THE EFFECT OF LEADERSHIP AND SUPERVISOR SUPPORT ON JOB SATISFACTION IN BNI KCU MANADO OFFICE

PENGARUH KEPEMIMPINAN DAN DUKUNGAN PENYELIA TERHADAP KEPUASAN KERJA DI BNI KCU MANADO

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Absract: *A decisive leadership of an organization or company reaches the point of success, therefore this research is important to know how to effect the leadership and supervisor support on job satisfaction in BNI KCU Manado Office. Because after the leadership, an important role is the employees in a company to achieve the profits or success. Therefore, it is necessary to know what the strategy made by leaders and supervisors who make every employee feel satisfied in doing work in BNI KCU Manado Office. The strategy that applied by leadership and supervisor support in BNI KCU Manado Office is to provide motivation to work, rewards and create a sense of family in the world of work. Things like, that make every employee feel comfortable and satisfied in employment. This study uses quantitative methods associated with multiple regression analysis. Respondents are employees of BNI KCU Manado Office. The study concluded that there is a significant influence of leadership and supervisor support on employee job satisfaction simultaneously and partially. Researcher suggest for leadership and supervisor support in BNI KCU Manado Office, remain consistent with existing strategies to direct and guide each employee so well that gets quality work of employees who are satisfied with the existing leadership.*

Keywords: *leadership, supevisor support, job satisfaction*

Abstrak: *Sebuah kepemimpinan menentukan suatu organisasi atau perusahaan mencapai titik keberhasilannya, oleh sebab itu penelitian ini merupakan hal yang penting untuk mengetahui bagaimana pengaruh pemimpin dan penyelia terhadap kepuasan kerja dari setiap pegawai di BNI KCU Manado. Karena setelah pemimpin, yang berperan penting dalam sebuah perusahaan untuk mencapai keuntungan atau keberhasilan yaitu pegawai-pegawai yang bekerja di perusahaan. Oleh sebab itu, perlu untuk mengetahui strategi seperti apa yang di buat oleh pemimpin dan penyelia yang membuat setiap karyawan merasa puas dalam melakukan pekerjaan di BNI KCU Manado. Strategi yang di terapkan pemimpin dan penyelia di BNI KCU Manado adalah memberikan motivasi kerja, penghargaan dan menciptakan rasa kekeluargaan di dunia kerja. Hal seperti itu, yang membuat setiap karyawan merasa nyaman dan puas dalam pekerjaaan. Penelitian ini menggunakan metode kuantitatif yang terkait dengan analisis regresi berganda. Responden penelitian ini adalah karyawan BNI KCU Manado. Penelitian ini menyimpulkan bahwa ada pengaruh yang signifikan dari pemimpin dan penyelia terhadap kepuasan kerja karyawan secara simultan dan parsial. Peneliti menyarankan untuk pemimpin dan penyelia di BNI KCU Manado, tetap konsisten dengan strategi yang ada untuk mengarahkan dan membimbing setiap karyawan dengan baik sehingga mendapat kualitas kerja karyawan yang merasa puas dengan kepemimpinan yang ada.*

Kata kunci : kepemimpinan, dukungan penyelia, kepuasan kerja

INTRODUCTION

At various fields, especially organizational life, the human factor is a major problem in every activity that is therein. The organization is a social unity consciously coordinated with a reactive limitation can be identified, work continuously to achieve the goals based on Robbins (2006:25).

The leadership achieves this influence by humbly conveying a prophetic vision of the future in clear terms that resonates with the follower beliefs and values in such a way that the follower can understand and interpret the future into present-time action steps. Many people know about the quality of Bank Negara Indonesia about their quality and of course about the loyalty of their employee. According to this case, we can assume BNI as one of the crucial needs and trust because BNI trusted since 1946 and their have so many customer and relation.

They, according to the desire the proper quality, product and services. Employees have a crucial role in increasing these two types of quality that in some extent can result from the employee job satisfaction. BNI also opened its branch in Manado city, there are 149 employees who worked at the BNI KCU Manado Office. As in general to create a company to achieve the target of its success, and to make a successful and growing companies that should pay attention to about the satisfaction of work that in living every employee of the company. Therefore, the role of leadership and supervisor support should have an effect on job satisfaction.

