

The Role of Leadership Style and Information Technology on Employee Performance Mediated by Job Satisfaction in Cargo Companies in DKI Jakarta

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Abstrak

The purpose of this study is to determine the effect of leadership style and information technology on employee performance mediated by job satisfaction in cargo companies in DKI Jakarta. The method used is descriptive quantitative. The analysis tool used is SEM SmartPLS 4.1.0.0. The data used is primary data. The population in this study is unknown. The sampling technique used is Simple Random Sampling using Hair's formula. The research was conducted at a cargo company in Jakarta. The tests conducted were Validity Test, Reliability Test, Inner Model, Outer Model, and Hypothesis Test. The results of this study are as follows: 1) Leadership style has a positive and significant effect on employee satisfaction at a cargo company in Jakarta; 2) Information technology has a positive and significant effect on employee satisfaction at a cargo company in Jakarta; 3) Leadership Style does not have a positive and significant effect on Employee Performance in Cargo Companies in Jakarta; 4) Information Technology has a positive and significant effect on Employee Performance in Cargo Companies in Jakarta; and 5) Employee Satisfaction has a positive and significant effect on Employee Performance in Cargo Companies in Jakarta; 6) Leadership style has a positive and significant effect on employee performance through employee satisfaction in cargo companies in Jakarta; and 7) Information technology has a positive and significant effect on employee performance through employee satisfaction in cargo companies in Jakarta.

INTRODUCTION

The logistics and cargo industry in Indonesia, particularly in DKI Jakarta, has experienced significant growth in line with economic development and digital transformation (Sulaiman et al., 2021). As a business and trade hub, Jakarta is a strategic location for cargo companies to expand their services. This growth is driven by increasing demand for fast and efficient cargo services, both for domestic and international needs (Zilka et al., 2021).

However, amid this growth, shipping companies face challenges in improving employee performance. Employee performance is an important factor in determining the operational success of a company, (Widodo & Yandi, 2022). The leadership style applied by management has a significant impact on employee performance. Research conducted by Yassir Araffat et al., (2020), shows that leadership style and work motivation simultaneously have a positive and significant effect on employee performance. The contribution of leadership and work motivation variables to employee performance is 64.2%, (Saputra & Mahaputra, 2022).

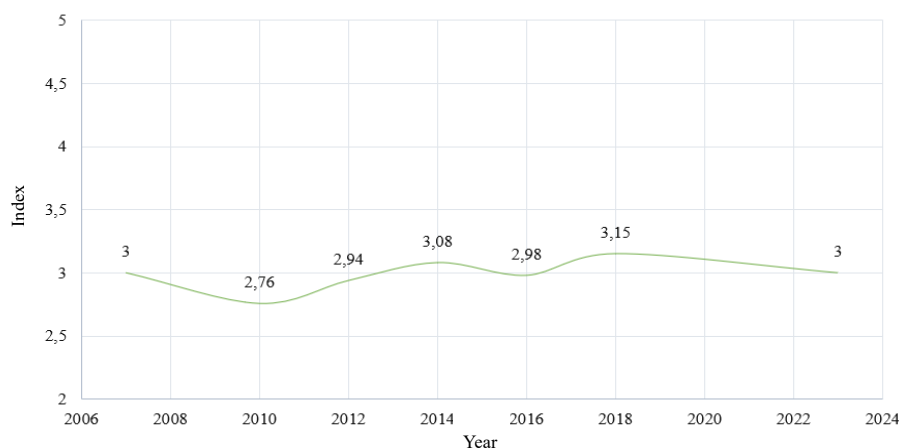


Figure 1. Development of the Logistics Performance Index (LPI) in Indonesia from 2007 to 2023
Source: (Fajarini, 2023)

Figure 1 shows the evolution of Indonesia's Logistics Performance Index (LPI) from 2007 to 2023. The graph shows that Indonesia's logistics performance fluctuated during this period. In 2007, Indonesia's LPI stood at 3. However, in 2010, there was a significant decline to 2.76. This decline reflects the challenges faced by the national logistics system, such as uneven infrastructure, inefficient customs services, and suboptimal distribution systems.

Subsequently, the LPI increased to 2.94 in 2012, indicating improvements in the logistics sector, followed by a more significant increase in 2014 to 3.08. This indicates that infrastructure and logistics system reforms are beginning to show positive results. However, in 2016, the LPI declined again to 2.98, indicating that logistics challenges have not been fully overcome.

The highest increase in the graph occurred in 2018, when Indonesia's LPI reached 3.15. This reflects the success of various infrastructure development initiatives and the digitization of logistics processes that have begun to be implemented nationally. However, in 2023, the LPI value dropped back to 3, indicating stagnation or a decline in national logistics performance, which may be attributed to the impact of the COVID-19 pandemic and global dynamics affecting supply chains (Nofrialdi et al., 2023).

