

The Influence of Leadership Styles and Motivation of Employees Job Satisfaction

Mustaqim¹

¹ STIE IBNU SINA Batam, Indonesia

Correspondence: Priyono, Post Graduate Management Program, University Bina Darma Palembang, Indonesia.
E-mail: priyono.unu_sidoarjo@yahoo.com

Received: July 12, 2016

Accepted: July 26, 2016

Online Published: September 25, 2016

doi:10.5539/ijef.v8n10p176

URL: <http://dx.doi.org/10.5539/ijef.v8n10p176>

Abstract

The purpose of this research is to know and test whether there is influence of the style of leadership to the job satisfaction of employees, whether there is influence the motivation of the employees' job satisfaction and whether there is influence of the style of leadership and motivation of the job satisfaction of employees at PT. Garuda Milky Artha Surabaya.

This type of research used in this research is descriptive. This research uses random sampling for the sampling, and questionnaire used to retrieve the data from this study. Data analysis techniques of this study is to test the validity, reliability test, normality test, regression deviation, analysis of data using linear regression, and test hypotheses

The results of this research are variable and variable leadership motivation apparently is affecting employee job satisfaction

Keywords: leadership styles, motivation, the employees' work satisfaction

1. Introduction

In a business organization, human resources plays a very important in achieving success and goals. In this condition the leader holds a strategic position, Effendi (2002, p. 28) states "Leadership Style is the way a leader carry out its activities in an effort to guide, guiding, directing and controlling the thoughts, feelings, or behavior of someone or some people to achieve certain goals". A leader in a company is a person who has advantages and skills where he was a commander, a guide, pointing, and guidance, so that they can influence others to jointly perform any particular activity in order to achieve a goal, and the most important factor in determining the success or failure of an organization. The researchers always give a definition of leadership in accordance with their own perspectives and aspects of the most interesting phenomena for himself (Yuki, 1989) after a comprehensive literature review of how leadership, (Stogdill, 1974) concluded that most of The definition of leadership is the personal opinion of someone trying for defines the concept. As a result, the leadership in definition within the limits of personal characteristics, individual behavior, interpersonal influences, situational factors, and the combination of all of them (Steers, Porter, & Brigly, 1996).

Either explicitly or implicitly, most researchers assumed leadership that leadership is a critical determinant of the effectiveness of the organization (Yuki, 1989). Although until now not been able to arrive at a grand theory about leadership, but there has been a continuous progress in developing a better understanding of the characteristics of personal, individual behavior, interpersonal influences, situational factors, and the combination of all of them in the leadership (Yuki, 1989).

The success of a leader in providing motivation to the staff. is one of the causes of the reasons for someone to convey the idea that can affect human behavior. Motivation is giving impetus to create excitement in one's work, so they want to work together, to work effectively, and integrated with all the resources and efforts to achieve its objectives. Malayu S.P. Hasibuan (2001, p. 10) states that "motivation can encourage and energize activities that lead to the attainment of the needs, give satisfaction or reducing rewards".

The application of leadership styles and the motivation to influence his subordinates, especially with respect to job satisfaction. Job satisfaction would be associated with the Association of employees in the organization. Job satisfaction is a feeling happy or not happy that relative, which is different from the behavior of desire and

objective thinking. According to the Mangkunegara (2001, p. 117) “job satisfaction is a feeling of supporting or not supporting employees who relate to his work as well as to condition himself”.

Employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction. Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What’s more, physicians may even discover that by creating a positive workplace for their employees, they’ve increased their own job satisfaction as well.

2. Literature Review

2.1 Previous Research

Here’s some earlier research relating to research that will be undertaken, namely:

Marina Ika Brutal (2008) has a larger influence motivation towards work productivity when compared to the work environment. Furthermore, there is a positive influence on motivation and the work environment are jointly working to productivity,

Eka Setyo Budiono (2010) research results indicate that there is a relationship of job satisfaction of employees morale

Pawenang Unggul (2012) states that there is significant influence between leadership style variable X to variable Y job satisfaction

Boje Research, (2000) conclusion that the empowerment in super leadership significant and positive impact on employee performance. This means the creation of a positive super leadership the company will have positive influence on employee performance.

2.2 The Cornerstone of the Theory

2.2.1 Leadership Styles

The term leadership is the process of influencing others to achieve the desired goal. (Yukl, 2002), and Robbins (2006) also stated that today not all leaders can directly observe the performance of subordinates because of the performance of the new system, such as the distribution of independent teams, working methods remotely, or it is that causes the distance between superiors and subordinates.

