
Influence Of Leadership Style And Motivation To Work Employee Job Satisfaction (Case study at Pt Inovasi Teknologi)

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Abstract

The purpose of this study was to identify and analyze the influence of motivation work against leadership style and job satisfaction of employees at PT Technological Innovation. This research was conducted by teknik simple random sampling (simple sampling technique), with a sample of 75 respondents. Entire multiple regression equation used meets the requirements of the classical assumption test. The results of this study indicate that there is a significant and positive influence between leadership style and motivation simultaneously on employee job satisfaction in PT Technological Innovation.

Keywords: Leadership Style, Work Motivation, Satisfaction, Performance

INTRODUCTION

Survival and growth of a company is not only determined from success in managing finances, marketing and products, but also determined from the success of managing human resources. Current resources humans are considered an important resource for the organization, because without resources human resources in the organization is not easy because it involves various elements in an organization, namely employees, leaders, and the system itself. Unity between the three things are expected to bring up a working environment conducive so that both employees and leaders can carry out their work to the maximum. For employees, a conducive work environment is expected able to create job satisfaction. Job satisfaction has an influence on organizational productivity either directly or indirectly. Dissatisfaction is the starting point of the problems that arise in organizations such as arrogance, manager-worker conflict and employee turnover. From the side of workers, dissatisfaction can lead to decreased motivation, decreased morale, and decreased appearance of work both qualitatively and quantitatively.

Performance measurement of an organization is very important for leaders as top managers, in order to evaluate and future planning. Some types of information used in the control prepared in order to ensure that the work done has been done effectively and efficiently. Manager in running daily tasks will use other people in the operational organization, others in this case it is the employees who must be measured performance.

In carrying out its activities the leaders have various own style in the process of influencing and directing employees, so that later want together to try to achieve the goals of

the company vary, then leaders are required to be able to apply a variety of leadership styles also in accordance with the objectives faced. therefore, the leader will try as effectively perhaps in his leadership so as to achieve the goals of the group or organization to the maximum. If the leadership style used in accordance with employees eat will provide job satisfaction for employees.

Employee performance will be better if the relevant expertise (skill) and willing to work because it is paid in accordance with the level and expectations (hopefully) better in the future. There is that hope is one of the strong motivation for employees to perform work with good performance. Motivation according to Gibson (2001: 94) is a concept that outlines about the strengths that exist within employees who start directing behavior. Someone who is highly motivated, IE people who carry out efforts substantially, to support productivity at work. On the other hand, if someone who low-motivated will generally make minimal effort at work. When employees with leadership has a good performance will have an impact on performance organization where to serve.

Increased employee job satisfaction in an organization can not be released from the role of leaders in the organization. Leadership is the main key in management that plays an important and strategic role in survival a company. Leader is the originator of the goal, plan, organize, move and control all resources owned so that the company's goals can be achieved effectively and efficiently. Therefore leaders of a company are required to always be able to create conditions able to satisfy employees in the work so as to obtain employees who do not only able to work but also willing to work towards the achievement of goals Association. A leader must take a very big decision against a problem. Decisions involving major changes in strategy organization or politics, most of the results will depend on the skills influence and perseverance of the individual managers who want to initiate change and on the relative power of the various coalitions involved in making or authority to make that decision.

The demands of globalization have made businesses aware of the importance of resources qualified human resources, both leaders and subordinates. Role leaders are indispensable in setting goals. The organization will not successful without the participation of employees. The two things go hand in hand although it has its own purpose, employees will certainly feel satisfied if his needs and desires are met.

The problems in this study are: (1) whether there is the influence of style leadership on employee job satisfaction at PT Inovasi Teknologi; (2) whether there is the influence of work motivation on employee job satisfaction at Pt innovation Technology; (3) whether there is the influence of leadership styles and work motivation together on employee job satisfaction at PT Inovasi Teknologi.

The purpose of this study include: (1) to determine the influence on the style leadership on employee job satisfaction at PT Inovasi Teknologi; (2) to know the effect of work motivation on employee job satisfaction in PT Technological innovation; (3) to determine the influence on leadership styles and motivation to work together on employee job satisfaction at Pt Inovasi Technology.

