



The Effect of Leadership Style on Job Satisfaction and Performance at the Faculty of Economics and Business Universitas Hasanuddin

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Abstract

The purpose of this study is to analyze whether 1) leadership style directly influences employee performance, 2) whether leadership style directly influences job satisfaction, 3) whether job satisfaction directly influences employee performance, and 4) whether leadership style directly and indirectly influences performance of the employees at the Faculty of Economics and Business Universitas Hasanuddin. This article uses two types of data, quantitative data and qualitative data. The results show that: 1) Leadership style has a direct positive effect on employee performance; 2) Leadership style has a direct positive effect on job satisfaction; 3) job satisfaction has a direct positive effect on employee performance; 4) Leadership style indirectly affects employee performance through job satisfaction at the Faculty of Economics and Business Universitas Hasanuddin.

Keywords: Leadership Style, Job Satisfaction, Employee Performance

I. INTRODUCTION

The success of an organization in achieving its goals is largely dependent on the performance of its employees. The performance of employees is the foundation of the organization, and if employees work well, the organization will do well. Conversely, if employees perform poorly, the organization will be in trouble. Handoko (2008) defined employee performance as a description of the employee's ability to perform their job, and the level of employee performance can be assessed based on the employee's ability to perform their job to a specified standard. It is therefore essential for organizations to know the performance of their employees in order to determine how well the organization is working towards its goals. By assessing employee performance, organizations can determine whether employees are able to perform their tasks and achieve the specified results. This information can then be used to assess and develop further plans for the organization.

Employees must be managed by leaders who possess leadership qualities. These qualities manifest themselves in the leader's ability to read the organizational environment, influence and control subordinates with different characteristics and traits, and make the best decisions to achieve the organization's goals. Suwatno (2008) defines leadership as the ability to influence the minds of others, making them willing and able to follow the leader's desires and inspire them to develop something more meaningful.

The role of managers is essential in determining the future success of a company. Gibson, Ivancevich, and Donnelly (2003) define leadership as the ability to influence and motivate

others to achieve organizational goals. Managers are expected to use their leadership skills to influence employees to improve their performance. This is because managers are the central figures in a company, responsible for executing the various activities and goals that have been collectively determined.

In addition to management style, organizations must also consider the importance of job satisfaction for their employees. Job satisfaction is a key factor that determines an employee's positive attitude towards work. It can have a positive effect on behavior, such as increasing discipline and morale. Job satisfaction is also linked to outcomes such as performance, and when it is high, it can lead to work motivation. This makes it easier for employees to achieve high performance.

However, the author's observations at the Faculty of Economics and Business Universitas Hasanuddin, where the author works, show that efforts to improve human resources are sometimes not carried out optimally due to the lack of standards. As a result, it is difficult to see a clear correlation between employee performance and training and development efforts. This is because training and development are often conducted as formalities, routines, or interruptions, rather than as a strategic investment in employee growth.

II. LITERATURE REVIEW

2.1. Grand Theory

The grand theory of this study is a general theory of organizational behavior defined by Robbins and Judge (2013). The theory consists of three key components: input, process, and output. Input refers to the initial conditions that set the stage for the process. This component is predetermined before the employment relationship begins. Process refers to the actions and decisions of individuals, groups, and organizations that are based on input and lead to specific outcomes. Output refers to the end result of the process, which is influenced by a variety of other variables.

2.1.1. Goal Setting Theory

Goal-setting theory, originally proposed by Locke (1968), explains the relationship between goals and a person's performance on a task. The theory posits that human behavior is determined by two cognitions: values and intentions. People set goals for their future behavior, and these goals influence the actual behavior that occurs. Behavior is governed by thoughts and intentions, which in turn influence the consequences of actions. By setting specific goals, a person can compare their progress to those specific goals. This creates a desire in the individual to strive to be better. (Indra Wardhana, 2015)

2.1.2. Employee Performance

Performance is the overall outcome of a person's work over a period of time, as measured against predetermined standards, targets, and objectives. Veithzal (2005) defines performance as more than just information for promotion or salary determination. It is also a key indicator of employee motivation and engagement. Companies can motivate employees and prevent a decline in performance by providing clear goals and expectations, offering opportunities for growth and development, and creating a positive work environment.