Research Objectives

Regarding the problems which have been formulated and identified that are mentioned in previous section, the following research objective are :

1. To analyze the significant influence of leadership and supervisor support on job satisfaction of   BNI KCU Manado Office simultaneously.
2. To analyze the significant influence of leadership on job satisfaction of BNI KCU Manado Office partially.
3. To analyze the significant influence of supervisor support on job satisfaction of BNI KCU Manado Office partially.

THEORITICAL FRAMEWORK

Human Resources Management

HRM involves all management decisions and actions that affect the nature of therelationship between the organization and employees–its human resources" (Beer et al., 1984). HRM includes (a) the people managing activities, policies, and practices that firms can use to compete effectively now, and (b) the many changing forces (e.g., new competitors, new technology, business restructuring, legal, and social concerns) that organizations need to understand and respond to in order to ensure they are positioned to compete effectively over the longer term has been argued (Poole, 1990). Based on this, HRM combines both multidisciplinary and interdisciplinary elements.

Job Satisfaction

Hasibuan (2007:13) job satisfaction is a pleasant emotional attitude and loves his job. Job satisfaction employees should be created as well as possible so that the moral work, dedication, love, and discipline employees increased. Kinicki (2004:27) defines job satisfaction in response to the attitude or emotion towards the various facets of a person's job. Based on this, job satisfaction represents a combination of positive or negative feelings that workers have towards their work.

Leadership

Aversive leadership has long been an important topic of leadership based on Arvey & Ivancevich (1980:123). Fry (2003:693) pointed out leadership means the use of a leading strategy to offer inspiring motives and to enhance the staff's potential for growth and development. Based on their own judgment, directive leaders command subordinates and expect their compliance. They clarify followers roles and tasks and provide instructions.
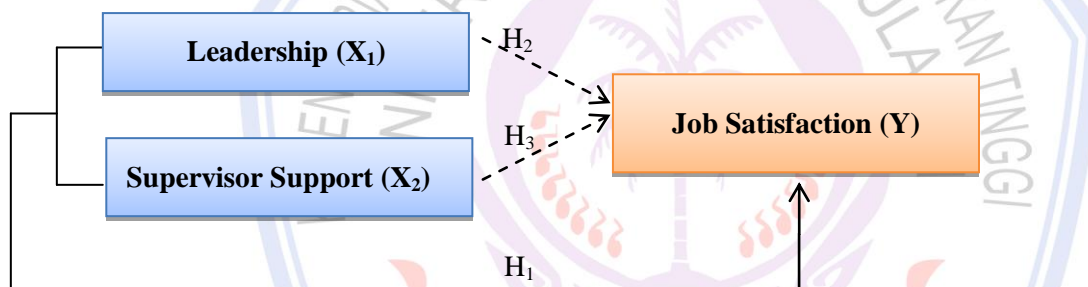
Supervisor Support

Armstrong-Stassen (1998) proved that organizational support has more impact on organizational commitment. Hutchinson (1997) concluded that although both organizational support and supervisor support have positive effect on organizational commitment, organizational support will help employees more. Based on this, supervisor support have positive effect on organizational commitment, organizational support will help employees more.

Previous Research

Yun (2007), found that transformational and empowering leadership are the most effective types for the guidance of teams, the research significantly supports the notion that both transformational and empowering leadership can enhance teamwork through the influence of job satisfaction. Winston and Patterson (2006), This research focuses on the possibility that as part of the social science tradition, the results of other leadership definitions focused only on isolated variables.

This research has been conducted through a vigilant and contemplated process still it provides further areas to be approached and application of advanced research work (Yaseen et al., 2015). Kula and Guler (2014), finding that supervisor support has a significant and positive impact on the job satisfaction levels of law enforcement employees, it is very important to support law enforcement employees by their supervisors not only to increase their work-related wellbeing, but also to improve the organizational performance.

