

THE EFFECT OF LEADERSHIP,
EMPLOYEE
PERFORMANCE, MOTIVATION AND
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ON EMPLOYEE JOB
SATISFACTION MODERATED BY
AGE OF EMPLOYEES AT DINAS
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Submission date: 28-Nov-2023 02:16AM (UTC-0600)

Submission ID: 2240668373

File name: 1130-Article_Text-2632-2-10-20220327_1.pdf (326.78K)

Word count: 4127

Character count: 22179

PELAYANAN TERPADU
SATUPINTUKOTABEK

by Zahara Rony

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DOI: <https://doi.org/10.31933/dijms.v3i3.1130>

Received: 28 November 2021, Revised: 17 December 2021, Publish: 25 January 2022



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THE EFFECT OF LEADERSHIP, EMPLOYEE PERFORMANCE, MOTIVATION AND INFORMATION TECHNOLOGY ON EMPLOYEE JOB SATISFACTION MODERATED BY AGE OF EMPLOYEES AT DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU KOTA BEKASI

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Abstract: This research aims to measure the effect of leadership, employee performance, motivation and information technology on employee job satisfaction which moderated by the age of employees at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi. This research is a quantitative research where the object used is all employees who work at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi. The number of samples used as many as 209 respondents. The design used is hypothesis testing using the structural equation model (SEM) – Smart PLS version 3.3.3. The results of this study indicate that: (1) Leadership, employee performance and motivation have a direct effect on employee job satisfaction significantly, (2) There is no direct effect of information technology on employee job satisfaction, (3) Leadership and motivation have no effect on employee job satisfaction if moderated by employee age, (4) Motivation and information technology have a significant effect on employee job satisfaction if moderated by employee age.

Keywords: Employee Age, Employee Job Satisfaction, Employee Performance, Information Technology, Leadership, Motivation

INTRODUCTION

As an effort to improve the quality of services to citizens, Government of Bekasi established a Public Service Mall (MPP) at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi (DPMPTSP). One of the objectives of the opening of the MPP is to make it easier for the community to take care of permits. To improve these services, job satisfaction is

needed from the employee because if the employee is satisfied at work, he will also give his best to carry out his work.

Several factors that can increase employee job satisfaction in Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi (DPMPTSP) such as leadership, motivation, employee performance and information technology in the DPMPTSP Service. So it is hoped that these factors can improve the quality of service to the community in Bekasi City.

23 Leadership has a significant influence on employee job satisfaction (Kenny, 2019), besides that leadership has a positive impact on job satisfaction (Christi et al, 2020). Furthermore, the effect of good leadership will result in a high level of employee job satisfaction (Ketrianingsih, 2016). Employee performance has a significant relationship to employee job satisfaction (Egenius et al, 2020). The phenomenon that employee performance had a positive effect on employee job satisfaction (Syadiansyah et al, 2020). Improving employee performance can be done by increasing the job satisfaction of the employees themselves (Ramli, 2018).

Motivational factors have a significant relationship to employee job satisfaction (Carvalho et al, 2020). In addition motivation helps influence the level of job satisfaction of employees (Hartono et al, 2021). Motivation has an influence on employee job satisfaction (Rimadias et al, 2016). Another factor to support the creation of employee job satisfaction is the implementation of information technology factors. Information technology has a significant influence on employee job satisfaction (Terek et al, 2018).

Based on the description above, it is necessary to carry out a deeper analysis to prove whether the above factors can support the creation of employee job satisfaction at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi (DPMPTSP) so that later they can provide the best service to the people at Bekasi.

LITERATURE REVIEW

Job satisfaction as a feeling that supports or does not support an employee related to his work or his condition. A mutually supportive relationship between employees self-needs and job demands will provide harmony in the fulfillment of job satisfaction (Mangkunegara, 2015). Job satisfaction as an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. The more satisfied the needs of employees in an organization, the more maximal the level of performance and productivity of its employees is so that the achievement of organizational goals is increasingly achieved (Sutrisno, 2016).

Job satisfaction can be measured by a psychological scale composed of job satisfaction factors such as: compensation (remuneration in the form of salaries and other benefits provided by the company to its employees fairly in accordance with the contributions that have been given by employees to the company so that employees and the company feel mutually satisfied), supervision (the leader's ability to guide, direct, support, assess, and communicate with his subordinates so that employees can feel satisfied with their work), the work itself (task that is interesting, challenging, and provides opportunities for employees and becomes the responsibility of employees to the

company that can motivate and make employees feel satisfied at work), coworkers (other employees who work with someone related to the completion of work) (Wexley and Yukl, 1984).

Leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organizations of which they are members. Leadership is the process of influencing and supporting others to work enthusiastically towards achieving goals (Wibowo, 2016). Understanding leadership leadership is all activities / activities to influence the willingness of others to achieve common goals. Robert Dubin stated that leadership is the activity of the holder of authority and decision making. Meanwhile, according to Ralph M. Stogdill explained that leadership is a process of influencing group activities in an effort to formulate and achieve goals (Sedarmayanti, 2017).

Leadership has several dimensions in terms of serving the community such as: love (leaders do something good for the right reasons at the right time), humble (the ability to maintain a balance between the abilities possessed and the awareness that what the leader has achieved can occur because of the abilities and contributions of followers, not because of oneself), altruism (the act of helping others sincerely), have a vision (leaders build the vision of the organization through the vision of followers in aggregation), trust (followers believe that working in an organization with a servant leader will lead to achieving the follower's vision), empowering the other party (entrusting power to others, Makes every follower feel important, important in the organization of his work, emphasizes teamwork, values love and equality), serve (service must be the main function of leadership, not based on self-interest but more towards the interests of others) (Sedarmayanti, 2017).

Performance is not a characteristic of a person, such as talent or ability, but an embodiment of talent or ability itself. This opinion shows that performance is an embodiment of ability in the form of real work. Performance in relation to the position is defined as the results achieved related to the function of the position within a certain period of time (Sedarmayanti, 2017). Organizational performance can be influenced by factors, effectiveness and efficiency, authority and responsibility, discipline, and initiative (Mangkunegara, 2015).

There are five indicators for measuring individual employee performance such as: quality (measurement of performance quality is seen from the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees), quantity (the quantity in question is the amount produced expressed in terms such as the number of units, the number of activity cycles completed), discipline (punctuality is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities), effectiveness (effectiveness is the level of use of organizational resources (manpower, money, technology, and raw materials) that is maximized with the aim of increasing the results of each unit in the use of resources, initiative (initiatives are important to support employee performance in order to achieve organizational targets such as customer satisfaction, which in this case is the community) (Robbin, 2006).

Motivation is defined as a set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence. Motivation is a critical consideration because effective job performance often requires high levels of

both ability and motivation (Colquitt et al, 2015). Motivation to work is very important for the high and low productivity of the company. Without the motivation of employees to work together for the benefit of the company, the goals that have been set will not be achieved (Sutrisno, 2016).

In carrying out his work, people are influenced by two factors which are needs such as: maintenance factors (salary, physical working conditions, job security, pleasant supervision, various other benefits), motivation factors (these motivational factors are related to personal appreciation that is directly related to work likes a comfortable room, a soft chair, the right placement) (Herzberg, 1966).

Information technology as a technology used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely relevant, accurate and timely information, which used for personal, business, and government purposes and Journals are strategic information for decision making (Jogiyanto, 2008). The definition of information technology is a set of tools that help us work with information and also perform tasks related to information processing (Haag and Keen, 1996).

There are five basic roles of information technology in an organization such as: operational functions, monitoring and control function, planning and decision function, communication function, and interorganizational function (Terry and Leslie, 2009).

Based on the theoretical explanation related to leadership, employee performance, motivation, information technology and employee job satisfaction, the following hypothesis can be drawn:

- H1: There is an effect of leadership on employee job satisfaction in DPMPTSP.
- H2: There is an effect of employee performance on employee job satisfaction in DPMPTSP.
- H3: There is an effect of employee motivation on employee job satisfaction in DPMPTSP.
- H4: There is an effect of information technology on employee job satisfaction in DPMPTSP.
- H5: There is an effect of age in moderating the effect of leadership on employee job satisfaction in DPMPTSP.
- H6: There is an effect of age in moderating the effect of employee performance on employee job satisfaction in DPMPTSP.
- H7: There is an effect of age in moderating the effect of employee motivation on employee job satisfaction in DPMPTSP.
- H8: There is an effect of age in moderating the effect of information technology on employee job satisfaction in DPMPTSP.

RESEARCH METHODS

This research is a quantitative research where the object used is all employees who work at Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi. The number of samples used as many as 209 respondents. The design used is hypothesis testing using the structural equation model (SEM) – Smart PLS version 3.3.3.

