

# The Effect of Leadership Style and Work Motivation on Employee Satisfaction in the Development Center of Education Empowerment and Education Personnel in the Field of Building and Electricity

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## ABSTRACT

The research carried out has the aim to analyze the influence of leadership style and work motivation on employee satisfaction in the development center of the education empowerment and educational personnel in the field of building and electricity. This research is correlational. Where the sample used by researchers amounted to 118 people, namely civil servants at the place of researchers worked. The hypothesis tested in this study used the t value test. From the results of tests that have been done, it can be obtained that, leadership style has a positive and significant influence on job satisfaction, work motivation has a positive and not significant effect on job satisfaction, then it is obtained that leadership style and work motivation together have an influence on satisfaction PPPPTK Medan employee work.

**Keywords:** Job Satisfaction, Leadership Style, Work Motivation

## INTRODUCTION

The Development Center of Education Empowerment and Education Personnel (PPPPTK) in The Field of Building and Electricity is the technical implementing unit of the Ministry of Education and Culture which is under and is responsible directly to the Directorate General of Teachers and Education Personnel. PPPPTK in the Building and Electricity Sector has the task of carrying out the development and empowerment of educators and education personnel in accordance with their fields, as stated in Permendikbud No. 16 of 2015 concerning the Organization and Work Procedures of the Development Center for Empowering Educators and Educational Personnel.

Through Presidential Regulation No. 14 of 2015 concerning the Ministry of

Education and Culture Article 9, the Directorate General of Teachers and Education Personnel has the task of organizing the formulation and implementation of policies in the field of teacher and other educator guidance, as well as education staff so that as one of the UPTs under the Directorate General of Teachers and Educational Personnel, PPPPTK Medan Building and Electricity Field has the task of organizing training, empowerment and development in order to improve the quality of educators and education staff.

In carrying out the tasks in each unit, it is divided into several sections, such as the Program and Information Field, the Competency Enhancement Field, and the General Section. In the implementation of activities in each sub-section there are still many overlapping jobs that are not in

accordance with the standard operating procedures (SOP) and job desks respectively so that there are some people who get excessive tasks while others do not have what tasks to be the main duty affect the workload and affect job satisfaction in the implementation of the work itself. This can have an impact on the collection of physical evidence of the monthly SKP value of the physical evidence of performance benefits received by the employee every month.

In carrying out the day-to-day tasks of PPPPTK employees in the Medan Building and Electricity Sector, there are still many problems including problems including the high number of late arrivals and the large number of employees who do not meet the set criteria in a timely manner, motivation of employees who are still lacking in work, matters this often has an impact on employees being late in reporting work for example reporting activities as a committee in an activity often experiences delays, so often when accountability for reporting activities is often not completed on time, and the quality of work results is still not optimal.

According to Handoko (2003) Strong relationships show that superiors can significantly influence other variables by increasing job satisfaction. Some job satisfaction correlations are as follows: motivation, work engagement, organizational citizenship behavior, organizational commitment, absenteeism, turnover, feelings of stress and work performance. Between absence and satisfaction there is a strong negative correlation. In other words if satisfaction increases, absenteeism will decrease.

According to Wibowo (2012) there are five factors that affect job satisfaction, namely need fulfillment, discrepancies, value attainment, equity, dispositional/genetic component. According to Hasibuan (Prabu, 2005) the factors that influence job satisfaction are remuneration, proper work placement, severity of work, work

environment and environment, equipment, leadership attitude, nature of work.

Based on the table, the average number of employees who were late in 2016 was around 35%, or about 65 people out of 185 employees, and those who returned prematurely were around 39% or around 72 out of 185 employees. In 2017, around 38% or around 70 cases were delayed out of 179 employees and 11% cases left prematurely or around 21 out of 179 people and by 2018 there were 39% cases of late arrival or around 65 out of 168 people and in cases go home prematurely there are about 18% or as many as 30 people from 168 employees.

