

ANALYSIS OF JOB SATISFACTION BASED ON LEADERSHIP STYLE AND LEADER'S ATTITUDE AT PT X- MANADO

by:
Marchelina Wongsu

Faculty of Economics and Business,
International Business Administration (IBA) Program
University of Sam Ratulangi Manado
e-mail: marchelina.angelin@yahoo.com

ABSTRACT

People who already have a job in a company called employee. Employee is human resources that already have a job. If a manager make a mistake when hired employee, it will have a bad impact on employee job performance. Bad job performance will impact employee's work result, and finally, will affect company development. Employee that disappointed and dissatisfied with job will cease from work and the worst is there will be a negative issue on the company and it will scratch company image. The objectives of this research based on the problem that mention above are to examine employee job satisfaction based on leadership style and leader's attitude at PT X- Manado. Theories supporting research are human resource management, leadership style, leader's attitude, and job satisfaction. The population of this research is employees of PT X- Manado with sample of 9 respondents of PT X- Manado. Results and conclusions are leadership style and leader's attitude has influence towards employee job satisfaction. To gain the job satisfaction, leader also must maximize the togetherness toward employees.

Keywords: job satisfaction, leadership style, leader's attitude

INTRODUCTION

Research Background

Company must have employees to run the company activities, to make it worthy. So, who will hire the employees to enter the company? That is why there is a human resource management. Its function is to hire, to control every single employees who enter and run the company activities. Hire right person for the right job. It is state for people who have a status for human resource management. Human resource management can not hire people based on what they want. But it is ruled that people fulfill the criteria, so that they can enter the right job.

People who already have a job in a company called employee. Employee is human resources that already have a job. If a manager make a mistake when hired employee, it will have a bad impact on employee job performance. Bad job performance will impact employee's work result, and finally, will affect company development. Lok and Gawford (2004) said that when employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. Employee that disappointed and dissatisfied with job will cease from work and the worst is there will be a negative issue on the company and it will scratch company image.

Measure that support employee job satisfaction is leadership in company. Leadership in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru et al., 2011). A good leadership influences employee job satisfaction and increase employee work performance. In order to create a good quality of goods and services, company must hire and prepared a good leader. Based on statement above, a power of leader needed to arrange employee in company. Leadership might be influence to overall company performance, so leader must find its own style. It has two majority styles that is transformational style and transactional style. Generally, transformational style prefer to a style that directly connected with employee, tighten the relationship one with another, while transactional style

prefer to a style when leader disconnected with employee and just direct the instruction through subordinate, in exchange, leader gave the reward for employee.

Stress and work overload are factors to reduce work performance. According to Anitha (2011) employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. If it followed with a spitfire leader, egoist, like to search employee's mistake, etc., a bad impact will come to the leader. Scratching leader's name, bad issues spread, work result down, and the most important is employee will retire from job and it very influential for company. Managing leadership attitude also become a measure for employee job satisfaction. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resources management (Tella et al., 2007). Attitude is a manner. When a leader shows a good attitude towards employee, automatically there will be a good or positive respond from employee, whether employee show by their work performance or respect for leader itself. Based on the explanation above, leadership style and attitude of leader is really needed to gain the job satisfaction to defense the company future. According to Anitha (2011), job satisfaction is the collection of tasks and responsibilities regularly assigned to one person. In other hand, right job for employee is the first step to gain employee satisfaction. When employee satisfaction has been formed, it will become job satisfaction.

PT X is one of the biggest companies in Asia. Established in 1972, and not long after that, it opens many company branches in every country in Indonesia, include in Manado. The central of this company located in Jakarta. It is one of big company that moves in heavy equipment in various sectors such as construction machinery, mining contracting and mining. Not just sold product and their parts it is also run in service area; provides complementary after sales-service, attachment, etc. It hired a lot of employee for the central itself and for the branch company. In 2010, the total employee that hired by company is about 14.500 employees. PT X- Manado is a branch from central company, located in Jl. Raya Tomohon- Wnangun, North Sulawesi, with employee that has been transfer from various country in Indonesia, that hired by central. The leader in this company also directly chosen and hired from central. This company has 3 main departments; there are administration department, service department, and part department. Human resources in this branch company controlled by the leader itself and help by leader's subordinate, which is administration department. In other hand, every single employees that work in company known by administration. It is important to administration head, which is also embrace human resource function, to know the basic of every employee, to develop and manage them. Leader in this company has been serving as a branch manager since 2012. The reason of the appointed is ever step the career ladder. Before it, this leader ever take hold as a part analyst and then ever became a part department head in Pekanbaru, Sumatra. After that, central took as a branch manager in Manado.

