



RESEARCH ARTICLE

# Leadership Style, Motivation and Social Spirit Towards Performance Through Employee Job Satisfaction at Pt. Karsa Utama Group in Indonesia

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ARTICLE INFO	ABSTRACT
Received: Sep 2, 2024	The concept of leadership style, motivation and social spirit towards performance through job satisfaction of PT. Karsa Utama Group Indonesia. The data used was obtained through interviews using questionnaires, by taking a sample of 377 respondents. The data obtained was then analyzed using the Structural Equation Modeling (SEM) and SPSS 22 techniques. The results of the test using SEM prove that leadership style has a positive effect on performance, social spirit has a positive effect on performance, leadership style has a positive effect on job satisfaction, social spirit has a positive effect on job satisfaction, performance has a positive effect on job satisfaction, and leadership style through performance has a positive effect on job satisfaction. Based on the results of the hypothesis testing mentioned above, several managerial implications can be drawn, namely an increase in social characteristics to produce the level of performance and job satisfaction of employees of PT. Karsa Utama Group Indonesia. This is done by providing the concept of a competitive leadership style by maintaining social characteristics by providing welfare services for reliable resources and a quality implementation process with physical evidence, so automatically the level of social spirit traits produces good performance and job satisfaction.
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## INTRODUCTION

We as humans cannot live our lives in isolation because we are creatures who depend on social interaction with others. Humans interact with each other and their environment constantly in life. Both large and small groups of people live together as a single species (Lee et al., 2023). When compared to other creations of God, man is the supreme creation of God. As humans, we have the ability to think and distinguish between right and wrong things. These benefits should enable humanity to manage the environment effectively (Tarjo et al., 2022). Social life in humanity must also be adequately controlled, in addition to the environment. Therefore, the existence of individuals who have good quality human resources is an important need. resources, minimum to lead himself, who has the spirit of a leader (Khizar et al., 2023). Humans will be able to manage themselves, groups, and the environment effectively if they have a leadership spirit. Especially when solving quite complex and challenging problems. Here, the intelligence of a leader is needed to make choices that will handle problems effectively (Artiyany & Sunrawali, 2022).

Mormoral, job satisfaction, job security, living standards in the workplace, and especially the level of organizational achievement are all things that can be influenced by a leader. A manager's performance is influenced by a variety of important elements, including talent and leadership drive. The ability to choose

effective leaders will increase if organizations can recognize leadership attributes. If organizations can also recognize organizational behaviors and effective leadership strategies, these behaviors and techniques will be studied (Syarweny, 2023)

Leadership or management is a process that involves motivating and encouraging a group of people to work together to achieve a goal that has been agreed upon voluntarily. The ability of a competent leader can motivate people to work towards long-term goals and truly meet their needs and interests (Atikah & Esti Riwayati, 2021).

Leadership is a role that exists in a certain system. Therefore, not everyone who occupies a formal role has leadership skills and is able to lead. Basically, leadership is related to the abilities, skills, and influence possessed by a person (Eliyana et al., 2019). Therefore, leadership can be possessed by individuals who do not have a formal position as a leader. Meanwhile, a manager is a person who acts as a planner, organizer, director, motivator, and controller of people and the working mechanism of a management for a purpose that is divided according to the existing levels of management (Fauzan et al., 2023).

Organizations review or assess employee performance using a performance appraisal process. This practice can improve hiring options and provide feedback to workers on how well their jobs are being done (Kaymakçı et al., 2022). Job performance improvements, compensation adjustments, placement options, training and development requirements, career planning and development, staffing process irregularities, information inaccuracies, job design errors, job opportunity fairness, and external challenges can all be addressed with job performance assessments (Moslehpour et al., 2022). A person may not always want to use all of his potential to achieve the best results, therefore motivational factors such as potential, in addition to leadership, will have an impact on how well a person's employees perform (Prasetia, 2022).

Leadership style is a leadership model to encourage subordinates to do their work or leadership style is one of the benchmarks to determine the development and success in achieving the goals of the company (Klein, 2023). Every company must have its own leadership style to carry out operational activities and face problems that occur internally and externally from a company (Bourini et al., 2019). A leader plays an important role in carrying out the company's operational activities, a leader is someone who, due to his position in the organization, has the duties, authority, and responsibility to manage the company by utilizing all the workforce owned by the company (Limbu et al., 2022). A leader because he has the authority and responsibility to manage the organization by directing, influencing and motivating his subordinates, he must have several advantages over his subordinates. To improve and develop good performance, it can be done in various ways such as applying leadership styles and work motivation for employees to still have positive power and direction to do their work and face problems that come (Firmansyah & Maria, 2022).

