

THE INFLUENCE OF LEADERSHIP STYLE AND COMMUNICATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MODERATE VARIABLE AT PT. BISA MANAJEMEN MANDIRI

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ABSTRACT

When viewed from the increasing number of partnerships that have sprung up, the Food and Beverage industry sector continues to dominate, both new and old culinary products. This means that the culinary business is still ranked top, and still gets a positive response from the public. This reason makes the Food and Beverage business opportunity very promising if managed properly and correctly. This study aims to determine whether leadership and communication styles affect employee performance through job satisfaction as a mediating variable at PT Bisa Manajemen Mandiri in Medan. The research was conducted on 137 employees of the Head Office of PT. Bisa Manajemen Mandiri in Medan using simple random sampling technique and slovin technique with a 5% leeway percentage and the result was 102 respondents. The data collection technique used is primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 29 program, namely the t test, f test and the coefficient of determination (R²). The results obtained in this study indicate 1) there is a significant influence between the variables of leadership style, communication, job satisfaction and employee performance, 2) there is a significant influence between leadership style variables and job satisfaction, 3) communication variables do not affect job satisfaction variables, 4) job satisfaction variables do not affect employee performance variables. The ability of leadership style, communication and job satisfaction variables in explaining employee performance at PT Bisa Manajemen Mandiri in Medan is 56.2%, while the remaining 43.8% is explained by other variables not included in this research model.

Keyword: Leadership Style, Communication, Job Satisfaction, Performance

1. INTRODUCTION

The food and beverage industry has a very strong appeal because it has a very large market in Indonesia. This reason makes the Food and Beverage business opportunity very promising if managed properly and correctly. When viewed from the increasing number of partnerships that have sprung up, the Food and Beverage industry sector continues to dominate, both new and old culinary products. This means that the culinary business is still ranked top, and still gets a positive response from the public.

PT Bisa Manajemen Mandiri or better known as BISA Group is a company engaged in the Food and Beverage sector. Starting its journey in 2004 with Sushi Tei as its first outlet in the city, BISA Group is known as one of the largest Food and Beverage companies in Medan, North Sumatra, Indonesia. With more than 20 outlets consisting of world-class brands spread across the city, BISA Group is ready to give locals an extraordinary taste

experience. Some of the brands under BISA Group are:

Table 1. 1 BISA Group Brands and Outlets as of May 2023

Numbers	BRAND	OUTLET
1	Sushi Tei	Teuku Daud, Sun Plaza, Lippo Plaza, Centre Point, Deli Park
2	Tom Sushi	Sun Plaza, Pattimura
3	Marutama Ramen	Sun Plaza, Centre Point, Pattimura
4	Beauty In The Pot	Sun Plaza
5	Paradise Dynasty	Lippo Plaza, Centre Point
6	Song Fa	Lippo Plaza, Centre Point
7	PappaRich	Cut Mutia, Sun Plaza, Centre Point, Kuala Namu
8	Fish n Co	Centre Point
9	Mentari	Centre Point
10	Nasi Bungkus Bu Yusni	Multatuli
11	Pepper Lunch	Sun Plaza, Lippo Plaza, Centre Point, Deli Park, Pattimura
12	Xing Fu Tang	Sun Plaza, Lippo Plaza, Centre Point, Deli Park, Medan Fair, Multatuli, SKA Mall, Grand Batam Mall, Palembang Icon Mall

Data source: HR Department data for the period 2021 - 2022

Similar to other Food and Beverage companies, PT Bisa Manajemen Mandiri also has a vision and mission which is the main goal to grow. The vision and mission of BISA Group is to present more brands and outlets to meet the satisfaction of loyal customers and oriented towards opportunities and development of food quality and human resources.

These goals can be achieved if supported by good human resources. Human resources are one of the main assets in a company considering that these resources are what make other organizational resources work. However, companies often face various challenges in managing their human resources. In practice, many employees find it difficult to communicate, especially with their superiors. This causes employee discomfort at work, employees make many mistakes because they cannot get good direction about their work and information is not conveyed thoroughly. The fact that employees not only face their work, but also need interaction with leaders and fellow employees, where leadership and communication are needed to produce good performance from employees who have satisfaction at work. The company leaders also did not take any action regarding the communication problems faced by BISA Group employees despite knowing some of the employee complaints that were conveyed directly through the concerting activities carried out by the People Development Center department. Employees who initially dared to express their opinions also complained because they did not get a response. This situation has caused a decrease in performance and job satisfaction. Therefore, due to the problems that arise in the company, researchers are interested in further researching the problems that arise at PT Bisa Manajemen Mandiri.