Research Objectives

The objectives of this research based on the problem that mentioned above are:

1. To examine how employee job satisfaction based on leadership style at PT X- Manado.
2. To examine how employee job satisfaction based on leader's attitude at PT X- Manado.

THEORETICAL FRAMEWORK

Leadership Style

Leadership was studied in order to examine/identify high performing organizations; the aim of another study was to find out mediating role of learning orientation between the leadership style and firm performance in manufacturing industry (Iqbal et al., 2012). Burns (1978) in Lowe et al. (1996) identified two types of leadership styles, transformational and transactional leadership. According to Bass (2000), transformational leaders raise the awareness of their constituencies about what is an important, increase concern for achievement, self-actualization and ideals. Transactional leaders cater to the self-interests of their constituencies by means of contingent reinforcement, positive in the case of constructive rewards, praise and promises for constituents' success in meeting commitments to the leader and/or the organization (Bass, 2000).

Leader's Attitude

According to Mckaitis (2005), effective leadership depends on the understanding by leaders of the attitudes expectations, and behaviors of subordinates in various situations. Managers' attitudes are clearly reflected in their leadership style (Dskiene et al., 2010) and they can affect an employee's self-image and resulting potential in either a positive or negative way by being supportive, fair, and encouraging or unsupportive, inconsistent, and critical (Warrick, 1981).

Job Satisfaction

Franek and Vecera (2008) defined job satisfaction as an individual's pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job, and an attitude towards one's job. From the explanation above, job satisfaction is the feeling that born toward employees who love and like the jobs and with pleasure want to do it without any compulsion and pressure from another people.

Previous Research

Boateng (2012) found that the principals exhibited transformational leadership style, where the respondents agreed that the principals often times exhibited transactional leadership as well, however the principals do not use laissez-faire leadership style. Obiwuru et al. (2011) found that transactional leadership style had significant positive effect on performance; transformational leadership style had positive but insignificant effect on performance. Boonyarit et al. (2010) found that structural empowerment was positively correlated to psychological empowerment and job satisfaction, psychological empowerment was positively related to both attitude outcomes of job satisfaction and organizational commitment, psychological empowerment played a mediating role in the relationship between perceived transformational leadership and both attitude outcomes, and psychological empowerment mediated the relationship between structural empowerment and both attitude outcomes.

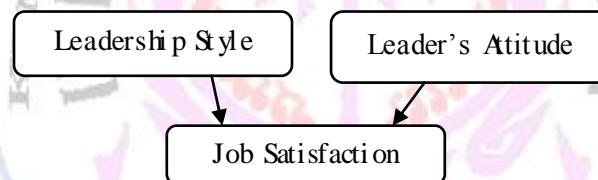


Figure 1. Conceptual Framework

RESEARCH METHOD

Types of Research

Qualitative approach is used for this research. By using a respondent viewpoint to describe and obtain the explanation from respondent, this research belongs to descriptive research. The objective is to obtain the result of data analysis from respondent perspective to get the accurate and real data.

Place and Time of Research

Research takes a place at PT X- Manado that addressed in Jl. Raya Tomohon- Wnangun. This company is the branch of PT X central that located in Jakarta. And this includes one of the biggest companies in Asia that provide a lot of employees that has been transferred from another country in Indonesia. The study was conducted in Manado, between June - July, 2013.

Population and Sample

Population helps the research to know where the respondent comes from and who the respondent is. A population is an entire group about which some information is required to be ascertained, while a sample is any part of the fully defined population (Banerjee & Chaudhury, 2010). Population of this research is all employees of PT X

- Manado. The total population of PT X- Manado is 84 peoples; consist of 1 person as branch manager, 2 peoples as business consultant from Jakarta, 33 peoples from administration department, 32 peoples from service department, and 16 peoples from part department.

Maxwell (1997) in Teddlie & Yu (2007) further defined purposive sampling as a type of sampling in which, particular settings, persons, or events are deliberately selected for the important information they can provide that cannot be gotten as well from other choices. Which means the sample has a segment part, that can be divide by the things that important to get the information. The sample of this research is 9 respondents of PT X- Manado. These 9 respondents take from 3 various departments from this company, which is each department, take 3 respondents. This sampling also divides the respondent based on age and type of job of employee. In the other hand, this sampling is known as purposive sampling where the object and respondent is already set up.

Data Collection Method

The source of data consists of two sources, which are primary data and secondary data. According to Sekaran and Bougie (2009, pg. 180), the primary data is the information obtained by first-hand by the researcher on the variables of interest for the specific purpose of the study. This research receives the information by interview and observes the respondent and the company. Sekaran and Bougie (2009, pg. 180) also said that secondary data is the information gathered from sources that already exist. From the explanation above, secondary data that use in this research is books, journals, and internet.