2.1.3. Leadership Style

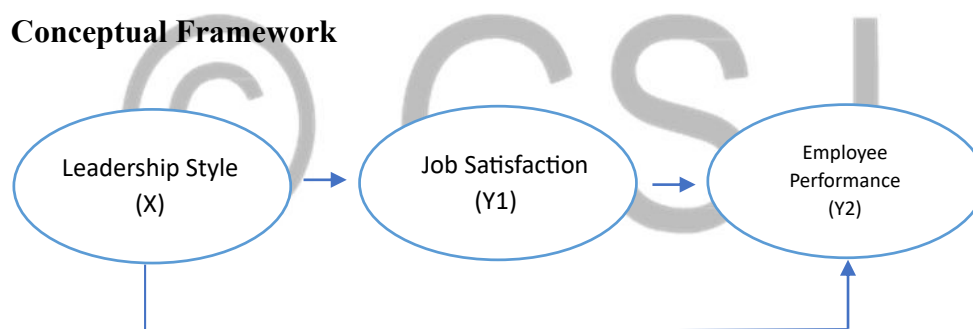
Leadership style is a way of behaving that a person uses to influence the behavior of others. There are two extreme types of leadership styles: autocratic and democratic. Autocratic leadership is based on positional authority and the use of power. The leader makes all the decisions and expects their followers to obey. Democratic leadership, on the other hand, is based on personal power and the ability to get followers involved in problem-solving and decision-making.

2.1.4. Job Satisfaction

According to Nuraini (2013), job satisfaction is a person's overall feeling about their job, including their satisfaction with praise, job performance, placement, treatment, equipment, and the work environment. Employees with high job satisfaction are more likely to prefer their work over the payouts they receive, even when the payouts are more important. The level of job satisfaction is one of the factors that influence job performance, which ultimately affects organizational activities. However, job satisfaction is not just about giving employees what they want; it is also about motivating them, recognizing their work, providing them with non-monotonous work situations, and giving them opportunities to show initiative and creativity.

III. CONCEPTUAL FRAMEWORK

3.1. Conceptual Framework



3.2. Hypothesis

3.2.1. The Effect of Leadership Style on Employee Performance

H1: Leadership style has a direct positive effect on employee performance at the Faculty of Economics and Business Universitas Hasanuddin.

3.2.2. The Effect of Leadership Style on Job Satisfaction

H2: Leadership style has a direct positive effect on job satisfaction at the Faculty of Economics and Business Universitas Hasanuddin.

3.2.3. The Effect of Job Satisfaction on Employee Performance

H3: Job satisfaction has a direct positive effect on employee performance at the Faculty of Economics and Business Universitas Hasanuddin.

3.2.4. The Effect of Leadership Style on Employee Performance Through Job Satisfaction

H4: Leadership style has an indirect effect on employee performance through job satisfaction at the Faculty of Economics and Business Universitas Hasanuddin.

IV. RESEARCH METHOD

4.1. Research Design

The types of research conducted are literature studies and case studies. The first step is to conduct a literature review, use books as reference sources, and collect data related to the topic in order to obtain the theoretical background data and how to analyze this data. The next step is the case study, which is a research method in which the researcher examines a specific topic and the findings apply only to that topic.

4.2. Research Time and Location

The study was conducted at the Faculty of Economics and Business Universitas Hasanuddin where the author also works. The research time also depends on the duration of the research, which takes approximately 2 (two) months from the proposal of the research topic, field research, proposal writing, data collection and processing to the completion of the research results.

4.3. Sample and Population

The subjects of this study are all employees of Faculty of Economics and Business Universitas Hasanuddin, 60 people in total. Due to the relatively small population, the author chose to use the saturated sampling method, which made the sample used in this study only 60 people.