It was found that the results of employee work appraisals at PT. Bisa Manajemen Mandiri are still relatively low every period. PT. Bisa Manajemen Mandiri's own performance appraisal is carried out every six months.

Table 1. 2 Performance Appraisal of Head Office Employees for the Period 2021 - 2022

Month	Years	
	2021	2022
JUNE	38.71%	35.21%
DECEMBER	33.14%	41.88%

Data source: HR Department data for the period 2021 - 2022

Assessment categories:

- 0% - 50% = Need Improvement
- 50% - 70% = On Target Low
- 70% - 90% = On Target Medium

- 90% - 110% = On Target High
- 110% - 130% = Exceed Target
- 130% - up = Exceptional

Table 1.2 shows that the development of employee performance of PT Bisa Manajemen Mandiri is still classified as low in the Need Improvement category for two consecutive years. Where the lowest standard of the company must at least be in the On Target Medium category. This affects job satisfaction where there are high employee resignation decisions.

Table 1. 3 Percentage of Head Office Employee Resignation Period 2021 - 2022

YEAR TOTAL	EMPLOYEES RESIGNED PER YEAR	EMPLOYEES AT THE END OF THE YEAR	PERCENTAGE RESIGNED
2021	77	128	5.01%
2022	84	131	5.34%

Data source: HR Department data for the period 2021 - 2022

Table 1.3 shows that the number of employees resigning every year is increasing, as well as the percentage of resignations. From this data it is also known that PT. Bisa Manajemen Mandiri experiences high turnover with many employees who decide to resign.

With job satisfaction from employees, it will encourage the performance of these employees, but at PT. Bisa Manajemen Mandiri the low employee job satisfaction is also represented by HC department data related to the reasons given by employees who resign. This can be in the form of a superior's leadership style that is not in accordance with his subordinates, causing conflict between superiors and subordinates and a lack of clear communication regarding the tasks given by superiors and disharmonious communication in the work environment.

Table 1. 4 Reasons for Employee Resignation for the Period 2021 - 2022

REASONS FOR RESIGN	Years	
	2021	2022
Not matching the leadership style	19	22
No clear direction	15	12
Poor communication	11	17
Uncomfortable work environment	11	16
Inappropriate Job Desc	9	10
Getting another job	7	11
More	5	3

Data source: HR Department data for the period 2021 - 2022

From this data, we can conclude that the biggest reason for employee resignation is the leadership and communication style of the supervisor. This then makes employees feel uncomfortable and over time employee performance decreases, resulting in low job satisfaction.

Here are some opinions from experts who state that job satisfaction affects performance.

According to Sutrisno (2009: 88), the impacts of job satisfaction and dissatisfaction are:

1. Impact on productivity
2. Impact on absenteeism and labor departure
3. Impact on health.

In Rensius Febriandi's research, it is stated that leadership and communication have a positive effect on the performance of employees of PT Kereta Api Indonesia. Likewise, research from Fajar Satria Bhakti states that leadership style and interpersonal communication have a significant effect on job satisfaction of employees of the Department of Plantations, Animal Husbandry and Fisheries (BUNAKAN).

From the above phenomena that occur at PT. Bisa Manajemen Mandiri, the researcher is interested in conducting a study related to the phenomena that occur in the company with the research title "The Effect of Leadership Style and Communication on Employee Performance with Job Satisfaction as a Moderate Variable at Pt. Can Independent Management"

2. MATERIALS & METHODS:

HYPOTHESIS TEST

The t test, used to determine the effect of several independent variables on the dependent variable partially. Hypothesis testing criteria according to Santoso (2016), namely:

- a. If $t_{count} < t_{table}$ at $\alpha = 0.05$, then H_0 is accepted.
- b. If $t_{count} > t_{table}$ at $\alpha = 0.05$, then H_0 is rejected (H_a is accepted).