Te wksbury (2009) said that the data that is used in qualitative research come from a range of collection methods that is interviews with individuals, observations of people, places and actions/interactions, immersion in settings so as to understand the what, how when and where and how of social structure and action/interaction, the analysis of media (written, spoken, drawn, etc.) content and guided conversations with groups of individuals (focus groups). It means, all the qualitative research jumps directly to the research place to have interacted with the respondent or directly has the information. Te wksbury (2009) state that interviews are (typically) structured conversations that researchers have with individuals. It means that when doing interview the interviewer and respondent face to face and to ask and answer some question to collect the research data. Marshall (2006) state that observation entails the systematic noting and recording of events, behaviors, and artifacts (objects) in the social setting chosen for study. It means observation is an act that directly go to the research place and see the situation around with own eyes with the prove that can be record or write or anything that can save the situation or information. Data instrument is the tools that used to facilitate the data collection. Data instrument in this research are pen, book or interview notes, and tape recorder or video recorder.

Operational Definitions of Research Variables

Operational definition of research variables are:

1. Leadership style can be described as the own style of manager or leaders that affect employees.
2. Leader's attitude can be described as the manner of leader that affects employees.
3. Job satisfaction can be described as the time when employee feels satisfy with the work.

Data Analysis Method

Qualitative Method

Mindar et al. (2012) state that generally, qualitative methods do not use statistical or other quantitative methods to derive a conclusion. According to Hancock (1998), case study research is used to describe an entity that forms a single unit such as a person, an organization or an institution. This type of qualitative type describes the information that has been gathered. This research use the case study as qualitative type of research, which is in this research, the obtained information will be described one by one.

Validity and Reliability Test

1. Credibility. Data is a very important thing in research. So data must be valid Tool for procure the qualitative data situated at the researcher itself, assist by interview method, observation method, and study document. A trustworthiness of qualitative located at the accurate information about the data. Self (1996) in Hilligoss and

Rieh (2007) said that credibility has been defined as believability, trust, reliability, accuracy, fairness, objectivity, and dozens of other concepts and combination there of.

2. Transferability. According to Tobin and Begley (2004) transferability (comparable with external validity) refers to the generalizability of inquiry. Transferability is a measure that the research can be use, or transfer to another context. This means, the data research can be applied where the data come from
3. Dependability. Inquirers are responsible for ensuring that the process of research is logical, traceable and clearly documented (Schwandt, 2001 in Tobin and Begley, 2004). A dependability of a research means when a research data can be traced from where the data originated, data research can be performed and tracked the steps.
4. Confirmability. Meadows (2003) state about the confirmability 'is the research reasonably free from unacknowledged researcher bias?' Confirmability will measure if the data can tracked the truth and the information

RESULT AND DISCUSSION

Result

Pro and contra table easier to knows the result from each respondent. And from that, this research can conclude the main result for this research. Pro and contra table consist of initial name of respondent, and the interview question's main idea. As the direction, pro is sign by (+) and contra is sign by (-).

Table 1. Pro and Contra Table

No.	Source	Leadership Style	Attitude	Job Satisfaction
1.	M. H. D	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (-) Work Impact (+)
2.	M. S H	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (-) Work Impact (+)
3.	M ss. D T	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (-) Work Impact (+)
4.	M. Y	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (+) Work Impact (+)
5.	M. D W	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (-) Work Impact (+)
6.	M. M	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (-) Work Impact (+)
7.	M. W	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (-) Reward for All (-) Work Impact (+)
8.	M. A K	Motivate (+) Reward (-) Communication (+)	Attitude / Behavior (-) Fairly (-) Friendly (-)	Appropriate Salary (-) Reward for All (-) Work Impact (+)
9.	M. S S	Motivate (+) Reward (+) Communication (+)	Attitude / Behavior (+) Fairly (+) Friendly (+)	Appropriate Salary (+) Reward for All (-) Work Impact (+)

Source: data processed

Pro and contra table is the summary of the respondent result, which is mostly employees give (+) or pro toward the indicator that have been asked for the research. Based on the pro and contra table above, this research can get the main result where job satisfaction that looking for the leadership style is, employees get the motivation, directly communicate, no subordinate between leader and employees, focus to the employees or followers, understanding what employees needs, develop employees skills and abilities, give reward, etc. Even sometime, leader calls subordinate to convey the advice or information toward employees, this action is not reduce the satisfaction from employee. The structure or organization also warning that there is limitation between leader and follower, but it is can be resolve because generally this leader has a direct relation with employees.

