

# The Influence of Leadership Style and Work Motivation on Job Satisfaction

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## ABSTRACT

Objectively, this study was conducted to examine and examine the effect of leadership style and work motivation on job satisfaction. The object of the research is a member of the Polewali Mandar Police. The population in this study were all members of the Police at Polewali Mandar Police, amounting to 497 people. The number of samples in this study was determined using the slovin formula to obtain a total sample of 83 respondents. Data was collected by distributing questionnaires. The data in this study were analyzed using the SPSS tool with several stages of testing such as validity, reliability, normality testing, and hypothesis testing consisting of simultaneous tests, coefficient of determination tests, and partial tests. Simultaneously and partially, leadership style and work motivation affect job satisfaction. Leadership style has the most dominant influence on job satisfaction for members of the Polewali Mandar Police. The results of this study suggest that the leadership style applied to police members at POLRES Polewali Mandar is more emphasized on consistent leadership in using rewards to stimulate member performance and providing punishment for personnel who violate the rules. It would be better if leadership education or official training were given to the leaders in this unit to get closer personally to members of POLRI.

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## INTRODUCTION

Due to the rapid rate of growth and the phenomena of globalization, the rhythm of community activities in numerous domains is becoming faster (Suprijanto, 2011). This is manifested in increased mobility of people and commodities, information interchange, and economic and social transactions. Along with the benefits to well-being, this growth has a slew of complex societal ramifications. The number of criminal activities increases, as does the severity and manner of crime (Rahim et al., 2019). These occurrences necessitate a greater involvement for the Indonesian National Police (POLRI) as the primary factor in resolving KAMTIBMAS. The public's desire for the POLRI is that it will receive maximum protection and provide superior service. To achieve these expectations, several critical components of a good POLRI must be in place, including a strong reward system (incentives), an organizational culture conducive to motivation, a leadership style conducive to job satisfaction, and the impact on job satisfaction POLRI members. This study investigates the five variables that have emerged as critical in establishing the Police's exceptional performance in Indonesia. One of the primary issues facing the POLRI organization in Indonesia is a lack of performance or job productivity. The indications are a lack of service to the community and a high number of unresolved cases by the police. This is due to various issues, including leadership style and work motivation, which remain traditional, negatively affecting the job satisfaction of POLRI workers. To accomplish its core mission, which is to protect, nurture, and serve the community, the POLRI must operate at peak efficiency. Especially now, when the community is already highly critical of all aspects, the POLRI must have competent, productive, and

professional human resources. Inadequate performance in the POLRI organization is frequently related to employee happiness in the field and work environment.

This research is concerned with human resources and leadership styles that can encourage members in various scenarios, ensuring that members have optimum job satisfaction while performing their jobs. According to Wilson (1950), "the police duty is to safeguard life and property against criminal attacks, and maintaining the peace has always been the fundamental objective of police departments." This demonstrates that the police are accountable for the security, safety, order, and long-term viability of the people they protect. Giving the finest possible care to ensure that guarded people continue to live, grow, and thrive. Sincere and courageous in their willingness to make sacrifices for the sake of life and to value what is safeguarded. To do this, the police must be professional and earn the community's and other stakeholders' credibility and social support. Professionalism on the police in carrying out their duties is critical to achieving and sustaining the community's security and sense of protection. The ideas and characteristics of this police institution will influence the development of regulations that will apply to all members who supervise the organization, affecting their attitudes and behavior. John L. Sullivan (1992) asserts that the police have four fundamental concepts for establishing cooperative relationships within an organization. Understanding these concepts will give you a better understanding of how the police manage the personnel and equipment to carry out their duties. The codes are as follows: (1) Chain of command, (2) Command Unity, (3) Control Scope, and (4) Power Formulation.