According to Effendi (2002, p. 28) “leadership style is the way a leader carries out its activities in the quest Guide, guiding, directing and controlling the thoughts, feelings, or behaviors of a person or a number of people to achieve a particular goal.”

According to Gibson (2000, p. 186) stated that “the leadership is not influence use of effort to motivate people to achieve objectives, leadership involves the ability to affect, the ability to affect it had the intention to achieve a goal that has been set”.

According to Malayu S. P. Hasibuan, (2000, p. 167) “leadership style is the way a leader influences subordinates to work together and work productively to achieve the goal.”

From some of the opinions above it can be concluded that the leadership is a person who can affect the others.

Leadership is viewed as an important determinant/predictor of organizational effectiveness and employee job satisfaction. Studies show that there is a positive correlation between leadership and employee job satisfaction (Malik, 2011; Yousef, 2006; Berson and Linton, 2005; Seo et al., 2004; Nissa, 2003; Mosadeghrad, 2003a; Vance and Larson, 2002; Chiok Foong Loke, 2001; Dunham-Taylor, 2000; Stordeur et al., 2000; Hespanhol et al., 1999; Morrison et al., 1997; Lowe et al., 1996; Martin, 1990). Downey et al., 1975; and Kahai et al., 1997 have reported higher level of job satisfaction under directive leadership behavior when task was highly structured and under supportive behavior when task was highly unstructured. While, Kim (2002) identified a positive relationship between participative leadership behavior and employees’ job satisfaction

2.2.2 Motivation

According to Malayu S. P. Hasibuan (2001, p. 10) “Motivation as well as mental conditions that encourage activity and provide the energy that leads to the attainment of the needs, give satisfaction or reducing rewards”.

According to Bambang Swasto (2011, p. 100), motivation is a State specific psychological in a person that appears due to the urge to meet needs. Hierarchy of needs Maslow (Malayu S. P. Hasibuan, 2013, pp. 153-157) the hierarchy of needs following the theory of plural i.e. someone behaves/working, due to the urge to meet diverse needs. Maslow argued, the multi-level needs somebody. That is, if the first needs have been met, the need for the second level would appear to be the main ones. Furthermore if the second-level requirements have been met, the emerging needs of the third level and so on until the fifth requirement level.

From some of the opinions above it can be concluded that the motivation is the encouragement of activity someone better

2.2.3 Employee Job Satisfaction

According to the Mangkunegara (2001, p. 117) “job satisfaction is a feeling of supporting or not supporting employees who relate to his work as well as to condition himself.

According to Robbins (2003, p. 78) “job satisfaction is the public attitude towards the work of someone who shows the difference between the number of awards received by who should be accepted”.

According to Davis and Newstrom (1998, p. 256) “job satisfaction is a set of employees feeling good or whether their job”.

Tordera et al. (2008) considers leadership as an important construct for the positive work that guarantees satisfied and motivated workforce. While, Vecchio et al. (2008) believes that the path-goal theory, leadership has been recommended as an antecedent for some work such as job satisfaction of subordinates’. Mc. Shane and Glinow (2005) believe that job satisfaction represents an employee’s evaluation of job and work context. In other words, it is an appraisal of the perceived job characteristics, work environment, and emotional experiences at work. Thus job satisfaction is an attitude to the specific facets of job. People differ in what is important to them, and this may also change for same person. An employee may be satisfied with certain dimensions of the job while dissatisfied with others such as an employee may be satisfied with co-workers but simultaneously dissatisfied with work-load. Dawis (2004) believes that job satisfaction can change with time and circumstances.

Several factors such as salary, promotion, autonomy, working conditions, colleagues, support supervision and others, influence employee job satisfaction. Irvine and Evans (1995); Nissa (2003); and Malik (2011) has highlighted the importance of job characteristics (routine, autonomy and feedback), how job roles defined (role conflict and role ambiguity) and work environment (leadership, stress, advancement opportunities and participation) in relation to job satisfaction.

From some of the opinions above it can be concluded that job satisfaction is the attitude of a person’s emotional response to her work.

2.3 The Framework Concept

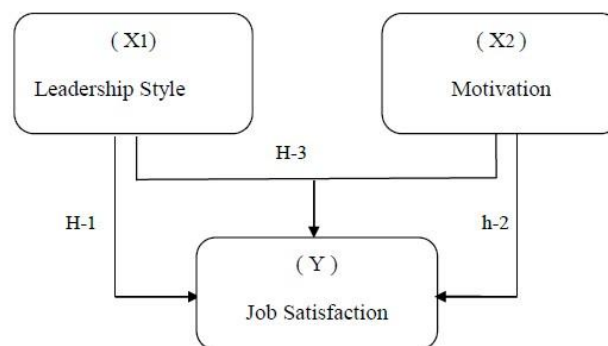


Figure 1. A conceptual framework

3. Research Methods

This type of research used in this research is descriptive. This research uses random sampling for the sampling, and questionnaire used to retrieve the data from this study. Data analysis techniques of this study is to test the validity, reliability test, normality test, regression deviation, analysis of data using linear regression, and test hypotheses.

