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## THE EFFECT OF LEADERSHIP AND WORK ABILITY ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING

**Abstract.** The research objective of this article is to examine the factors that influence and how to utilize resources to be managed in accordance with company goals. Human resources are one of the most important factors in the organization, because the quality of the organization itself is highly dependent on the quality of human resources as employees and service actors in an organization. Therefore, to get human resources in accordance with the needs of a strategy in managing human resources, good human resource management will provide progress for the company, especially in dealing with situations and conditions that are always changing and developing. Organizations also have goals that need to be carried out by leaders who provide impetus, cause, channel, and maintain the behavior of employees so that they are willing to work in accordance with what the organization wants. The theoretical and practical aspects of functional tasks relate to how well employees get the job done, while behavioural tasks relate to the ability of employees to handle inter-personal activities with other members in the organization including overcoming conflict, managing time, empowering others, working in a group and working independently. The relationship between leadership and work ability on employee performance can be improved through the use of authority to direct subordinates in doing work to achieve the goals of the organization, carrying out the tasks assigned to them based on skills, experience, and sincerity and time. This research was conducted at the Labuhan Batu Regency Regional Revenue Agency which has the status of Civil Servants totalling 57 people. The inductive analysis map according to Ni Kadek Yuli developed and presented in the identification shows that Work Ability, Work Facilities and Motivation on Employee Performance have a positive and significant effect on employee performance. The direction of the influence of this variable is also positive, which means that the higher the ability of an employee to complete his duties and responsibilities and good facilities, it motivates employees to improve their performance. The scientific and practical tools of the process approach in managing work leadership and capabilities have been automated. The article states that good leadership is basically a leader who is able to make decisions, motivate, communicate, and control subordinates. Meanwhile, work ability is a result of work achieved or a person's expertise in carrying out the tasks assigned to him based on skills, experience, and seriousness and time.

**Keywords:** *Work Ability, Leadership, Job Satisfaction and Performance.*

**JEL Classification:** A13; B30; H89.

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**Introduction.** Human resources are one of the most important factors in the organization, because the quality of the organization itself is highly dependent on the quality of human resources as employees and service actors in an organization. Basically, to get human resources in accordance with the needs of a strategy in managing human resources, good human resource management will provide progress for the company, especially in dealing with situations and conditions that are always changing and developing. Organizations also have goals that need to be carried out by leaders who provide impetus, cause, channel, and maintain the behavior of employees so that they are willing to work in accordance with what the organization wants.

The main task of the Labuhanbatu Regency Regional Revenue Agency is to carry out regional government affairs based on the principles of autonomy and assistance in the field of regional revenue. Functional tasks relate to how well employees get the job done, while behavioral tasks relate to employees' ability to handle inter-personal activities with other members of the organization including overcoming conflict, managing time, empowering others, working in a group and working independently.

Thus, to achieve maximum performance, the things mentioned above are a concern so as not to cause work discrimination. It is in their role as implementers that human resources have a very large contribution to the development of the organization.

But in reality, employees at the Labuhanbatu Regency Regional Revenue Agency are still unable to improve performance. In carrying out their duties, employees always think only of completing the work that has become their duties and responsibilities without any more motivation and creativity highlighted in employees in order to achieve maximum results. This happens because of the lack of awareness and willingness of the employees themselves to obey the rules. Therefore, it is fitting that this should receive more serious attention and it is hoped that employee performance can improve.

The research objective of this article is to examine the factors that influence and how to utilize human resources to be managed in accordance with company goals. To achieve the goal, the following task needs to be realized: to confirm or refute the following hypothesis: do leadership and work ability have a positive and significant effect on job

satisfaction. The object of the study is the personnel management of the unit, and the subject of the study is labor productivity.

**Literature Review.** The company or organization has expectations for each worker or employee to be able to have good and maximum performance to achieve the targets and goals of each activity.

