

THE INFLUENCE OF LEADERSHIP AND ACHIEVEMENT MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS A MEDIATOR AT PT. BPR PICU MANUNGGAL SEJAHTERA

I Made Oka Pratama PUTRA¹, Ida Bagus Agung DHARMANEGARA², I Made Suniasta AMERTHA³

^{1,2,3}Warmadewa University Master of Management Study Program, Indonesia

Corresponding Author: I Made Oka Pratama Putra

Email: okapratama290900@gmail.com

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Abstract:

This research aims to analyze the influence of leadership and achievement motivation on employee performance, with job satisfaction as a mediating variable at PT. BPR Triggers Manunggal Sejahtera. The method used in the research is quantitative, with a questionnaire carried out systematically following the research objectives. The population in this study were all employees at PT. BPR Picu Manunggal Sejahtera except for 30 leaders. This research was analyzed using PLS-based SEM. The research results show that (1) Leadership has a positive and insignificant effect on job satisfaction at PT. BPR Picu Manunggal Sejahtera (2) Leadership positively but insignificantly affects PT employee performance. BPR Picu Manunggal (3) Achievement motivation positively and significantly affects job satisfaction at PT. BPR Picu Manunggal Sejahtera (4) Achievement motivation positively and significantly affects employee performance at PT. BPR Picu Manunggal Sejahtera (5) Job satisfaction has a positive and insignificant effect on employee performance at PT. BPR Triggers Manunggal Sejahtera. It means that the better job satisfaction is provided, the more employee performance will increase (6). Satisfaction mediates the influence of leadership on employee performance (7). Satisfaction does not mediate the influence of achievement motivation on employee performance. It is recommended that future researchers add alternative constructs that influence employee performance, such as work environment, job training, compensation, communication, etc., as well as increase references related to research.

Keywords: Leadership, Achievement Motivation, Job Satisfaction and Employee Performance

INTRODUCTION

All organizations and companies need good performance because good performance means an organization is capable of reaching the goals that have been set. When an organization is capable of reaching the goals created and set, it is in accordance with standards planning. According to Mangkunegara (2019), employee performance is work results, the quality a person or employee achieves in carrying out duties according to the responsibility given.

Problem performance always becomes a problem class in each company. Lots company try to search for and research performance to advance their company. According to Robbins (2017), performance is the results or output from a process." Because performance results or output from a process, many leaders highlight the performance of their subordinates to ensure the company they hold will proceed. Performance is work results and work behavior achieved in finishing duties and responsibilities, the answer given in something period certain (Kasmir, 2016). In an attempt to



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increase the performance of employees, a necessary factor noticed is how applied leadership in the company and motivation achievement through job satisfaction. According to Sutrisno (2014), job satisfaction is a circumstance that is emotionally fun or not pleasant for employees looking for work. Job satisfaction refers to the attitude of an individual to his job.

Leadership is how a leader influences employees to work to reach goals that the company has determined. One of the criteria for the leader to influence all company employees is style leadership. Leadership styles can be style delegation, democratic, charismatic, autocratic, situational, transactional and transformational leadership. All styles of leadership have advantages and weaknesses separately. There needs to be a style of leadership that is the best or the worst. All styles of Leadership must be adapted to the conditions companies and employees will face by leaders (Sufiyati et al., 2022).

The next factor that can influence an employee's performance is motivation. Work motivation that will influence the performance of employees has potential, where a person is not yet, of course, willing to deploy all the potential he has to achieve optimal results. So, it still requires encouragement for each employee to Want to use all over potential, power push, the often called motivation (Amalia, 2022; Purnamawati et al., 2024)).

Financial institutions are essential for every country. Therefore, financial institutions have influenced prominent economic and financial systems in society. One of those included institution finance is a Rural Bank (BPR). People's Credit Bank (BPR) is the bank that implements its activity business in a conventional way or based on the principle Sharia, which is deep his activities No give service in Then cross payment. Credit Bank the People (BPR) has a significant role in the public economy, specifically financing Micro and Small and Medium Enterprises (MSMEs) businesses.