Overall, this graph shows that despite the progress achieved in Indonesia's logistics sector, stability and sustainability of performance remain key challenges, (Mustafa et al., 2024). Long-term strategies focused on improving infrastructure, integrating information technology, and increasing regulatory efficiency are necessary for Indonesia to improve its logistics competitiveness on the global stage, (Cichosz et al., 2020).

To continue improving logistics competitiveness, the implementation of information technology plays an important role in enhancing operational efficiency and effectiveness in the cargo industry. Modern management systems enable companies to access real-time data on product shipments and deliveries, monitor delivery efficiency, and identify issues in a timely manner. However, the adoption of information technology must be supported by competent and satisfied employees. Job satisfaction is an important mediator that influences the extent to which information technology can be implemented effectively.

Employee job satisfaction is influenced by several factors, including leadership style, work environment, and career development opportunities, (G. A. M. Putri et al., 2023). Research conducted Ali et al., (2022), shows that leadership style and work environment have a significant influence on employee performance. Therefore, to improve employee performance in cargo companies in Jakarta, a holistic approach is needed that includes developing effective leadership styles, implementing appropriate information technology, and efforts to improve employee job satisfaction. This approach will help companies face

challenges and take advantage of opportunities in the rapidly growing logistics industry, (Ghafar et al., 2024).

Based on the background of the problem above, the following research questions were formulated: 1) Does leadership style have a positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta?; 2) Does information technology have a positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta?; 3) Does leadership style have a positive and significant effect on employee performance in cargo companies in DKI Jakarta?; 4) Does Information Technology have a positive and significant effect on Employee Performance in Cargo Companies in DKI Jakarta?; 5) Does Employee Satisfaction have a positive and significant effect on Employee Performance in Cargo Companies in DKI Jakarta?; 6) Does Leadership Style have a positive and significant effect on Employee Performance through Job Satisfaction in Cargo Companies in DKI Jakarta?; and 7) Does Information Technology have a positive and significant effect on Employee Performance through Employee Satisfaction in Cargo Companies in Jakarta?.

METHOD

The research method used in this study is descriptive quantitative. The variables are Employee Satisfaction and Employee Performance as dependent variables, and Leadership Style and Information Technology as independent variables. The analysis tool used in this study is SEM SmartPLS 4.1.0.0. The research was conducted on cargo companies in DKI Jakarta. The sampling technique used is simple random sampling. The data used in this study are primary data. The sample in this study consisted of 40 respondents, obtained from questionnaires filled out by employees of cargo companies in Jakarta. The sampling technique used was simple random sampling. The tests conducted in this study were validity testing, reliability testing, inner model testing, outer model testing, and hypothesis testing, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Employee Performance

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with the goals and objectives set by the organization. This performance reflects how effective and efficient an employee is in doing their job in terms of quality, quantity, timeliness, and ability to adapt to the work environment, (Widodo, 2021).

Indicators or dimensions of employee performance include: 1) Productivity: Actual output produced by employees within a certain period of time; 2) Work Quality: Accuracy and consistency of work results in accordance with company standards; 3) Time Compliance: Ability to meet deadlines and time discipline; and 4) Adaptability: Flexibility in dealing with changes in technology or policies, (Saputra et al., 2023).

Employee performance variables are relevant to previous studies conducted by: (Mahaputra & Saputra, 2024), (Widodo et al., 2017), (Latuconsina et al., 2019).

Employee Satisfaction

Employee satisfaction is a positive or negative feeling that employees have toward their jobs, including compensation, work environment, relationships with supervisors, career development opportunities, and recognition for work results. When employees are satisfied, they tend to be loyal, highly motivated, and enthusiastic about improving work productivity, (Silitonga & Widodo, 2017).

Indicators or dimensions of employee satisfaction include: 1) Financial Satisfaction: Level of comfort with financial compensation received; 2) Work Environment: Physical and

social conditions that support work comfort; 3) Career Development: Access to improve competencies and career paths; and 4) Recognition and Rewards: Feeling appreciated for contributions made, (Saputra & Mahaputra, 2022).

Employee satisfaction variables are relevant to previous studies conducted by: (G. A. M. Putri et al., 2023), (Sudiantini & Saputra, 2022), (Sawitri, 2024).

Leadership Style

Leadership style is the manner or approach used by a leader to direct, influence, and guide subordinates to achieve organizational goals. Leadership styles can be authoritarian, democratic, transformational, or transactional, and each has a different impact on employee morale and performance, (Widodo, 2023).

The indicators or dimensions found in leadership styles include: 1) Transformational Leadership: Focus on employee motivation and development; 2) Transactional Leadership: Results-oriented with a reward system; 3) Participative Leadership: Collaborative and democratic; and 4) Authoritarian Leadership: Strict control with little delegation, (Ali & Saputra, 2023).

Leadership style variables are relevant to previous studies conducted by: (Narpati, 2020), (Wulandari et al., 2021), (Dwiswara & Utama, 2022).