According to Melayu S. Hasibuan (2000), humans are the driving force behind existing resources in the context of an organization's or company's activities and routines. An organization or business is composed of a diverse range of persons with varying levels of education, position and class, experience, gender, marital status, level of expenditure, and age. The organization's most valuable assets must be owned and highly valued by management and human resources. The human resources of a company are the people who work there. The resources in question are leaders, employees, and other individuals who contribute to the organization; numerous elements contribute to employee job satisfaction, motivation (Astakoni, 2017). Providing the appropriate rationale will promote job satisfaction and, ultimately, will significantly impact job satisfaction. The following variables influence a person's motivation: doing significant tasks, receiving full recognition, a sense of belonging, job stability, a living wage, promotion and career advancement within the business, favorable working circumstances, and loyalty.

To function optimally, a company requires good leadership and management (Al Khajeh, 2018). Robbins & Judge, (2012) examine features of leader conduct that appear to be associated with job effectiveness measurements. The findings indicate that the characteristics of leadership conduct are referred to as employee- and production-oriented. Employee-oriented leaders emphasize interpersonal interactions; they are personally aware of their subordinates' requirements and appreciate their members' characteristics. On the other hand, production-oriented leaders place a premium on the technical or task-related components of a job; their primary interest is accomplishing group duties, and group members serve as tools to accomplish that goal (Giltinane, 2013). There is a strong emphasis on leadership and employee-oriented behavior. An administration that is focused on employees is related to greater group productivity and job satisfaction. Leadership is crucial to the whole effort to improve work performance (Al-Malki & Juan, 2018). Robbins & Judge, (2012) identified four (four) distinct leadership characteristics. Direct leaders communicate expectations to followers, schedule activities, and provide precise instructions on executing tasks. Sports leaders are approachable and empathetic to the demands of their followers. Before making a decision, the participatory leader speaks with subordinates and considers their suggestions. Achievement-oriented executives establish challenging targets and expect assistants to perform at their maximum capacity. Leaders, according to House, are adaptable and may exhibit any or all of these behaviors depending on the context. Numerous theories about leadership style, such as situational theory, incorporate a supplementary concept of leadership to arm leaders aware of the relationship between effective leadership styles and their followers' maturity level. Thus, while there are

numerous other crucial situational elements to consider, such as organization, job assignments, supervisors, and working hours, situational leadership focuses on the leader's and subordinates' actions.

To be effective in his work, one must first enjoy his job. Work motivation refers to an employee's or employee's willingness to work as a result of internal encouragement as a result of the overall integration of personal needs, the influence of the physical environment, and the influence of the social environment, the strength of which is dependent on the integration process (Maslow et al., 1998). Work motivation is a willingness to work demonstrated by a person's spirit and enthusiasm for work. Thus, intrinsic and extrinsic motivation combine to generate job motivation (Herzberg, 2017) aims to build on Maslow's work and construct a more detailed job motivation theory. Paying high pay and salaries, offering generous incentives, and improving the working environment has minimal effect on employee motivation. Appreciation, his effort, a sense of responsibility, and an increasing element all serve as motivators. According to (Robbins & Judge, 2012), there are five critical characteristics of job satisfaction: mentally challenging work, equitable compensation, supportive working conditions, and a support factor: coworkers (supporting colleagues) (the personality-job fit).

Leaders should be aware that the universal nature of humanity generally despises being ordered. Employees are willing to be satisfied if the order is compelling and based on job competency and pride. Employees want to know whether their work is correct or might be improved after finishing specific job duties. Simplifying bureaucracy, for example, by reducing the flow of work, is also an attempt to improve the organizational structure, which will raise employee productivity and motivation. Although the POLRI organization has changed significantly in terms of leadership style and work environment, job happiness must be overlooked to avoid this. The deviations made can also be seen, such as using the opportunities and authority granted to police members for personal gain rather than the benefit of the Polri organization's interests and objectives, which has a significant impact on the performance of Polri members and Polri organizations. In light of these circumstances, and to enhance their leadership style and job motivation, Polri members are assessed based on their life needs, taking into account the components used by Polri organizations. According to Article 13 of Law No. 2 of 2002 on the National Police of the Republic of Indonesia, the POLRI's primary mission is to maintain security and public order, execute the law, and defend, protect, and serve the people. The Polewali Mandar Police Operations Bureau, a part of the POLRI organization, is required by this statute to give the most satisfactory service possible to the Polewali Mandar community, specifically to promote security, safety, order, and smoothness across the Polewali Mandar legal territory.

