



The influence of visionary leadership and job satisfaction on the performance of employees of the Central Statistics Agency of Deli Serdang Regency

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ABSTRACT

This study aims to determine and analyze the influence of visionary leadership and job satisfaction on employee performance at the central statistical agency for Deli Serdang district. The sampling technique used saturated sampling technique, amounting to 40 respondents. Methods of data collection using a questionnaire. The results of multiple linear regression analysis obtained the equation $Y = 12.107 + 0.495X_1 + 0.428X_2$. In the partial test (t test) the Visionary Leadership variable has a positive and significant effect on Employee Performance with a t calculated value of $5.374 > t$ table 1.986 and a significant value of $0.000 < 0.05$ and the Job Satisfaction variable has a positive and significant effect on Employee Performance with a t calculated value of $2.570 > t$ table 1.986 and a significant value of $0.000 < 0.05$. Simultaneous significant test results (Test F) Visionary Leadership and Job Satisfaction variables simultaneously or together have a positive and significant effect on Employee Performance with an F count of $142.714 > F$ table of 3.10 and a significant value of $0.000 < 0.05$. test results the coefficient of determination R^2 obtained an R Square value of 0.885 meaning that the Employee Performance variable can be explained by 88.5% by the Visionary Leadership and Job Satisfaction variables while the remaining 11.5% is explained by other variables not included in the study This.

Keyword: Visionary Leadership, Job Satisfaction and Employee Performance



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1. Introduction

Human resources are one element in an organization or within a company. The human resources in an organization certainly have different educational backgrounds. With these different backgrounds, good management is needed so that organizational goals can be achieved. Human resources in the organization have an important role for the success of the organization in achieving its goals.

Quality human resources are human resources who have good knowledge, abilities, skills and attitudes at work. Therefore, organizations need to take steps to develop and improve the quality of employees. Employees are expected to always hone their knowledge, skills and abilities so that they are better suited to the demands of the times and can improve the performance of employees in the organization. Performance is basically what employees do so that it influences how much they contribute to agencies or organizations including the quality of service provided. Organizations in improving employee performance need proper direction with supportive visionary leadership.

Employee performance is actual work performance, which is the result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. An organization is said to have good performance if an organization can achieve a goal and achieve the existing vision and mission. In a government apparatus, employee performance is something that must be prioritized. Because if

human resources are superior then the desired goals can be created. Benchmark a progress of an organization or company that can be measured by looking at the performance of the employees themselves.

To create high performance, it is necessary to increase optimal work and be able to utilize the potential of human resources owned by employees to create organizational goals, so that they will make a positive contribution to organizational development. In addition, organizations need to pay attention to various factors that can influence visionary leadership, in this case it is necessary to have an organizational role in increasing job satisfaction that is conducive to completing work in accordance with their respective fields and responsibilities. Human resources play a role in processing and utilizing human resources. Therefore, to improve performance, it is necessary to pay attention so that human resources can work efficiently and display performance that can contribute to productivity is a fundamental problem of various management and leadership concepts.

Table 1. Results of the Pre-Survey of Employee Performance at the Central Bureau of Statistics of Deli Serdang Regency

No.	Question	SA	A	U	DA	SDA
1	I always work well according to the existing vision and mission	2 (13,33%)	1 (6,66%)	6 (40%)	6 (40%)	0 (0%)
2	I work with a set goal	2 (13,33%)	1 (13,33%)	6 (40%)	6 (40%)	0 (0%)
3	I have a good ability to complete the work given by superiors	3 (20%)	3 (20%)	3 (20%)	6 (40%)	0 (0%)
4	The government gives good advice to employees	6 (40%)	0 (0%)	3 (20%)	6 (40%)	0 (0%)
5	I am satisfied with what my superiors have given me	0 (0%)	3 (20%)	6 (40%)	6 (40%)	0 (0%)
6	I am satisfied with what my superiors have given me	3 (20%)	0 (0%)	6 (40%)	6 (40%)	0 (0%)
7	I have no problems executing my tasks	1 (6,66%)	6 (40%)	6 (60%)	2 (13,33%)	0 (0%)
8	The tasks that become my job are in accordance with the skills that I have	0 (0%)	3 (20%)	6 (40%)	6 (40%)	0 (0%)

Source: Results of the Employee Pre-Survey of the Central Bureau of Statistics of Deli Serdang Regency