According to Robbins (2006) the impact of job satisfaction affects absenteeism in which employee dissatisfaction at work can be expressed in a number of ways, for example, complaining, undisciplined, often truant, becoming disobedient, stealing organizational property, or avoiding part of their work responsibilities.

## **LITERATURE REVIEW**

### **Leadership Style**

According to Tjiptono (2006) leadership style is a way used by leaders in interacting with their subordinates. The leadership style represents the philosophy, skills and attitudes of leaders in politics. Leadership style is a pattern of behavior that is designed to integrate organizational goals with individual goals to achieve certain goals (Heidjrachman and Husnan, 2002).

Leadership style is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes and behavior of the members of his subordinate organization (Nawawi, 2003). Based on the statements of some of the experts above, the researcher concluded that the leadership style is a way used to interact to convey and achieve organizational goals with good communication patterns.

### **Job Satisfaction**

Mangkunegara (2011) suggested that job satisfaction is the favorability or

unfavorability with the employee view of their work. Mangkunegara (2011) views job satisfaction as a result of the degree of labor likes or dislikes for various aspects of their work. Dubrin (2005) explains that workers who are satisfied with their work feel happy with their work. Dubrin (2005) also provides an explanation that feelings related to job satisfaction and dissatisfaction are more likely to reflect the assessment of the workforce about current, past work experiences and future expectations.

### **Work Motivation**

Motivation comes from the Latin word *movere* which means encouragement or move. All human behavior is usually based on motivation or encouragement in many ways that cause them to behave in this way. In management, motivation is the thing that causes all members of the organization to work in completing work according to the motives or goals of the organization or company to be achieved.

According to Kartika (2010) the definition of motivation is the whole process of giving work motives to subordinates in such a way that they are willing to work sincerely for the achievement of organizational goals efficiently and economically. As'ad in Roesyadi (2012) argues that motivation is often interpreted as encouragement. Encouragement or energy is the movement of the soul and body to act so that motivation is a driving force that moves people to behave in their actions that has a specific purpose. The motivation as a condition where one's effort and willpower is directed towards the achievement of certain results or goals.

## **RESEARCH METHODS**

### **Types of Research**

This type of research is descriptive and This type of research is correlational research, which is a study conducted with the aim of detecting the extent to which variations in a factor are related to one or more other factors based on the correlation coefficient (Sugiyono, 2014). Data collected

through interviews and questionnaires, then tested individually (t test) and simultaneously (F test) and to find out there is no relationship between individual characteristics, job satisfaction, work environment, and organizational commitment to employee performance both partially and simultaneously.

### **Time and Place of Research**

This research began in May-June 2019 at The Development Center of Education Empowerment and Education Personnel at Jalan Setia Budi No. 75 Kapen Sumarsono Helvetia Medan.

### **Population and Sample**

The population in this study were 168 PPPPTK Medan employees consisting of civil servants. The sampling technique in this study used purposive sampling by using the Slovin formula. Samples taken as many as 118 respondents.

### **Data Analysis Method**

This study uses descriptive qualitative analysis methods to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

The data analysis method used in this study is multiple regression analysis (Sugiyono, 2014). Therefore the research formulation in the path analysis framework only revolves around the independent variable ( $X_1, X_2, \dots, X_k$ ) influencing the dependent variable Y, or how much direct, indirect, and total influence or simultaneous set of independent variables ( $X_1, X_2, \dots, X_k$ ) to the dependent variable Y.

## **RESEARCH RESULT**

### **Simultaneously Test (F Test)**

ANOVA (F test) is a part and process in linear regression that is used to see whether the regression model can be

used to predict correlation relationships and influences between dependent variables and independent variables. If  $F_{count} < F_{table}$

or probability  $> 0.05$  then  $H_0$  is accepted . If  $F_{arithmetic} \geq F_{table}$  or probability  $< 0.05$  then  $H_0$  is rejected.