According to Benardin and Russel in Priansa (2018) "Performance is the result produced by certain job functions or certain job activities over a period of time. These work results are the result of the abilities, skills, and desires achieved."

According to Cashmere (2016) "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period." According to House (1999), "Leadership is the ability of individuals to influence, motivate and make others able to contribute to the effectiveness and success of the organization."

According to Yukl (2005), "Leadership is the process of influencing others to understand and agree with what needs to be done and how the task is to be done effectively, as well as the process of facilitating individual and collective efforts to achieve common goals."

According to Sutrisno (2014), "Leadership is a process of a person's activities to mobilize others by leading, guiding, influencing others to do something so that the expected results are achieved." Ability to work is needed for each employee so that they can carry out each assigned task seriously to achieve maximum work results.

According to Hasibuan (2005), "Work ability is a result of the work achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, and seriousness and time.

According to Robbins (2012), "employability is an individual's capacity to perform various tasks in a particular job."

According to Blanchard and Hersey (2013), "Work ability is a condition that exists in workers who are truly efficient and effective in accordance with the specified field of work." According to Moenir (2002), "Work ability is a person's expertise to do what he wants to do or does not want to do related to the physical and mental characteristics of the person concerned." According to Kreitner and Kinicki in Wibowo (2016), "Job satisfaction is an affective or emotional response to various aspects of one's job. This definition shows that job satisfaction is not a single concept. A person can be relatively satisfied with one

**Table 1. Operational Definition of Research Variables**

Variables	Definition	Indicator	Scale
Performance (Y)	Performance is a result that is done by an employee to achieve organizational goals in accordance with the responsibilities given by an organization within a specified time.	Destination Standard Feedback Tools or means Competence Motive Opportunities	Likert
Leadership (X) <sup>1</sup>	Leadership is a person's activity to direct others by mobilizing and influencing others to work together and help each other to complete tasks in order to achieve optimal goals.	Decision-making ability Motivating ability Communication skills Ability to control subordinates Responsibility Ability to control emotions	Likert
Employability (X) <sup>2</sup>	Work ability is a person's ability to do work in accordance with physical and mental abilities based on the knowledge, education, experience, skills that a person has.	Employability Education Length of Service	Likert
Job Satisfaction (Z)	Job satisfaction is an employee's feeling either happy or unhappy with the work they do. An employee is satisfied or not with his job depending on how the employee sees whether or not there is a match between the process and the results of his work and what he receives.	Salary Promotion Supervision (relationship with superiors) Additional allowances Award Work procedures and regulations Coworkers The work itself Communication	Likert

aspect of the job and dissatisfied with one or more other aspects.”

According to Afandi (2018), “Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work.

According to Dadang (2013), “Job satisfaction is a pleasant or unpleasant emotional state towards work, job satisfaction

reflects a person's feelings towards his job.

**Research Methodology. Analytical frameworks.** The approach in this study is to use an associative approach, an associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). In this study, the independent variable  $X_1$ , namely Leadership, and  $X_2$ , namely Work Ability, Z namely Job Satisfaction and the dependent variable Y namely Performance.

**Table 2. Sub Model t Test Results Coefficients<sup>a</sup>**

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
1 (Constant)	36.823	1.884		19.550	.000
Leadership	.199	.068	.333	2.935	.005
Employability	.378	.088	.486	4.284	.000

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed, 2023

According to Morissan (2014: 109) population can be defined as a collection of subjects, variables, concepts or phenomena. We can examine each member of the population to find out the nature of the population concerned. According to Sugiyono (2018) Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions «. The population in this study were all Civil Servants (PNS) at the Labuhanbatu Regency Regional Revenue Agency, recorded in October 2023, totaling 57 people.

The data collection techniques used are: 1. Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees. 2. Documentation study, by collecting company / agency data related to research needs.

**Main results.** To get good regression results in this study, the regression model must fulfill the classical assumptions of regression with the basic assumptions that there are no tests of normality, multicollinearity, autocorrelation and heteroscedasticity symptoms between the independent variables and the moderating variables in the regression.

