

The Role Of Work Satisfaction As A Mediating Of The Effect Of Self-Leadership On Employee Performance In Endek Woven Industry

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Abstract : The purpose of this research is to know the role of job satisfaction in mediating the relationship of self-leadership on employee performance in endek woven industry in Klungkung-Bali, in which employees are given the freedom to do weaving work in their respective homes. For this purpose, the researcher assigned 92 research samples taken proportionally to 55 endek woven companies in Klungkung. Analysis of research data was done with SmartPLS 3.0. The results showed that self-leadership showed a significant positive effect on job satisfaction and employee performance. employee job satisfaction also shows a significant positive effect on work performance. Based on that, it can be concluded that the employee's job satisfaction as a mediator relationship between self-leadership on employee performance at endek woven industry in Klungkung-Bali.

Keywords: Self-leadership, job satisfaction, employee performance

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I. Introduction

Endek woven fabric is one of the result of handicraft weaving in Bali which is very famous to foreign countries. This craft business has existed since the time of the kingdom, where this business was originally done by the women in the royal environment in an effort to meet the needs of the clothing of the king's servants at that time. Gradually this effort began cultivated by women outside the palace, as a form of side business after various routine activities completed such as helping the husband in the fields / moor. The process of weaving ikat is done with special equipment but very simple. Given the public interest is very large to be able to have this woven, more and more women want to do this activity, so this craft trading activity, which previously only intended for the fulfillment of their own needs. Further development, the process of making this endek woven is done with the help of simple technology that is in the form of loom instead of machine (ATBM). This equipment is quite able to lighten the work process of weaving workers, where there are parts previously worked with the manual is now working automatically. This tool is very helpful in facilitating and simultaneously accelerate the process of making these fabrics. This equipment is slightly larger than the previous woven equipment, so the weaving entrepreneurs have to provide a wider work space, especially if it has many woven equipment. This then gives the woven workers the freedom to carry or put the weaving equipment at their own home, so that both the worker and the entrepreneur each earn a waiver /profit. The advantage of the entrepreneur's point of view is that there is no need to provide a large space for the placement of the weaving equipment, while the advantage for the weaving worker is not necessarily present to the company premises. Employees can work freely to start and end the job, without the pressure and supervision of the company leader. In these circumstances the employee must be able to be a leader over himself, so that every job can be completed according to plan.

II. Literature Review

2.1 Self-leadership to Job Satisfaction

The concept of Self-leadership emphasizes the individual's ability to influence himself to accomplish a job. Someone who has stronger self-leadership ability, able to complete the task better so as to feel more satisfaction (Javadi et al., 2013)[1]. According to Neck and Houghton (2006)[2], self-leadership is able to positively encourage increased employee job satisfaction, so self-leadership is considered as a factor that can predict job satisfaction. This is reinforced by Ozturk (2015)[3], which states that self-leadership is an important factor in gaining job satisfaction.

Dolbier et al. (2001)[4], in its research has proved that self-leadership can improve employee job satisfaction. The results of research conducted by Politis (2006)[5], correlate between self-leadership with

employee job satisfaction found that there is a significant influence between self-leadership on employee job satisfaction. Similarly, research conducted by Chaijakul (2010)[6] in a private organization in Thailand found that self-leadership showed a significant positive impact on employee job satisfaction. Other research results, such as those performed by Javadi et al. (2013)[1]; Park et al. (2014)[7]; Ho & Nesbit, (2014)[8]; Hee & Mi (2014)[9]; Shad et al. (2015)[10]; Long et al. (2015)[11]; Hussain & Khan (2015)[12]; Georgianna et al. (2016)[13] found that self-leadership has a positive and significant effect on employee job satisfaction.

Hypothesis 1: Self-leadership has a significant positive effect on employee job satisfaction

2.2 Self-leadership - Employee Performance

According to Manz (1986)[14] and Manz & Neck (2004)[15], Self-leadership is defined as the process of influencing and motivating oneself to work as desired. Neck & Houghton (2006)[16] explains that employees with better self-leadership skills will show better performance on an individual, team, or organization basis. This is in line with Ozturk's (2015)[3] explanation, which states that self-leadership is an important factor in relation to employee performance.