Conceptual Framework

Figure 1 Conceptual Framework
Source: Data Processed (2016)

Research Hypothesis

1. H_1 : leadership and supervisor support influence on job satisfaction in BNI KCU Manado simultinously
2. H_2 : leadership influence on job satisfaction in BNI KCU Manado partially
3. H_3 : supervisor support influence on job satisfaction in BNI KCU Manado partially

RESEARCH METHOD

Type of Research

This research type casual uses quantitative type of research or quantitative method and with tools multiple regression. Quantitative method based on Sugiyono (2013:17) defined as research method based on positivism paradigm that used to investigate spesific population or samples.

Place and Time Research

This research conducted in Manado and the time of research for about three months (March- June) 2016.

Population and Sample

That population in the research is the people who do work in BNI KCU Manado Office. There are 149 employees. The sample in this research is consisting of 50 respondents the sampling method is random sampling.

Data Collection Method

The data used in this research consist of 2 types between primary data through questionnaire and secondary data taken from books, journal, and relevant literature from library and internet to understand the theoritical support in this research.

Operational Definition and Measurement of Research Variable

1. Leadership (X1) leadership is a way ofharnessing the power available leader to lead their employees in BNI KCU Manado Office.
2. Supervisor Support (X2) regulating and inspecting every existing employment conditions at BNI KCU Manado Office.
3. Job Satisfaction (Y) is employees should be created as well as possible so that the moral work, dedication, love, and discipline employees increased. This attitude is reflected by the working morale, discipline, and work achievement at BNI KCU Manado Office.

Data Analysis Method

Reability And Validity Test

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument based on Sekaran and Bougie (2009:369). Validity is the extent to which a construct measures what it is supposed to measure based on Hair (2007:25). In this research the test is performed by using value of MSA (measures of sampling adequacy).

Multiple Regression Analysis Method

Multiple regresion is a desciptive tool used to (1) dependent variables, (2) control confounding variables to better evaluate the contribution of other variables, or (3) test and explain a casual theory.

The equation model of multiple regression analysis whisch used in this research can formulated as shown below :

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Y   : Job Satisfaction
a   : Intercept
b_1, b_2 : The Regresion Coefficient of each variable
X_1 : Leadership
X_2 : Supervisor Support
e   : error

RESULT AND DISCUSSION

Reability and Validity

Reability test is to measure if one item of question was tested several times would give consistent value, the output of SPSS shows that the value of Cronbach's Alpha of 13 items used in this research is 0.944. Validity test is used to know whether the instrument is valid or not, the data is considered as reliable since the value of Cronbach's Alpha is above the minimum value which is 0.6. , the data is considered as valid and it can be used for further tests and analyses. Supervisor Support question4 is the most influencing factor onjob satisfaction with value 0.941 compared to other questions in this research.

Classical Assumption

Multicollinearity

Table 1. Multicollinearity

Coefficients^a

Model		Collinearity Statistics Tolerance	VIF
1	(Constant)		
	Leadership	.347	2.883
	Supervisor Support	.347	2.883

a. Dependent Variable: Job Satisfaction
Source: SPSS Output (2016)

Table 1 shows that the tolerance value of leadership is 0.347 and supervisor support is 0.347 meaning that the tolerance value of each variable is more than 0.1. The VIF value of leadership is 2.883 and supervisor support is 2.883 meaning that the VIF value of each variable is less than 10. Since all the tolerance values are more than 0.1 and VIF value of each independent variable is less than 10, this research is free from multicollinearity.
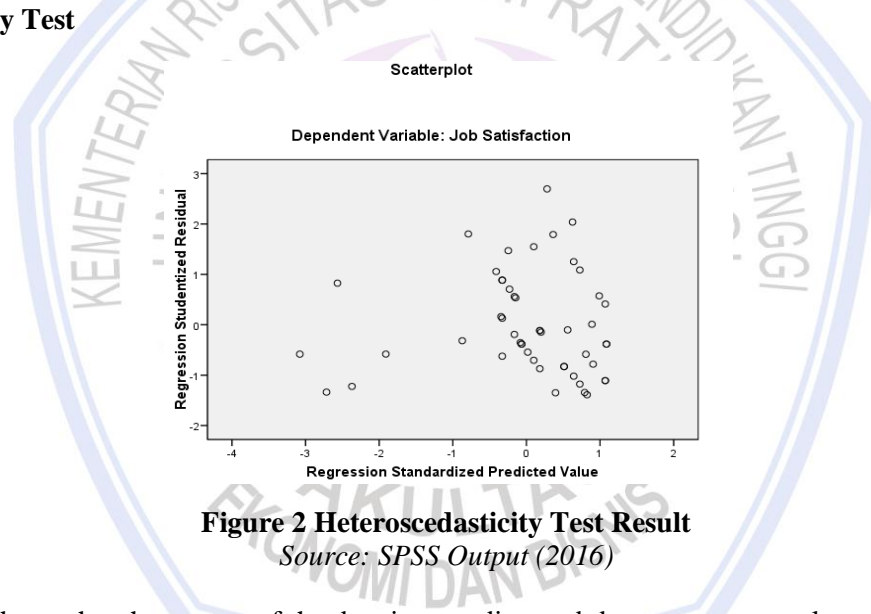
Heteroscedasticity Test