PT. Picu Manunggal Sejahtera People's Credit Bank was established based on deed notary I Made Puryatma, SH No. 60, dated 13 February 1991, validated by the Minister of Justice of the Republic of Indonesia No. C2-984-HT.01.01-TH 91 dated 13 February 1991. Which was registered at the Gianyar District Court on 15-04-1991 No.w.116.DG.HT.01.01-25. The Decree of the Minister of Finance Republic of Indonesia Number: Kep-577/KM.13/1991 concerning PT. Business License BPR Picu Manunggal Sejahtera. PT. BPR Picu Manunggal Sejahtera is one of the current Rural Banks (BPR). Developing in Bali. PT. BPR PICU Manunggal Sejahtera provides convenience services in transactions, both funds and credit, in a professional and friendly way, filled with a sense of friendship and family, in the development of Rural Banks in Bali, PT. BPR Trigger Manunggal Sejahtera to own superiority competitive, that advantage can be earned by performance maximum employees. To know the performance of employees at PT. BPR Trigger Manunggal Sejahtera was served in Table 1 regarding targets and realization credit in 2018-2022.

Table 1 above shows that during 2018-2022, target achievement and realization of credit loans provided to customers tended to fluctuate, and there was a decline in realization in 2021-2022. Although achievement of the above realization fluctuates and tends to change up and down, achievement realization not once exceeds the targets that have been set. That matter needs to be noticed by management, as well as what influences the performance of employees. The decrease causes no once-achieving target realization. Based on the interview results, the decreasing performance of employees is caused by the leadership implemented in the company, lack of encouragement and motivation from the leader, and dissatisfaction with the employee at work because leadership and motivation impact the employee's performance.

Succeed or not A the company is primarily determined by leadership because the leader is responsible for failure implementation work; on the other hand, success in A organization is success



in somebody influences others to move or operate the vision; apart from that, it is coordination or good cooperation between leaders and subordinates. A leader has the skill to lead and the ability to influence others or groups of people. Motivation is a willingness to use a high business level for an organization conditioned by the ability to fulfill several needs. Motivation employees are very effective in fulfilling and improving employee job satisfaction, where factors motivation can be measured through factor intrinsic (needs, achievements and interests) and factors extrinsic (job security, salary and promotion) (Andara, 2020).

Balance Theory. Grand theory is used in this research, namely theory balance; according to Sinambela (2016), performance is implemented from theory balance. According to him, one will show optimal performance when one gets benefits and deep stimulation of his job exists pretty and reasonably (Indriasari et al., 2018).

Employee Performance. According to Maamari and Saheb (2018), performance employees can defined as activities that are officially acknowledged as part of work and that contribute to an objective organization. There are two dimensions of performance: dimensions known as action as aspect behavior and dimensions known as results as aspect performance (Feryanti et al., 2024). Performance is actual work results, the quality and quantity an employee achieves in carrying out duties according to responsibility, and the answer given to him (Mangkunegara, 2017). Performance is considered excellent and satisfying if objectives are achieved and established standards are followed.

Job Satisfaction. Job satisfaction is essential for individuals at work. From one individual to individual, others have different behaviors, so every individual has different satisfaction levels (Annisa, 2020). According to Luthans (2006), job satisfaction results from the perception of employees about how much good work they give and the things being assessed as necessary.

Leadership. Leadership is the ability to influence or push somebody or a group of people to work so that volunteers can achieve an objective or target in a particular situation (Afandi, 2018). Leadership is an activity process that moves others by leading, guiding, or influencing them to do something to achieve expected results (Sutrisno, 2019).

Motivation Achievement. According to Adam et al. (2021), motivation encourages someone to show specific behavior. Naturally, behavior expected to be demonstrated by workers in the company will produce performance best for the company, and certainly not vice versa. Motivation is the willingness to emit a level of effort towards an objective organization conditioned by capabilities that effort to fulfill individual needs. Element effort is element intensity. If someone is motivated, then the person will try to be strong (Sedarmayanti, 2018).

Hypothesis.

- H 1: Influence leadership on the performance of employees
- H 2: Influence leadership to job satisfaction
- H 3: Influence motivation achievement towards performance employee
- H 4: Influence motivation achievement to job satisfaction
- H 5: Influence job satisfaction towards the performance of the employee
- H 6: Job satisfaction mediates the connection between leadership and the performance of the employee
- H 7: Job satisfaction mediates the connection between motivation achievement and performance of the employee

METHODS



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This research uses secondary data types. The determination method used in the sample in this study was a purposive sampling population of manufacturing companies, which consisted of 257 companies. Hypothesis testing uses a Structural Equation Model (SEM) based variant or so-called Partial Least Squares (PLS). In this research, there are four variables, namely:

1. Leadership (X 1)
2. Motivation Achievement (X 2)
3. Employee Performance (Y)
4. Satisfaction (Mediation Variable)

RESULT AND DISCUSSION

Structural Model Evaluation. This research obtained the outer loading value above 0.60 after reconstructing the model by removing indicators with factor loading values below 0.60. Indicators above 0.70 are acceptable for measuring the latent variable well. Composite reliability and Cronbach alpha values for each construct are more significant than 0.70; on the construct performance, the employee own mark composite reliability and Cronbach alpha of 0.976 and 0.969. On construct, job satisfaction has marked composite reliability and Cronbach alpha of 0.980 and 0.975. On construct motivation achievement, the own mark composite reliability and Cronbach alpha are 0.941 and 0.875. On construct leadership, own mark composite reliability and Cronbach alpha of 0.928 and 0.905. Recapitulation results calculation can be seen in Table 1.