RESEARCH METHODS

The object of research consists of variables will be studied, namely the variable leadership style, motivation as an independent variable (independent variable). While job satisfaction as a dependent variable (dependent variable). Population in this study by type is a limited population and by its nature is a population homogeneous. The population in this study are employees of PT Inovasi Teknologi total of 75 people.

This study draws a sample by the method or technique of simple random sampling (simple sampling technique), which is a way of selecting a number of elements of the population to become a member of the sample is done in such a way that each element get the same opportunity to be selected as a member of the sample. This way done because the number of elements in the population is known and relatively homogeneous. In this study a total sample of 75 respondents.

Data Analysis Techniques. First. Classical Assumption Test. Before testing hypothesis using multiple linear regression, first tested the assumption classic. The purpose of classical assumption testing is to produce value good parameters so that research results can be more accurate. Symptom testing deviations from classical assumptions need to be done to determine the nature of the data so that can be determined the right type of test to analyze the relationship between variables studied. Classical assumption requirements that must be met in double linear analysis is that the residuals must be normally distributed, nonmulticollinearity between the independent variables, homocedasticity occurs, and the last there is no autocorrelation.

- a. Normality Test (Normality). Normality test aims to determine whether the value residuals satisfy the normality assumption. Normality test is done by looking at spread of data or points on the diagonal axis of the normality testing graph (Normal Probability P-P Plot). When the data spreads around the diagonal line and following the direction of the diagonal line, then the regression model meets the assumption of normality. Whereas, if the data spreads away from the diagonal line and does not follow the direction diagonal line, then the regression model does not meet the assumption of normality.
- b. Multicollinearity Test. Multicollinearity testing aims to know whether there is a correlation between the independent variables proposed in regression model. Multicollinearity test is done by looking at VIF (Variance Inflation Factor) generated through the processing of SPSS data. Recruitment policy the results are: (1) if the value of VIF is less than 10, then in the regression model there is no multicollinearity problem; (2) if the VIF is more than 10, then one the load variable should be excluded from the regression model.
- c. Heteroscedasticity Test. Heteroskedasticity test aims to determine whether in the regression model there are differences in variance from observation to observation other. Heteroskedasticity test is done by looking at the presence or absence of patterns certain on the graph, where on the X-axis is the prediction of the dependent variable and the Y - axis is a standardized residual (predicted Y-true Y). Basic decision-making heteroskedasticity test to test whether the regression model variance inequality occurs from the residual of an observation with other observations. Detection of heteroskedasticity, namely by using

scatterplot. If there is a certain pattern, such as dots that form a regular pattern (undulating, widening, then narrowing) or the point collects in a side means heteroskedasticity occurs. Multiple Regression Analysis. Used in this study to determine the relationship variable leadership style (X1) and variable motivation (X2) with variable satisfaction work (Y). Where the formula is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Source : (Djarwanto PS, 2003:310)

Where: Y : dependent Variable (job satisfaction); a : intercept value (constant); b_1 - b_2 : Linear regression coefficient; X1 : independent variable (leadership style); X2: variable Independent (work motivation).