Information Technology

Information technology is a technology-based tool and system used to process, store, and distribute information quickly and accurately. In the context of organizations or businesses, information technology plays an important role in supporting work processes, internal communication, decision making, and operational efficiency, thereby supporting the productivity and performance of all human resources within the organization, (Ali et al., 2024).

Indicators or dimensions found in information technology include: 1) IT infrastructure: The completeness of technological facilities that support operations; 2) Ease of use: The level of difficulty in operating IT devices; 3) Impact on efficiency: The contribution of IT in simplifying work; and 4) IT training: The willingness of employees to adopt new technologies, (Nugraha et al., 2022).

Information technology variables are relevant to previous studies conducted by: (Kurnia & Edwar, 2021), (Sine & Maria, 2022), (Yanita et al., 2023).

Data Analysis

In this study, the results include testing of the outer model and inner model:

Outer Model of Validity Testing

1. Convergent Validity

If the correlation coefficient is > 1 or $= 1$, then the validity measure is considered high.

Table 2 below shows the results of the outer model convergent validity test (Santosa, 2018).

Table 2. Convergent Validity Analysis Results

| Indicator | Leadership Style (LS) | Information Technology (IT) | Employee Satisfaction (ES) | Employee Performance (EP) |
|-----------|-----------------------|-----------------------------|----------------------------|---------------------------|
| LS1 | 0.754 | | | |
| LS2 | 0.776 | | | |
| LS3 | 0.719 | | | |
| LS4 | 0.774 | | | |
| LS5 | 0.769 | | | |
| LS6 | 0.842 | | | |
| LS7 | 0.721 | | | |
| IT1 | | 0.739 | | |

| | | |
|-----|-------|-------|
| IT2 | 0.759 | |
| IT3 | 0.825 | |
| IT4 | 0.785 | |
| IT5 | 0.755 | |
| IT6 | 0.737 | |
| ES1 | | 0.734 |
| ES2 | | 0.829 |
| ES3 | | 0.724 |
| ES4 | | 0.833 |
| ES5 | | 0.791 |
| EP1 | | 0.827 |
| EP2 | | 0.853 |
| EP3 | | 0.802 |
| EP4 | | 0.757 |

Source: Output SmartPLS 4.1.0.0

Based on the output in Table 2 above, the four variables used in this study can be declared valid because each indicator in each variable obtained a loading factor value > 0.7 , so it can be stated that each variable indicator meets the requirements for research.

2. Discriminant Validity

If the AVE value is greater than 0.5, then it is considered acceptable. Different construct measures should not be highly correlated (Santosa, 2018).

Tabel 3. Analisis Cross Loading

| Indicator | Leadership Style (LS) | Information Technology (IT) | Employee Satisfaction (ES) | Employee Performance (EP) |
|-----------|-----------------------|-----------------------------|----------------------------|---------------------------|
| LS1 | 0.754 | 0.469 | 0.589 | 0.359 |
| LS2 | 0.776 | 0.426 | 0.558 | 0.399 |
| LS3 | 0.719 | 0.409 | 0.520 | 0.369 |
| LS4 | 0.774 | 0.494 | 0.663 | 0.510 |
| LS5 | 0.769 | 0.530 | 0.572 | 0.489 |
| LS6 | 0.842 | 0.523 | 0.623 | 0.338 |
| LS7 | 0.721 | 0.358 | 0.454 | 0.276 |
| IT1 | 0.346 | 0.739 | 0.550 | 0.543 |
| IT2 | 0.485 | 0.759 | 0.604 | 0.556 |
| IT3 | 0.589 | 0.825 | 0.737 | 0.603 |
| IT4 | 0.439 | 0.785 | 0.580 | 0.581 |
| IT5 | 0.386 | 0.755 | 0.562 | 0.465 |
| IT6 | 0.516 | 0.737 | 0.600 | 0.463 |
| ES1 | 0.573 | 0.519 | 0.734 | 0.417 |
| ES2 | 0.597 | 0.663 | 0.829 | 0.682 |
| ES3 | 0.729 | 0.601 | 0.724 | 0.460 |
| ES4 | 0.548 | 0.700 | 0.833 | 0.732 |
| ES5 | 0.505 | 0.603 | 0.791 | 0.525 |
| EP1 | 0.410 | 0.616 | 0.603 | 0.827 |
| EP2 | 0.475 | 0.665 | 0.661 | 0.853 |
| EP3 | 0.303 | 0.493 | 0.558 | 0.802 |
| EP4 | 0.504 | 0.472 | 0.545 | 0.757 |

Source: Output SmartPLS 4.1.0.0

Based on Table 3 above, the loading factor value obtained for Leadership Style (LS1) is 0.754, which is greater ($>$) than the loading factor values of other constructs, namely Information Technology (0.469), Employee Satisfaction (0.589), and Employee Performance (0.359). Based on the results of the discriminant validity test in Table 2 above, it can be seen that all latent variables have good discriminant validity. It can be concluded that the discriminant validity test has been fulfilled and can be declared valid.

