
Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Transactional and Leadership Style Job Analysis of Mediated Employee Performance Job Satisfaction**Warsiman^{1*}, Muhammad Zhurham², Ahmad Afri Rozi², Zul Khairi², Muhammad Irfan Nasution²**¹ STIE Nusa Megarkencana Yogyakarta
Jl. A.M Sangaji, Jetis, Yogyakarta City, Indonesia²Universitas Muhammadiyah Sumatera Utara***Email:** wars.siman@gmail.com**ABSTRACT**

Companies must be alert in responding to this so that company goals can be achieved. The purpose of this study was to examine transactional leadership styles and job analysis on employee performance in which job satisfaction is the intervening variable. Sampling was carried out using a probability sampling technique with a total of 30 respondents. Meanwhile, data processing used SmartPLS version 4. This study found that of the five hypotheses determined, H2 and H3 were accepted and H1, H4, H5 were rejected. Based on the test results, transactional leadership has no effect on job satisfaction. Job analysis has a significant effect on job satisfaction. Transactional leadership has a positive influence on employee performance. Meanwhile, in job analysis and job satisfaction there is no significant effect on employee performance.

Keywords: Transactional Leadership Style, Job Analysis, Employee Performance, Job Satisfaction

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INTRODUCTION

Currently, companies are required to be able to survive and compete in the business world. Many competitions are starting to emerge and become a challenge for the company. This should not be underestimated. Especially from those who don't even glance at it, they become real rival. Therefore, companies must be ready to respond swiftly to problems environment. One of them, by paying attention to existing Human Resources (HR).

The most important factor in moving a company so that the goals are achieved accordingly with what has been determined, namely Human Resources (Iskamto, 2021). For make it happen by finding good human resources and willing to be invited to go up level to a higher level (Jamal Ali & Anwar, 2021). In fact, every company for sure will look for solutions to survive and this is inseparable from resource management humans (Pratama et al., 2022) . Efficiency and effectiveness carried out by Resources human resources (HR) has an impact, including: designing and producing goods or services, control product quality, do product marketing, allocate finances with correctly, and determine company goals and strategies (Supratman et al., 2019).

On the other hand, you can find out if the company's goals have been achieved or not seen from the performance of employees. Moreover, in measuring the performance of employees, usually the company have certain indicators to improve the qualifications of employees and must be achieved by all employees (Iskamto, 2021). These indicators are very important to know achievement of employees so that company goals can be achieved. In addition, employee performance can be shown in the form of energy and thoughts (Hartono & Rahadi, 2021).

Employee performance is a result that has been achieved by employees in the form of quality work, quantity of work, timeliness, effectiveness, and independence (Maryani et al., 2021). Employee performance is considered to have an impact and role to directly contribute to company through individual behavior (Alsafadi & Altahat, 2021). Thus, can it can be concluded that employee performance is the result of employee work based on expertise, accuracy time, and the quality produced while doing work (Iskamto, 2021).

There are several problems experienced by employees, namely the decline in employee performance due to self-interest, lack of attention from superiors to subordinates so that causes work motivation to decrease, sometimes employees prefer to run work as his responsibility so that the desire to motivate yourself is not maximum (Sunarsi, Rizka Akbar, et al., 2021). There are still employees who feel dissatisfied with their jobs carried out so that it is too burdensome and injustice from superiors to subordinates (Wahyuni & Frendika, 2020).

Job satisfaction has a significant and positive influence on employee performance (Wijaya, 2018). Job satisfaction experienced by employees is considered as a driver of retention employees so that its level is influenced by intrinsic and extrinsic driving factors, quality of supervision, social relations with work groups that individuals succeed or fail in his work (Jamal Ali & Anwar, 2021). Job satisfaction reflects feelings employees related to work tasks so that they do not directly assist management human resources within the company (Rivaldo, 2021). Reasons are important to an employee to survive or leave the company can be seen from job satisfaction (Pratama et al., 2022).

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A leader must have the best way to empower his subordinates so as to create effective human resources (Maryani et al., 2021). Besides that, holding meetings with employees to solicit purposeful feedback increase productivity (Qalati et al., 2022). Paying attention to the ability of employees is necessary carried out by leaders such as theoretical ability, practical ability, expertise, and consistency of each employee so that it will have an impact on improving their performance (Darmanto & Supriyadi, 2022).