FINDINGS AND DISCUSSION

The variables used in this research: leadership (X1), employee performance (X2), motivation (X3), information technology (X4) and employee job satisfaction (Y) with any questions for each indicator. Research model can be seen at figure 1.

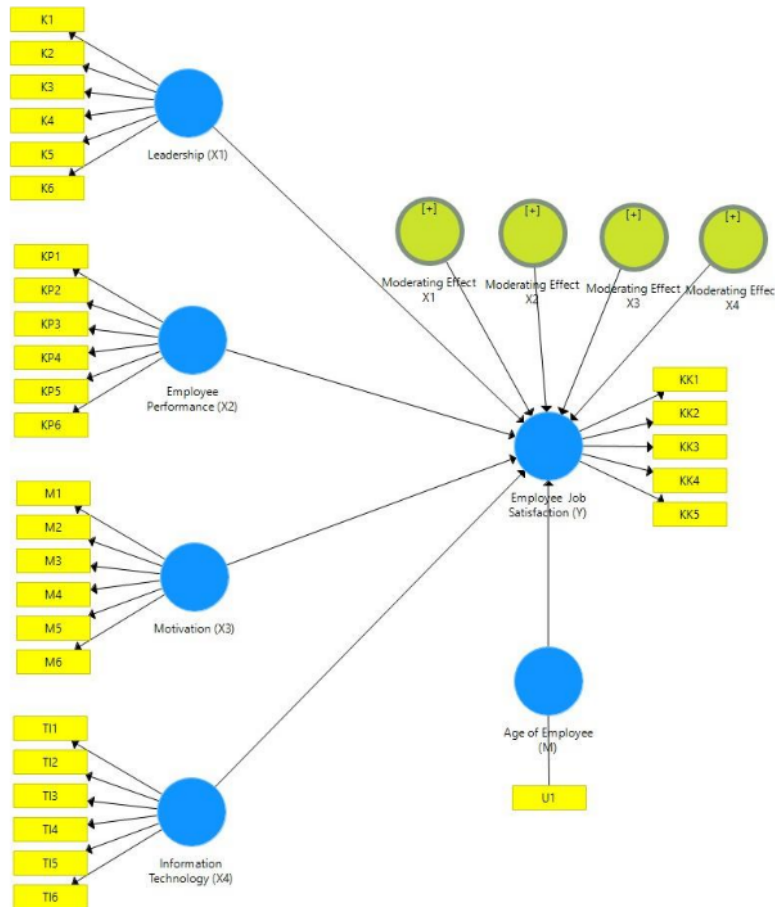


Figure 1. Research model (Source: Smart PLS 3.3.3)

Validity and Reliability Test

Validity test on the Smart PLS 3.3.3 application is described by the outer loading value. The variable is belong to be valid if the outer loading value is > 0.7 (Hair et al, 2014). The reliability is indicated by the composite reliability value. The variable is belong to reliable if composite reliability value > 0.7 (Hair et al, 2014). Result of validity and reliability test for this research can be seen at figure 2, it shows that all construct are valid and reliable.

Construct Reliability and Validity					
Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (...)	Copy to Clip
	Cronbach's Al...	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
Age of Employee (M)	1.000	1.000	1.000	1.000	
Employee Job Satisfaction (Y)	0.889	0.893	0.918	0.692	
Employee Performance (X2)	0.941	0.948	0.954	0.774	
Information Technology (X4)	0.927	0.932	0.946	0.750	
Leadership (X1)	0.940	0.941	0.953	0.770	
Moderating Effect X1	1.000	1.000	1.000	1.000	
Moderating Effect X2	1.000	1.000	1.000	1.000	
Moderating Effect X3	1.000	1.000	1.000	1.000	
Moderating Effect X4	1.000	1.000	1.000	1.000	
Motivation (X3)	0.915	0.916	0.935	0.707	

Figure 2. Validity and Reliability Test Result (Source: Smart PLS 3.3.3)

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Outer Model

Outer model test describes the relationship between each indicator and its latent variables. Structural model for outer model to predict the feasibility of the indicators. Outer model test consist of discriminant validity test, average variance extracted, and cronbach's alpha.

1. Discriminant validity

Discriminant validity aims to describe an indicator that is not represented by other indicators. It is measured by cross loading value. The variable is belong to be valid if the cross loading value > 0.7 and the cross loading value must be greater than other variables (Hair et al, 2016). Discriminant validity test result can be seen at table 1, it show that all variable is valid.