3. AVE (Average Variance Extracted)

Latent variables can explain more than half of the variance of their indicators.

Table 4. AVE Analysis

| Variable | Average Variance Extracted (AVE) |
|-----------------------------|----------------------------------|
| Leadership Style (LS) | 0.587 |
| Information Technology (IT) | 0.589 |
| Employee Satisfaction (ES) | 0.614 |
| Employee Performance (EP) | 0.657 |

Source: Output SmartPLS 4.1.0.0

Based on Table 4 above, the AVE values obtained from the leadership style variable were 0.587, information technology 0.589, employee satisfaction 0.614, and employee performance 0.657. This indicates that all variables in this study obtained values greater than ($>$) 0.5, meaning that each variable has good discriminant validity.

Outer Model Reliability Test

1. Composite Reliability

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out a questionnaire, in relation to the questionnaire provided.

Table 5. Composite Reliability Analysis

| Leadership Style (LS) | Composite Reliability |
|-----------------------------|-----------------------|
| Information Technology (IT) | 0.888 |
| Employee Satisfaction (ES) | 0.865 |
| Employee Performance (EP) | 0.852 |
| Leadership Style (LS) | 0.836 |

Source: Output SmartPLS 4.1.0.0

Based on the test results in Table 5 above, the composite reliability value of the leadership style variable was 0.888, the composite reliability value of information technology was 0.865, the composite reliability value of employee satisfaction was 0.852, and the composite reliability value of employee performance was 0.836, which indicates that the values of the four variables are greater than 0.7, meaning that all variables are reliable.

2. Cronbach's Alpha

Reliability testing with composite reliability can be reinforced with Cronbach's alpha. The criteria for assessing variables are that if the Cronbach's alpha value for each variable is > 0.7 , then it can be declared reliable, (Santosa, 2018).

Table 6. Cronbach's Alpha Analysis

| Variable | Cronbach's Alpha |
|-----------------------------|------------------|
| Information Technology (IT) | 0.882 |
| Employee Satisfaction (ES) | 0.860 |
| Employee Performance (EP) | 0.843 |

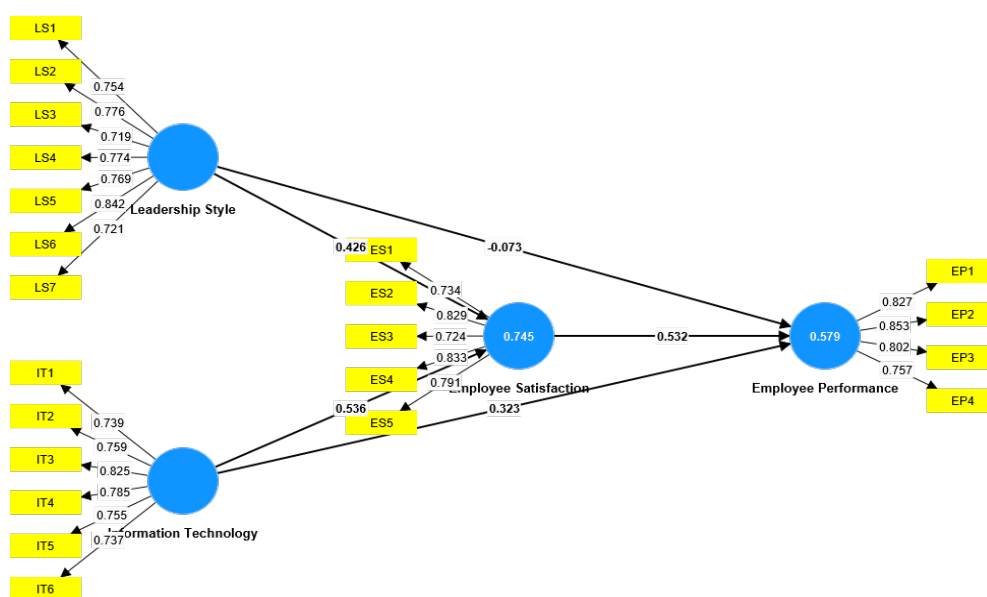
| | |
|-----------------------|-------|
| Leadership Style (LS) | 0.826 |
|-----------------------|-------|

Source: Output SmartPLS 4.1.0.0

Based on the test results in Table 6 above, the Cronbach's alpha value for the leadership style variable was 0.882, the Cronbach's alpha value for information technology was 0.860, the Cronbach's alpha value for employee satisfaction was 0.843, and the Cronbach's alpha value for employee performance was 0.826. This indicates that all variables are greater than 0.7, so all variables are declared reliable.

Structural Model Analysis (Inner Model)

This structural model testing aims to see the relationship or influence between the construct, significant value, and R Square.



