

The Influence of Leadership Style and Work Motivation on Employee Job Satisfaction at PT. Kendali Bumi Semesta

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Abstract

The purpose of this research is to identify and analyze the influence of leadership style and work motivation on employee job satisfaction at PT. Kendali Bumi Semesta. The population used in this study consisted of 40 employees, with a non-probability sampling technique, specifically saturated sampling, being applied to select 40 respondents as the sample. Data were processed using SPSS 25. The results of the study show that leadership style has a positive and significant effect, while work motivation does not significantly influence employee job satisfaction. The implications of these findings provide valuable insights for the company in developing human resource management strategies, focusing on enhancing positive leadership styles. Furthermore, work motivation can be evaluated by emphasizing better encouragement and enthusiasm to ensure optimal employee job satisfaction.

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

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A. INTRODUCTION

The current state of globalization has had significant implications for the business world. Globalization fosters selective competition among companies to capture their target markets. To thrive in this globalized era, companies must be effective and efficient while possessing competitive advantages or distinct features that set them apart from competitors. Such advantages often stem from innovative and creative employees.

PT. Kendali Bumi Semesta, operating in the competitive construction industry, faces demands not only to achieve project targets but also to maintain the quality and welfare of its human resources. In this context, employees play a crucial role, as the workforce significantly impacts the growth of both large and small companies. Therefore, companies are expected to manage their human resources effectively to ensure the achievement of their vision, mission, and targets while recruiting highly knowledgeable and skilled employees essential for the company's success.

A company's success is not solely determined by the quality of its employees. Leadership that motivates employees is also vital for enhancing job satisfaction. According to (Sutrisno, 2019:279), job satisfaction refers to the psychological condition of employees, whether pleasant or unpleasant, regarding their jobs. Meanwhile, Kotler and Keller (dalam buku (Busro, 2020:102) define job satisfaction as an individual's positive attitude toward their job, stemming from their evaluation of the work produced. Job satisfaction thus reflects an individual's feelings about their

activities, which influence their positive or negative attitudes toward their job and workplace environment. Job dissatisfaction can arise even among individuals in high-ranking positions who feel unfulfilled with their work results or perceive unfair and unwise leadership. Such dissatisfaction can lead to various issues, such as conflicts between superiors and subordinates or among employees. According to (Sutrisno 2019) factors contributing to employee dissatisfaction include company policies that pressure employees with inflexible tasks.

Hence, job satisfaction is a complex issue influenced by various factors such as the nature of the job, salary, promotions, supervision, coworkers, and overall work outcomes. The emergence of employee dissatisfaction suggests that factors like leadership style and work motivation influence job satisfaction. Research by (Ismail and Rahmawati 2016) indicates that leadership style and work motivation significantly and positively impact employee job satisfaction simultaneously.

Leadership style plays a vital role in organizations. According to Hasibuan (dalam penelitian Nur & Yurika, 2023) leadership style refers to a leader's ability to influence subordinate behavior, encouraging cooperation and productivity to achieve organizational goals. Similarly, Mulyasa (Busro, 2020:225) defines leadership style as the approach leaders use to influence their followers.

Leadership is crucial in steering and directing a company toward its goals. However, effective leadership requires understanding the diverse behaviors of employees, which vary across organizations. Additionally, a good leadership style alone is insufficient; leaders must also foster work motivation among employees to achieve organizational objectives. Research by (Tupen and Septyarini 2022) supports this, showing that leadership style significantly and positively affects employee job satisfaction.

Work motivation, defined as the desire arising from an individual's inspiration and drive to perform tasks sincerely and earnestly for quality results, is essential. According to (Afandi, 2018:23) providing the right work motivation is crucial as it enhances job satisfaction and positively impacts the company. Conversely, a lack of job satisfaction due to insufficient motivation can lead to suboptimal performance.

Motivation supports employees in working better and with greater enthusiasm. Aspects of motivation include recognition, opportunities for achievement, challenges, and responsibilities. Meeting these factors leads to satisfaction, while unmet factors cause dissatisfaction. Research by (Nurmalaya and Endratno 2022) demonstrates a significant positive effect of work motivation on job satisfaction, whereas (Mappamiring 2020) found that work motivation does not significantly affect job satisfaction.

This study aims to analyze the influence of leadership style and work motivation on employee job satisfaction at PT. Kendali Bumi Semesta both partially and simultaneously.