Based on the results of a pre-survey conducted on several employees of the Central Bureau of Statistics in Deli Serdang Regency, it can be seen that employee performance has not been maximized and has decreased. It can be seen from the pre-survey data that the performance of employees has decreased as seen from several questions and employees have given negative responses. This can be seen from the answers of respondents who chose Disagree and Disagree. The results of the pre-survey show that there is a problem in several questions. These problems were caused by the dissatisfaction with the work system carried out by employees of the Central Bureau of Statistics in Deli Serdang Regency. As for the findings of researchers related to decreased performance problems caused by employees not having a desire to work. Where employees have not got a job that is in accordance with the position held by employees so that employees find it difficult to complete the work given by superiors.

Another factor that affects employee performance is job satisfaction. Job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Job satisfaction has a very important role in every employee activity.

Job satisfaction is a term commonly used as an encouragement that can help a person in carrying out and achieving the activities he wants, so that job satisfaction is related to his work and to his condition. Feelings related to work involve aspects such as wages or salary received. In the world of job satisfaction is an important element that must be owned by every employee in order to do his job well and is expected to improve his performance. Employees who have high job satisfaction will have high work energy, while employees who do not have job satisfaction will have problems with their work. Even though they have high enough intelligence, employee performance will be optimal if it is accompanied by proper job satisfaction and is able to arouse employee enthusiasm to work.

Table 2. Results of the Pre-Survey of Job Satisfaction at the Central Bureau of Statistics of Deli Serdang Regency

No.	Question	SA	A	U	DA	SDA
1	I am satisfied with the career opportunities that exist in an organization	2 (13,33%)	1 (6,66%)	6 (40%)	6 (40%)	0 (0%)
2	I feel satisfied with the financial condition that I got at this time	2 (13,33%)	1 (13,33%)	6 (40%)	6 (40%)	0 (0%)
3	I am paid according to what I do	3 (20%)	3 (20%)	3 (20%)	6 (40%)	0 (0%)
4	The people I work with provide me with sufficient support	6 (40%)	0 (0%)	3 (20%)	6 (40%)	0 (0%)
5	I am satisfied with the field of work that I do	0 (0%)	3 (20%)	6 (40%)	6 (40%)	0 (0%)
6	I feel satisfied with my co-workers	3 (20%)	0 (0%)	6 (40%)	6 (40%)	0 (0%)

Source: Results of the Employee Pre-Survey of the Central Bureau of Statistics of Deli Serdang Regency

Based on the results of the pre-survey it is known that the majority of employees have not achieved positive satisfaction. The salary received by employees is felt to have not met satisfaction. The reason for looking for other alternative jobs is satisfaction with the salary received in connection with the work he does. Satisfaction with salary can be interpreted that someone will be satisfied with their salary when the perception of salary and what they get is as expected.

The formulation of the problem from this study is (1). Does Visionary leadership affect Employee Performance at the Central Bureau of Statistics Office of Deli Serdang Regency; (2) Does Job Satisfaction affect Employee Performance at the Central Bureau of Statistics Office of Deli Serdang Regency; (3). Does Visionary Leadership and Job Satisfaction affect employee performance at the Central Bureau of Statistics Office of Deli Serdang Regency;. From the formulation of the problem, the objectives of this study are: (1) To find out and analyze the influence of Visionary Leadership on employee performance at the Central Bureau of Statistics Office of Deli Serdang Regency. (2). To find out and analyze the effect of Job Satisfaction on employee performance at the Central Bureau of Statistics Office of Deli Serdang Regency. (3). To find out and analyze the influence of Visionary Leadership and Job Satisfaction on Employee Performance at the Central Bureau of Statistics Office of Deli Serdang Regency

2. Literature Review

2.1 Visionary Leadership

According to (Ruky Situngkir 2012, 2012) as explained visionary leadership, namely sharpening from a transformational perspective that visionary leadership is sharpening from transformational leadership which focuses more on emphasizing the importance of setting a vision in anticipating possible future changes. Conceptually Visionary Leadership is a combination of individual planning and management which is seen as a variable that also contributes to employee job satisfaction. This is easy to understand, because every individual who joins or joins in an organization besides, he develops the duties and responsibilities of his

position. From the description above it is clear that good visionary leadership is a determinant variable for employee job satisfaction.