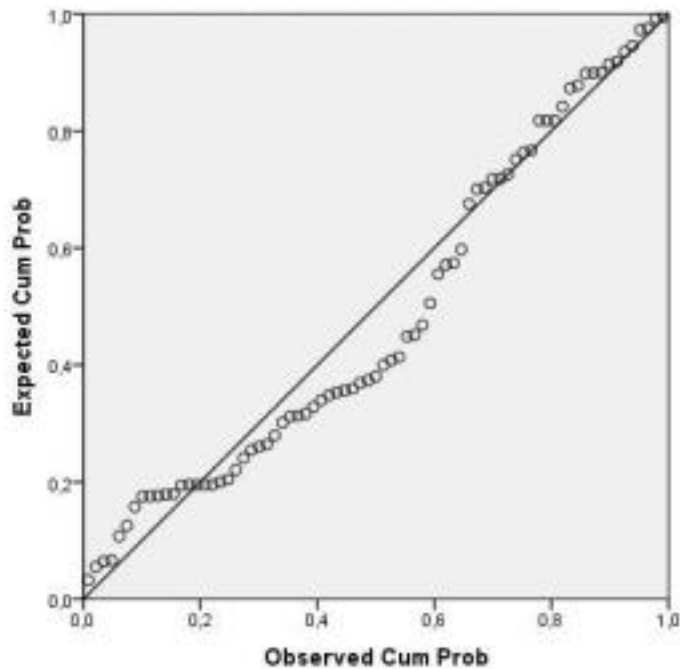
Test R Square. R-Square testing aims to measure the amount of proporsi or percentage of the amount of variance of the dependent variable or to measure the contribution from the independent variable to the dependent variable. A small R value means ability of independent variables in explaining the variance of the dependent variable very limited, while the value of the magnitude (close to 1) means the variables independently provide almost all the information needed to predict variance of the dependent variable.

Research Hypothesis Testing. After the regression equation is found, then the stage next is to conduct testing of research hypotheses to determine is there a variable influence of leadership style and work motivation (independent) to variable job satisfaction (dependent). Hypothesis testing is done Test statistics that use the F test (as a whole) and t test (partially).

Test F. This test is used to determine whether the independent variables together significantly affect the dependent variable. Testing this simultaneous is a one-way test using a 95% confidence level. H_0 is accepted if $F_{count} \leq F_{table}$ while H_0 is rejected if $F_{count} > F_{table}$. Steps testing is as follows: (a) formulate hypotheses (formulate H_0 and H_a); (b) determine the value of α (in this study determined $\alpha = 5\%$); (c) Comparing significant value with α value; **Test t.** T test is used to determine which independent variables play the most role against the dependent variable.

RESULTS AND DISCUSSION

Normality Test. Normality test is done by looking at the spread of data or not on diagonal axis of the normality testing graph (Normal Probability P-P Plot).



Gambar 2. Diagram Probabilitas Normal

From the test results assumption of normality through Normal Probability P-P Plot is known that the data spread around the diagonal line and follow the direction of the diagonal line, then the regression model meet the normal assumption.

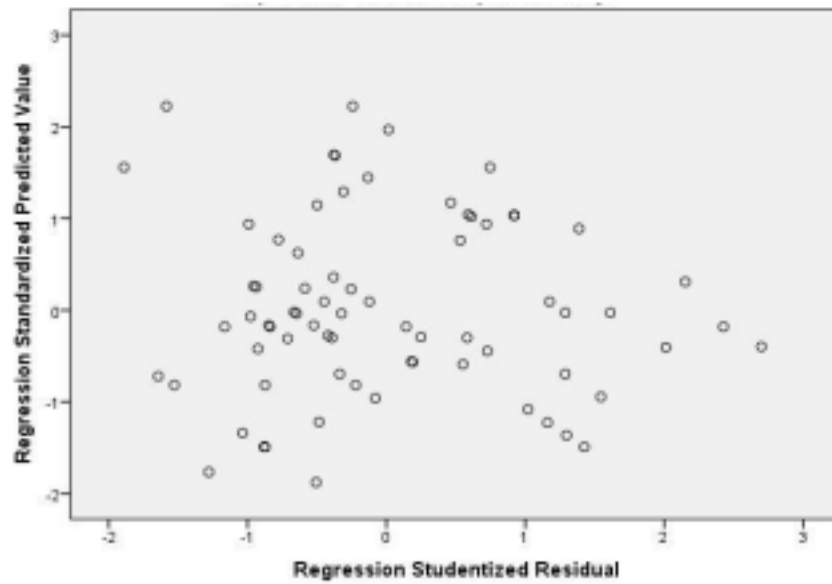
Multicollinearity Test. The existence of multicollinearity is identified through the magnitude value of VIF (Variance Inflation Factor). If the VIF is less than 10, then in the regression model there is no multicollinearity problem.