4.4. Data Types and Sources

4.4.1. Data Types

- a. Qualitative Data, is the data obtained in the form of information, both orally and in writing, obtained from the Faculty of Economics and Business Universitas Hasanuddin
- b. Quantitative Data, is the data obtained from the company in the form of numbers, which are related to the problem under discussions, such as data on the number of employees of the Economics and Business Universitas Hasanuddin.

4.4.2. Data Sources

- a. Primary Data, is the data related to the writing of the paper, which the author directly obtains from observations, interviews, questionnaires, etc.
- b. Secondary Data, is the data obtained from personnel files, library materials, literature, published scientific articles, and other data collections that are closely related to the topic under discussion.

4.5. Data Gathering Method

4.5.1. Field Research

- a. Observation, which is a data collection technique in which the researcher directly observes the subject.
- b. Interview, which is a data collection technique in which the author verbally asking the questions related to the topics under discussions.
- c. Questionnaires, which is a data collection technique in each respondent directly handed a list of questions related to the research topic.

4.5.2. Library Research

Library research is a data collection method to obtain secondary data through literature research to obtain a theoretical basis for solving the problem under discussions.

4.5.3. Internet Research

Internet research is a data collection method to obtain secondary data through a site or website from the internet, which is related to the various information required for the study under discussions.

4.6. Research Operational Variable Definition

The variables used in this research consist of dependent variables and independent variables. The dependent variable is the variable that is the objective of this research. The dependent variable in this research are Job Satisfaction (Y1) and Employee Performance (Y2). The independent variable is the variable that affects the dependent variable. The independent variable used in this research is Leadership Style (X).

Variable	Concept	Indicator	Research Measurement
Leadership Style (X1)	Managers influence the behavior of their subordinates in ways that promote work enthusiasm, job satisfaction, and high employee productivity, which ultimately contributes to the achievement of key organizational goals. (Hasibuan, 2017)	<ol style="list-style-type: none"> 1. Listening 2. Empathy 3. Healing 4. Commitment to the growth of people 5. Building a good communication 6. Openness 	Likert Scale
Job Satisfaction (Y1)	Job satisfaction is a feeling of contentment or dissatisfaction that employees have about their work. (Handoko, 2008)	<ol style="list-style-type: none"> 1. Work 2. Salary income 3. Promotion opportunity 4. Work supervision 5. Coworkers 	Likert Scale
Performance (Y2)	Performance is the willingness and ability of a person or group of people to carry out their responsibilities and complete tasks to the expected standards. (Dessler in Arif Ramdhani, 2011:18)	<ol style="list-style-type: none"> 1. Quantity of work 2. Quality of work 3. Cooperation 4. Responsibility 5. Initiative 	Likert Scale

4.7. Research Instrument

When measuring the responses of the respondents by completing the questionnaire, job satisfaction was used as the intervening variable and the effect of leadership style on performance was measured using a Likert scale at the following levels:

No.	Options	Score	
		Positive	Negative
1	Strongly Agree	5	1
2	Agree	4	2
3	Neutral	3	3
4	Disagree	2	4
5	Strongly Disagree	1	5

No.	Score Range	Interpretation
1.	1,00 – 1,79	Very Low/Weak/Bad
2.	1,80 – 2,59	Low/Weak/Bad
3.	2,60 – 3,39	Normal
4.	3,40 – 4,19	High/Strong/Good
5.	4,20 – 5,00	Very High/Strong/Good

4.8. Data Analysis Method

When processing the data taken from respondents, the author uses Structural Equation Model (SEM) with Amos23 program. SEM is a statistical technique that allows direct analysis of independent variables, observed variables, and measurement error. SEM is capable of analyzing the relationship between independent variables and their indicators, the relationship between an independent variable and another independent variable, and can also determine the magnitude of measurement error (Wijayanto, 2008). SEM requires information that describes the relationships between variables and therefore requires path analysis.