Table 1. Recapitulation results calculation

Construct	Outer Loading	Composite Reliability	Cronbach Alpha
X1.1	0.705		
X1.2	0.930		
X1.3	0.932		
X1.4	0.719	0.928	0.905
X1.5	0.873		
X1.6	0.772		
X2.1	0.945		
X2.2	0.941	0.941	0.875
Y1.1	0.939		
Y1.2	0.962		
Y1.3	0.948	0.980	0.975
Y1.4	0.961		
Y1.5	0.956		
Y2.1	0.947		
Y2.2	0.901		
Y2.3	0.966	0.976	0.969
Y2.4	0.946		
Y2.5	0.960		

R-Square. The R-Square value of job satisfaction is 0.498, so can the model including in criteria moderate, meaning construct leadership and motivation achievement capable explaining construct satisfaction customers amounting to 49.8%, the remaining 50.2% is explained by other constructs that are not researched in this research. Whereas the R-Square value of performance employee is 0.965, then we can say the model includes in criteria moderate, meaning construct leadership,



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motivation achievement and job satisfaction are capable of explaining construct performance employee amounting to 96.5%, other constructs outside the model explain the remaining 3.5%.

Structural Model Evaluation through Goodness of Fit (GoF). The goodness of fit is the measurement of model accuracy overall because it is considered a measurement that is single from the outer model and inner mode measurements. A measurement value based on Goodness of Fit ranges between 0 and 1. Calculation results with GoF show how the ak of $\sqrt{AR2} * A.Com = \sqrt{0.730} * 0.843 = \sqrt{0.615} = 0.784$ mea, indicating that the global model is predictive in powerful (large) models.

Path Analysis and Hypothesis Testing.

1. Leadership was influential, with a positive effect of 0.031 against job and relationship satisfaction. However, this effect was insignificant at the 0.05 level because the t-statistical value was smaller, at 1.96, i.e., 0.171.
2. Leadership was influential, with a positive effect of 0.057 against the performance of employees and relationships. However, this effect was insignificant at the 0.05 level because the t-statistical value was smaller, at 1.96, i.e., 0.283.
3. Job satisfaction matters, with a positive value of 0.084 against the performance of employees and relationships. However, it is insignificant at the 0.05 level because the t-statistical value is more minor, at 1.96, i.e., amounting to 1,610.
4. Motivation achievement's influential positive of 0.682 against job and relationship satisfaction was significant at the 0.05 level because the t-statistical value was more extensive than 1.96, i.e., 4,261.
5. Motivation achievement is influential and positive, amounting to 0878 against performance employees. Relationships are significant at the 0.05 level because the statistical value is more considerable at 1.96, i.e., 15,410.

Influence leadership to job satisfaction. Based on the influence analysis results, leadership to job satisfaction shows that leadership is influential, positive and insignificant. Path analysis results reflect it by connecting the significance at the level of $0.864 > 0.05$ because the statistical value is small, at 1.96, i.e., 0.171. It means the more good leadership is exercised, the more job satisfaction will increase. However, there is no influence on job satisfaction among employees.

Succeed or not A the company is primarily determined by leadership because the leader is responsible for failure implementation work; on the other hand, success in A organization is success in somebody influences others to move or operate the vision; apart from that, it is coordination or good cooperation between leaders and subordinates (Sari et al, 2024). A leader has the skill to lead and the ability to influence others or groups of people. A leader is also an active person who compiles plans, coordinates and works together to achieve objectives. Good leadership is where the leader can apply proper leadership to satisfy employees (Muslih & Pratama, 2022).

The results of this research are different from the results of research conducted by Annisa (2021), Putra & Suyra (2020), Jayanti & Nazwirman (2020), Djuraidi & Laily (2020), Hafidz & Noviyanti (2022), Muslih & Pratama (2022), Adam et al. (2021), Buil et al. (2018), Jiang et al. (2017), Rawashdeh et al (2020) and Sumarno et al (2022) which show that leadership influential positive and significant to performance employee.