TESTING THE COEFFICIENT OF DETERMINATION (R2)

Used to measure how far the model's ability to explain variations in the dependent variable. The coefficient of determination ranges from zero to one. A smaller R2 value close to zero indicates that the ability of the independent variables to explain the dependent variable is very limited, if R2 gets bigger close to 1, it indicates that the independent variables provide almost all the information needed to predict variations in the dependent variable.

3. RESULT:

Hypothesis Test of Sub Model I

Table 1.5 Sub Model I t Test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.736	2.614		2.577	.011
	LEADING STYLE	.706	.069	.768	10.238	<.001
	COMMUNICATION	.117	.095	.093	1.232	.221

a. Dependent Variable: JOB SATISFACTION

Source: Primary data processed, 2023

In the table, the t statistical test is obtained as follows:

- 1. Leadership Style Variable (X1), with a probability level of <0.001, and a tcount value of 10.238. Thus it can be concluded that $P = <0.001 < \alpha = 0.05$ and $t_{count} (10.238) > t_{table} (1.98447)$, then accept the hypothesis that the leadership style variable has a significant effect on the job satisfaction variable.
- 2. Communication variable (X2), with a probability level of 0.221 and a tcount value of 1.232. Thus it can be concluded that $P = 0.221 > \alpha = 0.05$ and $t_{count} (1.232) < t_{table} (1.98447)$, then reject the hypothesis that the communication variable has a significant effect on the job satisfaction variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 0.768 X1 + 0.093 X2$$

The analysis equation model is meaningful:

- 1. Leadership Style Variable (X1) = 0.768. The leadership style variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of the job satisfaction variable by 0.768 per one unit score.
- 2. Communication variable (X2) = 0.093. The communication variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will increase the value of the job satisfaction variable by 0.093 per one unit score.

Test Results of the Coefficient of Determination (R2) Sub Model I

Table 1.6 Test Results of the Coefficient of Determination (R2) Sub Model I

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.695	.689	2.234

a. Predictors: (Constant), COMMUNICATION, LEADING STYLE

b. Dependent Variable: JOB SATISFACTION

Source: Primary data processed, 2023

The result of the calculation of the Adjusted R Square value is 0.689. This result means that 68.9% percent of job satisfaction can be explained by the two independent variables above while the remaining 31.1% percent is explained by other variables not included in this study such as motivation, discipline and compensation.

Hypothesis Test Sub Model II

Table 1.7 Sub Model II t Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.221	2.743		2.997	.003
	LEADING STYLE	.505	.100	.643	5.029	<.001
	COMMUNICATION	.228	.097	.210	2.342	.021
	JOB SATISFACTION	-.043	.102	-.051	-.425	.672

a. Dependent Variable: EMPLOYEES' PERFORMAIN

Source: Primary data processed, 2023

In the table, the t statistical test is obtained as follows:

1. Leadership Style Variable (X1), with a probability level of <0.001 and tcount of 5.029. Thus it can be concluded that $P = <0.001 < \alpha = 0.05$ and $tcount (5.029) > t\ table (1.98422)$, then accept the hypothesis that the leadership style variable has a significant effect on performance.
2. Communication variable (X2), with a probability level of 0.021 and tcount 2.342. Thus it can be concluded that $P = 0.021 < \alpha = 0.05$ and $tcount (2.342) > t\ table (1.98422)$, then accept the hypothesis that the communication variable has a significant effect on performance.
3. Variable Job Satisfaction (Z), with a probability level of 0.672 and tcount -0.425. Thus it can be concluded that $P = 0.672 > \alpha = 0.05$ and $tcount (-0.425) < t\ table (1.98422)$, then reject the hypothesis that the job satisfaction variable has a significant effect on performance.

Thus, the path analysis equation can be arranged as follows:

$$Y = 0.643 X1 + 0.210 X2 - 0.051 Z$$

The analysis equation model is meaningful:

1. Leadership Style Variable (X1) = 0.643. The leadership style variable with a positive sign means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of the employee performance variable by 0.643 per one unit score.
2. Communication Variable (X2) = 0.210. The communication variable with a positive sign means that it has

a unidirectional influence, which means that each addition or increase in the value of one unit score of the communication variable will increase the value of the employee performance variable by 0.210 per one unit score.