Table 1. Multicollinearity Test

Model		Colinearity Statistics
		VIF
1	(Constant)	
	Leadership Style	1.551
	Motivation	1.551

In Table 1 Above, It is known that the VIF obtained by each variable is less than 10, in the regression model, there is no problem of multicollinearity.

Uji Asumsi Heteroskedastisitas melalui Scatter Plot



Gambar 3. Diagram Penar (Scatter Plot)

From the test results heteroskedasticity assumption through scatter plot can be seen that the dots spread over and under the zeros of the Y axis, then this regression model has similarity of variance or heteroskedasticity does not occur.

Multiple Regression Analysis. Multiple regression analysis is used to determine the effect independent variables to change the dependent variable. In this case the variable independent is leadership and compensation, while the dependent variable is work motivation. Table 2. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	7.085	2.580	
	Leadership Style	0.383	0.106	0.381
	Motivation	0.407	0.108	0.399

Based on Table 2, the regression equation can be formulated as follows: $RI = 6.333 + 0.383 \text{ Kep} + 0,407 \text{ mot}$. The explanation of the regression equation is as follows: (1) if all dimensions of leadership and motivation = 0 then the RI of 7.085; (2) If there is a change in leadership style by 1 unit, then the RI will experience change of 0.383 Units; (3) if there is a change in motivation of 1 unit, then RI will experience a change of 0.407.

In addition, from the equation it is also known that the value of the regression coefficient (B) which the largest is motivation of 0.407. Then followed the leadership style of 0,383.

Uji F

Table 3. Test multiple regression coefficients simultaneously with f Test

	Model	Sum of Square	df	Mean Square	F	Sig
1	Regression	653.829	2	326.915	33.852	0.000 ^a
	Residual	659.318	72	9.657		
	Total	1349.147	74			

Based on Table 3 obtained significance level of 0.000 where the figure smaller than 0.05, this means that there is at least one independent variable affect work motivation, because the significance rate is smaller than $\alpha = 5\%$. as for formulation of the hypothesis as follows :

H3: there is the influence of leadership and motivation together against employee job satisfaction at Pt Inovasi Teknologi.

Hypothesis Testing. To answer the formulation of research problems regarding the influence leadership style and motivation to job satisfaction, the research hypothesis should tested first. This study uses SPSS version 20 in conducting hypothesis testing. Hypothesis testing is done partially and simultaneously. Testing partially done with the aim to see the effect of each independent variable of the dependent variable, while testing simultaneously performed with the purpose of seeing the effect of all dependent variables simultaneously to variable dependent. Here is the output of SPSS on hypothesis testing performed.

Table 4. Simple regression coefficient test with coefficients t-test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.085	2.580		2.746	.008
Leadership Style	0.383	0.106	0.381	3.612	.001
Job satisfaction	0.407	0.108	0.399	3.783	.000

Test The First Hypothesis. The formulation of the first hypothesis is as here:

H1: there is a significant and positive influence between leadership styles job satisfaction of employees of Pt Inovasi Teknologi. From Table 4 can be seen that the variable leadership style to satisfaction work has a significance level of 0.000. This means leadership style partially affect positively on job satisfaction because the number significance is less than $\alpha = 5\%$. Thus, it can be concluded that H1 is not rejected.

Test The Second Hypothesis. The formulation of the second hypothesis is as follows:

H2: there is a significant and positive influence between motivation to job satisfaction employees of Pt Inovasi Teknologi. From Table 4 can be seen that the variable motivation on job satisfaction has a significance level of 0.000. This means motivation partially affect positively on job satisfaction because the number significance is less than $\alpha = 5\%$. Thus, it can be concluded that H2 is not rejected.

R-Square Testing (R²). R-Square to determine the contribution of variables independent of the rise and fall of the dependent variable. Here is the result calculation using SPSS:

Table 5. R-Square Testing (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 _a	.485	.470	3.108

From the results of the analysis above, it can be seen the value of R-Square of 0.485 which means 48.5% dependent variable job satisfaction can be explained by leadership style and motivation, while the rest (100% -48.5%) = 51.5% is explained by other variables.

