The Influence of Leadership Style, Work Motivation and Work Environment on Employees' Job Satisfaction

Suprayitno, Rahayu Triastity, Lina Zakiya*

Slamet Riyadi University

57136, 18 Jl. Sumpah Pemuda, Surakarta, Jawa Tengah, Indonesia

Abstract. Human resources play an important and strategic role in determining company policy. Superior human resources are required to carry out their duties in a quality and good manner. Human resources need to be well-managed and emphasised so that employees can feel satisfaction at work. Job satisfaction is vital upon measuring the work performance. If the employee is satisfied with the job, the work performance will be better. Job satisfaction also becomes an indicator for the company survival. The purpose of this study is to analyse the significance of the influence of leadership style, work motivation, and work environment on employees' job satisfaction. This type of study is survey research on the employees at PT Tri Usaha Sejahtera Pratama company. The study population included 800 people. The research sample was 80 employees, which comprised 32 male and 48 female respondents. The sample is taken using the proportional cluster random sampling technique with criteria based on their education background and working period. The data collection technique used a questionnaire. The data analysis technique used multiple linear regression analysis, T-test, model accuracy test and coefficient of determination. The results showed that all variables, including leadership style, work motivation, and work environment have positive influence towards employees' job satisfaction. The leadership style, work motivation, and work environment have an essential effect on job satisfaction of the employees at PT Tri Usaha Sejahtera Pratama company. Therefore, it can be concluded that job satisfaction at PT Tri Usaha Sejahtera Pratama company can be measured using three variables: leadership style, work motivation, and work environment

Keywords: human resource management, company policy, indicators of job satisfaction, the work performance of the employees

Received: 07.05.2021, Revised: 01.07.2021, Accepted: 31.08.2021

Suggested Citation: Suprayitno, Triastity, R., & Zakiya, L. (2021). The influence of leadership style, work motivation and work environment on employees' job satisfaction. *Scientific Bulletin of Mukachevo State University. Series "Economics"*, 8(3), 117-122.

*Corresponding author

Introduction

Human resources play a vital and strategic role in determining the company policies. Superior human resources are required to perform their duties with a good quality. Human resources need to be managed and emphasised properly by the company to achieve the expected performance of company. "Employees who have job satisfaction will do a better work" [1], meaning that employees who feel satisfied at work will try their best to complete their work; therefore, employee satisfaction is a crucial factor that the company needs to pay attention to.

Job satisfaction is important for a company, because generally job satisfaction relates to how company is able to make its employees survive in company. Job satisfaction requires support from capable and wise leaders in managerial decision-making. The leadership style will encourage employee performance improvement because the right leadership style will improve employee morale, creativity, and work attitude. "Leaders should have skills to convey the ideas to push their subordinates, provide or receive information for the progress of organisation and common interests. Therefore, the employees can do their jobs properly" [2]. In his research, H. Darmawan [3] shows that leadership style has a substantial effect on job satisfaction. This result contradicts the study by Walisah and Oktavianti [4], in that the leadership style has no effect on employees' job satisfaction.

The other factor that can affect employees' job satisfaction is work motivation. Work motivation is essential for companies because with proper incentives, employees are willing to work hard and express enthusiasm to achieve high performance. Therefore, to make employees have a high level of job satisfaction, the company should ensure work motivation. "Motivation is the provision of a driving force that creates enthusiasm for individuals to effectively work together, and make every effort to achieve job satisfaction" [1]. Employees with high work motivation get compensated relatively to their efforts, which creates a sense of satisfaction in employees. Company survival is extremely dependent on high level of job satisfaction among its employees. In their study, Wirawan [5] stated that work motivation has a substantial effect on job satisfaction. This result contradicts the conclusion of N.E. Fengky, B. Tewal and B. Lumanauw [6] who state in their study that work motivation has no significant effect on job satisfaction.

The optimal results can be achieved if employees perform their activities well, which is achieved through an appropriate working environment. "The creation of work environment supporting work performance leads to a satisfaction of an employee in organisation; therefore, employees will remain in the company and become its important asset" [7]. Employee satisfaction increases when employees feel satisfied with their work environment. A comfortable work environment can mitigate a feeling of boredom at work. This comfort will certainly increase work motivation and generate employees' job satisfaction. A.S. Widya, M. Indrawati and Hidayat [8] stated in their research that

work environment has considerable effect on job satisfaction. This conclusion is contrary to the one made by Pareraway, A. Steelyasinta, C. Kojo and F. Roring [9], who stated that the work environment has no significant effect on job satisfaction.

