
THE EFFECT OF PATERNALISTIC LEADERSHIP STYLE, WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (DEPARTMENT OF EDUCATION OF CENTRAL MAMBERAMO DISTRICT, 2025)

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Abstract

This study was conducted to examine the Influence of Paternalistic Leadership Style and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable in the Central Mamberamo Regency Education Office. The population in this study was 40 people using saturated samples. This study used a quantitative approach, the data for this study were obtained through questionnaires filled out by 40 respondents of the Central Mamberamo Education Office employees. The data analysis method used was the Smart PLS SEM method. This study tested four variables, namely: Paternalistic Leadership Style (X1), work environment (X2) as an independent variable, job satisfaction (Z) as a mediating variable and employee performance (Y) as a dependent variable. The results of the study showed that: Paternalistic leadership style did not affect employee performance, work environment and job satisfaction affected employee performance and job satisfaction could mediate paternalistic leadership style and work environment on employee performance.

Keywords: *Paternalistic Leadership Style, Work Environment, Job Satisfaction and Employee Performance .*

INTRODUCTION

shared goals are inseparable . Humans are also known as social creatures, who need each other to work together to accomplish a task that ultimately leads to a common goal. Human groups or organizations have existed for centuries, from ancient times to the present day. Human life is increasingly advanced and sophisticated in organizing and has formed many organizational fields which are quite complex, meaning that there are more and more organizational fields because many discoveries have been made by humans so that they are separated more independently and specifically to carry them out. It should be noted that complexity requires brilliant, creative thinking to be able to handle every area of the institution. Running an institution requires work skills and the ability to run it. Of course, when an institution recruits employees, they recruit capable human resources because the institution expects the best and achieves good results. Another reason the institution recruits employees with good skills is to be competitive and able to achieve the vision and mission of the institution, so that its goals can be achieved and good and satisfactory results can be achieved.

In terms of organizations, of course there is a leadership style or in the context of writing this scientific paper, it is more about paternalistic leadership style, job satisfaction and work environment where all of these factors are one of the causes or determinants of the good or bad work performance of an employee which can be seen or assessed from the results of employee performance.

According to Rumadi (2015), performance is the result of efforts made by a person to achieve predetermined targets. Quoting from Newstromn who also said that employee performance is a measure of the extent to which an individual or group achieves predetermined

goals. Then the benchmark for achieving employee performance according to the institution's vision and mission is the contribution of an appropriate leadership style, in this context a paternalistic leadership style, a supportive work environment and fulfilled job satisfaction, then employee performance is also achieved according to the institution's vision and mission.

Theoretical basis

Paternalistic Leadership Style

Paternalistic Leadership can be defined as a leadership style that depicts a father figure. This leadership style pays close attention to decisions taken based on what the leader considers good and useful for the organization or company. This leadership style rarely involves subordinates in decision-making so it can be said that this leadership style provides less motivation to subordinates and is ineffective in organizations because organizations require teamwork and can provide job satisfaction to subordinates and make subordinates feel involved in organizational work. According to Siagian in Duha (2016: 108), the Paternalistic leadership type is a leader who behaves as a role model for employees or in the organization. According to Dedahanov et . al. (2022), this Paternalistic Leadership Style provides a sense of security, emotional support and guides employees and guides employees in doing their work, however, the Paternalistic Leadership Style rarely involves subordinates in making decisions.

Job satisfaction

Job satisfaction is an indicator of a company's employees or office workers who provide their services to the company or agency where they work. Job satisfaction is certainly desired by everyone, with rewards commensurate with the work they do and the effort they expend. Human needs refer to the desire to obtain, attain, achieve, and enjoy what they desire.

The definition of Job Satisfaction can be explained as follows, According to Martoyo in Titis Melanie, job satisfaction is an employee's emotional state, a meeting between the value of appreciation given to employees in a company or organization, the level of reward value and appreciation for employees according to what employees do and the circumstances of doing what employees want. According to Hanafiah (2014), employees who are dissatisfied with their jobs experience negative attitudes towards both their jobs and their work environment. This creates feelings of insecurity and anxiety, which ultimately lead to the intention to look for a new job. Loi et al. (2012) conducted research that supports the idea that higher levels of procedural justice make it easier for employees to perceive and maintain a sense of control in their work.

Work environment

Work Environment is everything that exists in the work environment, everything related to where the company operates or where government offices are located. "Sunyoto (2012:43) explains that the work environment is an important component that supports employees in carrying out work activities in the work environment." The work environment can be grouped into two forms, namely:

1. Physical Work Environment

According to Sedarmayanti (2011) The physical environment is all the conditions and forms surrounding the employee's workplace that directly or indirectly affect them. The physical work environment is divided into two categories:

- a The environment that is directly related to where the employee works, such as desks, chairs, computers, the shape of the room and everything in the central place where the work is carried out or other types of work.
- b The general environment that can affect human conditions, for example, weather, temperature, air, smell, noise, light and others.

2. Non-Physical Work Environment

This non-physical work environment is very important for employees because this non-physical work environment talks about relationships with superiors, coworkers and subordinates. The non-physical work environment is very important for employees. If the non-physical work environment is not good, it will have a big impact on employee work enthusiasm, so the non-physical work environment becomes very important.