V. RESULTS AND DISCUSSIONS

5.1. Research Results

5.1.1. Variable Description

See respondents' responses to variables such as leadership style, job satisfaction, and employee performance, it can be described as follows:

5.1.1.1. Leadership Style Description

No.	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean	Criteria
		n	%	n	%	n	%	n	%	n	%	n	%		
1	My boss always makes time for their subordinates	16	26,67	43	71,67	0	0	1	1,6	0	0	60	100	4,23	Very High
2	My boss is always willing to accept the complaints of subordinates	23	38,33	36	60,00	1	1,67	0	0	0	0	60	100	4,36	Very High
3	My boss respects and listens carefully to the information I provide	21	35,00	39	65,00	0	0	0	0	0	0	62	100	4,35	Very High
4	My boss respects differences	18	30,00	42	70,00	0	0	0	0	0	0	60	100	4,3	Very High
5	My boss always respects their subordinates	23	37,10	38	61,29	1	1,61	0	0	0	0	60	100	4,5	Very High
6	My supervisor can provide solutions to problems experienced by subordinates	21	35,00	39	65,00	0	0	0	0	0	0	60	100	4,35	Very High
7	My boss always gives attention and flattery to subordinates who have problems	14	23,33	42	70,00	3	5,00	1	1,67	0	0	60	100	4,15	High
8	My boss always tries to improve my work ability	20	32,26	42	67,74	0	0	0	0	0	0	60	100	4,46	Very High
9	My boss tries to build harmonization with fellow employees	17	28,33	41	68,33	2	3,33	0	0	0	0	60	100	4,25	Very High
10	My boss is always open	16	26,67	39	65,00	5	8,33	0	0	0	0	60	100	4,18	High
Leadership Style Variable Average														4,31	Very High

5.1.1.2. Job Satisfaction Description

No.	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean	Criteria
		n	%	n	%	n	%	n	%	n	%	n	%		
1	The work provided by the organization is interesting and provides opportunities for employees to develop their competencies.	16	26,67	39	65,00	5	8,33	0	0	0	0	60	100	4,18	High
2	The salary received by employees is in accordance with what is done in the organization.	10	16,67	33	55,00	15	25,00	2	3,33	0	0	60	100	3,85	High
3	I am happy with the basis used for promotions in the company	12	20,00	36	60,00	12	20,00	0	0	0	0	60	100	4	Very High
4	I like a boss who treats their subordinates well	26	43,33	34	56,67	0	0	0	0	0	0	60	100	4,43	Very High
5	I enjoy working with coworkers who provide me with sufficient support	20	33,33	40	66,67	0	0	0	0	0	0	60	100	4,33	Very High
6	I enjoy working with colleagues who can provide solutions when there are work problems	24	40,00	36	60,00	0	0	0	0	0	0	60	100	4,4	Very High
No.	Indicator	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean	Criteria
		n	%	n	%	n	%	n	%	n	%	n	%		
1	The work provided by the organization is interesting and provides opportunities for employees to develop their competencies.	16	26,67	39	65,00	5	8,33	0	0	0	0	60	100	4,18	High
2	The salary received by employees is in accordance with what is done in the organization.	10	16,67	33	55,00	15	25,00	2	3,33	0	0	60	100	3,85	High
3	I am happy with the basis used for promotions in the company	12	20,00	36	60,00	12	20,00	0	0	0	0	60	100	4	Very High
4	I like a boss who treats their subordinates well	26	43,33	34	56,67	0	0	0	0	0	0	60	100	4,43	Very High
5	I enjoy working with coworkers who provide me with sufficient support	20	33,33	40	66,67	0	0	0	0	0	0	60	100	4,33	Very High
6	I enjoy working with colleagues who can provide solutions when there are work problems	24	40,00	36	60,00	0	0	0	0	0	0	60	100	4,4	Very High
Job Satisfaction Variable Average														4.19	Tinggi

5.1.2. Validity and Reliability Test

5.1.2.1. Validity Test

Validity tests are performed by observing the correlation between each questionnaire item and the total score to measure. The correlation figure uses the critical ratio value in Amos23. If the critical ratio value > 1.96 with a probability value (P) < 0.05 then the item is said to be valid, while the critical ratio value < 1.96 or a probability level > 0.05 indicates invalid items.