PT Tri Usaha Sejahtera Pratama company is a company producing plastic sacks and plastic cement bags with local and export marketing targets, committed to deliver high-quality products with reliable processes, high levels of performance, and strong organisation. Based on the observations at PT Tri Usaha Sejahtera Pratama company, there are several cases when an employee comes and leaves. This indicates dissatisfaction among the employees, which points to an issue with achieving job satisfaction. The issues with job satisfaction occur due to the small bonuses received by employees that are not commensurate with the received salary, and workload of employees is considered to be heavy. Another factor is the lack of supervision of employees by their superiors, which directly affects communication between leaders and subordinates, making it suboptimal and decreasing the employees' job satisfaction.

Therefore, *the purpose of the present study* is to analyse the influence of leadership style, work motivation, and work environment on employees' job satisfaction, using the example of PT Tri Usaha Sejahtera Pratama company. The study also aims to identify whether these factors affect the employees' job satisfaction or not.

Theoretical Framework

Human resource management

Human resource management can be defined as the science and art on regulating the relations and role of the workforce to become effective and efficient in the use of human capabilities to achieve the goals in every company [1, p. 4]. Human resource management can also be defined as the utilisation of human resources within the organisation, which is realised through the functions of human resource planning, career planning and development, compensation and welfare, occupational safety and health, and industrial relations [10]. Based on the explanation above, human resource management is management that specifically relating to the field of employment, pursuing the goal of improving the effectiveness and efficiency of personnel to achieve the intended purpose of a company.

Leadership style

Leadership style is a behavioural norm used by a person to influence the behaviour of others in an expected way [11]. "Leadership style is a set of characteristics the leaders use to influence their subordinates to achieve organisational goals" [12]. "Leadership style is a pattern of behaviour and strategies frequently exercised by the leader" [5]. Based on this interpretation, leadership style is one of the ways used by a leader to influence, direct, and control the behaviour of others to achieve a particular result.

Work motivation

Work motivation is a feeling that encourages a person to work. In the other words, it can be regarded as work encouragement [2]. Work motivation is the provision of driving force that creates work enthusiasm in a person, encouraging them to effectively cooperate with others and make every effort to achieve job satisfaction [1]. Based on several definitions provided above, it can be concluded that work motivation is an impulse which can stimulate a person to engage in certain activities in pursuit of their goals. Work motivation is vital for employee productivity.

Work environment

The work environment is a place where every employee in the company can engage in their daily activities. A safe and conducive work environment can facilitate convenience at work. Work environment is everything that surrounds workers and can affect their performance, including lighting, noise reduction, hygiene standards, and security arrangements [13]. Work environment includes materials, surroundings where a person works, their work methods, and work arrangements both as individuals or as a group [14]. Work environment is a place to work that affects employees' performance and their quality of life. A good work environment can encourage employees to be happy at work and increase a sense of responsibility to do a better job to increase employee productivity [15]. Based on this explanation, it can be concluded that work environment is a place around employees that can affect employees in performing their work.

Methodology

The present study investigates a survey of employees at PT Tri Usaha Sejahtera Pratama company. The total study population is 800 people. The research sample included 80 employees using *proportional cluster random sampling technique*. The indicator of leadership style variable in this study refers to V. Rivai's statement [12], including *idealised influence, inspirational motivation, intellectual simulation, and individualised consideration*. According to Maslow's

hierarchy of needs in the context of M. Hasibuan's study [1] motivation indicators include physical needs, safety and security needs, social needs, self-esteem needs, self-fulfilment needs. The indicators of work environment in this study refer to the opinion of Sedarmayanti [14], who divided them into physical and non-physical work environment. S. Martoyo [2] distinguished the following indicators of job satisfaction: Pay, Job, Career Opportunities, Supervisor, Co-Workers.

The respondents in this survey were 32 men (40.0%) and 48 women (60.0%). 46 respondents (57.5%) were people with high school education, 24 respondents (30.0%) – with Diploma education, 10 respondents (12.5%) – with undergraduate education, and none of the respondents had education level S2 (0.0%). 30 respondents (37.5%) were people with a working period of 1-3 years and 50 respondents (62.5%) – with a working period of 4-5 years.