Employee Performance

In a job done by employees or workers based on groups or even individually, of course there are measures set in the targets being worked on and there are principles, performance as a measure of work achievement. Some views of employee performance are as follows: According to Suyadi (2010), "performance or performance is the work result that can be achieved by a person or group of people in an organization, in accordance with authority and responsibility". According to Armstrong and Baron (in Wibowo (2007), defines "performance as the result of work or work achievement". According to Wibowo (2007), "Performance is the implementation of the plan that has been prepared". According to Robbins (1996) "explains that performance as a standard measure includes efficiency and efficiency in achieving goals". Efficient in this case is the ratio of effective output to the input required to achieve the goal.

RESEARCH METHODS

This type of research uses quantitative research. This type of research is a type of research that measures respondents' perceptions using questionnaires or surveys. Definition of research, quantitative research is research based on statistics which starts with data collection then tests each variable to find the test results.

According to Sugiyono, quantitative research methods can be defined as research methods based on the philosophy of positivism, used to research specific populations or samples. Sampling techniques are generally random, data collection uses research instruments (questionnaires), and data analysis is quantitative and statistical in nature with the aim of testing predetermined hypotheses (Sugiyono, 2012).

Population and Research Sample

Population is a generalization area which consists of objects/subjects which have certain quantities and characteristics which are determined by the researcher as the research objective. Sugiyono (2019) defines a population as a study area consisting of individuals or objects with specific characteristics selected by the researcher to be studied and used as a basis for drawing conclusions. The population studied was employees of the Central Mamberamo Regency Education Office, who were studied to draw conclusions. The population consisted of 40 individuals. A sample is a portion of a population that has a quantity and characteristics that are taken based on the number to be studied because it is not possible to study a large number of the size required for research.

In this study, the researcher selected all employees of the Central Mamberamo Regency Education Office as the research object. This study used a saturated sample of 40 employees of the Central Mamberamo Regency Education Office . The research subjects were all employees at the Central Mamberamo Regency Education Office. The researchers used a saturated sampling technique, in which all members of the population (40 people) were sampled. According to Sugiyono (2019), this technique involves all members of the population in the research.

RESULTS

This path diagram is for analysis or measuring the path and to test the influence of Paternalistic Leadership Style (X1) and Work Environment (X2) on Employee Performance (Y) through Job Satisfaction (Z) as an intervening variable. The diagram lines show the relationship

between variables directly or indirectly or what is said to be a mediated variable to influence the dependent variable. The structural model in this study is as follows:

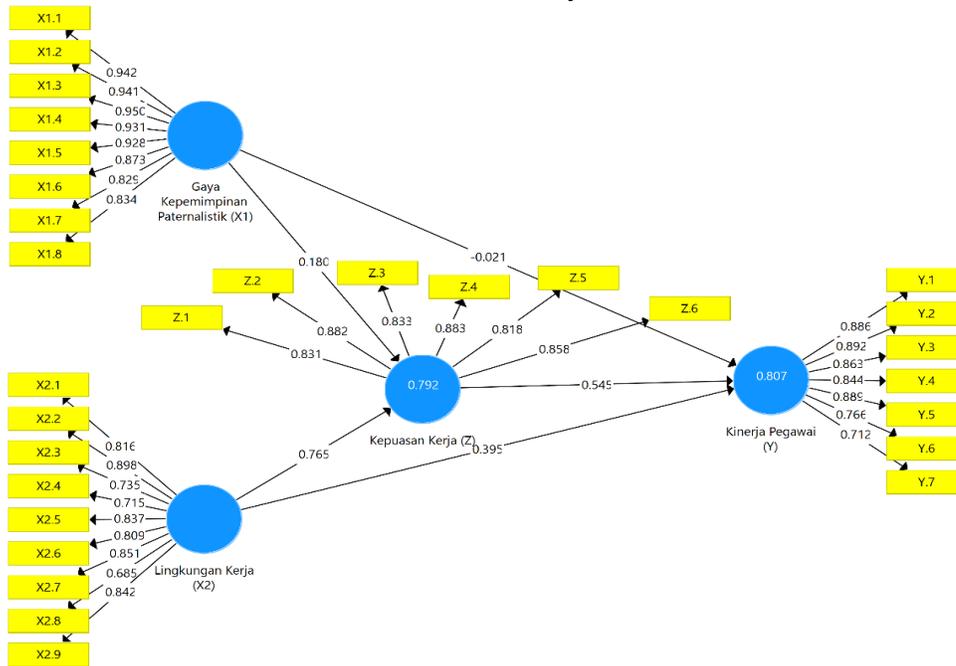


Figure 1. Shows the tests that have been carried out using SMART PLS SEM. Based on the test diagram image, the results can be explained as follows:

a. Path Coefficients/Direct Influence

This table shows the results of testing the path coefficients in the SEM PLS model, namely Structural Equation Modeling Partial Least Squares. These path coefficients describe the strength and direction of the relationship between the variables in the model. This table also shows the direct effect or direct testing.