2.2 Job Satisfaction

According to (Allison, et al, 2016) Job satisfaction is a general attitude towards one's work, or the difference between the amount of rewards a worker receives and the amount they believe they should receive. Job satisfaction is felt by employees because there are things that underlie it. Basically, a person will feel comfortable and the level of loyalty to his work will be high if at work the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of workers' feelings towards their work. This is evident in the positive attitude of workers towards the work at hand and the environment. Conversely, dissatisfied employees have a negative attitude towards work in different forms from one another. The existence of employee job dissatisfaction should be detected by the company.

2.3 Employee Performance

According to (Anwar Prabu Mangkunegara: 248-253, 2020) employee performance is the result of work in quality and quantity that carries out their duties in accordance with the responsibilities given to them and a form of work or business results in the form of physical appearance, as well as ideas. Performance is often associated with competence in the perpetrators. Whereas performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well the employee meets the requirements of a job. Performance is often misinterpreted as an effort that reflects the energy expended. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Individual work is the work of employees both in terms of quality and quantity based on predetermined work standards. Basically, employee performance appraisal is based on the understanding, knowledge, skills, and behavior needed to carry out a job properly and an analysis of a person's behavior according to the criteria specified for each job.

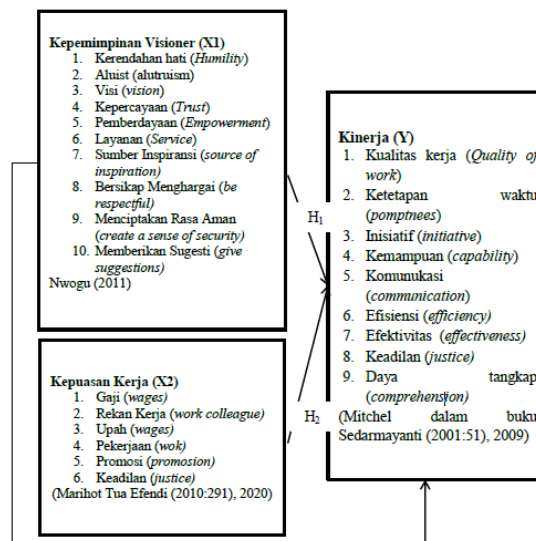


Figure 1. Conceptual diagram

3. Literature Review

The data analysis method that the writer uses is a quantitative method which is a method for testing certain theories by examining the relationship between variables. These variables are usually measured by research instruments, so that data consisting of numbers can be analyzed according to statistical procedures. In this study using quantitative data obtained from the Central Bureau of Statistics of Deli Serdang Regency. The quantitative research method is a method that uses statistical or measurement procedures by focusing on social phenomena that have certain characteristics and are described in several components, variables and indicators. (Sugiyono (2018, 2018). In this study, quantitative methods were used as a tool for processing data using SPSS 22. In accordance with the data obtained, the population in this study were all employees of the Central Bureau of Statistics of Deli Serdang Regency, namely 40 employees. In taking the researcher using saturation sampling technique. Saturated sampling technique is a sampling technique that makes all members of the population as a sample. Therefore, in this study, the entire population was used as the sample in this study, namely 40 employees.

4. Results and Discussions

To see whether the data is normally distributed or not the researcher uses the One Sample Kolmogorov-Smirnov Test method with measurement criteria of a significant value > 0.05 , so it is normally distributed. So, the test can be seen in the following table:

Table 3. Normality Test Results Using the Method One-Sample Kolmogorov-Smirnov Test

N		Unstandardized Residual
		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.91900258
Most Extreme Differences	Absolute	.112
	Positive	.091
	Negative	-.112
Test Statistic		.112
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the table of normality test results using the One Sample Kolmogorov-Smirnov method, the Asymp value is obtained. Sig (2-tailed) of 0.113 is greater than 0.05 so it can be concluded that the data tested is normally distributed.

Source: Data Processed by Researcher, 2023

The following shows the normality test results using histogram and plot graphs

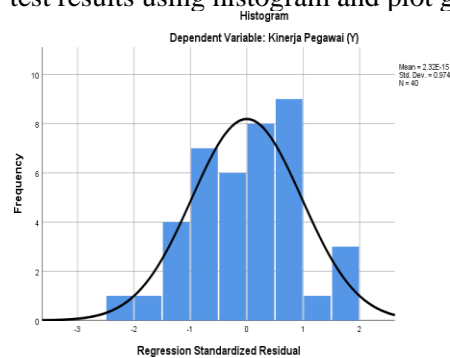


Figure 2. Histogram Normality Assumption Test Results

Based on Figure 2, the histogram shows that the distribution of the research data is bell-shaped, not skewed to the left or skewed to the right, so that the histogram graph is declared normal.