Source: Output SmartPLS 4.1.0.0

Figure 2. Inner Model Output

This structural model analysis aims to determine the magnitude of the influence or relationship between independent and dependent variables. The measurement standards used are 0.67 for strong influence, 0.33 for moderate influence, and 0.19 for weak influence. The following are the results of R-Square SmartPLS 4.0:

Table 7. Structural Model Analysis Output (R-Square)

| Variable | R-Square | R-Square Adjusted |
|----------------------------|----------|-------------------|
| Employee Satisfaction (ES) | 0.745 | 0.740 |
| Employee Performance (EP) | 0.579 | 0.566 |

Source: Output SmartPLS 4.1.0.0

Based on the R-square data in Table 7 above, it is known that the Adjusted R-Square value of the Employee Satisfaction variable is 0.740 (74.0%), which falls within the strong measurement standard. Then, the Adjusted R-Square value of the Employee Performance variable is 0.566 (56.6%), which falls within the moderate measurement standard. Based on this, the magnitude of the influence of leadership style and information technology on employee performance through employee satisfaction is 74% (strong influence).

Hypothesis Testing Results (Significance Test)

Hypothesis testing using path coefficients and indirect effects.

Table 8. Results of Hypothesis Testing (Path Coefficients)

| No | Influence | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|----|---|---------------------------|-----------------------|----------------------------------|-----------------------------|----------|
| 1 | Leadership Style (X1) → Employee Satisfaction (Y1) | 0.426 | 0.426 | 0.074 | 5.781 | 0.000 |
| 2 | Information Technology (X2) → Employee Satisfaction (Y1) | 0.536 | 0.537 | 0.074 | 7.253 | 0.000 |
| 3 | Leadership Style (X1) → Employee Performance (Y2) | -0.073 | -0.077 | 0.116 | 0.635 | 0.526 |
| 4 | Information Technology (X2) → Employee Performance (Y2) | 0.323 | 0.332 | 0.146 | 2.214 | 0.027 |
| 5 | Employee Satisfaction (Y1) → Employee Performance (Y2) | 0.532 | 0.527 | 0.178 | 2.994 | 0.003 |
| 6 | Leadership Style → Employee Satisfaction (Y1) → Employee Performance (Y2) | 0.227 | 0.229 | 0.097 | 2.343 | 0.019 |
| 7 | Information Technology → Employee Satisfaction (Y1) → Employee Performance (Y2) | 0.285 | 0.280 | 0.095 | 2.990 | 0.003 |

Source: Output SmartPLS 4.0

The purpose of this bootstrapping test is to minimize anomalies in the research data. The following are the results of the bootstrapping test:

1. The Influence of Leadership Style on Employee Satisfaction

The results of the first hypothesis test show the influence of leadership style on employee satisfaction, as seen in Table 8. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.426 with a T-statistic value of 5.781 and a P-value of 0.000. This value is greater ($>$) than the t-table value (2.021) and the P-value is less ($<$) than 0.05, indicating a significant effect.

Therefore, leadership style has a positive and significant effect on employee satisfaction in cargo companies in Jakarta (**H1 Accepted**).

2. The Influence of Information Technology on Employee Satisfaction

The results of the second hypothesis testing show the influence of information technology on employee satisfaction, as seen in Table 8. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.536 with a T-statistic value of 7.253 and a P-value of 0.000. This value is greater ($>$) than the t-table value (2.021) and the P-value is less ($<$) than 0.05, indicating a significant effect.

Therefore, information technology has a positive and significant effect on employee satisfaction at cargo companies in Jakarta (**H2 Accepted**).

3. The Influence of Leadership Style on Employee Performance

The results of the third hypothesis test show the influence of leadership style on employee performance, as seen in Table 8. The hypothesis test analysis obtained a value (O) where the path coefficient was -0.073 with a T-statistic value of 0.635 and a P-value of 0.526. This value is smaller ($<$) than the t-table value (2.021) and the P-value is larger ($>$) than 0.05, meaning there is no significant effect.

Therefore, leadership style does not have a positive and significant effect on employee performance at cargo companies in Jakarta (**H3 Rejected**).

4. The Influence of Information Technology on Employee Performance

The results of the fourth hypothesis testing show the influence of information technology on employee performance, as seen in Table 8. The results of the hypothesis test analysis yielded a value (O) where the path coefficient was 0.323 with a T-statistic value of 2.214 and a P-value of 0.027. This value is greater ($>$) than the t-table value (2.021) and the P-value is less ($<$) than 0.05, indicating a significant influence.

Therefore, information technology has a positive and significant effect on employee performance in cargo companies in DKI Jakarta (**H4 Accepted**).

5. The Effect of Employee Satisfaction on Employee Performance

The results of the fifth hypothesis test indicate the influence of employee satisfaction on employee performance, as shown in Table 8. The hypothesis test analysis yielded a value (O) with a path coefficient of 0.532, a T-statistic value of 2.994, and a P-value of 0.003. This value is greater ($>$) than the t-table value (2.021) and the P-value is less ($<$) than 0.05, meaning it has a significant effect.