Table 1. Path Coefficients

Relationship between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Significant/ Not significant
Paternalistic Leadership Style (X1) -> Job Satisfaction (Z)	0.180	0.183	0.090	2,000	0.046	Influential and Significant
Work Environment (X2) -> Job Satisfaction (Z)	0.765	0.768	0.069	11,160	0,000	Influential and Very significant
Paternalistic Leadership Style (X1) -> Employee Performance (Y)	-0.021	-0.030	0.115	0.182	0.856	There is no influence and not significant
Work Environment	0.395	0.399	0.151	2,624	0.009	Influential

(X2) -> Employee Performance (Y)						and Significant
Job Satisfaction (Z) -> Employee Performance (Y)	0.545	0.549	0.151	3,608	0,000	Influential and Very significant

Based on table 5.13. above can be analyzed as follows:

1. In testing the Paternalistic Leadership Style (X1) on Job Satisfaction (Z), it has a positive value of 0.180, this shows that there is a positive and significant relationship between X1 and Z. Then the T Statistics value is 2.000, then the value P Value 0.046. It can be concluded that there is a positive and significant influence between Paternalistic Leadership Style (X1) on Job Satisfaction (Z) .
2. In testing the Work Environment (X2) on Job Satisfaction (Z), it has a positive value of 0.765, this shows that there is a positive and very significant relationship between X2 and Z. Then the T Statistics value is 2.000, then the value P Value 0.000. It can be concluded that there is a positive and very significant influence between Work Environment (X2) and Job Satisfaction (Z).
3. In testing the Paternalistic Leadership Style (X1) on Employee Performance (Y), it has an insignificant value of 0.021, this shows that there is no significant relationship between X1 and Y. Then the T Statistics value is 0.182, then the value P Value 0.856. It can be concluded that there is no significant influence between Paternalistic Leadership Style (X1) on Employee Performance (Y).
4. On testing Work Environment (X2) on Employee Performance (Y) has a positive and significant value of 0.395, this shows that there is a significant relationship between X2 and Y. Then the T Statistics value is 2.624, then the value P Value 0.009. It can be concluded that there is a positive and significant influence between the Work Environment (X2) on Employee Performance (Y).
5. On testing Job satisfaction (Z) there is a positive and significant value of 0.545, this shows that there is a significant relationship between Z and Y. Then the T Statistics value is 3.608 then the value P Value 0.000. It can be concluded that there is a positive and significant influence between Job Satisfaction (Z) and Employee Performance (Y).

b . Specific Indirect Effect/ Indirect influence

Table 2. shows the indirect influence between (X1) and (X2) on (Y) through (Z).

Path of Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	There is an influence/ There is no influence
Paternalistic Leadership Style (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.098	0.096	0.050	1,981	0.048	There is an indirect influence
Work Environment (X2) -> Job Satisfaction (Z) -> Employee	0.417	0.425	0.133	3,137	0.002	There is an Influence

Performance (Y)						
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1. On testing Paternalistic Leadership Style (X1) there is Employee Performance (Y) through Job Satisfaction (Z) the indirect effect value is 0.098. Then the T Statistics value is 1.981 then value P Value 0.048. It can be concluded that there is an influence. This means that the paternalistic leadership style has an influence on employee performance through job satisfaction. But there is no immediate effect.

2. In testing the work environment (X2) on employee performance through job satisfaction, the indirect effect value is 0.417, then the T statistic value is 3.137 and the P value is 0.002. It can be concluded that the work environment can influence employee performance through job satisfaction.

CONCLUSION

Based on the research that has been conducted, the following conclusions can be drawn:

1. Based on the research conducted and testing of variable (X1) against variable (Y), the results have shown that the Paternalistic Leadership Style has no effect on the performance of employees at the Central Mamberamo Regency Education Office .
2. Based on the research conducted and testing between variables (X2) and (Y), it can show positive results and a significant influence between the Work Environment and the Performance of Employees at the Central Mamberamo District Education Office .
3. Based on the research conducted and testing between variables (X1) and (Z), it can show positive results and a significant influence between Paternalistic Leadership Style and Job Satisfaction of employees of the Central Mamberamo Regency Education Office .
4. Based on the research conducted and testing between variables (X2) and (Z), it can show positive results and a significant influence between the Work Environment and Job Satisfaction of employees of the Central Mamberamo Regency Education Office .
5. Based on the research conducted and testing between variables (Z) and (Y), it can show positive results and a significant influence between Job Satisfaction and the Performance of employees of the Central Mamberamo Regency Education Office.
6. Based on the research conducted and testing between variable (X1) against variable (Y) with variable (Z) as an intervening variable, it can be shown that the results show an influence between Paternalistic Leadership Style on the Performance of employees of the Central Mamberamo Regency Education Office through Job Satisfaction as an intervening variable.
7. Based on the research conducted and testing between variable (X2) against variable (Y) with variable (Z) as an intervening variable, it can be shown that the results show an influence between the Work Environment on the Performance of employees of the Central Mamberamo Regency Education Office through Job Satisfaction as an intervening variable.

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