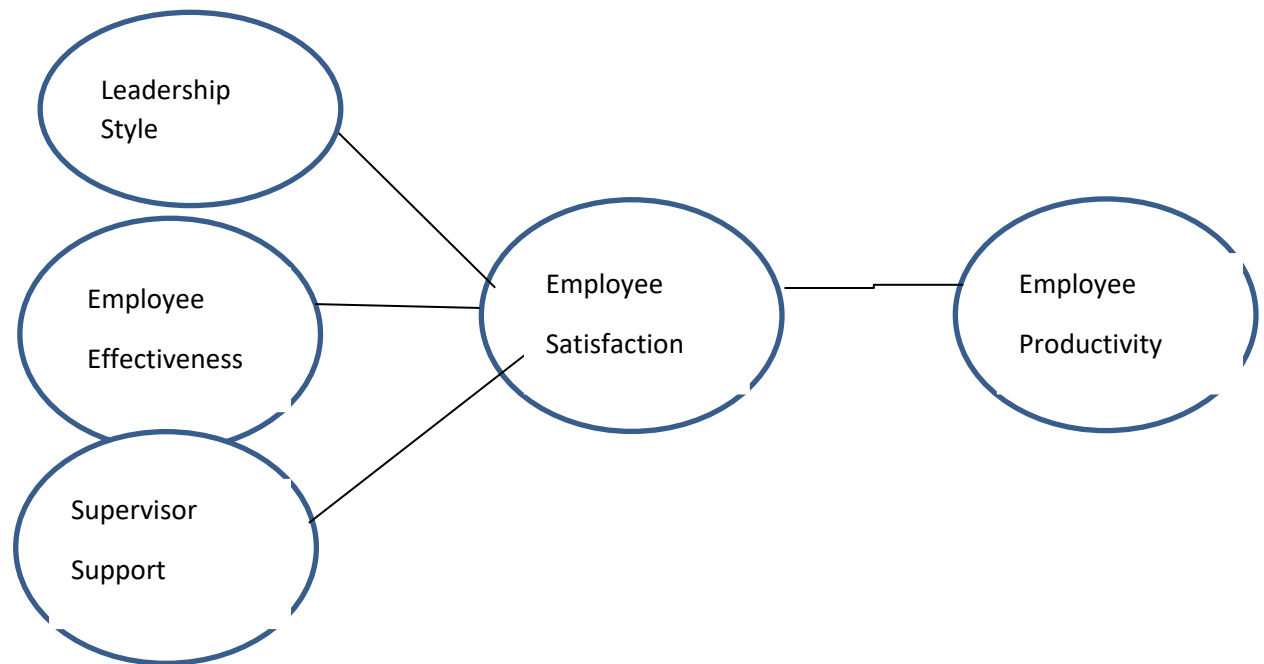


Figure 1. Research Model

2. Methods

The research method used by the author is a quantitative associative method. According to Sugiyono (2012: 51), the quantitative associative method is a method carried out with the aim of knowing the effect or relationship between variables using statistical analysis techniques. Sources of data in this study are primary data and secondary data. In this study, the population was all employees at PT. Jaya Construction, totaling 153 people. The sampling technique to find several representative samples in this study used the Slovin formula so that the number of samples was 1150 people.

1. Outer Model Evaluation
2. Evaluation of the Inner Model

Assessing the Outer Model or Measurement Model

1. Outer Loading

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

Convergent validity Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score/component score estimated by the PLS Software. The individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured. namely the factor value on the variable is the factor loading value on the latent variable with its indicators. Expected value > 0.7. But with a value of 0.5 – 0.6, it is still acceptable.

Variable	Organizational Support	Job Effectiveness	Leadership Style	Employee satisfaction	Employee Productivity
DS 1	0.801				
DS 2	0.805				
DS 3	0.749				
EK 1		0.792			
EK 2		0.764			
EC 3		0.758			
GK 1			0.874		
GK 2			0.845		
GK 3			0.819		
KK 1				0.762	
KK 3				0.823	
KK2				0.856	
PK 1					0.755
PK 2					0.766
PK 3					0.735

Image 1.

The results of processing using SmartPLS can be seen in the picture. The value of the outer model or the correlation between constructs and variables initially did not meet convergent validity because there were still quite a number of indicators that had a loading factor value below 0.70. The next thing to do is to reconstruct the path diagram that was previously made by removing invalid indicators.

2. Construct Reability

Variable	Average variance extracted (AVE)
Supervisor Support	0.617
Employee effectiveness	0.595
Leadership Style	0.716
Employee Satisfaction	0.664
Employee Productivity	0.565

Figure 2.

Based on the table data above, it shows that the convergent validity value is the factor loading value on the latent variable with its indicators. Expected value > 0.7. But with a value of 0.5 – 0.6, it is still acceptable. Employee satisfaction and employee productivity have an AVE > 0.5 (Yamin and Kurniawan, 2011). So it can be stated that each variable has correct

discriminant validity. The results above state that the tea data meets the criteria because it is more than 0.5 with an AVE value of Employee Satisfaction 0.662, Supervisor Support 0.617, Leadership Style 0.716, Employee Productivity 0.565, Employee Effectiveness 0.565.