3. Job Satisfaction Variable (Z) = -0.051. The negatively marked job satisfaction variable means that it has an unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will not increase or reduce the value of the employee performance variable.

Test Results of the Coefficient of Determination (R2) Sub Model II

Table 1.8 Test Results of the Coefficient of Determination (R2) Sub Model II

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.575	.562	2.270

a. Predictors: (Constant), LEADING STYLE, JOB SATISFACTION, COMMUNICATION

b. Dependent Variable: EMPLOYEES' PERFORMAIN

Source: Primary data processed, 2023

The result of the calculation of the Adjusted R Square value is 0.562. This result means that 56.2 percent of job satisfaction can be explained by the two independent variables above while the remaining 43.8 percent is explained by other variables not included in this study such as motivation, discipline and compensation.

Table 1.9 Total Effect Value

Numbers	Effect	Direct Effect	Indirect Effect	Total Effect
1	X1 □ Y	0.643	0.768 x 0.051 = 0.039	0.682
2	X2 □ Y	0.210	0.093 x 0.051 = 0.005	0.215

Discussion of Research Results

Effect of Leadership Style on Job Satisfaction

Based on the results of testing the first hypothesis of the t test, it is known that the sig value is <0.001 <0.05 and tcount (10.238) > ttable (1.984) which meets the criteria, it can be concluded that the leadership style variable has a positive and significant effect on job satisfaction at PT. Bisa Mandiri Management. The leadership style variable has a regression coefficient value of 0.768 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the value of job satisfaction of PT. Bisa Manajemen Mandiri employees by 0.768 per one unit score.

This means that leader behavior is one of the important factors that can affect job satisfaction. A close relationship and direction from the leader is one of the factors that is very important and has a strong relationship with job satisfaction, the better the leader in supervising his employees, the more comfortable and satisfied the employees are in doing their work, and vice versa. The findings of this study are supported by research conducted by Alfian Yanoto (2018), which states that leadership style has a positive and significant effect on job satisfaction.

Effect of Communication on Job Satisfaction

Based on the results of testing the first hypothesis of the t test, it is known that the sig value is 0.221 > 0.05 and tcount (1.232) < ttable (1.984) which does not meet the criteria, it can be concluded that the communication variable has a positive but insignificant effect on job satisfaction at PT. Bisa Mandiri Management. The communication variable has a regression coefficient value of 0.093 which does not have a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will not increase the value of job satisfaction of employees of PT. Bisa Manajemen Mandiri.

This means that good communication between superiors and subordinates does not guarantee employee satisfaction at work. Studies in companies state that employees will achieve satisfaction at work if the results of their work are recognized and given appreciation by superiors or management. Another factor that can increase

employee satisfaction at work is given internal and external training from the company to support employees' ability to work even better. The findings of this study are supported by research conducted by Muslim (2020), which states that communication has no positive and significant effect on job satisfaction.

The Effect of Leadership Style on Employee Performance through Job Satisfaction as a Moderate Variable

The results showed that the moderator test results obtained the total effect value of Leadership Style on Employee Performance through Job Satisfaction is greater than the direct effect of Leadership Style on Employee Performance, namely $0.682 > 0.643$. This means that the Job Satisfaction variable can mediate the effect of Leadership Style on Employee Performance. The final results of this study accept the third hypothesis, namely Leadership Style has a positive and significant effect on Employee Performance through Job Satisfaction as a moderate variable at PT Bisa Manajemen Mandiri.

This means that a good leadership style can make employees feel satisfied and directed in carrying out daily work, employees feel that they have mentors at work so that this can improve employee performance through employee satisfaction at work. Therefore, a superior must be able to use his leadership to influence the perceptions of subordinates and motivate them by directing employees to task clarity, goal achievement, job satisfaction and effective work implementation. The findings of this study are supported by research conducted by Suwarno, Rizki Yudha Bramantyo (2019), which states that leadership style has a positive and significant effect on employee performance through job satisfaction.