This is supported by a number of previous research findings that found that self-leadership impact on employee performance. The results of Neck & Manz (1992)[17] concluded that the self-leadership dimension consisting of self-talk and mental imagery shows a positive influence and ignore the employee's performance. The same thing was also found from the results of research conducted by DiLiello and Houghton (2006)[18], ie individuals who have the ability to perform better self-leadership compared with individuals who do not have the ability. Other supporting results include those conducted by Politis (2006)[5], Konradt et al. (2009)[19], Sahin (2011)[20], Houschildt & Konradt (2012)[21], Warwer (2013)[22], Ho & Nesbit (2014)[8], Shad et al. (2015)[10], Sahin (2015)[23], Long et al. (2015)[11].

Hypothesis 2. Self-leadership has a significant positive effect on employee performance

2.3 Job Satisfaction - Employee Performance

McNeese & Smith (1996)[24] argued that job satisfaction is the attitude of employees on a number of specific aspects such as the desire to achieve achievement, a better job position in the future, as well as the opportunity to earn a better living. Job satisfaction is closely related to the performance of an employee, the more satisfied an employee, the better the attitude and working behavior (Wall et al. 1986[25]; Ivancevich et al., 2007[26]; Hasanzadeh & Gooshki, 2013[27]; Kreitner & Kinicki, 2014; et al., 2014[28]). According to Ali & Wajidi (2013)[29] and Javadi et al. (2013)[1], job satisfaction is one of the most important factors in employee performance.

A number of research results prove that employee job satisfaction has a significant positive effect on employee performance that is Eskildsen and Dahlgaard (2000)[30]; Politis (2006)[5]; Shokrkon & Naam (2009)[31]; Ahmed et al. (2010)[32]; Chaijakul (2010)[6]; Handoko et al. (2011)[33]; Springer (2011)[34]; Dizgah et al. (2012)[35]; Khan et al. (2012)[36]; Titisari (2012)[37]; Hasanzadeh & Gooshki (2013)[27]; Gohari et al. (2013)[38]; Resubun et al. (2013)[39]; Javed et al. (2014)[1]; Rezavinejhab & Najafzadeh (2014)[40]; Al-Ajlouni (2015)[41]; Jayawera (2015)[42]; Fadlah (2015)[43]; Osikalu (2015)[44]; Olcer & Florescu (2015)[45]; Putriana (2015)[46]; and Shad et al. (2015)[10].

Hypothesis 3: Employee satisfaction has a significant positive effect on employee performance

2.4 Self-leadership - Job Satisfaction - Employee Performance

Self-leadership of a person who is getting stronger, has the greater potential of their ability to complete the job, so the more feel the satisfaction. According to Neck & Houghton (2006)[16], self-leadership is able to provide a positive impetus on improving employee work satisfaction and a number of other factors. Self-leadership is considered a factor that can predict employee job satisfaction, where employees with better self-leadership tend to have higher levels of satisfaction (Javadi et al., 2013)[1]. This is reinforced by Ozturk (2015)[3], Dolbier et al. (2001)[4]; Politis (2006)[5]; Chaijakul (2010)[6]; Javadi, et al. (2013)[1]; Park et al. (2014)[7]; Ho & Nesbit, (2014)[8]; Hee & Mi (2014)[9]; Shad et al. (2015)[10]; Long et al. (2015)[11]; Hussain & Khan (2015)[12]; and Georgianna et al. (2016)[13] also found that self-leadership showed a significant effect on employee job satisfaction.

Wall et al. (1986)[25] and Ivancevich et al. (2006)[26] states that there is a correlation between job satisfaction and employee performance, where the higher level of satisfaction leads to better performance. This is stated also by Hasanzadeh and Gooshki (2013)[27] that high levels of satisfaction can create high quality work as well. Job satisfaction is seen as an important factor in employee performance (Ali & Wajidi, 2013[29]; Javadi et al., 2013)[1]. A number of research results have proven that the influence of job satisfaction on