B. LITERATURE REVIEW

1. Job Satisfaction

Employees working in a company naturally desire to attain satisfaction from their workplace. In reality, job satisfaction is individualistic and varies depending on personal values. Therefore, the more aspects of a job that appeal to an individual, the greater their perceived satisfaction. According to (Egemen 2024) job satisfaction is defined as "a function of the perceived relationship between what one desires from their job and what they consider as its offerings or consequences." menurut Afandi (dalam penelitian Purnama et al., 2019) states that job satisfaction is an effectiveness or emotional response toward various aspects of work.

According to (Hasibuan 2018) job satisfaction refers to the fulfillment experienced in the workplace, derived from receiving recognition for work performance, appropriate placement, fair treatment, adequate tools, and a positive work environment. Employees tend to favor the satisfaction gained from their work activities and prioritize their jobs over compensation, even though compensation remains important. Job satisfaction can be defined as a psychological condition that brings pleasure or the absence of displeasure, where employees perceive their activities positively. This state manifests in a positive attitude of employees toward their jobs and the various aspects encountered in the workplace. Job satisfaction is an intriguing and significant issue, with immense value for individuals, industries, and society alike. Conversely, job dissatisfaction can lead to aggressive behavior or withdrawal from social interaction within the workplace environment.

A high level of job satisfaction not only supports the stability and efficiency of a company but also contributes to creating a healthy and supportive work environment. On the other hand, dissatisfaction at work can lead to various issues. Several factors influence employee job satisfaction, and these factors are often tied to the individual personalities of employees. Therefore, understanding the factors that affect job satisfaction is crucial for fostering a positive and supportive work environment.

According to (E Sutrisno 2016), the factors influencing job satisfaction include:

- a. Psychological Factors: These relate to the psychological aspects of employees.
- b. Social Factors: These involve social interactions among employees and between employees and management.
- c. Physical Factors: These pertain to the physical conditions of employees.
- d. Financial Factors: These involve the financial well-being and welfare of employees.

Dimensions and indicators are used to assess the level of job satisfaction experienced by employees. Understanding these dimensions and indicators is essential for fostering a positive work environment and supporting the organization's long-term success. According to (Robbins 2014:50) job satisfaction consists of the following dimensions and their respective indicators:

- a. The Work Itself, Indicators: Work that matches an employee's abilities and is mentally challenging.

- b. Salary, Indicators: The amount of payment received for work performed and the timeliness of salary payments.
- c. Promotion, Indicators: Opportunities for advancement and status improvement.
- d. Supervision, Indicators: Guidance provided during work and monitoring methods used by leaders.
- e. Coworkers, Indicators: Satisfaction with relationships among coworkers and with supervisors.

2. Leadership Style

In a company, to carry out various activities to achieve the established goals, the presence of a leader is essential to motivate employees for organizational activities. The role of a manager in influencing employees is crucial to achieving the organization's objectives. According to Masra (dalam penelitian Imelda et al., 2021) leadership style directly or indirectly describes a superior's ability to influence their subordinates. In contrast, Hidayat (dalam penelitian Kamal et al., 2019) defines leadership style as a pattern of behavior designed to influence subordinates in a way that maximizes their performance, thereby optimizing organizational performance and achieving organizational goals. Meanwhile, according to (Gharibvand et al. 2013) "Leadership style is the way a leader provides direction to their team to carry out their tasks, the way a leader motivates and trains subordinates, and how a leader generally communicates and interacts with their people."

Leadership style itself is a technique used by a superior to manage an organization and influence subordinates. To be an effective leader, it is important to adopt the appropriate leadership style that maximizes performance, is reliable, and can easily adapt to any conditions or situations within the company.

The leadership style adopted by a superior can determine the direction and performance of an organization as a whole. Therefore, it is crucial to understand the factors that influence leadership style. According to Widya Ratnaningrum (dalam penelitian Hak et al., 2023) several factors influence leadership style in performing leadership activities, including:

- a. Personality
- b. Characteristics
- c. Task requirements
- d. Organizational climate and policies.

Leadership style is not based on just one approach but encompasses many different aspects, such as how a leader makes decisions, communicates, motivates, and guides team members. Each leadership dimension reflects specific characteristics that can be measured using various indicators. According to (Busro, 2020:251) two dimensions and indicators of leadership style are as follows:

- a. Initiating Structure, Indicators: Organizing work, work relationships, and goals.

