

# The Influence of Leadership and Work Motivation on Employee Performance Through Job Satisfaction as an Intervening Variable at PT Suma Danu in Gianyar

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## ABSTRACT

Improving the potential of local communities is a big part of helping the area grow, especially in Bali's Gianyar Regency. Pig farming is a potential community-based business that has helped animal feed companies like PT Suma Danu get started. But the business has been having problems, like not meeting sales goals, a lot of absences, and unhappy employees who don't like their jobs. People think that these issues are caused by bad management, low drive, and low pay, all of which have caused employees to do poor work. As an extra variable, job satisfaction is used in this study to look at how leadership and work drives affect how well employees do their jobs. There are 45 people working at PT Suma Danu. They do things like customer service, transportation, warehousing, administrative, operations, cleaning, marketing, and security. In a census method, the whole population was used as a study sample. Partial Least Squares (PLS) analysis examined the data. Leadership positively and significantly influences employee performance and job satisfaction. Good leadership improves morale, job satisfaction, and workplace atmosphere. Workplace motivation boosts achievement and happiness. Happy workers are typically more productive, responsible, and dedicated. Job satisfaction affects employee success, motivation, and leadership. To enhance motivation and job satisfaction, PT Suma Danu's management should communicate better, involve employees in decision-making, train them, and review the pay and benefits structure. Employees are encouraged to work together better with bosses and coworkers to make the workplace more peaceful and productive. To get more complete and useful results, future experts should make the study bigger and include more factors.

**Keywords:** *Leadership, Work Motivation, Job Satisfaction, Employee Performance*

## 1. INTRODUCTION

Gianyar Regency in Bali Province is home to a diverse society with significant economic potential. One of the most prevalent and promising community-based economic activities found in nearly every village is pig farming. This industry thrives due to the widespread local demand for pork products, making pig farming a sustainable and often intergenerational livelihood for many residents (Manarisip et al., 2021).

The growth of pig farming has simultaneously driven the emergence of numerous animal feed businesses aiming to meet rising market demand. The presence of many feed distributors both small-scale businesses (UD) and larger companies (PT) has intensified competition in the region, as reflected in Table 1.1

**Table 1.** Gianyar Animal Feed Company Data

Number	Company Name
1	UD Harta Guna
2	UD Pula Sari
3	UD Catra Sanjaya
4	UD Budhi Mulya
5	UD Sari Merta Pakan Ternak
6	UD Sari Buah

7	UD Yunda Sejahtera
8	UD Berata
9	UD Suratani
10	PT Suma Danu

Based on Table 1, which shows that there are many UD and PTs in Gianyar, this causes very tight sales competition. To increase sales, companies must improve employee performance.

To increase sales and sustain market presence in such a competitive market, businesses need to improve staff performance. Mangkunegara (2017) defines performance as the amount and caliber of work completed by an employee in accordance with their duties. According to Robbins (2017), great performance happens when work results exceed expectations. A number of elements, including ability, skills, motivation, leadership, organizational culture, and job satisfaction, are identified by Kasmir (2016, as quoted in Maryati, 2021) as influencing performance. The functions of job satisfaction, work motivation, and leadership are the particular subjects of this study.

The process of persuading people to accomplish common objectives is the general definition of leadership (Sutrisno, 2016; Northouse, 2019). Performance and job satisfaction are known to increase under effective leadership (Yukl, 2020). Although Susilo et al. (2022) discovered a significant but unclear effect, other research has established a beneficial association between leadership and employee performance (Setiawan et al., 2022; Adriana et al., 2023; Trijaya & Safiria, 2023). According to certain research (Andara, 2020; Sugianto et al., 2024), leadership has also been demonstrated to have a considerable impact on work satisfaction (Pancasila et al., 2020; Haryani et al., 2022; Prayitno et al., 2022; Sudhana, 2023; Nugroho & Saluy, 2024; Yikwa et al., 2023).

Work motivation, defined as an internal drive influenced by individual needs and rewards, encourages optimal performance (McClelland, as cited in Putri et al., 2022; Hasibuan, 2019). High motivation not only boosts performance but also enhances job satisfaction. Empirical findings (Hartono et al., 2021; Martadiani & Lestari, 2021; Junaedi & Digidowiseiso, 2023; Pravitasari, 2023; Ramadhan et al., 2024) have supported this positive link, although Feri et al. (2020) observed a negative impact. With regard to job satisfaction, many studies (Aryanta et al., 2019; Efendi & Yusuf, 2021; Hidayat, 2021; Cornelia & Bahjatullah, 2023; Ramadhan et al., 2024) affirm the positive influence of motivation, despite some differing results such as those found by Hidayat (2021).