Improvement and development by PT. Karsa Utama Group is certainly inseparable from the performance of employees applied in the company's system, human resources are one of the keys to the success of an industry, therefore workforce management in the company must be done well because it is one of the company's strategies to face competitors (Fadhliya et al., 2022). The importance of employees in a company can be said to be a significant asset or asset for the company in obtaining profits for the continuity of a company, and labor management is needed in order to form added value to the workforce in the company effectively and efficiently and the most important thing that must be observed for the company is the result of employee performance (Tyaningsih & Nurachadijat, 2023).

Good employee performance for the company can be produced by implementing a leadership style and providing motivation from the leader to employees because it is very necessary to do so, with the application of a leadership style and the provision of motivation that is given periodically to the workforce will provide labor performance and can support the enthusiasm of employees in completing the responsibilities that have been given (Nadapdap et al., Performance is one of the benchmarks of employee work results in carrying out these work responsibilities, company performance has benefits in growing and advancing the company's potential through the workforce in the company, thus the company can succeed

in achieving goals because the performance of the workforce is good and superior in any field (Muslimawati et al., 2023).

Motivation is important because motivation supports human behavior so that they are willing to work hard and are enthusiastic in achieving optimal things. Motivation as an encouragement is an important factor in carrying out work optimally. If each job can be carried out optimally, then employee performance can be realized in accordance with organizational goals (Saeidi et al., 2021). Without motivation, an employee feels reluctant to carry out a job well. Employee performance will be achieved if there is a will from oneself and from other parties (Sultan et al., 2021).

Motivation is an activity that results in, channels and maintains human behavior. This motivation is an important subject for managers, because managers have to work with and through others. In addition, motivation is an encouragement from others or from oneself to do a job consciously and enthusiastically to achieve certain targets (Pratama, 2020). Psychologically, not only the reward and punishment system must be pursued by companies because along with the development of the times, the instant generation will realize that they are trapped in the reward and punishment incentive system so that in the end they try to get out or try to change the system for personal gain (Sirait et al., 2022). This gives an idea that the majority of employees have understood that the better the motivation they have, the enthusiasm they have in doing their work is also high, so their performance is also higher (Hidayanto & Kurniawa, 2022).

Motivation is the main factor that affects an organization's human resources. Organizations must motivate their employees for the best performance or to achieve organizational goals. Actually, motivation is the best tool for the best performance (Megawati et al., 2022). Nowadays there is a lot of discussion about motivation and the relationship of employee efficiency with organizational efficiency, motivation will lead to the fact that the worker or employees of the organization will seriously carry out their duties and responsibilities. Researchers recommend that all employees should be motivated to ensure they are retained and this will improve performance (Vu, 2022). Motivation can be interpreted as a strength that comes from within or from outside a person and arouses enthusiasm and perseverance to achieve something desired (Setiabudi et al., 2023).

Companies are expected to pay attention to what are the needs and desires of employees in terms of supporting the achievement of good performance. For example, leaders who pay attention to the difficulties of subordinates and provide solutions to the problems they face; always provide motivation periodically or continuously such as giving encouragement and never giving up in carrying out work; informing existing regulations continuously so that problems related to work discipline can be avoided (Feng, 2023). Companies must make improvements to existing competencies to be better in line with the development of the modern era and organizational culture that refers to high values and culture, as well as creating a harmonious working atmosphere. All of this aims to improve performance better than before (Khairani, 2021).

Motivation is the driver of a person's desire to work because each motivation has a specific goal to achieve (Hajiali et al., 2022). Motivation is a psychological state that encourages, activates, or moves and that motivation directs and channels a person's behaviors, attitudes, and actions that are always associated with the achievement of goals, both organizational goals and personal goals of each member. Motivation is an activity that results in, channel, and maintains human behavior (Kusumadewi et al., 2023).

This motivation is an important subject for managers, because managers have to work with and through others. In addition, motivation is an encouragement from others or from oneself to do a job with awareness and enthusiasm to achieve certain targets (Primadi Candra Susanto et al., 2023). Regarding motivation, companies in making policies must be able to motivate the work of employees so that they can carry out their duties and work well, by giving awards for employees who are professional in their work, as well as awards from related companies. With this attention, it is hoped that employees will be encouraged to improve their performance. Based on the above background, the author is interested in analyzing and

knowing leadership style, motivation and social spirit towards performance through employee job satisfaction at PT. Karsa Utama Group in Indonesia.