Therefore, employee satisfaction has a positive and significant effect on employee performance in cargo companies in DKI Jakarta (**H5 Accepted**).

6. The Effect of Leadership Style on Employee Performance through Employee Satisfaction

The results of the sixth hypothesis test indicate the influence of leadership style on employee performance through employee satisfaction, as shown in Table 8. The hypothesis test analysis yielded a value (O) where the path coefficient was 0.227 with a T-statistic value of 2.343 and a P-value of 0.019. This value is greater ($>$) than the t-table value (2.021) and the P-value is less ($<$) than 0.05, meaning it has a significant effect.

Therefore, leadership style has a positive and significant effect on employee satisfaction through employee performance in cargo companies in Jakarta (**H6 Accepted**).

7. The Influence of Information Technology on Employee Performance through Employee Satisfaction

The results of the seventh hypothesis test indicate the influence of information technology on employee performance through employee satisfaction, as shown in Table 8. The hypothesis test analysis yielded a value (O) where the path coefficient was 0.285 with a T-statistic value of 2.990 and a P-value of 0.003. This value is greater ($>$) than the t-table value (2.021) and the P-value is less ($<$) than 0.05, indicating a significant effect.

Therefore, information technology has a positive and significant effect on employee performance through employee satisfaction in cargo companies in Jakarta (**H7 Accepted**).

Discussion

The Influence of Leadership Style on Employee Satisfaction

Based on the results of hypothesis testing and data analysis, it can be concluded that leadership style has a positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta.

To improve employee satisfaction through leadership style, cargo companies in DKI Jakarta should do the following: 1) Transformational leadership: Leaders must be able to inspire employees by setting a clear vision, providing motivation, and encouraging innovation and creativity; 2) Transactional leadership: Leaders provide clear directions, measurable goals, and rewards based on employee performance; 3) Participative leadership: Leaders involve employees in the decision-making process, listen to their ideas, and encourage teamwork; and 4) Authoritarian leadership: In certain situations that require decisiveness, leaders must

demonstrate complete control over work processes, provide clear and quick instructions, and maintain operational stability.

If a cargo company can implement transformational, transactional, participatory, and authoritarian leadership, it will have an impact on employee satisfaction, including: 1) Financial satisfaction: Employees feel valued materially through competitive salaries, bonuses, and performance-based incentives, especially when transactional leadership is used effectively; 2) Work environment: Participative and transformational leadership styles can create a supportive, comfortable, and enthusiastic work environment so that employees feel comfortable and productive; 3) Career development: Transformational leaders encourage training, promotion, and continuous learning, giving employees real opportunities to grow and develop within the organization; and 4) Recognition and Rewards: Employees feel psychologically valued when leaders acknowledge their achievements, whether through praise, formal recognition, or increased responsibility.

The results of this study are in line with research conducted by (Feri et al., 2020) and (Tambunan, 2020), which states that leadership style has a positive and significant effect on employee satisfaction.

The Influence of Information Technology on Employee Satisfaction

Based on the results of hypothesis testing and data analysis, it can be concluded that information technology has a positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta.

To improve employee satisfaction through information technology, the management of cargo companies in DKI Jakarta must do the following: 1) Information technology infrastructure: Companies must provide adequate hardware and software, a stable internet network, and an integrated information system; 2) Ease of use: The information system used must be easily accessible and usable by all employees, including those who are less tech-savvy; 3) Impact on efficiency: Information technology must be able to speed up work processes, reduce errors, and improve data accuracy and transparency; and 4) Information technology training: Employees must receive regular training so that they can keep up with technological developments and make the best use of information systems.

If cargo companies can implement information technology infrastructure, ease of use, efficiency impact, and information technology training, this will have an impact on employee satisfaction, including: 1) Financial satisfaction: Efficient information technology can support increased productivity and the achievement of work objectives, which can then be followed by the provision of appropriate incentives, bonuses, or commissions; 2) Work environment: Technology-based work systems create a more modern, dynamic, and administratively efficient work environment; 3) Career development: The use of technology opens opportunities for employees to develop new skills, participate in online training, and obtain certifications; and 4) Recognition and Rewards: A good information system can track employee contributions and performance objectively. With this data, companies can more easily provide fair recognition and rewards to high-performing employees.

The results of this study align with research conducted by (Primadi et al., 2024) and (Lidya et al., 2022), which states that information technology has a positive and significant effect on employee satisfaction.

The Influence of Leadership Style on Employee Performance

Based on the results of hypothesis testing and data analysis, it shows that leadership style has no positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta.

To improve employee performance through leadership style, cargo companies in DKI Jakarta do not need to implement: 1) Transformational leadership: This approach is usually associated with fostering long-term vision and inspiration. However, in the context of this study, its effectiveness in improving satisfaction has not been proven, so it is not a priority for implementation; 2) Transactional leadership: Despite the emphasis on the exchange between performance and rewards, the analysis shows that this approach does not contribute significantly to employee satisfaction; 3) Participative leadership: A style that encourages employee involvement in decision-making does not have a significant impact on increasing satisfaction, so its application needs to be reconsidered; and 4) Authoritarian leadership: Although suitable for work environments that require high control, this style has also not been proven to have a positive impact on satisfaction in the context of this cargo company.