The research was conducted at PT Garuda Milky Artha Office in Surabaya with a total population of 108 people, while taking a sample of 52 people, who based opinion (formula) Slovin, 2006.

3.1 Variable

3.1.1 The Independent Variable

Free (independent) variables are the variables that affect the variable can be defined as the cause (Arikunto, 2006, p. 119). As for the free variables in the study consisted of:

The leadership style (X_1)

The indicators used in this style of leadership is:

- 1). Intelligence: leaders generally have a higher level of intelligence compared to the led.
- 2). Maturity: appropriate Leader to become mature and stable emotions and have attention on social activities.
- 3). Self motivation and encouragement overachievers. The appropriate leader had a strong motivation to be overachievers.
- 4). humanitarian relations Attitude, the success of leaders have acknowledged the self-esteem and honor of the people around her and was able to sense the thoughts of others, oriented to understanding other people not only on the implementation of the task-oriented course.

Motivation (X_2)

Motivation is an impetus from the inside or from the outside of one's self to work on a task with an as well as possible. Indicators used in motivation as follows:

- 1). Requirements Physiologist, physical needs are needs that are necessary for maintaining the viability of a person. A desire to meet physical needs it stimulates a person behave and work hard.
- 2). Safety and Security Needs, the needs of safety and security is a need for security from threats, including the threat of accident, feel safe in doing the work.
- 3). Social needs is social needs is the need for interaction, love, friends as well as received in the Association Group of employees and the environment.
- 4). The award Needs, needs for self-esteem, recognition and awards prestige of employee and community environment.
- 5). Need for Self-actualization, needs to satisfy yourself with the use of the ability, skill, skills and potential to achieve optimal achievement a very satisfying work.

3.1.2. Dependent Variable

Bound variable (dependent) variable is the result which is also often referred to as the variable result or (Arikunto, 2006, p. 119). Bound variables in this study is the job satisfaction of employees (Y).

Job satisfaction is a feeling happy or not happy that relative, which is different from the behavior of desire and objective thinking person. Indicators that are used in job satisfaction are:

- 1). Fulfillment of needs, in this case, the satisfaction level is determined by the characteristics of the job that allows individuals to meet their needs. In this case related to the theory of Maslow's hierarchy of needs, which posited that human needs can essentially be classified in five hierarchical levels.
- 2). The difference, satisfaction according to this factor is the extent to which the results can meet expectations, reflecting the difference between what is expected and what individuals from his job. If the fact is smaller than expected, which of course resulted in dissatisfaction, but if the opposite happens, it will give rise to satisfaction in working
- 3). The achievement of value, attainment of value shows that customer satisfaction is the result of perception work give you the fulfillment of individual work value that is important. The expected value of one person with another person certainly different from good quality as well as quantity of the value.
- 4). Justice, Justice contribute significantly to job satisfaction. Satisfaction is a function of how individuals are treated fairly at the places of work. Difficult it is to equate perception with one another about criteria justice, increased levels of the justice in question is perception. At least reflected that the greater is reasonable contributing to acquire greater value as well.
- 5). Genetic Component, satisfaction is based on the belief that most of job satisfaction is a function of personal

traits and genetic factors.

4. Results of Research and Discussion

4.1 Data Analysis

Descriptive Analysis

In this research is using descriptive analysis is to describe the state of the frequency distribution of respondents that are based on the questionnaire that was distributed to 52 people.

Furthermore from return the questionnaire, the results can be explained that all the variables in this study have been getting very good response from the respondents.