Likewise, transactional leadership enables leaders and employees alike to collaborate while still producing a good and stable work environment (Sunarsi et al., 2021). This provides an opportunity for employees to be creative without limits through collaboration supported by its leaders (Khan et al., 2021). Leader with the transactional style usually assigns employees tasks to find errors or deviations that occur (Darmanto & Supriyadi, 2022) (Darmanto & Supriyadi, 2022). Therefore, transactional leadership is leadership that encourages a leader to motivate employees to work and give appreciation for achievement their duties (Nurlina, 2022).

Hoxha, (2019) argues that the strength of the transactional leadership style which aims to evaluate, improve and train subordinates on device performance needs to be increased if the desired results are to be realized. There are several actions of transactional leadership that affect job satisfaction, such as appreciating employee contributions (Lumbantoruan et al., 2020). Transactional leadership has a positive and significant influence on job satisfaction (Nurlina, 2022). Besides that, transformational leadership really helps employees to change their behavior by thinking forward and being innovative in employee performance (Hoxha, 2019).

Employee performance can also be seen where employees are positioned in the company. Job analysis can be used as a basis for collecting job information on an ongoing basis regularly and systematically (Fadlilah & Fajrianti, 2022). Job analysis involves a process understanding in a company through-through the parameters that will be used for evaluate the success and effectiveness of the implementation of work (Anyakoha, 2019).

In addition, job analysis has a positive and significant effect on employee performance in determining Human Resources (HR) in accordance with the skills and expertise (Arismunandar & Khair, 2020). Through job analysis, each employee must pay attention to job descriptions and job specifications in order to achieve common goals that have been targeted (R. Hendra et al., 2022). The process in job analysis is considered as center of human resource practice to create performance that can later occupy the right position (Khtatbeh et al., 2020).

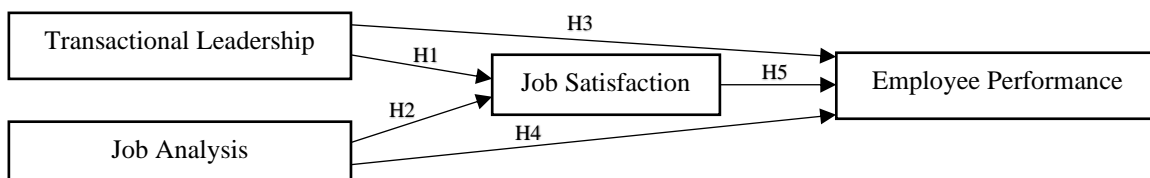


Figure 1. Conceptual Framework

The research hypothesis can be seen in Figure 1. Where for H1: Transactional Leadership has a positive and significant influence on Job Satisfaction. H2: Job Analysis has

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a positive and significant effect on Job Satisfaction. H3: Transactional Leadership has a positive and significant influence on Employee Performance. H4: Job Analysis has a positive and significant effect on Employee Performance. H5: Job Satisfaction has a positive and significant effect on Employee Performance.

METHOD

The method in this study used a literature study and a questionnaire. Reason using this method is to determine and analyze the influence between variables one another mediated by other variables. The population used in the research. The population used in this study were BPJS of Employment in Medan City. The technique used by this study to determine the sample is probability sampling technique. Whereas for data collection in this study using observation techniques and questionnaires measured by a Likert scale, namely strongly disagree, disagree, neutral, agree, and strongly agree. In addition, the software used in quadratic structural equation modeling partial smallest (PLS-SEM) namely SmartPLS version 4.