## **RESEARCH METHOD**

The subject of the investigation is a Polewali Mandar Police officer. The population for this study was comprised of all members of the Polewali Mandar Police, 497 people. The number of samples in this study was determined using the slovin method (Umar, 2003), yielding a total sample size of 83 respondents. Questionnaires were distributed to gather data. The SPSS tool was used to examine the data in this study. Several stages of testing were performed, including validity, reliability, normalcy, and hypothesis testing, which included simultaneous tests, coefficient of determination tests, and partial tests.

**Table 1. Definition of Operational Variables and Measurements**

Variable	Defenition	Measured Indicator	Scale
Job Satisfaction (Y)	Emotional response to work situations, determined by how well the results reach or exceed expectations.	<ul style="list-style-type: none"> <li>• Challenging jobs</li> <li>• Fair award</li> <li>• Supportive working conditions</li> <li>• Co-worker support</li> <li>• Match between personality and work</li> </ul>	Likert
Leadership Style (X <sub>1</sub> )	Leadership style is how a leader can appropriately direct individual goals and organizational goals	<ul style="list-style-type: none"> <li>• Directive</li> <li>• Supportive</li> <li>• Participatory</li> <li>• Performance oriented</li> </ul>	Likert
Motivation, (X <sub>2</sub> )	Work motivation is an impulse that grows within a person, both from within and outside himself, to do a job with high enthusiasm using all the abilities and skills.	<ul style="list-style-type: none"> <li>• Feelings of responsibility</li> <li>• Desire to develop yourself</li> <li>• Use of skills and abilities</li> <li>• Ease of focusing</li> <li>• High enthusiasm at work</li> </ul> <ul style="list-style-type: none"> <li>• Statement on salary</li> <li>• Statement on job security</li> <li>• Statement of additional benefits</li> <li>• Statement of general working conditions</li> <li>• Recognition for good work</li> <li>• The feeling of belonging</li> <li>• Appreciation and friendship at work</li> </ul>	Likert

## RESULTS AND DISCUSSION

Polewali Mandar police officers who have filled out and collected questionnaires are as many as 83 people consisting of several strata (levels) at Polewali Mandar Police. The first phase is to test the validity and reliability of the research instrument. This validity test is carried out to determine whether or not an item is used (Sugiyono, 2015). Reliability tests are conducted to determine whether the instrument can provide the right results. The measuring instrument is categorized as reliable if it shows the constant of the measurement results and determines the measurement results so that it is proven that the measuring instrument can be justified. Based on the results of the validity and reliability tests carried out, it can be stated that all instruments are declared valid and reliable. Furthermore, a normality test was conducted to determine the parametric or non-parametric hypothesis testing and to determine whether the research data were normally distributed or not.

The test results as shown in table 2, show that the significance for the leadership variable is  $0.270 > 0.05$ , work motivation is  $0.181 > 0.05$  and job satisfaction is  $0.099 > 0.05$ , because the significance value of all variables is greater than 0, 05. This shows that all sample data are normally distributed (Amir, 2006). Furthermore, the coefficient of determination is tested to measure how far the model can explain the variation of the dependent variable. The value of the coefficient of determination (R<sup>2</sup>) is in the range of zero and one. If the value of the coefficient of determination is close to zero, it means that the model's ability to explain the dependent variable is minimal. Conversely, suppose the value of the coefficient of determination of the variable is close to one. In that case, it means that the ability of the independent variable to cause the existence of the dependent variable is getting stronger.