If cargo companies in DKI Jakarta do not implement transformational, transactional, participatory, and authoritarian leadership, it will not have an impact on employee performance, which includes: 1) Productivity: The absence of a specific leadership style that encourages employee involvement in decision-making may be a contributing factor; 2) Work quality: The leadership style that is not implemented does not affect the accuracy, precision, or quality of work produced by employees; 3) Time compliance: Leadership style does not influence the timeliness of completing tasks or meeting targets, indicating that there is no change in this aspect; and 4) Adaptability: Employees' ability to adapt to changes, whether in terms of technology, work systems, or customer demands, is not influenced by the leadership model used or not used.

The results of this study are consistent with research conducted by (Tambunan, 2020) and (Feri et al., 2020), which states that leadership style has no positive and insignificant effect on employee performance.

The Influence of Information Technology on Employee Performance

Based on the results of hypothesis testing and data analysis, it can be concluded that information technology has a positive and significant effect on employee performance in cargo companies in DKI Jakarta.

To improve employee performance through information technology, the management of cargo companies in DKI Jakarta must do the following: 1) Information technology infrastructure: To ensure optimal functionality, companies must provide adequate hardware and software, a stable internet network, and integrated databases and cloud systems to support all operational activities. 2) Ease of use: The information system used must be easy to understand and operate by all employees, both at the administrative and operational levels; 3) Efficiency impact: The technology used must have the ability to speed up work processes, reduce administrative burdens, and empower employees to perform tasks more efficiently and accurately; and 4) Information technology training: Management must regularly provide training to employees to improve their digital competencies.

If a cargo company can implement information technology infrastructure, ease of use, efficiency impact, and information technology training, it will have an impact on employee performance, including: 1) Productivity: Employees will be able to complete a larger volume of work in a shorter period of time, thanks to a system that facilitates automated and efficient work processes; 2) Work quality: The use of appropriate information systems can minimize errors. This is crucial for ensuring data accuracy and improving overall work quality; 3) Timeliness: Technological advancements can facilitate real-time planning and monitoring of work schedules, encouraging employees to adhere to schedules and complete tasks on time; and 4) Adaptability: With adequate training and flexible systems, employees will be able to adapt more quickly to changes in systems or work methods and will be better prepared to face the challenges posed by future digitalization.

The results of this study are in line with research conducted by (Putri Primawanti & Ali, 2022) and (Vandela & Sugianto, 2021), which states that information technology has a positive and significant effect on employee performance.

The Influence of Employee Satisfaction on Employee Performance

Based on the results of hypothesis testing and data analysis, it can be concluded that employee satisfaction has a positive and significant influence on employee performance in cargo companies in DKI Jakarta.

To improve employee performance through employee satisfaction, the management of cargo companies in Jakarta should: 1) Financial satisfaction: Employees who feel that their compensation is commensurate with the demands of their positions tend to show greater enthusiasm and loyalty to the company; 2) Work environment: The formation of positive relationships between coworkers and superiors is conducive to the creation of a healthy and productive work environment; 3) Career development: Employees who feel secure about their professional future tend to demonstrate higher levels of performance; and 4) Recognition and rewards: Employees who feel recognized have been shown to demonstrate increased enthusiasm and loyalty toward the company.

If a cargo company can implement financial satisfaction, work environment, career development, recognition, and rewards, it will have an impact on employee performance, including: 1) Productivity: Employee satisfaction has been proven to correlate with increased effort, faster task completion, and an overall increase in company output; 2) Work quality: The presence of emotional and psychological satisfaction in the workplace has been proven to have a positive impact on employee performance; 3) Time compliance: Employees who experience satisfaction in their work environment tend to show increased levels of responsibility, improved work quality, and increased compliance with deadlines and work schedules; and 4) Adaptability: The implementation of a supportive environment and opportunities for learning and development has been proven to enhance employees' readiness to effectively manage technological changes, new procedures, and dynamic work demands.

The findings of this study align with research conducted by (G. A. Putri & Ridlwan Muttaqin, 2023) and (Syafitri & Iryanti, 2022), which states that employee satisfaction has a positive and significant effect on employee performance.

The Influence of Leadership Style on Employee Performance through Employee Satisfaction

Based on the results of hypothesis testing and data analysis, it shows that leadership style has a positive and significant effect on employee performance through employee satisfaction in cargo companies in DKI Jakarta.