- b. Consideration, Indicators: Mutual trust, valuing subordinate ideas, being attentive to feelings, and a high level of concern for others.

3. Work Motivation

A leader's obligation to employees is to provide motivation, as it can enhance performance and the quality of work for which employees are responsible due to encouragement from their superiors. The issue in motivation lies in how to channel employees' strengths and potentials to work professionally in achieving the company's goals successfully. Motivation determines a person's behavior in performing tasks. According to Pancasila et al. (in the study by (Brailovskaia et al. 2024) work motivation is defined as "a set of energetic forces originating from within and outside an individual to initiate work-related behavior and determine its form, direction, intensity, and duration." On the other hand, Utina et al. (dalam penelitian Wijaya et al., 2023) describe work motivation as the stimulation of desire and driving force of one's willingness to work, as every motive has specific goals to be achieved. Meanwhile, (Sedarmayanti, 2017:154) defines motivation as a drive that stimulates individuals to take action, rooted in internal and external factors, both positive and negative. To channel this motivation effectively, strong leadership is required.

Thus, work motivation can be understood as a condition that drives and encourages someone to take responsibility for tasks and activities in a more focused and directed manner to achieve desired goals. Motivation is also defined as something provided to inspire or instill enthusiasm within individuals to accomplish something.

Work motivation is a crucial factor influencing organizational productivity, performance, and employee well-being. It is essential for leaders and managers to understand the factors affecting work motivation to create a supportive work environment. As a psychological process in humans, motivation can be influenced by various factors. According to (Sutrisno, 2019:118) the factors affecting work motivation are classified into internal and external factors:

- a. The desire to live;
- b. The desire to own;
- c. The desire to gain recognition;
- d. The desire to obtain acknowledgment;
- e. The desire for power.

External factors:

- a. Work environment conditions;
- b. Adequate compensation;
- c. Good supervision;
- d. Job security;
- e. Status and responsibility.

Work motivation is not a simple concept. It consists of various dimensions that can be measured using specific indicators. These dimensions are crucial for effective human resource management. According to (Rivai 2016:837) the dimensions and indicators of work motivation are as follows:

- a. Need for Achievement, Indicators: The need to develop creativity, the need to enhance skills, the need to work effectively and efficiently
- b. Need for Affiliation, Indicators: The need to build good relationships among employees, The need to participate and collaborate
- c. Need for Power, Indicators: The need to exert influence, The need to develop authority and responsibility, The need to lead and compete

4. Hypothesis

Hypothesis is a temporary answer to the formulation of the research problem, where the formulation of the research problem has been stated in the form of a question (Sugiyono, 2019:63).

The answers provided are considered temporary because they are not based on empirical facts obtained through data collection or questionnaires but are solely based on theory. Based on the explanation above, the hypotheses in this study are:

H₁: There is an influence of leadership style on job satisfaction.

H₂: There is an influence of work motivation on job satisfaction.

H₃: Leadership style and work motivation jointly have an influence on job satisfaction.

C. METHOD

This study was carried out at PT. Kendali Bumi Semesta, located at Jl. Harpa Raya Blok A09 No. 08, Kelapa Gading, Jakarta 14240, Indonesia. The research focuses on the employees of PT. Kendali Bumi Semesta as the study's subjects. The research was conducted during the period from September to October 2024.

According to (Creswell 2016) a research design is a method used by researchers that provides direction for the research process. The design of the research is determined by the research objectives and hypotheses. This study adopts a quantitative approach with an associative type. This design explains the existence of variables that influence and are influenced, comprising two types of variables: the independent variables (leadership style and work motivation) and employee job satisfaction as the dependent variable.

The data sources used in this study consist of two types. First, primary data sources, which are obtained directly by the data collector using questionnaires distributed to employees. Second, secondary data sources, which refer to data not directly provided to the data collector, such as books and documents (Sugiyono, 2019:137). In this study, the primary data source is employed as the data collected by the researcher is obtained directly from the original source (respondents) without intermediaries, through the distribution of questionnaires or surveys. The questionnaires distributed to respondents consist of questions aimed at employees and are measured using a Likert scale for assessment. According to (Sugiyono 2019:93) a Likert scale measures individuals' or groups' attitudes, opinions, and perceptions toward social phenomena. In research, the social phenomenon is specifically determined by the researcher and is subsequently referred to as the research variable.

Secondary data is also used, derived from available sources such as books, journals, scientific works, and other relevant references.