Variable	CR	(P)	Validity
Leadership Style			
X1			
X2	6,152	0,000	Valid
X3	6,600	0,000	Valid
X4	7,025	0,000	Valid
X5	6,206	0,000	Valid
X6	5,499	0,000	Valid
X7	4,221	0,000	Valid
X8	7,163	0,000	Valid
X9	6,647	0,000	Valid
X10	5,043		Valid
Job Satisfaction			
Z1			
Z2	5,050	0,000	Valid
Z3	5,517	0,000	Valid
Z4	5,197	0,000	Valid
Z5	6,135	0,000	Valid
Z6	5,006	0,000	Valid
Employee Performance			

Y1			
Y2	4,848	0,000	Valid
Y3	6,132	0,000	Valid
Y4	5,907	0,000	Valid
Y5	5,488	0,000	Valid
Y6	5,829	0,000	Valid
Y7	2,813	0,005	Valid
Y8	5,281	0,000	Valid
Y9	3,256	0,001	Valid
Y10	5,323	0,000	Valid

5.1.2.2. Reliability Test

Variable	N of Item	Cronbach's Alpha	r standard	Status
Leadership Style (X)	10	0,979	0,60	Reliable
Job Satisfaction (Z)	6	0,968	0,60	Reliable
Employee Performance (Y)	10	0,967	0,60	Reliable

5.1.3. All Model Testing Result

5.1.3.1. Normality Test

According to Ghozali (2008), the data is deemed to satisfy the normal distribution criteria when both the critical ratio skewness and the critical ratio kurtosis value are below 2.58, with a significance level of 0.01 (1%).

Assessment of normality (group 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Leadership Style (X)	3,800	5,000	,788	2,493	-,943	-1,492
Job Satisfaction (Z)	3,600	5,000	,732	2,316	-,559	-,885
Employee Performance (Y)	3,000	5,000	,267	,845	-,494	-,782
Multivariate					,644	,456

The data normality test results, as shown in the table, indicate that both the critical ratio skewness and kurtosis values are below the specified cutoff of < 2.58. This means that the data distribution in this study meets the requirements for a normal distribution and can be considered appropriate for analysis.

5.1.3.2. Model Fit Test

Model	Estimate
RMSEA	0,849
GFI	1,000
CFI	1,000
Squared Multiple Correlations	0,750

The model suitability test showed that the goodness of fit test using the Chi-square statistic yielded a very small value of 0.000, suggesting a strong fit. However, the root mean square error of approximation (RMSEA) value of 0.849 exceeded the threshold of 0.05, suggesting that it did not meet the criteria based on Chi-square and RMSEA. Nevertheless, considering other indicators such as the goodness of fit index (GFI) of 1.000 and the comparative fit index (CFI) of 1.000, the model can still be concluded to meet the criteria for goodness of fit. The coefficient of determination, represented by the squared multiple

correlations (R^2) value of 0.750, indicates that 75% of the variance in the employee performance variable can be explained by the leadership style through job satisfaction as an intervening variable, while the remaining 25% is attributed to other unexamined variables.

5.1.4. Hypothesis Test Result

Path Analysis Table

Variable	Estimate	Standardized Coefficient	S.E.	C.R	P	Label
X►Z	0,700	0,750	0,080	8,711	0,000	par_1
X►Y	0,330	0,284	0,114	2,883	0,004	par_2
Z►Y	0,788	0,632	0,123	6,424	0,000	par_3

The results of the hypothesis test indicate that leadership style has a positive and statistically significant impact on job satisfaction, employee performance, and job satisfaction on performance.

The standardized coefficient value of 0.750 for the relationship between leadership style and job satisfaction indicates that for every 1% increase in leadership style, there is a corresponding 0.291% increase in job satisfaction. This is a statistically significant finding, as the probability value of 0.000 is less than the significance level of 0.05.