## RESEARCH METHODS

This research is carried out with a descriptive analysis approach, which is research that seeks to determine the solution to existing problems based on data, so researchers also present data, analyze, interpret and provide symptoms, facts or events systematically and accurately about the characteristics of a certain population or group. In addition, the researcher also uses library research. Literature research is research that is carried out using literature (literature), either in the form of books, notes, or reports of previous research results.

### Types and Data Sources

The data sources in this study are primary data and secondary data.

1. Primary data Primary data is data obtained by researchers from original sources. Data taken directly from PT. Karsa Utama Group Indonesia related to the number of employees who provided several answers submitted by the researcher to employees regarding job satisfaction at PT. Karsa Utama Group Indonesia.
2. Secondary data Secondary data is data obtained from literature studies, including official documents, books, research results in the form of reports and so on. Secondary data is obtained through sources outside the published organization and also journals, books, theses, Al-Qur'an, Al-hadith, the Great Dictionary of the Indonesian Language (KBBI), articles, magazines and the internet. In this case, it is related to the variables of the research.

### Data Collection Methods

1. Observation, which is carried out by directly observing certain symptoms accompanied by data collection on PT. Karsa Utama Group which is carried out effectively and efficiently because it can find the real situation in the field without any engineering.
2. Interviews, namely conducting face-to-face interviews with respondents arranged in a list of open-ended questions. This aims to make respondents more free to express their opinions. This interview was conducted to obtain additional data about the organization and obtain in-depth information on various matters related to research variables that affect the performance satisfaction of employees of PT. Karsa Utama Group Indonesia.
3. List of Questions (Questionnaire), which is to distribute questionnaires to students of the Islamic University of Makassar who are considered to represent the respondents being researched. Then from each question, the score is determined using the Likert scale. Questionnaires related to independent variables and dependent variables.
4. Documentation is a data collection technique that is carried out by studying documents, reports and information related to research.

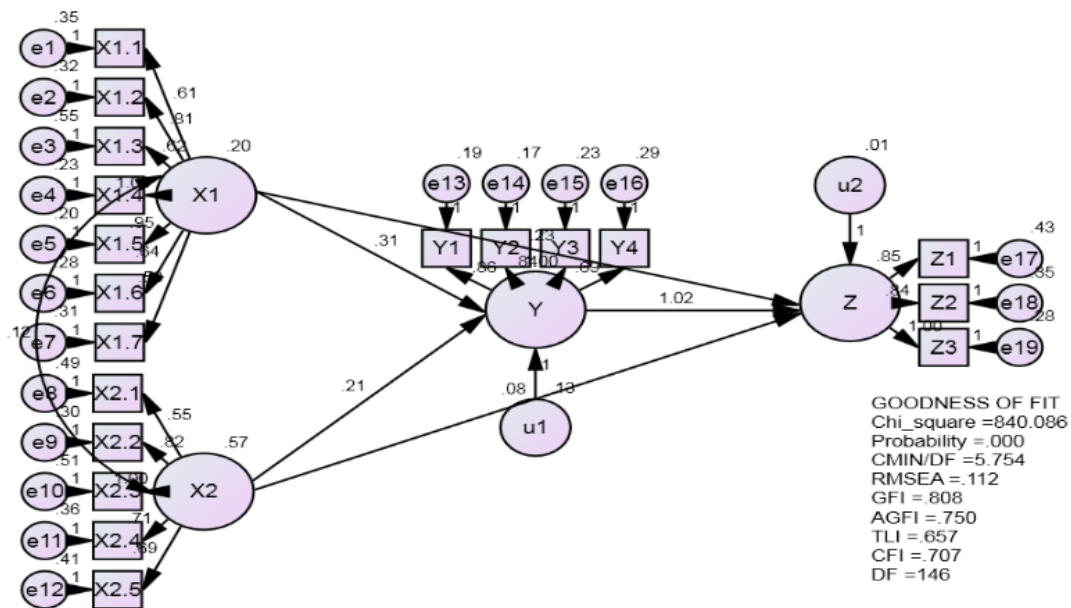
### Population and Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population is employees of PT Karsa Utama Group Indonesia. A sample is a small group that is observed and is part of the population so the traits and characteristics of the population also belong to the sample. Ferguson defines a sample as a few small pieces or snippets drawn from a population. Sampling must follow a predetermined procedure in the form of sampling techniques. The sampling technique is a sampling technique to determine the sample to be used in the research. The method of sampling research is the probability sampling technique, which is a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a sample member by means of simple random sampling where sampling members from the population are taken randomly regardless of the strata in the

population. The number of samples taken based on the Taro Yamane formula (2010:258) is based on the calculation presented using the slovin formula.