According to (Sugiyono, 2019:80) the population refers to a field that is generalized, encompassing objects or subjects with specific characteristics and traits determined by the researcher, from which conclusions are drawn. In this study, the population consists of 40 employees. Meanwhile, according to (Sugiyono, 2019:81) a sample is a subset of the total population with its specific characteristics. This research uses a sample taken from the entire population of employees within the company, meaning that the sample used is the entire population, also known as a saturated sample, with the sampling technique being non-probability sampling.

Data collection is carried out using a strategic approach by the researcher, with the main goal being to obtain data. By utilizing data collection techniques, researchers can gather data that meets the established standards. Data collection techniques can be done through observation, interviews, questionnaires, and documentation (Sugiyono, 2019:224). One of the important components of research is the process by which the researcher collects data. Errors in data collection will complicate the research process, and incorrect data collection can lead to invalid results and conclusions. Therefore, the data collection technique used in this study involves distributing closed-ended questionnaires to employees of the company.

Data analysis is used to understand and explain the data analysis techniques aimed at answering the research problem. The research data is quantitative, which involves using numerical data, and the data analysis technique utilizes available statistical methods, specifically SPSS, to assist in obtaining results by processing and analyzing the collected data while avoiding calculation errors. The data analysis steps include:

1. Instrument Testing, which includes validity testing and reliability testing.
2. Classical Assumption Testing, which includes normality testing, heteroscedasticity testing, and multicollinearity testing.
3. Multiple Linear Regression Analysis and the coefficient of determination.
4. Hypothesis Testing, which includes t-tests and simultaneous testing (F-test).

D. RESULTS AND DISCUSSION

1. Validity Test

The following presents the results of testing the validity of the research instrument:

Table 1. Validity Test

Variable	Item	r Count	r Table	Remark
Leadership Style (X1)	GK 1	0,456	0,312	Valid
	GK 2	0,724	0,312	Valid
	GK 3	0,522	0,312	Valid
	GK 4	0,450	0,312	Valid
	GK 5	0,496	0,312	Valid
	GK 6	0,694	0,312	Valid
	GK 7	0,675	0,312	Valid

Work Motivation (X2)	MK 1	0,623	0,312	Valid
	MK 2	0,564	0,312	Valid
	MK 3	0,405	0,312	Valid
	MK 4	0,430	0,312	Valid
	MK 5	0,622	0,312	Valid
	MK 6	0,401	0,312	Valid
	MK 7	0,587	0,312	Valid
	MK 8	0,444	0,312	Valid
Employee Job Satisfaction (Y)	KK 1	0,721	0,312	Valid
	KK 2	0,701	0,312	Valid
	KK 3	0,760	0,312	Valid
	KK 4	0,486	0,312	Valid
	KK 5	0,550	0,312	Valid
	KK 6	0,589	0,312	Valid
	KK 7	0,628	0,312	Valid
	KK 8	0,555	0,312	Valid
	KK 9	0,561	0,312	Valid
	KK10	0,649	0,312	Valid

Based on the results of the validity test using SPSS 25, it is known that the r count $>$ r table, which means r count $>$ 0.312, so all instruments in the Leadership Style, Work Motivation, and Employee Job Satisfaction variable are valid.

2. Reliability Test

Table 2. Reliability Test

Variable	Cronbach's Alpha	Description
Employee Job Satisfaction (Y)	0,825	Reliable
Leadership Style (X1)	0,655	Reliable
Work Motivation (X2)	0,610	Reliable

Based on the results of the reliability test using SPSS 25, it is known that the Cronbach's Alpha value for all question items in the Leadership Style (X1), Work Motivation (X2), and Employee Job Satisfaction (Y) variables can be considered reliable or acceptable. Each Cronbach's Alpha value is $>$ r table, meaning the Cronbach's Alpha $>$ 0.600, thus all variables are reliable.