Influence of leadership style on Employee Job Satisfaction in PT Technological Innovation. According Nawawi (2008:229) leadership is an ability to move or motivate members of the organization to simultaneously perform the same activities and directed in the achievement of its goals. Leadership too is an important aspect in managing the organization because the ability to lead

it's one of the keys to being a good manager. Instead of managers need to strive to run the basics of leadership in order to become a leader effective (Nawawi, 2008: 230).

Research by I G.A Dwi Perbawa Nugraha (2011), with the title “the influence of style Leadership and motivation to work on job satisfaction detachment C members Unit III Pioneer Corps Brimob police “ the results of this study give an idea that the better the leadership style shown and applied by a organization leader, it will have a positive effect on job satisfaction. T test the influence of leadership on job satisfaction produce t count = 3612 with a value of significance = 0.001 < 0.05. Based on these results, H₀ rejected and accepted H₁, it can be concluded that the influential leadership style on employee job satisfaction at PT Inovasi Teknologi.

Effect of work motivation on employee job satisfaction at Pt Inovasi Technology. Motivation according Anoraga (2005) in Purwati (2009) is the need which encourages action for a specific purpose. Motivation is something which raises the spirit or encouragement of work. According to Robbins (2002:225) is the willingness to make high-level efforts to achieve the target organization, which is conditioned by the ability of the business to satisfy the needs a number of individuals. Research by I G.A Dwi Perbawa Nugraha (2011), with the title “the influence of style Leadership and motivation to work on job satisfaction detachment C members Unit III Pioneer Corps Brimob police “ the results of this study indicate that motivation work positively affect job satisfaction T test the effect of job motivation on job satisfaction produce t count = 3783 with a value of significance = 0.000 < 0.05. Based on these results, H₀ rejected and accepted H₁, it can be concluded that work motivation affects employee job satisfaction at Pt Inovasi Teknologi.

Influence of leadership style and motivation to work together against Employee job satisfaction at Pt Inovasi Teknologi. Dole and Schroeder (2001) in koesmono (2005), argued that job satisfaction can be defined as an individual's feelings and reactions to his work environment. More Koesmono (2005) suggested that job satisfaction is an assessment, feelings or attitude of a person or employee to the work or attitude of a person or employees to work and related to the work environment, type employment, compensation, relationships between co-workers, social relations in the workplace and so forth.

Research by I G.A Dwi Perbawa Nugraha (2011), with the title “the influence of style Leadership and motivation to work on job satisfaction detachment C members Unit III Pioneer Corps Brimob police“ the results of this study indicate that the style leadership and motivation work together to influence satisfaction work.

F-test the influence of leadership style and work motivation on employee satisfaction $F = 33,852$. Obtained a significance level of 0,000 where the number that's less than 0.05. This means that there is at least one variable independent affecting job satisfaction, because the number of significance is smaller than $\alpha = 5\%$. Can be seen the value of R-Square of 0.485 which means 48.5% variable dependent job satisfaction can be explained by leadership style and motivation, while the rest $(100\% - 48.5\%) = 51.5\%$ is explained by other variables.

Based on the results of data analysis, the results of this study related to the influence of style leadership and motivation to job satisfaction in accordance with research performed by I G.A Dwi Perbawa Nugraha (2011) entitled "The Influence of style Leadership and motivation to work on job satisfaction detachment C members Unit III Pioneer Corps Brimob police." which states that there is an influence positive leadership style and work motivation towards job satisfaction.

CONCLUSION

Based on research and discussion that has been done about influence of leadership and compensation on employee motivation at PT Inovasi Technology, using F test and ujiT then the conclusions that can be drawn are as follows: (1) there is a significant and positive influence between the style leadership on partial job satisfaction in employees of PT Inovasi Technology; (2) There is a significant and positive influence between work motivation partial job satisfaction in employees of Pt Inovasi Teknologi; (3) there are significant and positive influence between leadership style and work motivation together on employee job satisfaction at Pt Inovasi Teknologi.

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