**Data Analysis**

After all the data is collected, the next step is for the author to analyze the data so that the data is drawn. In analyzing this, the author uses a deductive thinking method, namely departing from general facts, concrete events, then from general and concrete facts and events, generalizations with special characteristics are drawn. The analysis method used is to use a quantitative descriptive approach with case study research which is used to collect, manage, and then present data so that other parties can easily get an idea of the object of the research. Quantitative descriptive is carried out to answer the researcher's question, namely analyzing the influence between variables. The data analysis test tool uses multiple linear regression analysis, this test tool aims to find out the two variables between variable X and variable Y that will be subjected to the regression statistical analysis procedure whether it shows a linear relationship or not. To find out the correctness of the data, previously the data obtained from the field will be tested first using a validity test and a questionnaire reliability test.



**RESEARCH RESULTS AND DISCUSSION**

**Hypothesis Testing**

To test the hypothesis in this study, a structural equation model (SEM) was used with the help of AMOS 22 software. Table 47 is a hypothesis test by looking at the p value. If the p-value is less than 0.05, then the relationship or influence between the variables is significant. In addition, it is also explained that the direct effect means that there is a positive influence directly between the variables, and the indirect effect which means that there is an indirect positive influence between the variables, as well as the total effect, which is the accumulation and direct and indirect influence of each variable analyzed. Based on figure 07 (SEM of the final model, it shows that the results of the structural model suitability analysis above are built as a basis for analyzing the relationship between latent variables and hypothesis testing with the aim of finding out the relationship between the hypothetical latent variables and the level of significance of the causality relationship. Table 48 shows that there are 7 (seven) hypotheses of the overall hypothesis, both Performance (Y) and Job Satisfaction (Z) have a direct effect and show positive and significant results, and among the seven hypotheses in table 48, there are two definite tests (fixes), namely on Performance (Y3)

and on Job Satisfaction (Z3). Furthermore, for more details on the results of hypothesis testing, we can see in the following table 49:

**Table 49. Hypothesis Testing**

Hi p	Variable			Direc t	Indirec t	Tota l	P-Valu e	Informatio n
	Independent	Interveni ng	Depende nt					
1	Leadership Style, Motivation (X1)	-	Performa nce (Y)	0.281	-	0.281	0.000	(+) Significant
2	Social Psyche (X2)	-	Performa nce (Y)	0.135	-	0.135	0.000	(+) Significant
3	Leadership Style, Motivation (X1)	-	Job Satisfacti on (Z)	0.237	-	0.237	0.000	(+) Significant
4	Social Psyche (X2)	-	Job Satisfacti on (Z)	0.215	-	0.215	0.000	(+) Significant
5	Performance (Y)	-	Job Satisfacti on (Z)	0.467	-	0.467	0.000	(+) Significant
6	Leadership Style, Motivation (X1)	Performan ce (Y)	Job satisfacti on (Z)	0.237	0.131	0.368	0.000	(+) Significant
7	Social Psyche (X2)	Performan ce (Y)	Job satisfacti on (Z)	0.215	0.063	0.278	0.003	(+) Significant

Source: data processing results.

Based on table 49 above, we can describe that the influence between variables is as follows:

1. The influence of the variables Leadership Style, Motivation on Performance with a path coefficient of 0.281 with a significance level of 0.000 means that thus, the hypothesis that Leadership Style, Motivation has a positive and significant effect on Performance is acceptable.
2. The influence of the Social Jiwa variable on Performance with a path coefficient of 0.135 with a significance level of 0.000, thus the hypothesis that Social Psyche has a positive and significant effect on Performance can be accepted.
3. The influence of the variable Leadership Style, Motivation on Job Satisfaction with a path coefficient of 0.237 with a significance level of 0.000, thus the hypothesis that Leadership Style, Motivation has a positive and significant effect on Job Satisfaction is acceptable.
4. The influence of the Social Jiwa variable on Job Satisfaction with a path coefficient of 0.215 with a significance level of 0.000 thus the hypothesis that Social Psyche has a positive and significant effect on Job Satisfaction is acceptable.
5. The effect of Performance Variables on Job Satisfaction with a path coefficient of 0.467 with a definition level of 0.000 thus the hypothesis states that Performance has a positive and significant effect on Job Satisfaction can be accepted.