Respondent choose pro from the attitude side, which means this leader has a good attitude toward employees. Automatically, based on attitude, the job satisfaction is quite good enough. It is proved by the behavior of the leader. This leader has a good attitude in employee's eyes, and this leader also fair toward every employee in the company. Not just that, he is also a friendly leader, which make a plus point for employee job satisfaction.

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Discussion

Leadership style has 3 indicators and there are 9 respondents. The percentage according to pro and contra is leadership style (96% pro and 4% contra), leaders attitude (88%pro and 12% contra), and job satisfaction (62.96%pro and 37.04% contra). For leadership style, they have 96% pro employees, which is shows the leader has a good characteristic or style in lead the employee. It is proved because there is directly motivate and communicate from leader to employees. But not just that, leader also gives many kinds of rewards or achievement toward company. While in attitude, respondent shows 88% from the magreed with the behavior, fair and friendly leader. It is because leader threat employees well, even there are several employees do not think like that. But after all, this leader has been showed the characteristic of the leadership, based on him Job satisfaction that shows another point of this research is that employees in this company satisfy enough through the leadership and attitude from this new leader. It is shows where the salary and impact toward them have positive result; even reward for all that given to the mis none. The percentage shows that 62.96% have positive or pro towards the job satisfaction.

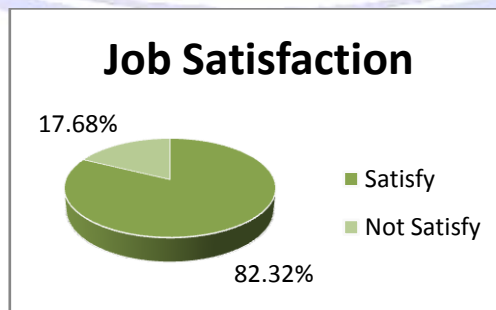


Figure 2 Job Satisfaction

Chart pie above shows that 82.32% of employees are satisfy with the leadership while 17.68% not satisfy. The percentage shows above average, which is up to 50% showed satisfy, and less than 50% showed not satisfy.

The 82.32% prove that most of employees who work at PT X- Manado think that the leadership style and leader's attitude at this company quite good enough. In leadership style, employee thinks that leader has a good style, which is seen from the motivated, communicating reward, and so on that leader gives to employees. While in leader's attitude, employee seen the behavior of this leader has positive impact toward them. It is seen from the friendly, attitude, fairly and so on that leader shows to employees. The 17.68% of dissatisfied prove that some of employees think that leadership style and leader's attitude is not quite good enough. From leadership style, employee thinks that there is no reward from leader to them. And from leader's attitude, some of employees think that the behavior of this leader needs to change. Example, if the leader in company no communicate or just depend on rewards that give to employees, it will reduce job satisfaction from employees.

This research found that leadership styles and leader's attitude run together to obtain the job satisfaction of employees, and it complement and balanced the leadership in company. Because it mixed together, the job satisfaction is higher than before. If leader has a bad impression toward employees, it will impact employee job satisfaction. Positive or negative perspective of leader is depends on employees. If employees take it from negative site, it will make a bad impact on the result, not just that, it will impact employees itself. Sometimes there are few employees who cease from work. It because employees did not look or take a negative perspective of the leader. Maybe if they look from positive perspective, they will study and study again and give the best result for company. It will develop their skills, abilities, and so on. It is always a way for those who never give up.

CONCLUSION AND RECOMMENDATION

Conclusion

Independent variables which are Leadership Style and Leader's Attitude have impact towards employee job satisfaction. Leadership style and leader's attitude have a positive impact toward employees and because of that the job satisfaction in this company is good enough, or can say extremely well. Because of that, many employees defend their position up to now and do not hope for change to another company or fire. It is all because of the impact of the leader big toward employees, and above all, it is all positive and none of them has a negative thinking about the leader and company.

Recommendation

Leadership style and leader's attitude has impact toward job satisfaction. In leadership style, research found that it is all positive impact from respondent; even one respondent said that there is no reward for employees. But above all, it is extremely good. In leader's attitude, some of employees say that this leader has a bad relation and attitude, while others have positive perspective. So, in order to make it good, leader must improve the friendly and fairly character, try to make a relation with employees closer, and has a good attitude toward employees more to gain employees satisfaction.

Leader also must maximize the togetherness toward employees to gain the job satisfaction; just like make a more program to gathering together, make a appreciate for employee because employee served better for long ago until now to this company, and make a more bonuses for employees, so employees can felt more satisfy than before. Not just that, in making a relation with employees, leader must have a communication first with the follower, mechanic, and other employees. Leader must build the relation from down to up, not up to down, so that leader can embraces all the employees.

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