3. Classical Assumption Test

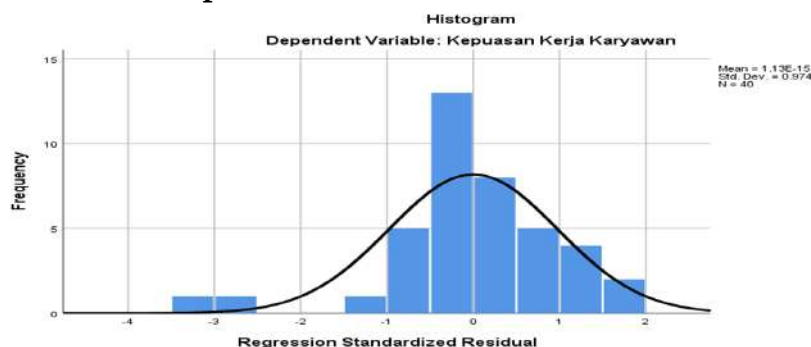


Figure 1. Normality Test

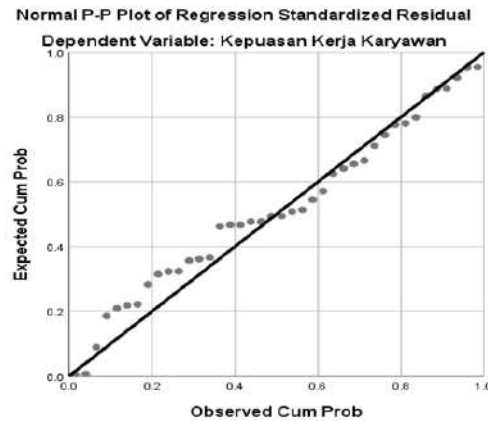


Figure 2. Normality P-P Plot

Based on the histogram and the plot above, it can be observed that the data in the histogram is mostly under the normal curve, while in the P-P plot, most of the plotted points follow and closely align with the diagonal line. This indicates that the data is normally distributed.

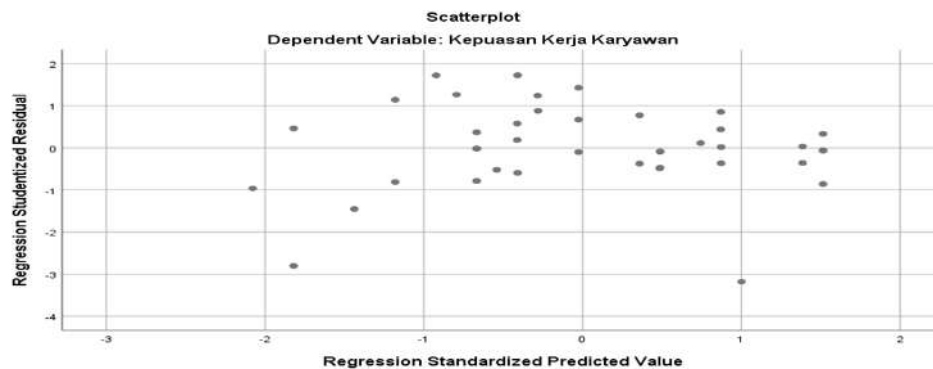


Figure 3. Heteroskedasticity Test

Based on the scatterplot output above, it can be seen that the data points do not cluster in one place around the zero mark, and the data dispersion does not form a specific pattern. From this result, it can be concluded that there is no indication of heteroskedasticity.

Table 3. Multicollinearity Test

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	14.057	7.718		1.821	.077		
	Gaya Kepemimpinan	.725	.267	.472	2.711	.010	.583	1.715
	Motivasi Kerja	.243	.263	.161	.926	.361	.583	1.715

a. Dependent Variable: Kepuasan Kerja Karyawan

Based on the calculation table 3, all the variables studied have a Tolerance value above 0.1 and a VIF value below 10. It can be concluded that there is no multicollinearity in this regression model.

4. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Result

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	14.057	7.718		1.821
	Gaya Kepemimpinan	.725	.267	.472	2.711
	Motivasi Kerja	.243	.263	.161	.926

a. Dependent Variable: Kepuasan Kerja Karyawan

Based on the results of the regression analysis, the regression equation obtained is: $Y = 14,057 + 0,725X_1 + 0,243X_2$. The constant coefficient value of 14.057 indicates that if the values of the Leadership Style and Work Motivation variables are equal to 0, the level of Job Satisfaction will be 14.057. The Leadership Style coefficient value of 0.725 shows that if Leadership Style increases by 1, the Job Satisfaction of employees will increase by 0.725. The Work Motivation coefficient value of 0.243 indicates that if Work Motivation increases by 1, the Job Satisfaction of employees will increase by 0.243.