There are several indicators used in this study. This indicator can be seen in the following table:

Table 1. Research Indicators

No.	Variable		Items
1	Transactional Leadership (Darmanto & Supriyadi, 2022)	TL1	I feel that recognition of work performance is important from a leader
		TL2	I feel that work supervision needs to be carried out by the leadership
		TL3	I feel that the reward given by the leadership is a form of appreciation for employees
		TL4	I feel that giving corrections from the leadership is needed in terms of improvement
2	Job Analysis (T. Hendra & Hafizah, 2020)	JA1	I feel clear about the responsibilities assigned
		JA2	I feel the duties and authority given are in accordance with the position
		JA3	I feel that there is clarity of coordination in carrying out the work
		JA4	I feel according to the job title with educational background
3	Job Satisfaction (Bahri & Nisa, 2017)	JS1	I feel that colleagues can be invited to cooperate
		JS2	I feel that the working conditions motivate me to work
		JS3	I feel that the salary given is in accordance with the work
		JS4	I feel that at work there is a career ladder

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4	Employee Performance (Darmanto & Supriyadi, 2022)	EP1	I feel that the quality of work in the corporate environment can provide comfort to employees
		EP2	I feel that the quantity of work can speed up work quickly and precisely
		EP3	I feel that cooperation between employees needs to be implemented so that work can be completed quickly
		EP4	I feel that the initiatives taken by employees make work more focused

Validity Test and Reliability Test

In conducting the Validity Test, if the value of R Count > R Table product moment in each item of the questionnaire is declared valid. For validity test results, can be seen in table 3.

Table 2. Case Processing Summary

Cases		N	%
		<i>Valid</i>	30
	<i>Excluded^a</i>	0	0
	<i>Total</i>	30	100.0

a. Listwise deletion based on all Variables in the procedure

Table 3. Item-Total Statistics

	Scale Mean if Item Deleted	Scale variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
TL1	60.30	47.114	.450	.866
TL2	60.47	44.602	.526	.863
TL3	60.33	45.885	.508	.864
TL4	60.30	46.148	.469	.865
JA1	60.50	45.086	.573	.861
JA2	60.80	43.683	.549	.862
JA3	60.43	47.426	.404	.868
JA4	61.20	42.855	.447	.871
JS1	60.83	43.247	.651	.857
JS2	60.73	42.409	.740	.852
JS3	60.93	44.754	.383	.872
JS4	60.53	46.051	.530	.863
EP1	60.63	43.275	.559	.861
EP2	60.57	44.530	.627	.859
EP3	60.43	47.013	.407	.868
EP4	60.50	46.328	.475	.865

The R value of the product moment table can be found in the distribution of the R value of the statistical table based on the df value. The formula for df is n-2. If the number of respondents is 30, then $df = 30 - 2 = 28$. In the product moment table R value distribution for n-28 at 5% significance, we find an R table value of 0.374.

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Table 4. Comparison of calculated R values with R tables

Validity Test Results			
	R values	R tables 5% (28)	criteria
TL1	0,450	0,374	Valid
TL2	0,526	0,374	Valid
TL3	0,508	0,374	Valid
TL4	0,469	0,374	Valid
JA1	0,573	0,374	Valid
JA2	0,549	0,374	Valid
JA3	0,404	0,374	Valid
JA4	0,447	0,374	Valid
JS1	0,651	0,374	Valid
JS2	0,740	0,374	Valid
JS3	0,383	0,374	Valid
JS4	0,530	0,374	Valid
EP1	0,559	0,374	Valid
EP2	0,627	0,374	Valid
EP3	0,407	0,374	Valid
EP4	0,475	0,374	Valid

Based on the data presented in table 4. comparison between the values of r counts and r tables, it can be concluded that all items for the variables Transactional Leadership (TL), Job Analysis (JA), Job Satisfaction (JS), and Employee Performance (EP) are valid. This is evidenced that the value of R count > R table.

In addition to the validity test, a reliability test was carried out on the research instrument. If the Guttman Split-Half Coefficient correlation is greater or equal to 0.80, then the research instrument is declared reliable. The results of the Reliability Test can be seen in table 5.

Table 5. Realiability Statistics

Cronbach's Alpha	Part 1	Value	.753
		N of Items	8 ^a
	Part 2	Value	.810
		N of Items	8 ^b
Total N of Items			16
Correlation Between Forms			.714
Spearman-Brown Coefficient	Equal Length		.833
	Unequal Length		.833
Guttman Split-half Coefficient			.832

a. The items are: TL1, TL2, TL3, TL4, JA1, JA2, JA3, JA4.

b. The items are: JS1, JS2, JS3, JS4, EP1, EP2, EP3, EP4.