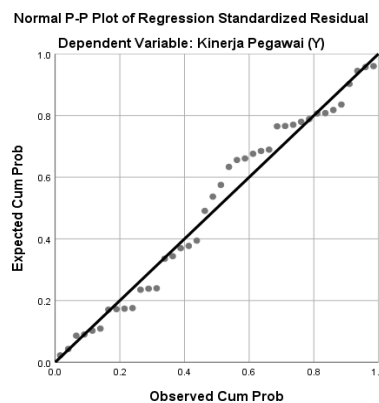


Figure 3. Normal P-P Plot

Based on the normal appearance of the P-P plot, it shows that the data is spread around the diagonal line and follows the direction of the diagonal line. To see whether the data is normally distributed or not, the researcher uses the One Sample Kolmogorov-Smirnov Test method with a significant measurement criterion > 0.05 , so it is normally distributed.

Table 4. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Visionary Leadership (X1)	.210	4.755
	Job Satisfaction (X2)	.210	4.755

a. Dependent Variable: Employee Performance

Based on the table above, it can be seen that the Tolerance I value > 0.1 (0.210) and the VIF value < 10.00 ($4.755 < 10.00$). Thus, it can be explained that this study did not have multicollinearity.

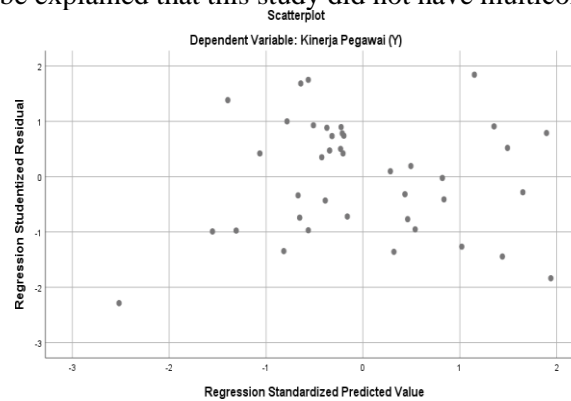


Figure 4. Scatterplot

Based on Figure 4.4 the scatterplot shows that there is no clear pattern and the points spread above and below the number 0 on the Y axis so it can be concluded that there is no heteroscedasticity.

Table 5. Heteroscedasticity Test Results of the Glejser Coefficient method

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	4.051	1.683		2.406	.021
	Visionary Leadership (X1)	-.022	.046	-.167	-.473	.639
	Job Satisfaction (X2)	.001	.083	.004	.012	.990

a. Dependent Variable: Abs_Res

Based on the heteroscedasticity test using the glejser method, it is known that the significant value of the Visionary Leadership variable (X1) is 0.639 which is greater than 0.05 and the Job Satisfaction variable (X2) is 0.990 which is greater than 0.05. This explains that there is no heteroscedasticity.

Table 6. Multiple Coefficient Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.107	3.381		3.581	.001
	Visionary Leadership (X1)	.495	.092	.653	5.374	.000
	Job Satisfaction (X2)	.428	.167	.312	2.570	.014

a. Dependent Variable: Employee Performance

From the table above it is known that the multiple linear regression equation between the independent variables and the dependent variable is as follows:

$$Y = 12,107 + 0,495X_1 + 0,428X_2$$

From the regression equation it can be concluded that:

1. Constant (a) = 12.107 means that if the variable Visionary Leadership (X1) and Job Satisfaction (X2) is 0 then Employee Performance (Y) is 12.107
2. The regression coefficient of the Visionary Leadership variable (X1) = 0.495 means that if the Visionary Leadership variable (X1) increases by 1 unit, the Employee Performance variable (Y) increases by 0.495.
3. The regression coefficient of Job Satisfaction (X2) = 0.428 means that if Job Satisfaction (X2) increases by 1 unit, the Employee Performance variable (Y) will increase by 0.428.