employee performance is Eskildsen and Dahlgaard (2000)[30]; Politis (2006)[5]; Shokrkon & Naam (2009)[31]; Ahmed et al. (2010)[32]; Chaijakul (2010)[6]; Handoko et al. (2011)[33]; Springer (2011)[34]; Dizgah et al. (2012)[35]; Khan et al. (2012)[36]; Titisari (2012)[37]; Hasanzadeh & Gooshki (2013)[27]; Gohari et al. (2013)[38]; Resubun et al. (2013)[39]; Javed et al. (2014)[47]; Rezavinejhab & Najafzadeh (2014)[40]; Al-Ajlouni (2015)[41]; Jayawera (2015)[42]; Fadlah (2015)[43]; Osikalu (2015)[44]; Olcer & Florescu (2015)[45]; Putriana (2015)[46]; and Shad et al. (2015)[10].

Hypothesis 4. Job satisfaction acts as a mediator between self-leadership relationship to employee performance

III. Methodology

3.1 Population And Sample Research

The number of endek woven employees in Klungkung based on data of Industry and Trade Departement of Bali Province Year 2015 is as much as 1082 people spread in 55 endek woven companies. Determination of the number of samples was done by Slovin formula at 10% precision, as follows:

$$\begin{aligned} n &= \frac{N}{1 + (N \cdot e^2)} \\ &= \frac{1.082}{1 + (1.082 \times 0,102)} \\ &= \frac{1.082}{1 + 10,82} \\ &= \frac{1.082}{11,82} \\ &= 91,54 \end{aligned}$$

Based on the calculation of Slovin, the number of research samples is 92 employees. This research is specifically conducted on endek woven employees who perform the activities in their homes. Determination of the number of samples in each company is done proportionally, while the determination of research respondents conducted randomly.

3.2 Measurement

Indicators The self-leadership in this study was modified from the research used by Houghton et al. (2012)[48] which consists of six items. Employee satisfaction indicators refer to Saleem et al. (2010)[49] consisting of seven indicators, while performance indicators refer to Suparyadi (2015)[50] consisting of five indicators. All measurements use Likert scale with scale 5, where scale 1 = strongly disagree, 2 = less agree, 3 = hesitate, 4 = agree, and 5 = strongly agree. The measurement indicators for each variable are shown in the appendix.

3.3 Method of analysis

Method of data analysis in research done by using program SmartPLS 3.0. The evaluation stage consists of three stages:

a. Evaluation Validity And Reliability

Validity evaluation is based on convergent validity and discriminant validity, while reliability evaluation is done through Cronbach's Alpha coefficient and composite reliability. The results are said to be valid based on convergent validity if outer loading coefficient > 0.50 (Chin, 1998)[51]. Valid based on discriminant validity, if AVE root is greater than correlation between other variables, and AVE > 0,50 (Bagozzi & Yi, 1988)[52]. The results are said to be reliable if the coefficient of Cronbach's Alpha or composite reliability > 0.70 (Hair, et al., 2010)[53].

b. Fit Evaluation Model

Model fit is done through R-Square (R²), Q-Square Predictive Relevance (Q²), and Goodness of Fit (GoF).

Table 1 Fit Criteria Model R², Q², and GoF

Criteria	R ² (Cohen, 1988)[54]	Q ² (Chin, 1998)[51]	GoF (Akter et al., 2011)[55]
Weak	0,02	0,02	0,10
Medium	0,13	0,15	0,25
Strong	0,26	0,35	0,36

c. Hypothesis Testing

Hypothesis testing is based on the significance of the path coefficient with a significance level of 5% (p-value 0.05). Path coefficient is said to be significant if p-value coefficient < 0,05.

IV. Result And Discussion

4.1 Testing Validity, Reliability, And Fit Model

Based on data analysis through the SmartPLS 3.0 program shown in Table 1, it shows that the outer loading coefficient ranges from 0.601 to 0.921 which means everything above 0.50