Data analysis

In this study used multiple linear regression analysis in order to determine the effect of leadership style (X_1) and motivation (X_2) of employee satisfaction (Y) in PT. Garuda Sakti Artha Surabaya. After learning the results of the test will be performed next assumption. To simplify the calculation, the author uses SPSS version 20.0, and the results are recorded in the following table:

Table 1. Multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	24.700	2.739		9.018	.000		
Leadership	.388	.250	.278	1.927	.061	.983	1.121
Motivation	-.165	.132	-.174	1.249	.218	.983	1.023

Tabel 2. R-square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.174 ^a	.630	.011	1.438	1.691

Based on the results of the analysis in table 1 above, the regression equation model is obtained as follows:

$$Y = X_1 + losses + 11.719 + 1.294 X_2$$

From the equation above, we can conclude that if there is no leadership style and motivation, then the value of employee job satisfaction 11.719. In addition, each increasing the leadership style of the time, the other constant, then it would increase the job satisfaction of employees is 1,103. And each of motivation one else constant,, then it would increase the job satisfaction of employees is 1,294, and vice versa.

While on the determination coefficient (R-Square) in Table 2, the retrieved value of 0,630. This suggests that the ability of leadership and motivation variables affect job satisfaction employees of 63% and there were still 37% other variables that affect job satisfaction of employees.

The Test-F

The F-test, F-test used in this study to determine the effects of several variables on the variables bound-free. To simplify the calculation, use the software SPSS version 20.0, so the retrieved data as follows:

Table 3. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.227	1	3.227	1.560	.018 ^a
	Residual	103.446	50	2.069		
	Total	106.673	51			

a. Predictors: (Constant), Motivation;

b. Dependent Variable: Employee Job Satisfaction.

Based on the above analysis of the results obtained the value significance of $0.018 < 0.05$. These results indicate that the free variables of the two tested (leadership and motivation), there is at least one free variable that affects

job satisfaction of employees.

The test T

T-test in this study to find out the free variables which affect the performance of the employees. To simplify the calculation, use the software SPSS version 20.0, so the retrieved data as follows:

Table 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	11.719	6.456			2.438	.009
	Leadership	1.103	.259	.100		.551	.023
	Motivation	1.294	.188	.092		.503	.021

Based on the above analysis, the results showed that both of the variables tested, it turned out they both affect the employees' job satisfaction. This conclusion is derived from the value of the leadership of significance 0.05, whereas < 0,023 value the significance of motivation of 0,021 < 0.05.

4.2 Discussion

Based on the results of analysis using SPSS software version 20.0, of the results of the analysis of the obtained regression model his best as follows:

$$Y = X_1 + losses + 11.719 + 1.294 X_2$$

While on the determination coefficient (R-Square) in Table 4. Retrieved value of 0,630. This suggests that the ability of leadership and motivation variables affect job satisfaction of employees amounted to 63% and there were still 37% other variables that affect job satisfaction of employees.

In addition, test the significance values obtained F 0.018 < 0.05. These results indicate that both the independent variable is leadership and motivation, there is at least one independent variable that affects employee satisfaction.

Furthermore, that the T-test with both variables tested, it turns out they both affect employee satisfaction. This conclusion is derived from the value of the leadership of the 0.05, while < 0023 0021 motivational significance value < 0.05.

From the above explanation can be found that leadership and variables of motivation affects employee satisfaction turns out.

Results of this study support the idea (Yuki, 1989) which states that leadership is a process of influencing others to achieve the desired goal. (Yukl, 2002), and Robbins (2006), which currently are not all leaders can directly observe the performance of subordinates because of the performance of the new system, such as the distribution of independent teams, working methods remotely, or it is that causes the distance between superiors and subordinates, These results also support previous research conducted by Marina Ika B. (2008), Eka Setyo Budiono (2010) and Unggul Pawenang (2012).

4.3 Theoretical Implications

Based on the above analysis, all independent variables have a positive influence that comes from leadership style. It can be said that the theoretical implications of this research has supported the theory that existing and previous research The results related to this research.

This research result that leadership styles, motivation influence significantly to job satisfaction of employees at the Office PT Garuda Milky Artha in Surabaya.

All free variables has influence with the positive direction and the largest contribution comes from the leadership style. The leadership style that followed employee assessed right on target. Motivation has also been rated good especially on elements of employee morale. Job satisfaction of employees also responded very positive element that is almost in the third the timeliness, quality and quantity of work. It provides the theoretical implications of supporting existing theory and previous research support.

The findings of this research can help and can serve as a reference in determining policy PT. Garuda Milky Artha in Surabaya in managing resources especially for improving job satisfaction of employees through motivation and

leadership styles. In general the findings of this research organization can acknowledge and identify the things that become the needs and desires of the employees so that it can be a consideration and evaluation organization in a comprehensive manner in the preparation of the human resource management policy within the Organization in times to come,

Further implications of theory based on the results of this research is the need to do research to find out about indicators appropriate leadership style and in accordance with the needs of employees, high work motivation, can also affect the employees ' job satisfaction. In addition, it is necessary also to add other variables so that results of similar research's will give you a complete scientific information, insightful and tested that will eventually be able to make a contribution in the interest of advancing the academic field or in the development of science.