Table 1. Discriminant Validiy (Source: Smart PLS 3.3.3)

	Leadership (X1)	Employee Performance (X2)	Motivation (X3)	Information Technology (X4)	Age of Employee (M)	Employee Job Satisfaction (Y)
K1	0.888	0.723	0.733	0.704	0.047	0.644
K2	0.883	0.701	0.694	0.681	0.047	0.649
K3	0.870	0.710	0.693	0.676	0.038	0.573
K4	0.890	0.723	0.711	0.697	0.048	0.622
K5	0.889	0.739	0.741	0.720	-0.014	0.616
K6	0.843	0.782	0.770	0.760	0.049	0.630
KP1	0.782	0.884	0.740	0.724	0.038	0.617
KP2	0.703	0.840	0.696	0.665	0.040	0.547

KP3	0.775	0.935	0.845	0.764	0.038	0.650
KP4	0.631	0.796	0.685	0.683	0.052	0.516
KP5	0.747	0.919	0.885	0.823	0.024	0.670
KP6	0.745	0.897	0.838	0.814	0.018	0.666
M1	0.751	0.873	0.886	0.800	0.006	0.684
M2	0.795	0.845	0.890	0.804	0.026	0.663
M3	0.621	0.665	0.834	0.673	0.107	0.692
M4	0.554	0.463	0.677	0.572	0.055	0.638
M5	0.683	0.804	0.863	0.785	0.059	0.652
M6	0.743	0.831	0.875	0.892	0.010	0.693
TI1	0.654	0.717	0.783	0.861	0.052	0.609
TI2	0.748	0.831	0.857	0.948	-0.027	0.664
TI3	0.704	0.796	0.851	0.927	0.010	0.647
TI4	0.726	0.806	0.826	0.938	-0.039	0.642
TI5	0.774	0.808	0.818	0.905	0.018	0.676
TI6	0.531	0.394	0.487	0.551	-0.010	0.570
U1	0.041	0.038	0.052	0.000	1.000	0.006
KK1	0.571	0.515	0.616	0.566	-0.014	0.853
KK2	0.509	0.481	0.576	0.542	-0.013	0.842
KK3	0.535	0.562	0.632	0.577	-0.043	0.861
KK4	0.708	0.730	0.790	0.740	0.050	0.815
KK5	0.588	0.566	0.667	0.604	0.030	0.785

2. Average Variance Extracted

Average Variance Extracted aims to evaluate discriminant validity for each construct and latent variable. The variable is belong meet the requirements if the AVE value > 0.5 (Hair et al, 2016). Discriminant validity test result can be seen at figure 2, it show that all variable is valid.

3. Cronbach's Aplha

Cronbach's Aplha aims to This test aims to strengthen the results of the composite reliability of a variable. The variable is belong to be eligible if cronbach's alpha value > 0.7 (Hair et al, 2016). Cronbach's Aplha test result can be seen at figure 2, it show that all variable is reliable.

Inner Model

Inner model aims to predict a relationship between the variables used in this research. Inner model test consist of discrimination coefficient, predictive relevance, effect size criteria.

1. Discrimination Coefficient (R^2)

Discrimination coefficient aims to assess the level of predictions accuracy for endogenous constructs. The value of R^2 can be declared as strong if the value is more than 0.7, as moderate if the value is > 0.5 , as weak if the value is > 0.25 (Hair et al, 2016). Discrimination coefficient test result can be seen at table 2, it show that employee job satisfaction has strong prediction accuracy for endogenous constructs.

Table 2. Discriminant Coefficient
(Source: Smart PLS 3.3.3)

Variabel	R^2	Kesimpulan
Employee Job Satisfaction	0.661	Keakuratan moderat

2. Predictive Relevance (Q^2)

Predictive relevance aims to measure how well the resulting observations value. The observation is belong to relevance if the value of $Q^2 > 0$ (Hair et al, 2016). Predictive relevance test result as below:

$$- Q^2 \text{ Repurchase Intention} = 0.437$$

3. Effect Size Criteria (f^2)

Effect size criteria aims to measure the relative impact of an independent variable that affects to dependent variable. The value of f^2 can be declared as strong if the value is more than 0.35, as moderate if the value is > 0.15 , as weak if the value is > 0.02 (Hair et al, 2016). Effect size criteria test result can be seen at figure 3, it show that (a). motivation has a strong affect to employee job satisfaction (b). leadership, employee performance and information technology has a weak affect to employee job satisfaction.