The test results include Leadership Style variable (X1), covered in 8 questions, Work Motivation (X2), covered in 10 questions, Work Environment variable (X3), covered in 10 questions, and Job Satisfaction variable (Y), covered in 10 questions. The test results indicated that every questionnaire obtained value $p < 0.05$. Therefore, the test is declared as valid. Based on the results of reliability test showing Cronbach's reliability value for all variables (leadership style, work motivation, work environment, and job satisfaction) > critical value (0.60), in this study every variable was determined to be reliable.

Results and Discussion

Classic assumption test

To establish the presence of multicollinearity, the study used SPSS for Windows Release 22 data processing software and Variance Inflation Factor (VIF). If the tolerance value of independent variable exceeds 0.10 and the VIF value is under 10, then multicollinearity is absent.

Multiple linear regression

Multiple linear regression test result is presented in Table 2 below.

Table 1. Classic assumption test results

Classic Assumption Test	Test Result	Conclusion
Multicollinearity test	Tolerance (0.685) > 0.10	No multicollinearity
	VIF (1.460) < 10	
	Tolerance (0.600) > 0.10	
	VIF (1.666) < 10	
Autocorrelation test	Tolerance (0.612) > 0.10 VIF (1.634) < 10	No autocorrelation
Heteroscedasticity test	p(0.368) > 0.05	No heteroscedasticity
	p(0.946) > 0.05	
	p(0.466) > 0.05	
Normality test	p(0.853) > 0.05	Residuals are normally distributed

Table 2. Multiple linear regression test results

Model	Unstandardised coefficients		t	Sig.
	β			
(Constant)	0.449		0.099	0.921
Leadership style	0.507		3.683	0.000
Work motivation	0.320		2.523	0.014
Working environment	0.286		2.951	0.004

$$Y = 0.449 + 0.507X_1 + 0.320X_2 + 0.286X_3$$

The constant (0.449) is positive, meaning that if the independent variables (leadership style, work motivation, and working environment) are equal to zero (0) then employees' job satisfaction is positive.

β_1 (0.507) is positive, meaning that if the leadership style variable improves, the employees' job satisfaction also increases, with the assumption that the work motivation and work environment variables are considered as constant.

β_2 (0.320) is positive, meaning that if the work motivation variable improves, the employees' job satisfaction also increases, with the assumption that the leadership style and work environment variables are considered as constant.

β_3 (0.286) is positive, meaning that if the work environment variable improves, the employees' job satisfaction increases, with the assumption that the leadership style and work motivation variables are considered as constant.

T-test (significance test) and F-test (model accuracy test)

The results of the t-test leadership style variable obtained value $p(0.000) < 0.05$, meaning that leadership style has a considerable effect on job satisfaction at PT Tri Usaha Sejahtera Pratama company. Therefore, the H1 hypothesis is proven to be true. The results of t-test on work motivation variable obtained value $p(0.014) < 0.05$, meaning that work motivation has a significant effect on job satisfaction at PT Tri Usaha Sejahtera Pratama company; therefore, the H2 hypothesis is proven to be true. The results of the t-test on work environment variable obtained value $p(0.004) < 0.05$, meaning that the work environment has a significant effect on job satisfaction of employees at PT Tri Usaha Sejahtera Pratama company; therefore, the H3 hypothesis is proven to be true.

Whereas the results of model accuracy test obtained value $p(0.000) < 0.05$, then the H0 hypothesis is rejected, meaning that the model is appropriate to predict the influence of leadership style, work motivation, and work environment on employees' job satisfaction at PT Tri Usaha Sejahtera Pratama company.

The coefficient determination analysis (R^2)

The results of multiple linear regression testing in this study obtained a coefficient determination (*Adjusted R^2*) of 0.524, meaning that the influence of leadership style, work motivation, and work environment variables on job satisfaction of the employees at PT Tri Usaha Sejahtera Pratama company is 52.4%, while the remaining 47.6% are influenced by

other variables that were not examined in this study, such as compensation, work discipline, organisational culture, and organisational commitment.

The results indicated that leadership style had a considerable effect on employees' job satisfaction at PT Tri Usaha Sejahtera Pratama company; therefore, the H1 hypothesis was proven to be true. The value of coefficient regression is positive. Thus, the better the leadership style, the higher the level of employees' job satisfaction. These results support the conclusions drawn by H. Saleem [16], H. Darmawan [3], S. Pawirosumarto, P.K. Sarjana and R. Gunawan [17], Bahriansyah et al. [18], who stated in their studies that leadership style has a considerable effect on employees' job satisfaction.