Job satisfaction refers to the emotional response an individual has toward their job, which arises when their expectations align with workplace realities (Mangkunegara, 2017; Porter, 1961; Robbins, 2008). Higher job satisfaction is frequently linked with improved employee performance (Budiyono et al., 2024; Roses et al., 2024; Cornelia & Bahjatullah, 2023; Munandar et al., 2019).

At PT Suma Danu, employee performance has not reached optimal levels, with average sales achieving only 82% of targets over the past three years. The company's autocratic leadership style has drawn criticism, particularly regarding the lack of employee involvement in decision-making and inadequate supervision. In 2023, the average absenteeism rate stood at 4.3%, exceeding the acceptable limit as noted by Mudiarta (2011), and reflecting low employee motivation. This is also evidenced by the lack of responsibility and strained workplace relationships.

Although employees receive basic salaries, bonuses, and holiday allowances, many remain dissatisfied due to compensation levels being below the regional minimum wage (UMK Gianyar), delayed salary payments, and the absence of health and safety benefits (such as BPJS coverage). These conditions highlight broader dissatisfaction with the company's compensation and management systems.

## 2. RESEARCH METHOD

The goal of hypothesis testing in this study is to look for causal links between variables using an explanatory research methodology. All 45 workers of PT Suma Danu were asked to fill out a structured questionnaire, and the Partial Least Squares (PLS) method was used for quantitative analysis. Building blocks and variables: Leadership and drive at work are two different things. Job satisfaction is the variable that acts as a bridge. The dependent variable is how well employees do their jobs. We used well-known theories to find indicators for each construct. For example, McClelland's theory was used to find indicators for drive, and Afandi's model was used to find indicators for leadership. sources and types of data; to get quantitative data, Likert scale surveys were sent out. Qualitative Data: Obtained from corporate records and interviews. Primary Data: Obtained straight from the respondents, who were workers. Secondary Data: Derived from internal business publications. The process of sampling. Since there were only 45 workers in the whole population, the study used a census method and took samples from that group.

Instruments for research. The closed-ended questionnaire was measured using a 5-point Likert scale from "Strongly Disagree" (1) to "Strongly Agree" (5).

Assessing accuracy and reliability. Excel and SPSS Pearson correlation values provided validity checks. Each statement was supported by statistically significant association values larger than 0.30. All models' Composite Reliability and Cronbach's Alpha scores were over 0.70, indicating strong internal consistency. How to do the analysis of data. Using descriptive analysis, we describe how employees responded to each sign. When you do inferential analysis, you use Partial Least Squares (PLS) to look at the structural model and test the assumptions that have been made. This method was chosen because it can deal with complicated models without needing assumptions about how normal the data is.

### 3. RESULT

Table 2 shows path analysis and significance testing results. Leadership's t-statistic value on job satisfaction is 4.653, higher than the t-table value of 1.64, due to an Original Sample (O) value of 0.322 and a P Value of 0.000 (less than 0.05). Leadership positively impacts job satisfaction, therefore strong leadership will make employees happier at work.

The t-statistic value for the leadership variable on employee performance is 5.430, which is more than the t-table value of 1.64, with a sample size of 0.429 and a significance level of 0.000. Since leadership has a substantial and positive effect on employee performance, greater leadership would improve staff performance.

This job satisfaction variable has a t-statistic of 8.446 ( $8.446 > 1.64$ ), greater than the t-table value of 1.64. Its Original Sample (O) value is 0.632 and its P Value is 0.000, below 0.05. Job satisfaction and work motivation are positively correlated. More motivated workers will be happy at work.

Its Original Sample (O) value is 0.555 and P Value is 0.000, below 0.05. The influence of job motivation on employee performance has a t-statistic value of 6.726, which is larger than 1.64. This means work motivation boosts employee performance greatly. Thus, workplace motivation improves performance.

We have an Original Sample (O) value of 0.370 and a P Value of 0.010, which is less than 0.05, to compare work happiness to employee performance, which is greater than the t-table value of 1.64 ( $2.570 > 1.64$ ). This reveals that job satisfaction boosts employee performance significantly. In other words, happier workers perform better.

The t-statistic value of 2.420 and the t-table value of 1.96 for leadership on employee performance through work satisfaction differ. The t-statistic is 0.119 and the p-value is 0.016, both below 0.05. This shows that job satisfaction influences leadership and worker success.