Table 1 Outer loading, Cronbach's Alpha, Composite Reliability, AVE, R²

Indicators	Original Sample (O)	Cronbach's Alpha	Comp. Reliability	AVE	R ²
SL 1 <- self-leadership	0,630				
SL 2 <- self-leadership	0,746				
SL 3 <- self-leadership	0,781				
SL 4 <- self-leadership	0,887				
SL 5 <- self-leadership	0,813	0,912	0,928	0,590	-
SL 6 <- self-leadership	0,760				
SL 7 <- self-leadership	0,768				
SL 8 <- self-leadership	0,734				
SL 9 <- self-leadership	0,769				
JS 1 <- Job satisfaction	0,858				
JS 2 <- Job satisfaction	0,732				
JS 3 <- Job satisfaction	0,601				
JS 4 <- Job satisfaction	0,569	0,827	0,874	0,507	0,587
JS 5 <- Job satisfaction	0,921				
JS 6 <- Job satisfaction	0,602				
JS 7 <- Job satisfaction	0,615				
EP 1 <- Employee performance	0,796				
EP 2 <- Employee performance	0,766				
EP 3 <- Employee performance	0,659	0,818	0,874	0,582	0,806
EP 4 <- Employee performance	0,752				
EP 5 <- Employee performance	0,831				

Validity test based on convergent validity indicates that all indicators used in the research model are valid, because it has fulfilled the requirement above 0.50. Judging from the Average Variance Extracted (AVE) coefficient, it has also fulfilled the validity requirement that AVE must be greater than 0.50.

Reliability test can be seen through Cronbach's Alpha coefficient and composite reliability. Cronbach's Alpha and Composite Terms Reliability as a reliability test is above 0.70. The results of the data analysis show that the Cronbach's Alpha coefficient shows the value between 0.818 - 0.912 and the composite reliability shows the value between 0.874-0.928 is greater than 0.70 Cronbach's Alpha and Composite Reliability above 0.70 are met, so the research data can be said to be reliable

Evaluation of feasibility of research model based on coefficient R² shows the influence of self-leadership and job satisfaction on employee performance is equal to 0,806 or 80,6% (classified as strong). Meanwhile, the influence of job satisfaction on employee performance of 0.587 or 58.7% (quite strong). Viewed on Q-Square

Predictive Relevance (Q^2) shows a value of 0.9199 (quite strong), whereas if seen from Goodnes of Fit shows a value of 0.6244, as shown in the calculation as follows:

$Q^2 = 1 - (1-R_1^2)(1-R_2^2)$ $= 1 - (1-0,587)(1-0,806)$ $= 1 - [(0,413)(0,194)]$ $= 1 - (0,080122)$ $= 0,919878$	$GoF = \sqrt{(AVE \times R^2)}$ $= \sqrt{\{(0,590+0,507+0,582)/3\}/3 \times \{(0,587+0,806)\}/2}$ $= \sqrt{[(1,679/3) \times (1,393/2)]}$ $= \sqrt{(0,5597 \times 0,6965)}$ $= \sqrt{(0,3898)}$ $= 0,6244$
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Based on the results of the calculation shows the model has a high level of feasibility, so it can be continued to test the research hypothesis.

4.2 Testing Effects of Self-leadership, Job Satisfaction, and Employee Performance

The results of self-leadership influence test, job satisfaction, and employee performance are shown in Table 2 and Figure 1.

Table 2Effect of Self-leadership, Job Satisfaction on Employee Performance

Relationship between Variables	Effect	p-value	Ref.
Self-leadership → Job satisfaction	0,766	0,000	support
Self-leadership → Employee Performance	0,254	0,000	support
Job satisfaction → Employee Performance	0,688	0,000	support
Self-leadership → Job satisfaction → Employee Performance	0,527	0,000	support

Based on Table 2 and Figure 1, it shows that self-leadership shows a significant positive effect on employee job satisfaction. The meaning, that the ability of self-leadership of an increasingly strong employee to grow employee job satisfaction significantly. Employee job satisfaction can also affect the performance of endek woven employees in Klungkung positively significant. This implies that higher job satisfaction can improve employee performance significantly. On the other hand, it appears that self-leadership shows a significant positive effect on employee performance. This proves that job satisfaction can act as a mediator of self-leadership relationship to employee performance in endek woven industry in Klungkung. Based on the results of this analysis, the hypothesis 1 which states that self-leadership has a significant positive effect on job satisfaction can be proven. Hypothesis 2 which states that self-leadership has a significant positive effect on employee performance, and hypothesis 3 states that job satisfaction has a significant positive effect on employee performance can be proven.