#### Hypothesis Test of Sub Model

The hypothesis states that leadership ( $X_1$ ) and work ability ( $X_2$ ), have a positive and significant effect on job satisfaction ( $Z$ ). The following is Table 2 of the t-test calculation results for each variable.

The hypothesis states that leadership ( $X_1$ ) and work ability ( $X_2$ ), have a positive and significant effect on job satisfaction ( $Z$ ). The following Table 2 shows the results of the t-test calculation for each variable. The t statistical test is obtained, as follows:

1. Leadership variable ( $X_1$ ) with a t-count value (2.935) > t-table (2.005) with a significance probability level (Sig) of 0.005 (<0.05). This shows that leadership has a significant effect on job satisfaction.

2. The work ability variable ( $X_2$ ) with a t-count value (4.284) > t-table (2.005) with a significance probability level (Sig) of 0.000 (<0.05). This shows that work ability has a significant effect on job satisfaction.

Thus, the path analysis equation can be arranged as follows:

$$Z = 36.823 + 0.199 X_1 + 0.378 X_2$$

The analysis equation model is meaningful:

1. The constant value is 36.823 which means that if the independent variables, namely Leadership ( $X_1$ ), and Work Ability ( $X_2$ ) are equal to zero, then Job Satisfaction ( $Z$ ) is 36.823.

2. The regression coefficient value  $X_1 = 0.199$  indicates that if Leadership increases

**Table 3. Model Summary Test Results Sub Model**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559	.313	.287	1.069

by 100%, it will increase Job Satisfaction by 19.9%.

3. The regression coefficient value  $X_2 = 0.378$  indicates that if Work Ability increases by 100%, it will increase Job Satisfaction by 37.8%.

#### Path Analysis Sub Model

The magnitude of the R value<sup>2</sup> or R-square contained in the Table 3.

The data above shows that the contribution or contribution of the influence of the variables of Leadership ( $X_1$ ) and Work Ability ( $X_2$ ) to the variable Job Satisfaction ( $Z$ ) is 28.7%, while the remaining 71.3% is the contribution of other variables not included in the study. Meanwhile, the value of  $\xi_1$  can be found by the formula  $\xi_1 = \sqrt{1-0.287} = 0.8444$ . Thus, the path diagram of structure model I is obtained as follows:

To see the *indirect effect*, it can be done with a test tool, namely using the available *Calculation for the Sobel Test* by entering the *original sample* and *standard error of* each independent variable on the dependent

**Table 4. Sobel Test Results Table**

Variables	Unstandardized	Std. Error	Test Statistic	Std. Error	P-Value
Leadership on Job Satisfaction	0.168 (a)	0.077 (S )a	1.934	0.028	0.053
Job Satisfaction on Performance	0.326 (b)	0.078 (S )b			
Employability on Job Satisfaction	0.351 (a)	0.094 (S )a	2.279	0.032	0.022
Job Satisfaction on Performance	0.213 (b)	0.074 (S )b			

Source: Data Processed with *Calculation for the Sobel Test*, 2023



variable if there is a mediator and without a mediator. With the criteria if the *Sobel test statistic*  $\geq 1.96$  with significance  $<0.05$ , then the variable can be said to be able to mediate between the independent variable and the dependent variable (Table 4).

From Table 4 above, the *test statistic* value of the effect of Leadership on Performance through Job Satisfaction as an intervening variable has a *test statistic* value of  $1.934 < 1.96$  with a significance of  $0.053 > 0.05$ , which means Hypothesis 6 is rejected where Job Satisfaction is unable to mediate the effect of Leadership on Performance.

The *test statistic* value of the effect of Work Ability on Performance through Job Satisfaction as an intervening variable has a *test statistic* value of  $2.279 > 1.96$  with a significance of  $0.022 < 0.05$ , which means that Hypothesis 7 is accepted where Job Satisfaction is able to mediate the effect of Work Ability on Performance.