Influence leadership to performance employees. Based on the influence analysis results, leadership to performance employees shows that leadership influences positively. However, there is no significance on the performance of employees. It is reflected from the path analysis results concerning the No significance at the level of $0.283 > 0.05$ because the statistical value is negligible



at 1.96, i.e., 1.075. Connection positive means more Good leadership, so the performance of employees will increase. However, nothing happened.

Amalia (2022) suggests that followers exceed the limit to achieve performance. Usually, leadership must be transformational. It happens when a leader expands and improves the interests of their employees, awakens awareness and acceptance of goals and mission groups, and directs their employees to look beyond personal interest; they are for good groups and organizations. Transformational leadership is necessary to create and communicate a vision and organization capable of adapting to a changing environment. This study supports previous research that found an influence of No significance between leadership and the performance of employees, namely research by Cahyono (2019), Mahdi et al. (2022) and Andara (2020).

Influence motivation achievement to job satisfaction. Based on the influence analysis results, motivation achievement to job satisfaction shows that motivation achievement influences positive and significant job satisfaction. It is reflected by path analysis results connected to the significance at the 0.000 level < 0.05 because the statistical value is more significant than 1.96, which is 4.261. Connection positive means more Good motivation achievement, increasing employee job satisfaction.

Work motivation factors will influence the performance of employees. They have somebody who has potential, but a person is not yet, Of course, willing to deploy all the potential to achieve optimal results, so it still requires encouragement for each employee to Want to use all over potential, a power push, the often called motivation (Amalia, 2022).

The results of this research support research conducted by Annisa (2021), Jayanti & Nazwirman (2020), Garaika (2020), Ardi (2021), Ekayanti (2022), Sembiring et al. (2021) and Haris & Welsa (2022) which shows that motivation is influential positive and significant to performance employee.

Influence motivation achievement to performance employee. Based on the influence analysis results, motivation achievement performance employees show that motivation achievement influences positive and significant performance employees. It is reflected by path analysis results in connection to the significance at the 0.000 level < 0.05 because the statistical value is more significant than 1.96, which is 15,410. A positive connection means more motivation achievement, so the performance of employees will increase.

According to Mc Clelland et al. (2018), motivation achievement is defined as a business reaching success or succeeding in competition with a size of possible advantages from other people's achievements and one's achievements. Mahdi et al. (2022) stated something similar that motivation achievement is something encouragement that a person has concerning achievement, i.e., dominant, manipulating fiber-arranged environment social nor physical, overcoming all obstacles and maintaining high-quality work, and competitive through efforts to exceed results of past work and outperform other work results.

The results of this research are different from those of research conducted by Amalia (2022), Hafidz & Noviyanti (2022) and Andara (2020), which stated that motivation is not significantly influential on performance employees.

Influence job satisfaction towards performance employee. Based on the influence analysis results, satisfaction with performance employees shows that work matters positively and is not significant to performance employees. It is reflected by path analysis results in connecting the significance at the level of $0.108 > 0.05$ because the statistical value is smaller than 1.96, which is



1,610. Connection positive This means the more job satisfaction the performance of employees will increase. However, Nothing really happened.

In an attempt to increase the performance of employees, a necessary factor noticed is how applied leadership in the company and motivation achievement through job satisfaction. According to Sutrisno (2014), job satisfaction is emotionally fun or unpleasant circumstances for employees looking for work. Job satisfaction refers to the attitude of an individual to his job. According to Robbins and Judge (2018), job satisfaction is found in the suitability of hope and the rewards obtained during work. In other words, job satisfaction is an emotional status originating positively from the evaluation of an employee to their work situation experience. Employee job satisfaction is not only based on magnitude rewards but also conditions of the work environment that a person's leaders and coworkers influence the environment.

The results of this research are different from those of research conducted by Annisa (2021), Putra & Surya (2020), Garaika (2020), Djuraidi & Laily (2020), Hafidz & Noviyanti (2022), Muslih & Pratama (2022), Rawashdeh et al. (2020) and Sufiyati et al. (2022), who stated that influential job satisfaction is positive and significant for performance employees.

The role of job satisfaction in mediating connection leadership to performance employee.

The results of the analysis show that job satisfaction mediates between the influence of leadership and the performance of employees. It can be seen from the indirect effect testing results, which show that leadership, job satisfaction, and employee performance have a significant relationship. The results of this study do not support previous research conducted by Sembiring et al. (2021) and Andara (2020), which stated that satisfaction does not mediate a connection between leadership and motivation for performance employees.