The t-statistic for the work incentive variable on employee performance through job satisfaction is 2.178 since the Original Sample (O) value is 0.234 and the P Values are 0.030 and 0.05. 2.178 exceeds the t-table value of 1.96. These findings suggest that job satisfaction affects work motivation and performance.

This brand's R<sup>2</sup> rating is 0.49. Based on the criteria, this model is considered moderate. This means that differences in e-WOM and experiential marketing can explain 49% of the brand image, while differences in factors not included in the model explain the other 51%. With an R<sup>2</sup> value of 0.53, purchase intention has a moderate model. This means that changes in e-WOM, experiential marketing, and brand image can explain 53% of the variation in purchase intention. Changes in other constructs outside the model account for the remaining 47%. The Q<sup>2</sup> number of 0.76 means that the global model estimation is strong, since changes in exogenous factors can predict 76% of the variation in endogenous factors.

**Table 2.** Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
X1 -> Y1	0.322	0.330	0.069	4.653	0.000
X1 -> Y2	0.429	0.425	0.079	5.430	0.000
X2 -> Y1	0.632	0.628	0.075	8.446	0.000
X2 -> Y2	0.555	0.560	0.083	6.726	0.000
Y1 -> Y2	0.370	0.379	0.144	2.570	0.010
X1 -> Y1 -> Y2	0.119	0.123	0.049	2.420	0.016

X2 -> Y1 -> Y2	0.234	0.242	0.108	2.178	0.030
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#### 4. DISCUSSION

Leadership positively and significantly impacts employee success. This illustrates that leadership improves work results. Leaders must motivate and guide teams to achieve organizational goals (Robbins, 2021; Kartono, 2020). A good manager motivates employees to work together and succeed. Lindawati & Parwoto (2021), Prayitno et al. (2022), Haryani et al. (2022), and Setiawan et al. (2022) found that leadership improves employee performance. This confirms their findings. Job satisfaction is also greatly and favorably impacted by leadership. Employee satisfaction rises when a helpful and communicative leadership style fosters a more enjoyable work environment. A more fulfilling workplace is created by leaders who recognize achievements and provide helpful criticism (Robbins & Judge, 2021).

Studies by Pancasila et al. (2020), Sudhana (2023), Yikwa et al. (2023), and Nugroho & Saluy (2024) indicated similar beneficial benefits, and this result confirms those findings. Performance was found to be positively impacted by work motivation in a significant and direct way. This implies that employees who are more motivated are more productive and take on more responsibility. Sumardjo & Priansa (2021) claim that employee motivation influences how hard and persistently they work to accomplish company objectives. These results support earlier studies by Pravitasari (2023), Hidayat (2021), Setiawan et al. (2022), and Aryanta et al. (2019).

Furthermore, the data shows that motivation makes job satisfaction a lot higher. When workers think their material and emotional needs are being met, they are more likely to be interested and happy with their jobs (Afandi, 2021). The findings of Hasniaty et al. (2024), Cornelia & Bahjatullah (2023), Haryani et al. (2022), and Hartono et al. (2021) are backed up by this. Job satisfaction boosts performance significantly. Employees who are happy at work are more committed, perform better, and improve the workplace. Fair pay, advancement opportunities, good teamwork, and management support make people happy (Robbins et al., 2021; Afandi, 2021).

This study agrees with Susanto (2019), Budiyo et al. (2024), Cornelia & Bahjatullah (2023), and Roses (2024). Leadership affects achievement, but job satisfaction does too. Leadership may affect job satisfaction and success. Effective leaders make employees happier, which enhances performance. Robbins (2021) says bosses who appreciate and understand their employees will get more done. Adria, Prayitno, and Annisa & Sani (2021) found this. Job satisfaction also affects work motivation and success. Happier, more motivated workers perform better and are more dedicated (Enny, 2022). When recognized and rewarded, workers work harder and get things done. These findings support Aryaanta et al. (2019), Hidayat (2021), Cornelia & Bahjatullah (2023), and Sudhana (2023).

#### 5. CONCLUSION

Animal feed companies are abundant in Gianyar Regency, and the market is increasing. This makes community empowerment, especially pig farming, a profitable enterprise. Feed firms must enhance staff effectiveness to increase sales and compete. This study examines how job satisfaction, motivation, and leadership effect PT Suma Danu employees' performance.

The study found that excellent leadership improves workers' performance and job satisfaction. Job satisfaction also balances leadership and success. Motivating workers increases performance and satisfaction. Job satisfaction affects job motivation and performance. Employee performance is greatly improved by job satisfaction. It also mitigates leadership and job motivation effects on performance.

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