5. Conclusions and Suggestions

5.1 Conclusion

Based on the results of data analysis in the previous chapter, retrieved some of the conclusions, including:

After analyzing the data using SPSS software version 20.0, retrieved the value significance of the leadership style of $0,023 < 0.05$. This indicates that H_0 repelled and H_a is received. So it can be concluded that there is a significant influence on the value of style of leadership to the job satisfaction of employees at PT. Garuda Milky Artha in Surabaya.

After analyzing the data using SPSS software version 20.0, motivational significance value obtained of $0,021 < 0.05$. This indicates that H_0 repelled and H_a is received. So it can be concluded that there is a significant influence on the value motivation of the job satisfaction of employees at PT. Garuda Milky Artha in Surabaya.

After analyzing the data using SPSS software version 20.0, R-Square value obtained by 0,630. This suggests that the ability of the leadership and motivational variables variable's affect job satisfaction of employees amounted to 63% and there were still 37% other variables that affect job satisfaction of employees at PT. Garuda Milky Artha in Surabaya.

5.2 Advice

On behalf of the company's leadership style that is already applied can be maintained and, if necessary, can be increased to produce human resources better. And is expected to pay more attention to their employees as well as provide motivation to employees to be more motivated in their work. So any employee job satisfaction can be fulfilled. Research results can be used as one of the company's policy.

References

- Arikunto, S. (2006). *An approach Procedure Research practice*. Rineka Jakarta: Copyright.
- Boje, D. M. (2000). *Flight of the Buffalo and Other Superleader Model*. Html. SOE Track, 2008, Measuring the performance of state in 2007, pp. 54-55.
- Budiono, E. S. (2010). The influence of job satisfaction of the employees' Morale in New CV Forward Jaya in Surabaya.
- Davis, K., & John, W. (1996). *Newstroom Organizational Behavior*. Jakarta: Script Prtama Stadium.
- Effendy, Uchjana, & Onong. (1993). *A Study Public Relations comunicologis*. Bandung: PT Youth Rosdakarya.
- Gibson, J. L., John, M. I., & James H. D. Jr. (2000). *Organizational Behaviour-Structure-Process*. Jakarta: Binapura Script.
- Hasibuan, M. S. P. (2005). *Human Resource Management*. Jakarta: Earth Literacy.
- Malik, S. H. (2011). *Leadership Behavior and Employee Job Satisfaction: A Study of Path-Goal Theory in Telecom Sector*. (Unpublished doctoral dissertation) Islamabad: National University of Modern Languages.
- Mangkunagara, A. (2002). *Human resources management*. Bandung: Teen Rosdakarya.
- Mc. Shane, S., & Glinow, M. A. V. (2007). *Organizational Behavior* (4th ed.). Mc. Graw Hill/Irwin.
- Newstrom, J. W., & Davis, K. (1993). *Organisational behavior: Human behavior at work* (9th ed.). New York: McGraw-Hill.
- Pawenang, U. (2012). *The influence of leadership styles to the Employees job satisfaction CV*. Artatama in Surabaya.
- Puspita, M. I. (2008). *The influence of motivation and Work Productivity of working environment employees at PT. Kebon Supreme Trangkil Starch sugar mill*.

- Robbins, S. P. (2006). *Organizational behavior*. PT Index, Jakarta: Gramedia Group.
- Singarimbun, M., & Effendi, S. (1995). *Survey Research Methods*. Jakarta: LP3ES.
- Slovin, H. U. (2000). *Marketing Research and Consumer Behavior Moulds Third*. Jakarta: PT. Gramedia Pustaka Utama.
- Steers, R. M., Porter, L. W., & Bigley, G. A. (1996). Models of leadership. In R. M. Steers, L. W. Porter, & G. A. Bigley (Eds.), *Motivation and Leadership at work*. New York, McGraw-Hill.
- Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25, 35-71. <http://dx.doi.org/10.1080/00223980.1948.9917362>
- Swasto, B. (2011). *Human resource management*. University of Brawijaya: Press (UB).
- Tordera, N., Gonzalez-Roma, V., & Peiro, J. M. (2008). The moderator effect of psychological climate on the relationship between leader-member exchange (LMX) quality and role overload. *European Journal of Work and Organizational Psychology*, 17, 55-72. <http://dx.doi.org/10.1080/13594320701392059>
- Yukl, G. A. (1989). *Leadership in Organizations*. New Jersey, Prentice-Hall.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).