Figure 2 Heteroscedasticity Test Result
Source: SPSS Output (2016)

Figure 2 shows that the pattern of the dots is spreading and does not create a clear pattern. The dots are spreading above and below 0 (zero) in the Y axis. It proves that the model is free from heteroscedasticity.

Normality Test

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Job Satisfaction
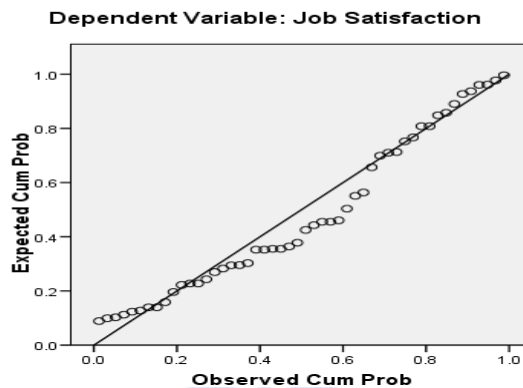
Figure 3 Normality Test Result
Source: SPSS Output (2016)

Figure 3 shows that the data spreads near the diagonal line and follow the direction of diagonal line. This proves that the model has passed the normality test

Multiple Linear Regression Analysis

Table 2 Multiple Linear Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.810	.901		3.119	.003
	Leadership	.214	.095	.253	2.252	.029
	Supervisor Support	.470	.078	.675	6.010	.000

a. Dependent Variable: Job Satisfaction
Source: SPSS Output (2016)

Based on the analysis result, the formula of multiple regression models in this research is shown as follows:

$Y = 2.810 + 0.214 X_1 + 0.470 X_2$

Y = Job Satisfaction
X_1 = Leadership
X_2 = Supervisor Support

Multiple regressions analysis is used to determine the effect of the independent variables on dependent variable. The multiple linear regression equation can be interpreted as follows:

1. Constant value of 2.810 means that in a condition of ceteris paribus, if all independent variables are constant (zero), online-customer satisfaction (Y) as dependent variable will be 2.810.
2. X_1's coefficient value of 0.214 means that in condition of ceteris paribus, if leadership is increased by one scale or one unit, it will improve and increase job satisfaction (Y) by 0.214.
3. X_2's coefficient value of 0.470 means that in condition of ceteris paribus, if supervisor support is increased by one scale or one unit, it will improve and increase job satisfaction (Y) by 0.470.

The multiple linear regression result shows that leadership and supervisor support have relationship with job satisfaction, where supervisor support has the closest relationship followed by leadership.

Multiple Regression Coefficient of Correlation and Determination

Table 3 Table of R and R Square

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.795	.786	1.347

a. Predictors: (Constant), Supervisor Support, Leadership
b. Dependent Variable: Job Satisfaction
Source: SPSS Output (2016)

The coefficient of correlation (R) measures if there is significant relationship between the three independent variables with dependent variable. The value of R is 0.891 proves that independents variables and dependent variable have substantial positive association. The coefficient of determination (R^2) measures how far the ability of a model in explaining variation of dependent variable. The value of R^2 is 0.795 which shows that the linear relationship in this model is able to explain 79,5% job satisfaction (Y) while the remaining 36.4% is explained by the factors which are not discussed in this research.