Table 2 and Figure 1 show that self-leadership provides the most dominant effect on job satisfaction compared with the direct effect of self-leadership on employee performance. The same is also apparent, where the effect of job satisfaction on employee performance is much greater than the effect of self-leadership on employee performance. Based on this analysis can be stated that the role of job satisfaction in mediating the relationship of self-leadership to employee performance is very large.

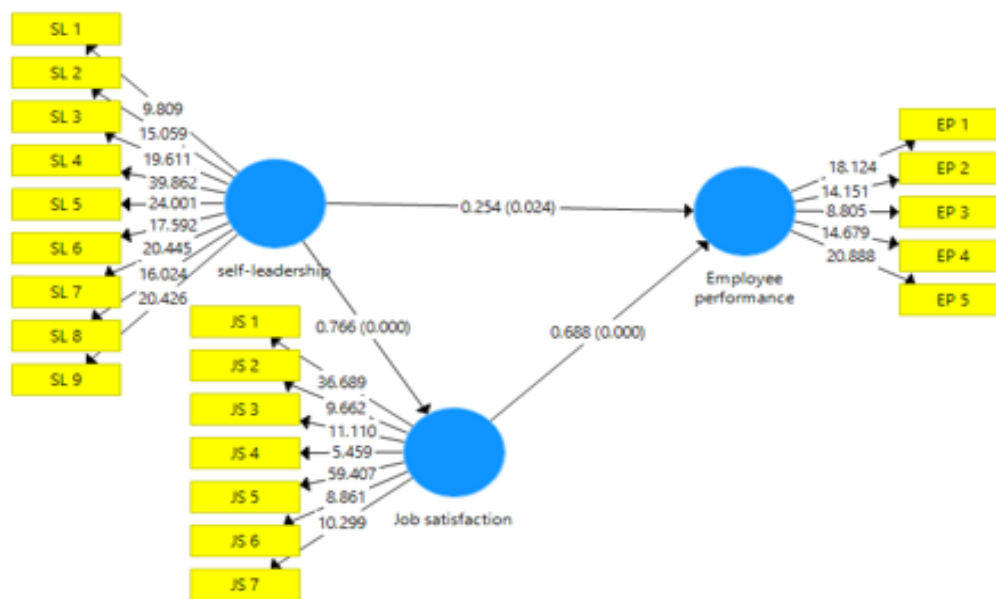


Figure 1. Relationship between Self-leadership, Job Satisfaction, and Employee Performance at Endek woven Industry in Klungkung.

Finally, the results of this study were able to confirm a number of previous research results stating that self-leadership has an effect on job satisfaction is positively significant. Similarly, able to confirm the results of research stating that self-leadership and job satisfaction can affect employee performance is positively significant.

V. Conclusion And Recommendation

The result of the study found that job satisfaction acts as a partial mediator in self-leadership relationship to employee performance in endek woven industry in Klungkung. Job satisfaction can increase the influence of self-leadership on employee performance. Therefore, in the actualization of corporate leadership should encourage the strengthening of self-leadership capability through increasing job satisfaction on every employee in order to improve employee performance in endek woven industry in Klungkung-Bali regency.

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Appendix

Variable	Item	Source
Self-leadership	I set the amount of work I need to finish. I can always complete the assigned work. I am able to complete the work within the stipulated deadline. I always imagined that I would get the job done. Sometimes I describe success in work before doing it. When I get the job done I often give a gift for myself. Sometimes I reflect on difficult situations in my work. I believe I will be able to solve the problem well. I always convince myself to be able to face difficult situations in work.	Houghton J.D., Dawley, D. and DiLiello, T.C. (2012)[48]
Job Satisfaction	I often feel bored with work (R) I am satisfied with the current job I'm always excited about the job right now I enjoy the work I do I am satisfied with the recognition I get for the work I do I am satisfied with the possible job opportunities I can achieve I am satisfied with the many variations of my work	Suparyadi, H. (2015)[50]
Employee Performance	I always finish the job in accordance with the number of company targets. I always finish my work in accordance with the company's quality standards. I always finish the job on time. I am always on time in starting a job. I always make good cooperation with my fellow workers.	Mathis, R.L. and Jackson, J.H. (2011)[56]

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