**Table 1 Simultaneously Test (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1867.742	2	933.871	68.057	.000 <sup>b</sup>
	Residual	1578.021	115	13.722		
	Total	3445.763	117			

Source: SPSS Results, 2019 (Processed)

From Table 1 the calculated F value obtained is 68.057 greater than F table 3.08 ( $F_{count} > F_{table}$ ) with a significance level of 0.05. With a probability of 0.00 or less than 0.05. Then  $H_0$  is rejected and  $H_1$  is accepted, in other words there is an influence of leadership style and work motivation on job satisfaction.

### Partial Test (t Test)

This test is used to determine whether in the regression model the independent variable (X) partially significantly influences the dependent variable (Y). To find out whether the independent variable partially influences or not on the dependent variable, then determined a significant standard value at alpha 5%.

**Table 2 Partial Test (t Test)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.359	3.163		5.172	.000
	Leadership Style	.556	.061	.725	9.080	.000
	Work Motivation	.028	.116	.019	.237	.813

1.The leadership style can be seen that the value of t count is 9.08 where t count is greater than t table ( $t_{count} > t_{table}$ ;  $t_{table} = 1.98$ ) and the significance level of 0.05. This means that the leadership style has a significant effect on job satisfaction. The coefficient value of leadership style is 0.556 and is positive, this shows that the leadership style has a direct relationship with job satisfaction. This implies that each increase in one unit leadership style will rise by 0.556 assuming that the other independent variables of the regression model are fixed.

2.Work Motivation can be seen t count value that is 0.237 where t count is smaller than t table ( $t_{count} < t_{table}$ ;  $t_{table} = 1.98$ ) and a significance level of 0.05. This means that work motivation does not have a significant effect on job satisfaction. The coefficient of work motivation is 0.028 and is positive, this shows that work motivation has a direct relationship with job satisfaction. This implies that each increase

in one unit will increase by 0.028 assuming that the other independent variables of the regression model are fixed.

## CONCLUSION AND SUGGESTION

### CONCLUSION

1.From the partial test, it is known that the leadership style significantly influences the job satisfaction of PPPPTK employees.

2.Work motivation does not significantly influence job satisfaction of PPPPTK employees.

3.Inferred leadership style and work motivation have a direct relationship with job satisfaction with the coefficient value of job satisfaction for leadership style is the highest. This value indicates that leadership style is the most significant variable affecting job satisfaction of PPPPTK employees.

### SUGGESTION

Based on the results of research and discussion by the author about leadership styles and work

motivation on job satisfaction of PPPPTK employees as follows:

#### 1. For PPPPTK

From the results of research conducted it can be seen that with a good leadership style from the institution will increase the job satisfaction of PPPPTK employees. With good employee job satisfaction, the performance results can also be sure to be good and have an impact on improving the performance of the institution. This means that leader behavior is one of the important factors that can affect job satisfaction. The better the relationship between subordinates and leaders will have a positive impact on the Medan PPPPTK institution.

It was felt by the employees of PPPPTK Medan that work motivation was not so felt that it did not have a significant effect on job satisfaction so that the leadership of this institution could be more motivated to provide employees. From the results of this study it can be seen that with good work motivation from organizations does not necessarily increase job satisfaction of PPPPTK employees. So that employees need to be given good work motivation that will make employees feel more satisfied in working at this institution. All management and leaders of the Medan PPPPTK Institution should pay more attention to all employees should pay more attention in providing work motivation and apply appropriate leadership models or styles so that they can provide job satisfaction by all PPPPTK Medan Employees. If most of the employees are satisfied then the performance the results can also be good and have an impact on the progress of the institution.

#### 2. For Researchers

The next researcher should examine what leadership style is appropriate to be applied in the Medan BBPT PPPPTK office to produce maximum and good performance for employees and the performance of their institutions.

#### 3. For Academics

Researchers hope that this research can be useful for students who are conducting similar research or conducting further research on the

same topic. Researchers hope that this topic and the discussion that has been presented can lead to a sense of curiosity to conduct further research.

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