Hypothesis Testing

F-Test

F-test is used to determine the simultaneous effect of all independent variables on dependent variable. In this case it is used to test the simultaneous effect of product quality (X_1) and delivery service (X_2) on online-customer satisfaction (Y) of people aged in Manado, by performing comparison between value of F-count with value of F-table at α=0.05. If F-count is higher than F-table and Sig<0.05 means that H_o is rejected and H_a is accepted. Table 5.7 describes the F-test result.

Table 4 F-Test

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	329.659	2	164.830	90.905	.000[b]
	Residual	85.221	47	1.813		
	Total	414.880	49			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Supervisor Support, Leadership
Source: SPSS Output (2016)

Table 4 shows that F-count is 90.905 with level of significance 0.000.Since the value of F_{count} = 90.905 > $F_{\alpha\ (0.05)}$ = 3.9 meaning that H_o is rejected and H_a is accepted. Sig <0.05 means that the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. The result declares that there is a simultaneously significant effect of leadership (X_1) and supervisor support (X_2) on job satisfaction (Y).

T-Test

Partial test (T-test) is used to determine the partial effect of each independent variable to dependent variable. In this case it is used to test the partial effect of leadership (X_1) and supervisor support (X_2) on job satisfaction (Y), by performing comparison between value of t-count with value of t-table at α=0.05. If t-count is higher than t-table and sig<0.05 means that H_o is rejected and H_a is accepted. Table 5.8 will describe the t-test result.

Table 5 T- Test

<center>Coefficients^a</center>

Model	T	Sig.
1 (Constant)	3.119	.003
Leadership	2.252	.029
Supervisor Support	6.010	.000

a. Dependent Variable: Job Satisfaction
Source: SPSS Output (2016)

1. T-count of X_1 is 2.252 with the level of significance of 0.029. Since the value of t_{count} = 2.252> $t_{\alpha\ (0.05)}$ = 0.03 meaning that H_o is rejected and H_a is accepted. Sig <0.05 means that the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.029. The result of this test declares that there is a partially significant effect of leadership (X_1) on job satisfaction (Y).
2. T-count for X_2 is 6.010 with the level of significance of 0.000. Since the value of t_{count} = 6.010> $t_{\alpha\ (0.05)}$ = 0.03 meaning that H_o is rejected and H_a is accepted. Sig <0.05 means that the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. The result of this test declares that there is a partially significant effect of supervisor support (X_2) on job satisfaction (Y).
   From the explanation above, it is describe that all independents variable which are Leadership and Supervisor Support have a significant influence on Job Satisfaction partially.

Discussion

As the result of this research shows that supervisor has the closest relationship on job satisfaction, therefore BNI KCU Manado Officere   mains consistent   with the   mood   of the   work   that's been created by proximity or attention more to the satisfaction of the work of the existing employees. The employee is the   cutting   edge   of success or is a   benchmark for the   attainment of   a   company, BNI KCU Manado Office remain mindful   of existing employees to   really give a   boost to permanent employees can work with any good.This research has a similar finding with Wongso (2013) stated that The objectives of this research based on the problem that mention above are to examine employee job satisfaction based on leadership.

It is important to remember, not complacency of any work atmosphere that has already succeeded in creating a support supervisor by now. But it remains in the conduct of the next generation to become a good leader and modeled on the existing leader, so that employees still feel in the fill in the works and there is no additional burden due   to feel overburdened because of the   attitude of the leader is   not   good. So, BNI KCU Manado Office must remain consistent in paying attention to employees who are in BNI KCU Manado Office.

<center>CONCLUSION AND RECOMMENDATION</center>

Conclusion

1. The independent variables which are leadership and supervisor support simultaneously influence job satisfaction as the dependent variable. The increasing of these two variables simultaneously will increase the job satisfaction.
2. Leadership as one of independent variables partially affects job satisfaction positively.
3. Supervisor Support as one of independent variables partially affects job satisfaction positively.

Recommendation

1. It is important to maintain the quality of the company, for the leadership to be
   consistent inguiding or directing employees.

2. Pay attention to the awards that will be given to exemplary employees, so that employees feel encouraged and more actively in the work.
3. Don't overload employees with excess workload, or remain consistent in giving a recreation room for the employees such as BNI weekend, zumba after doing a routine job and other entertainment. So employees still feel on notice , not stress and still enjoyed.

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