5. Coefficient of Determination

Table 5. Coefficient of Determination Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.347	.311	2.659

a. Predictors: (Constant), Motivasi Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kepuasan Kerja Karyawan

The R Square value in the Model Summary from the calculation is 0.347, which means that 34.7% of the variance in employee job satisfaction is explained by the variables of Leadership Style and Work Motivation, while the remaining 65.3% is explained by other variables not discussed in this study.

6. Hypothesis Testing

Table 6. t-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	14.057	7.718		1.821
	Gaya Kepemimpinan	.725	.267	.472	2.711
	Motivasi Kerja	.243	.263	.161	.926

a. Dependent Variable: Kepuasan Kerja Karyawan

In the t-test for the Leadership Style variable, the partial result shows that the t-calculated value of 2.711 is greater than the t-table value of 2.026. Since $t\text{-calculated} > t\text{-table}$ ($2.711 > 2.026$) and the significance value of t is 0.010, which is less than α (0.05), it can be concluded that leadership style has a significant effect on employee job satisfaction. This means that the null hypothesis (H_0) is rejected and the alternative

hypothesis (H1) is accepted, indicating that leadership style significantly influences employee job satisfaction.

In the t-test for the Work Motivation variable, the t-calculated value is 0.926, which is less than the t-table value of 2.026. Since t-calculated is smaller than t-table ($0.926 < 2.026$) and the significance value is 0.361, which is greater than 0.05, it can be concluded that work motivation does not have a significant effect on employee job satisfaction. Therefore, the null hypothesis (Ho) is accepted and the alternative hypothesis (H1) is rejected, indicating that work motivation does not significantly affect employee job satisfaction.

Table 6. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.802	2	69.401	9.816	.000 ^b
	Residual	261.598	37	7.070		
	Total	400.400	39			

a. Dependent Variable: Kepuasan Kerja Karyawan

b. Predictors: (Constant), Motivasi Kerja, Gaya Kepemimpinan

From the results of the F-test above, the calculated F value is greater than the F table value, which is $9.816 > 3.25$, and the significance level is 0.000 (Sig. calculated < 0.05). This indicates that Leadership Style and Work Motivation, collectively, have a positive and significant influence on Employee Job Satisfaction.

The Leadership Style variable (X1) shows that the calculated t-value is greater than the t-table value. Since the t-value (2.711) is greater than the t-table value (2.026) and the significance level of t is 0.010, which is less than α (0.05), it can be interpreted that leadership style (X1) has a positive and significant effect on employee job satisfaction (Y). Therefore, the null hypothesis (Ho) is rejected and the alternative hypothesis (H1) is accepted, meaning that Leadership Style has a positive and significant influence on employee job satisfaction at PT. Kendali Bumi Semesta. This finding is in line with the research conducted by (Tupen and Septyarini 2022) which also found a positive and significant effect of leadership style on employee job satisfaction.

Based on the statistical test results, the Work Motivation variable (X2) shows a calculated t-value of 0.926, which is smaller than the t-table value of 2.026. Since the calculated t-value (0.926) is less than the t-table value (2.026) and the significance value is 0.361, which is greater than α (0.05), it can be concluded that work motivation (X2) does not have a significant effect on employee job satisfaction (Y) in this study. Therefore, the null hypothesis (Ho) is accepted and the alternative hypothesis (H1) is rejected, meaning that Work Motivation does not have a significant effect on employee job satisfaction at PT. Kendali Bumi Semesta. This finding is in line with the research conducted by (Mappamiring 2020) which also concluded that work motivation does not have a significant effect on employee job satisfaction.

Based on the F-test results, the calculated F-value is 9.816, which is greater than the F-table value of 3.25, and the significance level is 0.000 (Sig. calculated < 0.05). This indicates that both Leadership Style and Work Motivation, when considered together, have a positive and significant effect on Employee Job Satisfaction at PT. Kendali Bumi Semesta. This finding is consistent with the research conducted by (Ismail and Rahmawati 2016) which also found that Leadership Style and Work Motivation have a positive and significant effect on Employee Job Satisfaction.

E. CONCLUSION

Based on the discussion, it can be concluded that Leadership Style positively and significantly influences Employee Job Satisfaction, indicating the importance of effective leadership in fostering a satisfying work environment. Conversely, Work Motivation alone does not significantly impact Employee Job Satisfaction, suggesting other factors may mediate or moderate its influence. However, when combined, Leadership Style and Work Motivation jointly exert a positive and significant effect on Employee Job Satisfaction, highlighting the synergistic interplay between these variables in shaping employees' workplace experiences.

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