The standardized coefficient value of 0.284 for the relationship between leadership style and employee performance indicates that there is a positive and statistically significant impact of leadership style on employee performance. This means that as leadership style increases, employee performance also increases. The probability value of 0.004 is less than the significance level of 0.05, so this finding is statistically significant.

The standardized coefficient value of 0.632 for the relationship between job satisfaction and performance indicates that there is a positive and statistically significant impact of job satisfaction on performance. This means that as job satisfaction increases, employee performance also increases. The probability value of 0.000 is less than the significance level of 0.05, so this finding is statistically significant.

In conclusion, the results of the hypothesis test indicate that leadership style, job satisfaction, and performance are all positively and statistically significantly related.

Estimated Result of Direct and Indirect Effect (Standardized Coefficient)

Variable	Direct Effect		Indirect Effect
	X	Z	X1
Z	0,750	0,000	0,000
Y	0,075	0,632	0,474

A standardized coefficient value of 0.474 suggests that leadership style has a positive indirect effect on performance through job satisfaction. This means that leadership style can indirectly influence performance by boosting job satisfaction. In other words, as leadership style improves, job

satisfaction also improves, which ultimately leads to improved performance.

5.2. Estimation and Interpretation Result Discussion

5.2.1. The Direct Effect of Leadership Style on Employee Performance at the Faculty of Economics and Business Universitas Hasanuddin

Effective leadership plays a crucial role in helping organizations and companies attain their objectives. It significantly impacts the performance of employees within the company or organization. A competent leadership style can yield positive outcomes for the company while fostering a sense of well-being among the employees. According to Siagian (2010), good leadership encompasses the ability to inspire, communicate information effectively, make sound decisions, and motivate both the organization and its employees, ultimately leading to improvement and growth.

The results show that leadership style has a positive and significant direct influence on employee performance. The standardized path coefficient value of 0.284 and the significance level of 0.004 indicate that this relationship is statistically significant. In other words, the observed leadership style positively affects employee performance, meaning that higher levels of effective leadership correlate with better overall performance.

In an organization, effective leadership involves nurturing staff development and cultivating a motivational climate to achieve high performance. Therefore, leaders must carefully consider their leadership style. Leadership style, as defined by Didiks (2008), refers to the behavioral norms adopted by an individual to influence the behavior of others. It aims to align perceptions among people and significantly impacts the leader's position. Examining a leader's style is a valuable approach to gauging their success, as it plays a pivotal role in influencing the behavior of subordinates.

This research aligns with a study conducted by Mohd. Kurniawan DP (2018) which investigated the impact of Leadership Style on the Performance of Dimas Printing Employees in Palembang City. The findings of this study revealed a significant effect of the leadership style variable on performance, as confirmed by the hypothesis test, with a significant level of 0.001 observed in the results of the leadership style test.

5.2.2. The Direct Effect of Leadership Style on Job Satisfaction at the Faculty of Economics and Business Universitas Hasanuddin

Leadership is increasingly challenging due to the complex and unpredictable nature of the challenges faced. These challenges necessitate significant changes at both individual and organizational levels, making it impossible for individual leaders to single-handedly fulfill the responsibilities of leadership. As stated by Timpe (1993), the leadership style employed by a leader serves as a motivating factor for employees. The chosen leadership style determines the actions and behaviors of employees, and when successfully applied, it acts as a catalyst for improved performance, fostering enthusiasm and dedication in the workplace. Ultimately, this leads to enhanced employee productivity, reflected in their performance outcomes. By employing the appropriate leadership style, leaders can effectively motivate employees, elevate job satisfaction, and consequently enhance overall performance.

The data analysis of the relationship between leadership style and job satisfaction revealed a standardized path coefficient value of 0.750 and a significance level of 0.000. This indicates that leadership style has a positive and significant direct influence on job satisfaction. In other words, leadership style can influence fluctuations in employee job satisfaction, meaning that a higher level of effective leadership style leads to better job satisfaction, which in turn positively impacts overall performance.

According to Yuli (2005), job satisfaction is affected by a variety of factors, including policies, wages, interpersonal relationships, working conditions, the nature of the work, promotions, and leaders. As a leader, you need to be flexible in choosing an appropriate system to enhance employee job satisfaction, as this will significantly influence employee satisfaction levels.