6. The Influence of Leadership Style Variables, Motivation through Performance on Job Satisfaction with a direct coefficient of 0.237 and an indirect path of 0.131, with a total of 0.368 and a significant level of 0.000 thus the hypothesis states that Leadership Style, Motivation in relation to Performance on Job Satisfaction is declared fixed and positive is acceptable.
7. The Influence of Social Vitality Variables through Performance on Job Satisfaction with a direct coefficient of 0.215 and an indirect path of 0.063, with a total of 0.278 and a significant level of 0.003, thus the hypothesis states that Social Psyche in relation to Performance on Job Satisfaction is declared fixed and positive acceptable.

### **Discussion of Research Results**

The discussion of each variable, both exogenous variables and endogenous variables in this study, is combined with several results of empirical data analysis from a descriptive approach and multivariate analysis through Structural Equation Modeling (SEM) so that there is a synthesis process for the improvement of this research. Furthermore, the explanation of the influence between latent variables designed in this study is as follows:

#### **The Influence of Leadership Style, Motivation on Performance**

The first hypothesis proposed in this study is Leadership Style, Motivation has a positive and significant effect on Performance. The results of the study showed that the estimation parameters between Leadership Style, Motivation to Performance, showed positive and significant results. Thus, the first hypothesis is accepted means that if the Leadership Style and Motivation are getting higher, then Performance can be built by Leadership Style with a benchmark dimension of understanding the process of improving employee or employee performance. The creation of a Leadership Style is not only to make employees or employees more active in working professionally, but also to be able to form Employee Job satisfaction. With the implementation of a good Leadership Style among employees and employees, employees will be loyal to the company's Leader, because they consider the Company's Leader to have good quality and is different from others. Leadership Style, Motivation has an important role for a company in order to achieve the expected goals in the company itself.

#### **The Influence of Social Psyche on Performance**

Based on the results of the research in testing the proposed hypothesis of the proposed problem, it is proven that the influence of Social Psychology has a positive and significant effect on employee performance at PT. KARSA UTAMA GROUP. This means that the quality of work at PT. KARSA UTAMA GROUP greatly affects job satisfaction as a service user at PT. KARSA UTAMA GROUP. After understanding the positive influence of Social Psychology on Performance, it can be seen from the perspective of the leadership style carried out by Pimanan PT. KARSA UTAMA GROUP, in the midst of competition and very strict challenges in carrying out the Company's activities that the Social Spirit carried out by a leader at PT. KARSA UTAMA GROUP, which is in the middle of its competitors is a great motivation that makes employees and employees triggered to be more active in the implementation of work carried out in their respective work units. PT. KARSA UTAMA GROUP as a business actor strives to meet needs in order to achieve satisfaction. Social Spirit is a prospective orientation in supporting sustainable activities in their respective fields of work. The ability of employees or employees to make customers as good partners is considered necessary to understand what employees want in the development of work quality which is expected to achieve a level of job satisfaction in order to achieve high competitive advantages.

#### **The Influence of Leadership Style, Motivation on Job Satisfaction.**

Based on the results of the research, it is proven that the Leadership Style, or the leadership concept carried out by PT. KARSA UTAMA GROUP that job satisfaction must be improved by the company so that employee work performance can increase. One of the factors that can affect the increase in job satisfaction is leadership style, a leader will encourage work morale, creativity and job satisfaction. The results of this study are to determine the influence of leadership style on the job satisfaction of employees at PT. KARSA

UTAMA GROUP. The results of this study show that leadership styles are divided into three, namely servant leadership, auto cratic leadership and shared leadership. In practice, transformational leadership styles are more often applied because they have a high level of job satisfaction. However, transactional and servant leadership styles also have a high level of satisfaction, it's just that in the servant leadership style, employee motivation is very low, while shared has low job satisfaction. And autocratic leadership tends to be high with its nepotistic style.