The study results demonstrate that work motivation has a significant effect on an employees' job satisfaction. Therefore, the H2 hypothesis is proven to be true. The value of the regression coefficient is positive, thus, the better the employee's work motivation, the higher the level of employees' job satisfaction. These results support the conclusions made by I.D.G.K. Wirawan and I.N. Sudharma [19], I.K.R. Sudiarditha, A.A. Wasposito and N.A. Triani [20], R.Y. Wuwungan, R.N. Taroreh and Y. Uhing [21], whose studies indicate that work motivation has a significant effect on employees' job satisfaction.

The study results also found that work environment has a significant effect on employees' job satisfaction. Therefore, the H3 hypothesis is proven to be true. The value of regression coefficient is positive. Thus, the better the work environment, the higher the level of employees' job satisfaction. These results support the conclusions drawn by I.K.R. Sudiarditha, A.A. Wasposito and N.A. Triani [20], R.Y. Wuwungan, R.N. Taroreh and Y. Uhing [21], S. Pawirosumarto, P.K. Sarjana and R. Gunawan [17], A.S. Widya, M. Indrawati and Hidayat [8] in their studies, indicating that the work environment has a significant effect on employees' job satisfaction.

Conclusions

Based on the study results above, it can be concluded that employees' job satisfaction is affected by certain factors, including leadership style, work motivation, and work environment. This can be seen through the significance effect of leadership style towards job satisfaction of employees at PT Tri Usaha Sejahtera Pratama company. A good leadership style helps encourage and motivate the employees and incentivise them to work harder. Work motivation also has a considerable effect on employees' job satisfaction at Tri Usaha

Pratama company. High motivation on the part of the employees makes their work efficient and highly productive. Last but not least, work environment is also important in terms of employees' job satisfaction at Tri Usaha Sejahtera

Pratama company. If the work environment has a bad atmosphere, the work performance of the employees will decrease, but if the work environment has a good atmosphere, then, vice versa, the work performance will significantly improve.

References

- [1] Hasibuan, M. (2016). *Manajemen sumber daya manusia*. Jakarta: Bumi Aksara.
- [2] Martoyo, S. (2014). *Manajemen sumber daya manusia*. Yogyakarta: BPFE.
- [3] Darmawan, H. (2018). Pengaruh gaya kepemimpinan dan motivasi kerja terhadap kepuasan kerja karyawan (studi kasus pada PT Inovasi Teknologi). *Jurnal Ekonomi*, 21(1), 76-90. doi: 10.24912/je.v21i1.383.
- [4] Walisah, & Oktavianti. (2016). Pengaruh gaya kepemimpinan, motivasi dan budaya organisasi terhadap kepuasan kerja karyawan di PT. Cibavision Batam. *Jurnal BENING*, 3(1), 28-39. doi: 10.33373/bening.v3i1.931.
- [5] Wirawan. (2013). *Kepemimpinan: Teori, psikologi, perilaku organisasi, aplikasi dan penelitian*. Jakarta: Raja Grafindo Persada.
- [6] Fengky, N.E., Tewal, B., & Lumanauw, B. (2017). Pengaruh motivasi kerja, disiplin, dan insentif terhadap kepuasan kerja karyawan. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(1), 1-10. doi: 10.35794/emba.5.1.2017.15311
- [7] Suwanto, & Priansa, D.J. (2016). Manajemen SDM dalam organisasi publik dan bisnis. In *Perpustakaan komisi aparatus sipil negara*. Bandung: Alfabeta.
- [8] Widya, A.S., Indrawati, M., & Hidayat. (2018). Pengaruh lingkungan kerja, insentif finansial dan insentif non finansial terhadap kepuasan kerja pada Dinas peternakan dan perikanan kabupaten Bojonegoro. *Jurnal Manajemen Dan Administrasi Publik*, 1(4), 1-11. doi: 10.37507/map.v1i04.149.
- [9] Pareraway, Steelyasinta, A., Kojo, C., & Roring, F. (2018). Pengaruh lingkungan kerja, pelatihan, dan pemberdayaan SDM terhadap kepuasan kerja karyawan PT. PLN (Persero) wilayah Sulutenggo. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(3), 1828-1837. doi: 10.35794/emba.v6i3.20665.
- [10] Marwansyah. (2016). *Manajemen sumber daya manusia*. Bandung: Alfabeta.
- [11] Thoha, M. (2013). *Kepemimpinan dalam manajemen*. Jakarta: Raja Grafindo Persada.
- [12] Rivai, V. (2014). *Manajemen sumber daya manusia untuk perusahaan dari teori ke praktik*. Jakarta: Raja Grafindo Persada.
- [13] Reksohadiprodjo, S., & Gitosudarmo, I. (2014). *Manajemen produksi*. Yogyakarta: BPFE.
- [14] Sedarmayanti. (2014). *Sumber daya manusia dan produktivitas kerja*. Jakarta: Mandar Maju.
- [15] Moekijat. (2017). *Manajemen tenaga kerja dan hubungan kerja*. Bandung: Pioner Jaya.
- [16] Saleem, H. (2015). The impact of leadership styles on job satisfaction and mediating role of perceived organisational politics. *Procedia – Social and Behavioural Sciences*, 172(6), 563-569. doi: 10.1016/j.sbspro.2015.01.403.
- [17] Pawirosumarto, S., Sarjana, P.K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organisational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337-1358. doi: 10.1108/IJLMA-10-2016-0085.
- [18] Bahriansyah, Nurnajamuddin, M., Budiandriani, & Dani, I. (2018). The influence of leadership, motivation and competence on job satisfaction and performance on Madrasah Tsanawiyah Negeri Teachers in Makassar. *Journal of Research in Business and Management*, 6(3), 31-35.
- [19] Wirawan, I.D.G.K., & Sudharma, I.N. (2015). Pengaruh komunikasi, motivasi dan lingkungan, kerja fisik terhadap kepuasan kerja pegawai sekretariat daerah kota Denpasar. *E-Jurnal Manajemen UNUD*, 4(10), 3037-3062.
- [20] Sudiarditha, I.K.R., Waspodo, A.A., & Triani, N.A. (2017). Pengaruh lingkungan kerja dan motivasi kerja terhadap kepuasan kerja karyawan pada Direktorat Umum Lembaga Pelayanan Publik Televisi Republik Indonesia. *Jurnal Manajemen*, 20(2), 278-292. doi: 10.24912/jm.v20i2.48.
- [21] Wuwungan, R.Y., Taroreh, R.N., & Uhing, Y. (2017). Pengaruh lingkungan kerja Dan motivasi kerja terhadap kepuasan kerja karyawan Cinemaxx Lippo Plaza Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(2), 298-307. doi: 10.35794/emba.5.2.2017.15617.