Based on table 5. The results of the Reliability Test can be seen that the correlation value of the Guttman Split-Half Coefficient is 0.832 > 0.80. Thus it can be concluded that the research instrument as a whole or a combination is stated to be reliable.

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RESULT AND DISCUSSION

Responden Profil

Based on the distribution of questionnaires conducted by researchers, the respondents obtained a number of 30 respondents. Respondent demographics can be seen in table 6.

Table 6. Respondent Demographics

Characteristics	Information	Frequency	Percentage (%)
Gender	Male	19	63,3%
	Female	11	36,7%
	<i>Total</i>	<i>30</i>	<i>100%</i>
Age	24	5	16,7%
	25	3	10%
	26	6	20%
	27	8	26,7%
	28	5	16,7%
	29	1	3,3%
	30	1	3,3%
	31	1	3,3%
	<i>Total</i>	<i>30</i>	<i>100%</i>
	Education	Senior High School	8
Student		10	33,3%
D3		6	20%
S1		6	20%
<i>Total</i>		<i>30</i>	<i>100%</i>
Position	Internship	10	33,3%
	Marketing	5	16,7%
	IT	3	10%
	Staff	3	10%
	Service	3	10%
	Cleaning Service	6	20%
	<i>Total</i>	<i>30</i>	<i>100%</i>

From the data above, most of the respondents' demographics are male sex with 63.3%. The age that dominates respondents is 27 years with 26.7%. The highest education is 33.3% students and dominating positions are the apprenticeship section of 33.3%.

Hypothesis Test

To verify the hypothesis, testing can be done with the structure of the model in order to see the relationship between one variable and another. This test uses structural partial least squares (PLS-SEM), namely SmartPLS version 4. This research begins by looking at the R-square. Based on the results of the R-square evaluation test, it can be seen that the R-square job satisfaction is 0.545 and the R-square employee performance is 0.562. Meanwhile, on the adjusted R-square, job satisfaction is 0.511 and employee performance is 0.512.

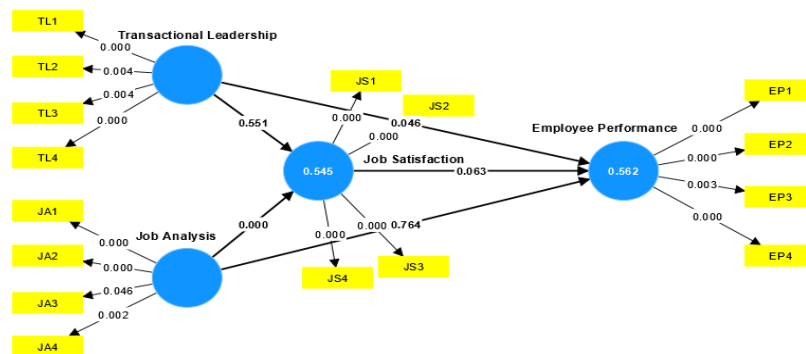

Figure 2. Model Analysis

Table 7. Model of Relations Between Research Variables

Country	Indicators	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistics ((O/STDEV))	P values
Indonesia	TL_JS	0.130	0.153	0.218	0.596	0.551
	JA_JS	0.652	0.646	0.179	3.641	0.000
	TL_EP	0.370	0.422	0.186	1.993	0.046
	JA_EP	0.074	0.066	0.247	0.300	0.764
	JS_EP	0.421	0.392	0.226	1.858	0.063

Source: Author's compilation

Based on table 7, the results of hypothesis testing through patch coefficient analysis can be seen that transactional leadership has no effect on job satisfaction (O=0.130; P values=0.551). On the other hand, job analysis (O=0.652; P values=0.000) has a positive effect on job satisfaction. Transactional leadership (O=0.370; P values=0.046) has a significant effect on employee performance. That way, H3 is proven that the higher the level of transactional leadership, the higher the employee's performance. Job analysis (O=0.074; P values=0.764) and job satisfaction (O=0.421; P values=0.063) have no effect on employee performance.