Table 7. T Test Results

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.
	B					
1	(Constant)	12.107	3.381		3.581	.001
	Visionary Leadership (X1)	.495	.092	.653	5.374	.000
	Job Satisfaction (X2)	.428	.167	.312	2.570	.014

a. Dependent Variable: Employee Performance

Based on the table, it can be seen the effect of each variable partially as follows:

- a. Based on the results of the regression analysis, the t value was $5.374 > t_{table} 1.986$ and a significant value of $0.000 < 0.05$ means that the Visionary Leadership variable (X1) has a positive and significant effect on the Employee Performance variable (Y).
- b. Based on the results of the regression analysis, it was obtained that the calculated value was $2.570 > t_{table} 1.986$ and a significant value of $0.000 < 0.05$ means that the Job Satisfaction variable (X2) has a positive effect on the Employee Performance variable (Y). Based on the results of the regression analysis, it was obtained that the calculated value was $2.570 > t_{table} 1.986$ and a significant value of $0.000 < 0.05$ means that the Job Satisfaction variable (X2) has a positive effect on the Employee Performance variable (Y).

Table 8. Simultaneous Significant Test Results (F Test) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2563.473	2	1281.736	142.714	.000 ^b
	Residual	332.302	37	8.981		
	Total	2895.775	39			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Job Satisfaction (X2), Visionary Leadership (X1)

F count can be seen as 142.714, numerator degree = $k-1 = 3-1 = 2$, denominator degree = $n-k = 93-3 = 90$, $F_{table} = 3.10$

Based on the table, the calculated F value is $142.714 > F_{table} 3.10$ with a significant value of 0.000, it can be concluded that the Visionary Leadership and Job Satisfaction variables simultaneously or jointly have a positive and significant effect on Employee Performance variables

Table 9. Test Results for the Coefficient of Determination (R²) Model Summary

Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.879	2.997

a. Predictors: (Constant), Job Satisfaction (X2), Visionary Leadership (X1)

b. Dependent Variable: Employee Performance (Y)

Based on the table it can be explained that the level of influence (RSquare) of the Visionary Leadership variable (X1) and the Job Satisfaction variable (X2) on the Employee Performance variable (Y) is 0.885. It can be concluded that the Visionary Leadership variable and the Job Satisfaction variable have an influence of 88.5% on the Employee Performance variable while the remaining 11.5% is influenced by other variables that are outside this research.

5. Conclusion

Based on the results of the research and discussion of the research that has been conducted regarding the influence of Visionary Leadership and Job Satisfaction on Employee Performance at the Central Bureau of Statistics of Deli Serdang Regency, the following conclusions can be drawn:

1. Data from multiple linear regression analysis obtained the equation $Y = 12.107 + 0.495X_1 + 0.428X_2$. Constant (a) = 12.107 means that if the variable Visionary Leadership (X1) and Job Satisfaction (X2) is worth 0 then Employee Performance (Y) is 12.107. The regression coefficient of the Visionary Leadership variable (X1) = 0.495 means that if the Visionary Leadership variable (X1) increases by 1 unit, the Employee Performance variable increases by 0.495. The regression coefficient of Job Satisfaction (X2) = 0.428 means that if Job Satisfaction (X2) increases by 1 unit, the Employee Performance variable (Y) will increase by 0.428.
2. The results of the partial test (t test) for the Visionary Leadership variable (X1) obtained a t value of 5.374 > t-table 1.986 and the significant value was 0.000 < 0.05, this means that the Visionary Leadership variable (X1) has a positive and significant effect on Employee Performance (Y) variables. The results of the partial test (t test) for the variable Job Satisfaction (X2) obtained a t count value of 2.570 > t table 1.986 and a significant value of 0.000 < 0.05 this means that the Job Satisfaction variable (X2) has a positive effect on the Employee Performance variable (Y).

The results of the Simultaneous Significant Test (F Test) show the calculated F value of 142.714 > F table 3.10 with a significant value of 0.000, it can be concluded that the variables Visionary Leadership (X1) and Job Satisfaction (X2) simultaneously or together have a positive and significant effect on variable Employee Performance (Y). The results of calculating the coefficient of determination can be explained that the level of influence (R^2) of the Visionary Leadership variable (X1) and Job Satisfaction variable (X2) on Employee Performance (Y) is 0.885. It can be concluded that the Visionary Leadership variable and Job satisfaction has an influence of 885% on the employee performance variable while the remaining 115% is influenced by other variables that are outside this study.

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