Вплив стилю керівництва, мотивації роботи та робочого середовища на рівень задоволеності роботою працівників

Супрайтно, Рахаю Тріастіті, Ліна Закія

Університет Сламета Ріяді

57136, Жл. Сумпах Пемуда, 18, м. Суракарта, Центральна Ява, Індонезія

Анотація. Людські ресурси відіграють важливу та стратегічну роль у визначенні політики компанії. Щоб якісно та професійно були виконані робочі обов'язки, потрібен кращий кількісний і якісний склад працівників кадрової служби організації. Людськими ресурсами потрібно добре управляти та наголошувати, щоб співробітники відчували задоволення від роботи. Задоволення роботою є життєво важливим для вимірювання результатів роботи. Якщо працівник задоволений роботою – результативність роботи буде кращою. Задоволеність роботою також стає показником виживання компанії. Мета цього дослідження – проаналізувати важливість впливу стилю керівництва, мотивації роботи та робочого середовища на задоволеність працівниками роботою. Цей вид дослідження є опитувальним дослідженням серед співробітників компанії PT Tri Usaha Sejahtera Pratama. Кількість працівників становить 800 осіб. Вибірка дослідження складала 80 працівників, до складу яких входили 32 чоловіки та 48 жінок. Вибірка проводилась з використанням методу пропорційної кластерної випадкової вибірки з критеріями, що ґрунтуються на їх освіті та періоді роботи. Методика збору даних використовувала опитувальник. Методика аналізу даних використовувала множинний лінійний регресійний аналіз, Т-тест, перевірку точності моделі та коефіцієнт детермінації. Результати показали, що всі змінні, включаючи стиль керівництва, мотивацію роботи та робоче середовище, мають позитивний вплив на задоволеність працівниками роботою. Стиль керівництва, мотивація роботи та робоче середовище істотно впливають на задоволеність роботою працівників компанії PT Tri Usaha Sejahtera Pratama. Отже, можна зробити висновок, що рівень задоволеності роботою в компанії PT Tri Usaha Sejahtera Pratama можна оцінити за допомогою трьох змінних: стиль керівництва, мотивація роботи та робоче середовище

Ключові слова: управління людськими ресурсами, політика компанії, показники задоволеності роботою, продуктивність праці співробітників