This study is consistent with the research conducted by Alfian Yanoto (2018) titled "THE EFFECT OF LEADERSHIP STYLE ON JOB SATISFACTION THROUGH MOTIVATION AND PERFORMANCE OF PT. NUTRIFOOD INDONESIA EMPLOYEES IN SURABAYA." The findings from this study demonstrate a significant impact of leadership style on employee job satisfaction.

5.2.3. The Direct Effect of Job Satisfaction on Employee Performance at the Faculty of Economics and Business Universitas Hasanuddin

Mangkunegara (2013, p. 67) defines good employee performance as the ability to consistently deliver high-quality work while meeting deadlines and achieving all the targets set by the company. Employee performance refers to the work results achieved in terms of both quality and quantity, reflecting how effectively they fulfill their assigned responsibilities.

The data analysis of the relationship between job satisfaction and performance revealed a standardized path coefficient value of 0.632 and a significance level of 0.000. This indicates that job satisfaction has a positive and significant direct impact on employee performance. In other words, job satisfaction has a positive effect on employee performance, meaning that a higher level of job satisfaction corresponds to better performance.

According to Wirawan (2013), job satisfaction is influenced by people's perceptions of various aspects of their work, including their feelings and attitudes towards their job. Positive feelings and attitudes lead to job satisfaction, while negative ones indicate dissatisfaction with the job.

This research aligns with a study conducted by Iwan Kurnia Wijaya (2018), which explores the Effect of Job Satisfaction on Employee Performance at CV. Bukit Sanomas. The findings from this study indicate that job satisfaction indeed influences performance.

5.2.4. The Indirect Effect of Leadership Style on Employee Performance Through Job Satisfaction at the Faculty of Economics and Business Universitas Hasanuddin

The role of a leader is critical to the future success of a company. Leadership is the ability to influence and motivate people to achieve organizational goals. By inspiring employees to improve their work outcomes, leaders can help to boost productivity. A strong leadership spirit is essential for leaders, as they play a central role in coordinating activities and pursuing goals.

The results of the study show that leadership style has a positive indirect impact on employee performance through job satisfaction. This means that as leadership style improves, job satisfaction also improves, which in turn leads to improved performance. In other words, an increase in leadership style, as mediated by job satisfaction, leads to a corresponding increase in employee performance at the Faculty of Economics and Business, Universitas Hasanuddin.

The effectiveness of leadership depends on the situation. There is no one-size-fits-all leadership style, and what matters most is a leader's ability to adapt their approach to the specific circumstances. In practice, leadership is essential for achieving organizational goals, which underscores the need for a leadership model that is aligned with the company's culture and evolves over time.

A well-suited leadership style contributes to employee satisfaction. As stated by Robbins (2001: 82), job satisfaction encompasses an individual's overall attitude towards their work. A positive job satisfaction signifies that an employee holds a favorable outlook on their job, while the opposite implies a negative attitude. In a study titled "Rewards and Leadership Styles Effect on Employee Job Satisfaction, at the Bogor Agricultural Product Industry Center," conducted by Ramlan Ruvendi (2005), it was revealed that a positive and significant correlation exists between leadership style variables and employee job satisfaction at the Agricultural Product Industry Center in Bogor. The research also highlighted that an effective leadership style is one that adapts to various situations and conditions (contingency). High levels of absenteeism and employee turnover indicate decreased enthusiasm and motivation for work, often stemming from unpopular leadership practices.

VI. CONCLUSION

6.1. Conclusion

The conclusions of the research on the impact of leadership style on employee performance through job satisfaction at the Faculty of Economics and Business, Universitas Hasanuddin, are as follows:

- a. Leadership style has a direct positive effect on employee performance.
- b. Leadership style has a direct positive effect on job satisfaction.
- c. Job satisfaction has a direct positive effect on employee performance.
- d. Leadership style has an indirect effect on employee performance through job satisfaction.

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