3. Discriminant Validity (Cross Loading)

Discriminant Validity is done by looking at the cross loading value of the construct measurement. The cross loading value shows the correlation between each construct and its indicators and indicators from other block constructs. A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs. After processing the data using SmartPLS the results of cross loading can be shown in Table

	DS	OAK	NO	KK	PK
DS 1	0.801	0.254	0.341	0.435	0.207
DS 2	0.805	0.157	0.303	0.409	0.237
DS 3	0.749	0.239	0.332	0.436	0.333
EK 1	0.211	0.792	0.421	0.315	0.364
EK 2	0.205	0.764	0.325	0.285	0.341
EC 3	0.228	0.758	0.405	0.271	0.381
GK 1	0.414	0.437	0.874	0.337	0.498
GK 2	0.333	0.472	0.845	0.332	0.472
GK 3	0.299	0.345	0.819	0.273	0.427
KK 1	0.409	0.305	0.324	0.762	0.29
KK 3	0.508	0.31	0.306	0.823	0.272
KK2	0.408	0.307	0.283	0.856	0.353
PK 1	0.337	0.314	0.414	0.287	0.755
PK 2	0.213	0.405	0.409	0.271	0.766
PK 3	0.193	0.341	0.421	0.285	0.735

Figure 3.

From the cross loading results in Figure 3, it shows that the correlation value of the construct with the indicators is greater than the correlation value with the other constructs. Thus that all constructs or latent variables already have good iscriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks.

4. Reability

Composite reliability (rho_c)	
DS	0.828
OAK	0.815
NO	0.883
KK	0.855
PK	0.796

Figure 4.

In addition to being measured by assessing convergent validity and discriminant validity, the outer model can also be measured by looking at the reliability of the construct or latent

variable as measured by the value of composite reliability. The construct is declared reliable if the composite reliability has a value > 0.7 , then the construct is declared reliable. The SmartPLS output results for composite reliability values can be shown in the Figure above. From the SmartPLS output results in the Figure above, the composite reliability values for all constructs are above the value of 0.70. With the resulting value, all constructs have good reliability in accordance with the minimum value limit that has been required.

Structural Model Testing (Inner Model)

1. R-Square (determinant Coefficient)

After testing the outer model that has fulfilled, then testing the inner model (structural model) is carried out. The inner model can be evaluated by looking at the r-square (indicator reliability) for the dependent construct and the t-statistical value of the path coefficient test. The higher the r-square value means the better the prediction model of the proposed research model. The path coefficients value indicates the level of significance in hypothesis testing.

	R-square	R-square adjusted
Employee satisfaction	0.356	0.344
Employee Productivity	0.14	0.135

Figure 5..R-Square Value

Figure 5.'s r-square value indicates that Employee Satisfaction and Employee Productivity can explain 36.6% of the variance in Employee Satisfaction, while the remaining 34.4% can be explained by other contracts not examined in this study.

2. Path coefficient

	original samples (O)	sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
DS -> KK	0.452	0.447	0.088	5.141	0
DS -> KK	0.212	0.214	0.08	2,651	0.008
DS -> KK	0.08	0.079	0.109	0.733	0.464
DS -> KK	0.374	0.372	0.105	3,559	0

Figure 6. Path Coefficient

3. Q2 Pridct (Predictive Relevant)

Q ² predict	
KK 1	0.168
KK 3	0.24
KK2	0.157
PK 1	0.095
PK 2	0.076
PK 3	0.06

Discussion

Job satisfaction has a positive and significant effect on employee productivity

Based on the results of the study it is known that Job Satisfaction has a positive influence on Employee Productivity. This means that it shows that the better Job Satisfaction which includes salary, work environment, superiors and promotion, it will increase Employee Productivity. It is reasonable, that satisfaction in work is desired by every employee to improve their performance. With the fulfillment of a sense of satisfaction in work such as position, rank, age and quality of supervision by itself employees will feel satisfied where they work. positive effect on Employee Productivity.

In the results of the analysis it is proven that Job Satisfaction has a positive and significant effect on Employee Productivity. It is reasonable that employees who work are very satisfied with the conditions in which employees work, both with all the facilities and relationships with co-workers so as to improve their performance at work. Thus job satisfaction is not only about the situation but also related to all jobs. In general, this is considered by employees as the main thing, so that in research it has a significant influence.

Employee Effectiveness has a positive and significant effect on Employee Satisfaction

Work effectiveness has the goal of carrying out tasks in a timely manner as specified. When employees carry out tasks, they will get good or bad results from their own employees. Efforts for employees to get appreciation, namely by means of available resources in a timely manner that is not excessive or disturbing their employees

Supervisor support for employee satisfaction

Support from the supervisor will be seen from the attitude of the superior's behavior by means of skills, knowledge and attitudes of employees during training. Board and Newstrom (1992) in Jamaludin (2012) say that supervisor support helps employees work to get satisfaction.

3. Conclusion

Based on the research that has been done regarding the effect of leadership and the work environment on employee performance, it can be concluded as follows: leadership has a positive but not significant effect on employee performance or the y variable, and the work environment has a positive but not significant effect on employee performance or the y variable. has no significant effect on employee performance after being tested using the data multicollinearity test.

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