### **The Influence of Social Spirit on Job Satisfaction.**

Based on the results of the hypothesis in table 49 in the study, we can conclude that to understand how Social Psychology affects Job Satisfaction at PT. KARSA UTAMA GROUP is very clear where PT. KARSA UTAMA GROUP can maintain a professional Social Spirit Model, both in service to employees and the quality of service infrastructure, and the improvement of good resources in its management. Social quality is the expected level of excellence and control over what the company does, in this case PT. KARSA UTAMA GROUP, for this level of excellence, how PT. KARSA UTAMA GROUP can perceive good service and can be accepted and felt according to what is expected by employees and employees, Good service will have a positive impact on the assessment of Job Satisfaction in choosing what is actually the concept of choice, in the hypothesis table we clearly see that exogenous and endogenous influences simultaneously have a positive and significant effect with a direct calculation of 0.215. In the statistical test P value is 0.000 acceptable, it is clear that the influence of Social Psychology greatly determines the nature of employees in determining Job Satisfaction.

### **The Effect of Performance on Job Satisfaction**

Based on the results of the study that it is directly proven, that the Performance variable has a positive and significant effect on Job Satisfaction, with the dimensions of Employee Performance expectations, the suitability of job satisfaction and the guarantee of employee satisfaction, this shows that Performance is already owned to create employee job satisfaction. Based on the results of hypothesis testing conducted in this study, the Performance variable has a positive and significant effect on job satisfaction. There is a positive and significant relationship between performance and job satisfaction, in this study it further proves that performance is the most important component for PT. KARSA UTAMA GROUP to create job satisfaction loyalty. If the relationship between Performance and Job Satisfaction is positive, then high Performance will increase Job Satisfaction. So it can be concluded that based on the hypothesis table of the Performance variable of 0.467 and the P value of 0.000 means that the hypothesis that states satisfaction has a significant effect on the election decision can be accepted and declared positive.

### **The Influence of Leadership Style Through Performance on Job Satisfaction at PT. Karsa Utama Group.**

Leadership Style is a leadership concept in the world of human resources, especially in the field of leadership. This concept is often used as a leadership strategy to improve performance. In a company activity. Leadership style is a combination of several different components of a leader but is used in the same concept to ensure the success of the leadership carried out. Among several components that can be considered, there are at least four initial components that should be considered by business actors, namely, performance, social nature, willingness, and motivation, if these four components do not feel perfect because of the service then we can add human resources, service processes and physical appearance. Based on the concept above and looking at the hypothetical results, we can conclude that Leadership Style is very important in determining job satisfaction by focusing on attitudes in making decisions to improve performance. Based on the hypothesis in table 49, we can see that Leadership Style through Performance has a positive effect on the Job Satisfaction of employees, employees of PT. KARSA UTAMA GROUP this is evidenced by the results of the hypothesis data of direct assessment (direct) 0.237 and indirect value (indirect) 0.131 with a total of 0.368 and P value 0.000, so that this study is declared significant and positive.

### **The Influence of Social Spirit Through Performance on Job Satisfaction at PT. Karsa Utama Group.**



The Nature of Social Spirit has very important benefits for employees in carrying out daily performance in the company PT. Karsa Utama Group. Leaders who make a great contribution to social welfare for their employees will produce a perfect job performance. The influence of Social Spirit, Performance which in this case is Employees, employees and the profitability of the company in this case is PT. KARSA UTAMA GROUP, are three things that are closely related. The higher the social level applied, the higher the level of performance produced, which supports performance to be even higher in achieving job satisfaction, from the results of this study it is known that social soul through performance, partially has a positive and significant effect on Job Satisfaction, as evidenced by the hypothesis where the independent variable has a positive effect on the dependent variable with a direct value of 0.215 and an indirect value ( indirect) 0.063 with a total of 0.278 and a P value of 0.003 which was declared definite and positive Fix significant. The results of the hypothesis test show that Social Psyche is significantly proven to be a variable that moderates Performance on Job Satisfaction, this decision is accepted because the P value (0.003)  $\leq$  0.05 which means that performance is significantly proven to be a variable that moderates Social Psyche Personality on employee job satisfaction at PT. Karsa Utama Group.

The implication of the findings of this study is that performance is an important reference for PT. Karsa Utama Group in order to increase job satisfaction, so that employees are more satisfied and survive as loyal workers, improving the quality of employees must be interacted with social nature, so as to give birth to job satisfaction for employees, employees of PT. Karsa Utama Group and the stronger it will be if the performance is improved when the employees, employees feel satisfied as workers in the company PT. Karsa Utama Group.

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