**Conclusion.** Based on the results of research and discussion conducted by researchers regarding the effect of Leadership, and Work Ability on employee performance at

the Regional Revenue Agency through Job Satisfaction as an intervening variable, the following conclusions can be drawn:

1. Leadership affects Job Satisfaction at the Labuhanbatu Regency Regional Revenue Agency

2. Work Ability affects Job Satisfaction at the Labuhanbatu Regency Regional Revenue Agency

3. Leadership affects performance at the Labuhanbatu Regency Regional Revenue Agency

4. Work ability affects performance at the Labuhanbatu Regency Regional Revenue Agency

5. Job Satisfaction affects Performance at the Labuhanbatu Regency Regional Revenue Agency

6. Leadership affects performance at the Labuhanbatu Regency Regional Revenue Agency through job satisfaction as an intervening variable.

7. Work Ability affects performance at the Labuhanbatu Regency Regional Revenue Agency through Job Satisfaction as an intervening variable.

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## **ВПЛИВ ЛІДЕРСТВА ТА ПРАЦЕЗДАТНОСТІ НА ПРОДУКТИВНІСТЬ ПРАЦІВНИКІВ ЧЕРЕЗ ЗАДОВОЛЕНІСТЬ РОБОТОЮ ЯК ПРОМІЖНУ ЛАНКУ**

Мета цієї статті – дослідити фактори, що впливають на людські ресурси, та способи їх використання для управління ними відповідно до цілей компанії. Людські ресурси є одним з найважливіших факторів в організації, оскільки якість самої організації значною мірою залежить від якості людських ресурсів як працівників, так і суб'єктів обслуговування в організації. Тому, щоб отримати людські ресурси відповідно до потреб стратегії в управлінні людськими ресурсами, хороше управління людськими ресурсами забезпечить прогрес для компанії, особливо в роботі з ситуаціями та умовами, які постійно змінюються і розвиваються. Організації також мають цілі, які повинні виконуватися лідерами, які надають поштовх, викликають, спрямовують і підтримують поведінку співробітників, щоб вони були готові працювати відповідно до того, чого хоче організація. Теоретичні та практичні аспекти функціональних завдань стосуються того, наскільки добре працівники виконують роботу, тоді як поведінкові завдання стосуються здатності працівників справлятися з міжособистісною діяльністю з іншими членами організації, включаючи подолання конфліктів, управління часом, розширення можливостей інших, роботу в групі та самостійну роботу. Взаємозв'язок між лідерством і працездатністю на продуктивність працівників можна покращити, використовуючи владу, щоб спрямовувати підлеглих на виконання роботи для досягнення цілей організації, виконуючи поставлені перед ними завдання, спираючись на навички, досвід, щирість і витрачений час. Дослідження проводилося в Регіональному агентстві доходів Лабухан Бату Регентства, яке має статус державного службовця, загальною чисельністю 57 осіб. Карта індуктивного аналізу за Ні Кадек Юлі, розроблена і представлена в ідентифікації, показує, що Здатність до праці, Умови праці та Мотивація на продуктивність працівників мають позитивний і значний вплив на продуктивність працівників. Напрямок впливу цієї змінної також позитивний, що означає, що чим вища здатність працівника виконувати свої обов'язки та відповідальність, а також хороші умови праці, тим більше це мотивує працівників до покращення результатів своєї діяльності. Автоматизовано науково-практичний інструментарій процесного підходу в управлінні робочим лідерством та здібностями. У статті зазначено, що хороше лідерство - це в основному лідер, який вміє приймати рішення, мотивувати, спілкуватися та контролювати підлеглих. У свою чергу, робоча здатність - це результат досягнутої роботи або досвід людини у виконанні поставлених перед нею завдань, заснований на навичках, досвіді, серйозності та часі.

**Ключові слова:** *працездатність, лідерство, задоволеність роботою та продуктивність.*

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