To improve employee performance through employee satisfaction and leadership style, cargo companies in DKI Jakarta must pay attention to and implement the following: 1) Transformational leadership: This style encourages employees to exceed expectations by providing an inspiring vision, building trust, and motivating them personally; 2) Transactional leadership: Focuses on rewarding performance and enforcing consequences for non-compliance; 3) Participative leadership: Inviting employees to participate in decision-making, providing space for expression, and encouraging collaboration; 4) Authoritarian leadership: This style remains relevant in emergency situations or to maintain decisiveness in quick decision-making; 5) Financial satisfaction: Fair wages, bonuses, benefits, and competitive incentives will increase employee motivation and loyalty; 6) Work environment: Adequate facilities, harmonious working relationships, and a safe and comfortable atmosphere play an important role in creating a pleasant work environment; 7) Career development: Opportunities to participate in training programs, promotions, and skill enhancement show that the company

cares about the future of its employees; and 8) Recognition and rewards: Recognition of achievements and contributions, both formal and informal, can increase self-esteem and work enthusiasm.

If cargo companies in Jakarta implement transformational, transactional, participatory, authoritarian leadership, financial satisfaction, work environment, career development, and recognition and rewards, it will impact employee performance through employee satisfaction, which includes: 1) Productivity: Employees will work more efficiently and produce more output within the specified time because they are motivated and feel valued; 2) Work quality: Work results will be more accurate, neat, and appropriate due to intrinsic motivation from satisfaction and clear direction from leadership; 3) Time compliance: Satisfied employees who feel well-managed will be more disciplined, arrive on time, and meet deadlines; and 4) Adaptability: A supportive work environment and guiding leadership will encourage employees to be more flexible in facing changes, whether technological or political.

The results of this study align with research conducted by (Agustina, 2022) and (Prasetyo et al., 2023), which states that leadership style has a positive and significant effect on employee performance through employee satisfaction.

The Influence of Information Technology on Employee Performance through Employee Satisfaction

Based on the results of hypothesis testing and data analysis, it shows that information technology has a positive and significant effect on employee performance through employee satisfaction in cargo companies in DKI Jakarta.

To improve employee performance through employee satisfaction and information technology, cargo companies in DKI Jakarta must pay attention to and implement the following: 1) Information technology infrastructure: The procurement of adequate hardware and software, including computers, stable internet networks, cloud servers, and ERP systems, is essential to facilitate efficient and accurate work processes; 2) Ease of use: An information system that is easily accessible and user-friendly, serving employees from various educational backgrounds and age groups, will increase their confidence and ease with digital systems; 3) Efficiency impact: Technology should be designed to speed up workflows, reduce manual tasks, and minimize operational errors; 4) Information technology training: Regular training on the use of systems, new applications, and reporting software will contribute to the development of employees' digital skills and increase their confidence; 5) Financial satisfaction: Salaries, benefits, bonuses, and incentives commensurate with employee contributions and performance are essential in fostering loyalty and enthusiasm in the workplace; 6) Work environment: A safe, comfortable, tidy, and collaborative work environment has been proven to strengthen morale and promote healthy relationships among employees; 7) Career development: Promotion opportunities, competency training, and clear career paths are essential to ensure that employees feel valued and have a sense of stability and progress within the company; and 8) Recognition and Rewards: Appreciation for high-performing employees, whether formal, such as awards, or informal, such as praise in front of their team, has been proven to inspire pride and increase work motivation.

If cargo companies in DKI Jakarta implement information technology infrastructure, ease of use, efficiency impact, information technology training, transformational, transactional, participatory, and authoritarian leadership, financial satisfaction, work environment, career development, and recognition and rewards, it will have an impact on employee performance through employee satisfaction, which includes: 1) Productivity: Employees will be more focused, motivated, and able to produce higher-quality work efficiently; 2) Work quality: Work outcomes will be more accurate, error-free, and consistent because the work system is supported by technology and employees are satisfied with their working conditions; 3)

Timeliness: Employees who feel satisfied and supported by a modern work system will be more disciplined, meet deadlines, and work according to the established schedule; and 4) Adaptability: With adequate training and technological facilities, employees will be better prepared to face technological changes, market demands, and the ever-evolving dynamics of work.

The results of this study align with research conducted by (Audirachman, 2022) and (Ilham et al., 2022), which states that information technology has a positive and significant effect on employee performance through employee satisfaction.

CONCLUSION

Based on the results and discussion above, the conclusion of this study is that:

1. Leadership style has a positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta.
2. Information technology has a positive and significant effect on employee satisfaction in cargo companies in DKI Jakarta.
3. Leadership style has no positive and significant effect on employee performance in cargo companies in DKI Jakarta.
4. Information Technology has a positive and significant effect on Employee Performance in Cargo Companies in Jakarta.
5. Employee Satisfaction has a positive and significant effect on Employee Performance in Cargo Companies in Jakarta.
6. Leadership Style has a positive and significant effect on Employee Performance through Employee Satisfaction in Cargo Companies in Jakarta.
7. Information Technology has a positive and significant effect on Employee Performance through Employee Satisfaction in Cargo Companies in Jakarta.

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