However, research conducted by Muslih & Pratama (2022), Rawashdeh et al. (2020), and Sufiyati et al. (2022) stated that satisfaction mediates between leadership and motivation for performance employees.

The role of job satisfaction in mediating connection motivation achievement to performance employee. The analysis results show that Job satisfaction cannot mediate between influence motivation achievement to performance employee. The results of indirect effect testing show that motivation achievement, job satisfaction, and employee performance relationships are insignificant. The results of this study are different from previous research conducted by Amalia (2022), Hafidz & Noviyanti (2022) and Andara (2020), which stated that job satisfaction mediates influence motivation achievement to performance employees. However, research conducted by Ardi (2021), Ekayanti (2022), Sembiring et al. (2021) and Haris & Welsa (2022) stated that job satisfaction mediates influence motivation perform to performance employee.

Theoretical Implications. This research has investigated the mediation between leadership and motivation achievement and performance in conditions that apply at PT. BPR Trigger Manunggal . It was conducted to overcome the gap between the research paradigms and seeks to determine the effect of mediation on Job satisfaction on relationships between leadership and motivation performance work. The contribution of this research to existing theories is capable claims that connect leadership to the performance and satisfaction of employees.

Future research should develop this research regarding factors besides leadership that can influence performance employee use framework integrative, with sparse variables used in previous studies such as perceived risk, actual purchase, trust, website quality, eWOM, and online visibility can be added to find out other factors can influence performance employee through job satisfaction.



Practical Implications. PT. Bpr Picu Manunggal needs to increase leadership to ensure employees can work well, on time, and comfortably instead of causing them to skip class more often. I am sure that available facilities in clean conditions, ensure that service is done to the employee on time, ensure customers want to transact safely, ensure that employees are capable of making customers believe, confirm that employees are Healthy physically and spiritually so that employees sincerely be sincere help visiting customers, confirm employee know all information about product company so when customer ask employee, employee able to be straightforward give information or answer, and ensure that employees capable understand need specific customers.

Research Limitations. The results of this study cannot be generalized to other industries, meaning this research can only be explained to the company because of unique characteristics that exist in the company apart from PT. BPR is a possible change that influences the performance of employees. These two studies are descriptive; we do not manipulate antecedents like experimental research, so conclusions are drawn on relationships between construction in this research, requiring more continued and sustainable studies.

CONCLUSION

1. Leadership is influential and cheerful but insignificant in job satisfaction at PT. BPR Triggers Manunggal Sejahtera.
2. Leadership was influential and positive. However, it was not significant to the performance of employees at PT. BPR Trigger Manunggal.
3. Motivation achievement is influential, positive, and significant against job satisfaction at PT. BPR Triggers Manunggal Sejahtera.
4. Motivation achievement is influential, positive, and significant against the performance of employees at PT. BPR Triggers Manunggal Sejahtera.
5. Job satisfaction matters positively and is not significant to the performance of employees at PT. BPR Triggers Manunggal Sejahtera. It has to mean that there will be increasing job satisfaction, provided that employee performance will increase.
6. Satisfaction mediates between the influence of leadership and the performance of employees.
7. Satisfaction No mediate between influence motivation achievement to performance employee.

Suggestion. In construction Leadership, three indicators have a mark below the average score. That leader is always showing exemplary against (X1.1) of 2.44. A leader can be proficient or able to deliver a message, idea or thought to others (X1.2) of 2.39. A leader is always disciplined and obedient in carrying out duties and obligations (X1.5) of 2.52. Advice on what to do is so that leaders can communicate more often with their subordinates and remain connected to good relationships and discipline.

One indicator marked below the average score on construct motivation achievement is that the Employee produces good performance (X2.1). In order to get achievements, rewards, or other rewards, employees must be able to develop science and knowledge to be capable of achieving their objective company. On construct, there are two indicators of job satisfaction marked below the average score: Employees feel satisfied with promotions (Y1.3), which amounted to 3.52, and Employees feel satisfied with supervision (Y1.4) of 3.47. Should the company's marketing be further expanded to give promotions to customers who want to visit and save at the company? On construct performance, employees, two indicators have a mark below the average score: I come to work on time (Y2.1) of 2.10, and my indicator always gives quality work results that meet the company's



standards (Y2.4) of 2.07. Leaders must be able to follow the example of exemplary and diligent employees so that leaders can be more appreciated by their subordinates.

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