f Square	
Matrix	f Square
	Employee Job Satisfaction (Y)
Age of Employee (M)	0.002
Employee Job Satisfaction (Y)	
Employee Performance (X2)	0.009
Information Technology (X4)	0.004
Leadership (X1)	0.023
Moderating Effect X1	0.000
Moderating Effect X2	0.001
Moderating Effect X3	0.012
Moderating Effect X4	0.008
Motivation (X3)	0.158

Figure 3. Effect Size Criteria Test Result
(Source: Smart PLS 3.3.3)

Hypothesis Testing Result

Hypothesis testing is done by analyzing the bootstrapping on the Smart PLS 3.3.3 program. To assess the relationship between variables can be defined by T-statistic or p-Value. The variable can be declared to have a significant effect on other variables if it has a T-statistic greater than T-table or p-Value is lower than 0.5 (Manurung and Budiastuti, 2019). T-table for this research is 1.286 (research model: one tailed, 209 sample, and 6 variabel).

Research result can be seen at figure 4. It can be conclude that (a). Leadership has a significant effect to employee job satisfaction, (b). Employee performance has a significant effect to employee job satisfaction, (c). Motivation has a significant effect to employee job satisfaction, (d). Information technology has no effect to employee job satisfaction, (d) Age of employee weakens the relationship between leadership and employee job satisfaction so that leadership has no effect to employee job satisfaction, (e). Age of employee weakens the relationship between employee performance and employee job satisfaction so that employee performance has no effect to employee job satisfaction, (f). Age of employee weakens the relationship between motivation and employee job satisfaction, but motivation still has significant effect to employee job satisfaction, (g). Age of employee strengthens the relationship between information technology and employee job satisfaction so that information technology has a significant effect to employee job satisfaction.

Total Effects						
Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Cor...	Samples	Copy to Clipboard:	Excel For	
	Original Sa...	Sample Me...	Standard D...	T Statistics (O/STDEV)	P Values	
Age of Employee (M) -> Employee Job Satisfaction (Y)	-0.028	-0.026	0.036	0.772	0.220	
Employee Performance (X2) -> Employee Job Satisfaction (Y)	-0.148	-0.146	0.108	1.372	0.085	
Information Technology (X4) -> Employee Job Satisfaction (Y)	0.091	0.093	0.102	0.892	0.186	
Leadership (X1) -> Employee Job Satisfaction (Y)	0.176	0.174	0.085	2.060	0.020	
Moderating Effect X1 -> Employee Job Satisfaction (Y)	-0.027	-0.028	0.095	0.279	0.390	
Moderating Effect X2 -> Employee Job Satisfaction (Y)	0.047	0.046	0.108	0.436	0.331	
Moderating Effect X3 -> Employee Job Satisfaction (Y)	-0.208	-0.211	0.120	1.728	0.042	
Moderating Effect X4 -> Employee Job Satisfaction (Y)	0.142	0.147	0.103	1.381	0.084	
Motivation (X3) -> Employee Job Satisfaction (Y)	0.697	0.695	0.129	5.388	0.000	

Figure 4. Direct Effect Result
(Source: Smart PLS 3.3.3)

CONCLUSION

From the research that has been done related to the relationship of independent variables (leadership, employee performance, motivation and information technology) to employee job satisfaction which is modulated by the age of employees at the Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bekasi in order to improve services to the community in the City Bekasi, the following conclusions can be drawn:

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1. There is a direct effect of leadership on employee job satisfaction significantly.
2. There is a direct effect of employee performance on employee job satisfaction significantly.
3. There is a direct effect of motivation on employee job satisfaction significantly.
4. There is no direct effect of information technology on employee job satisfaction.
5. There is no effect of leadership which moderate by age of employee to employee job satisfaction. Age of employee weakens the relationship between leadership and employee job satisfaction.
6. There is no effect of employee performance which moderate by age of employee to employee job satisfaction. Age of employee weakens the relationship between employee performance and employee job satisfaction.
7. There is effect of motivation which moderate by age of employee to employee job satisfaction. Age of employee weakens the relationship between motivation and employee job satisfaction but still has an effect.
8. There is effect of information technology which moderate by age of employee to employee job satisfaction. Age of employee strengthens the relationship between information technology and employee job satisfaction.

This research shows that the age of the employee cannot moderate all the independent variables well on the dependent variable. So it is suggested for further research to replace other moderating variables that can improve the relationship between leadership, employee performance, motivation and information technology on employee job satisfaction.

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