The effect of communication on employee performance through job satisfaction as a moderate variable

From the results of the study, it shows that the results of the moderator test obtained the total effect value of Communication on Employee Performance through Job Satisfaction is greater than the direct effect of Communication on Employee Performance, namely $0.215 > 0.210$. This means that the Job Satisfaction variable can mediate the effect of Communication on Employee Performance. The final result of this study accepts the fourth hypothesis, namely Communication has a positive and significant effect on Employee Performance through Job Satisfaction as a moderate variable at PT Bisa Manajemen Mandiri.

Based on the results of testing the fourth hypothesis, it is known that Communication has a significant effect on Employee Performance through Employee Job Satisfaction at PT. Bisa Manajemen Mandiri. This means that good communication can improve employee performance so that company goals can be achieved. Good communication between superiors and subordinates is very decisive because employees feel cared for by their superiors in terms of supervision at work or sharing about the obstacles they face. Therefore, a superior must be able to build communication with his subordinates in order to create a harmonious relationship so that subordinates feel closer and do not hesitate to convey ideas / opinions. The findings of this study are supported by research conducted by Dimas Okta Ardiansyah (2016), which states that communication has a positive and significant effect on employee performance through job satisfaction.

Effect of Job Satisfaction on Employee Performance

Based on the results of testing the fifth hypothesis of the t test, it is known that the sig value is $0.672 > 0.05$ and tcount $(-0.425) < t_{table} (1.984)$ which does not meet the criteria, it can be concluded that the job satisfaction variable has no positive and significant effect on employee performance at PT Bisa Manajemen Mandiri. The job satisfaction variable has a regression coefficient value of 0.672, which has an unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will not increase the value of employee performance at PT Bisa Manajemen Mandiri.

This means that employees do not care about their satisfaction at work, but rather consider comfort with the work environment to encourage their performance. Employees consider more career paths, company benefits and salary / wages in encouraging employee performance at work and can override employee satisfaction at work. The findings of this study are supported by research conducted by Nabawi, R. (2019), which states that job satisfaction has no positive and significant effect on employee performance.

The effect of Leadership Style and Communication simultaneously on Employee Performance through Job Satisfaction as a moderate variable

The variable of Leadership Style and Communication simultaneously has a positive and significant effect on Employee Performance through Job Satisfaction at PT. Bisa Manajemen Mandiri is known from the results of the f test with a value of fcount $(44.128) > f_{table} (2.70)$ and sig $(<0.001) < 0.05$. The final results of this study accept the sixth hypothesis, namely Leadership Style and Communication simultaneously have a positive and significant effect on Employee Performance through Job Satisfaction as a moderate variable at PT. Bisa Manajemen Mandiri.

This means that good leadership and communication styles will improve employee performance and also

create a sense of satisfaction in working individually and in groups. Employees who feel satisfied because their needs have been met by management can work optimally, employees also feel that the leadership knows their performance and is recognized will feel encouraged to improve their performance professionally. The findings of this study are supported by research conducted by Indra Kusdianto (2022), which states that leadership and communication styles have a positive and significant effect on employee performance through job satisfaction.

4. CONCLUSION:

Leadership style has a positive and significant effect on job satisfaction of employees of PT Bisa Manajemen Mandiri. This means that this condition proves that the better the leadership style can increase job satisfaction. Communication has a positive but insignificant effect on job satisfaction at PT Bisa Manajemen Mandiri. This means that this condition proves that the better communication can increase job satisfaction but not significantly. Leadership style has a positive and significant effect on employee performance through job satisfaction at PT. Bisa Mandiri Management. This means that this condition proves that the better the leadership style can improve performance. Communication has a positive and significant effect on employee performance through job satisfaction at PT. Can Mandiri Management. This means that this condition proves that the better communication can improve employee performance. Job satisfaction has no positive and significant effect on employee performance at PT. Can Mandiri Management. This means that this condition proves that there is no relationship between job satisfaction and an increase or decrease in employee performance. Leadership style and communication simultaneously have a positive and significant effect on employee performance through job satisfaction at PT. Bisa Mandiri Management. This means that this condition proves that the better the leadership style and communication can improve employee performance through job satisfaction.

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