Table 8. Specific Indirect Effects

	Original sample (O)	Sample Medan (M)	Standard deviation (STDEV)	T statistica ((O/STDEV))	P values
TL->JS->EP	0.055	0.055	0.113	0.482	0.630
JA->JS->EP	0.274	0.257	0.165	1.665	0.096

In table 8, transactional leadership on employee performance through job satisfaction has an analysis result of O=0.055 and P values=0.630. Meanwhile, job analysis on employee performance through job satisfaction has an analysis result of O=0.274 and P values=0.096.

DISCUSSION

The Effect of Transactional Leadership on Job Satisfaction

Based on the results of this study, transactional leadership has no significant effect on job satisfaction. This is supported by previous research which states that leaders and

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subordinates have no relationship in any collaboration (Asbari et al., 2022). Moreover, the soul of transactional leadership is defined as a process that assists subordinates in completing work by expecting maximum results (Putranti & Harianti, 2022). Therefore, transactional leadership does not support job satisfaction performed by employees.

The Effect of Job Analysis on Job Satisfaction

In hypothesis 2, the test results show that there is a positive influence of job analysis on job satisfaction. Thus, job analysis really has a big relationship to the level of job satisfaction. Moreover, job analysis produces job descriptions and job criteria which include tasks, processes, responsibilities and employee needs (Arismunandar & Khair, 2020). Therefore, hypothesis 2 is supported in this study.

The Effect of Transactional Leadership on Employee Performance

The results of testing hypothesis 3 show that there is an effect of transactional leadership on employee performance. This is in accordance with previous research, transactional leadership has a significant effect on employee performance (Azizah et al., 2020). What's more, transactional leadership is closely related to employee performance because transactional leadership allows leaders to communicate vision and mission by linking employee performance so that it motivates them to achieve company goals (Jintar, 2022).

The Effect of Job Analysis on Employee Performance

From table 7, hypothesis 4 is rejected. This is because job analysis has no significant effect on employee performance. From these tests, hypothesis 4 does not support this research. In job analysis, there must be a selection process for employees to occupy positions. However, the determination of who will occupy the position is not necessarily seen from their performance. However, whether or not employees are suitable for positions, they must follow a selection process that involves the size of the company to obtain employees who are in accordance with the abilities and criteria for the position (Zulfikar & Dinata, 2020).

The Effect of Job Satisfaction on Employee Performance

For hypothesis 5, this hypothesis is not supported. The proof, test results show that job satisfaction has no effect on employee performance. Job satisfaction does not only describe someone who has a positive personality towards work activities but vice versa (Andreas, 2022). In general, job satisfaction is closely related to professional work values so as to create a sense of trust among employees (Eskandari Kootahi et al., 2022).

IMPLICATIONS

In this study, there were 30 respondents who were observed. Mostly, male gender with 63.3% and female gender with 36.7%. While testing the hypothesis using structural partial least squares (PLS-SEM), namely SmartPLS version 4. This research begins by looking at the R-square. Based on the relationship between the variables, the results of the study show that H2 and H3 are accepted, while H1, H4 and H5 are rejected. In other words, job analysis has a significant effect on job satisfaction and transactional leadership has a significant effect on employee performance. On the other hand, transactional leadership has no effect on job

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satisfaction and job analysis and job satisfaction have no significant effect on employee performance.

CONCLUSION

Companies must be prepared to be alert in addressing environmental issues so that the company's goals can be achieved. One of them, by paying attention to existing Human Resources (HR). To find out whether the company's goals have been achieved or not, it can be seen from transactional leadership, job analysis, employee performance, and job satisfaction. From these variables, five research hypotheses were obtained. Where hypothesis 2 and hypothesis 3 support this research. Meanwhile, hypothesis 1, hypothesis 4, and hypothesis 5 are rejected. Based on the test results, transactional leadership has no effect on job satisfaction. In addition, there is a significant effect of job analysis on job satisfaction, where the better the job analysis, the better the job satisfaction. Meanwhile, transactional leadership has a positive influence on employee performance. This is inversely proportional to job analysis and job satisfaction has no significant effect on employee performance.

ACKNOWLEDGEMENT

This research can be carried out and carried out properly and smoothly thanks to the help of various parties. Researchers would like to thank BPJS Employment employees in the city of Medan, Leaders and Lecturers of Muhammadiyah University of North Sumatra, and Lecturers of the Nusa Megarkencana College of Economics, Yogyakarta, and all friends.

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