**Table 2. Data Normality Test**

		Leadership Style	Motivation	Job satisfaction
	N	83	83	83
Normal Parameters	Mean	99.34	64.37	97.63
	Std. Deviation	12.711	10.241	14.131
	Absolute	0.110	0.120	0.135
Most Extreme Differences	Positive	0.109	0.080	0.109
	Negative	-0.110	-0.120	-0.135
	Kolmogorov-Smirnov Z	1.000	1.096	1.226
Asymp. Sig. (2-tailed)		0.270	0.181	0.099

**Table 3. Coefficient of Determination (R-Square)**Model Summary<sup>b</sup>

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.990 <sup>a</sup>	.980	.980	2.007

a. Predictors: (Constant), Motivation, Leadership

b. Dependent Variable: Job satisfaction

Table 3 shows that the value of the coefficient of determination (R square) is 0.980. These results indicate that changes in the variable job satisfaction (Y) of 98% can be explained by the variables of leadership style and work motivation. In comparison, the remaining 2% is explained by other factors not included in this model.

**Table 4. Simultaneous Test**ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16051.238	2	8025.619	1992.804	.000 <sup>b</sup>
	Residual	322.184	80	4.027		
	Total	16373.422	82			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Motivation, Leadership Style

Furthermore, a simultaneous test was carried out to test whether or not the resulting regression model was appropriate to see the influence of leadership style and work motivation on job satisfaction of members of the Police at Polewali Mandar Police simultaneously. Table 4 shows that the F-count is 1.993 with a significant level of 0.000 (less than 0.05), so H<sub>0</sub> is rejected, and H<sub>1</sub> is accepted. The regression model shows that leadership style and work motivation have a simultaneous effect on job satisfaction. Thus the first hypothesis of the study is accepted. Subsequently, a partial test was conducted to determine and empirically prove the influence of leadership style and motivation partially on job satisfaction. This partial test (t-test) was conducted to partially determine and prove leadership style and motivation influence empirically partially on job satisfaction.

**Table 5. Partial Test**

Variable	Beta	t-Calculated	Sig	Info
Leadership Style	0.529	11.457	.000	Significant
Motivation	0.476	10.323	.000	Significant

Table 5 shows the t-count value of 11,457, with a significant level of 0.000 (less than 0.05), then H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted. This means that leadership style has a partial effect on job satisfaction with a percentage of 52.9%. This proves that leadership style is essential and needed in the implementation of daily tasks. With different levels means that we can determine which leadership style is suitable to be applied to situations where it is needed to apply that leadership style. Creating a good and harmonious relationship between leaders and subordinates creates job satisfaction for members, which will



undoubtedly facilitate organizational goals (Hasibuan, 2018). The leader's attitude much influences employee job satisfaction in his leadership. Leadership by applying a leadership style that follows the development of the situation, including whom to apply it, is the right way to increase job satisfaction.

The magnitude of the t-count is 10,323, and the significance level is 0.000 (less than 0.05). This result means that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. That is, work motivation has a partial effect on job satisfaction. The magnitude of the influence of motivation on satisfaction is 47.6%. This proves that motivation is a condition or energy that moves employees who are directed or focused on achieving job satisfaction. Leadership style has the most dominant influence on job satisfaction; it can be seen from the leadership style influence by 52.9%; thus, the second hypothesis is accepted.

## **Discussion**

The results of testing the first hypothesis test indicate that leadership style partially affects job satisfaction. This means that the better the leadership style shown and applied by an organizational leader, job satisfaction will also increase. Based on the respondents' answers to the questionnaires given, the results of this study illustrate that a leader must further improve intense communication, and there is a need to pay attention to improve relationships further. The results of the study prove that leadership style and work motivation affects the job satisfaction of members of Polres Polres Polewali Mandar; this shows that leadership style, and work motivation will affect job satisfaction, which means that the higher the participation of a leader towards his subordinates will affect the job satisfaction of his subordinates. According to (Hasibuan, 2018), employee job satisfaction is influenced by fair and proper remuneration, placement following expertise, the severity of the work, equipment that supports the implementation of the work, and the nature of monotonous workers or not.

The test results show that motivation partially affects job satisfaction; this shows that the better the motivation given by a leader, the more job satisfaction will be created. The results of this study support research (Lubis, 2019) to examine the relationship between the variables of motivation, directive leadership, job satisfaction, and performance on the dependent variable of job satisfaction. Motivation is the most crucial factor in encouraging to work (Alam et al., 2021). Work motivation may be a determining factor related to success in work that leads to goals and satisfaction. The level of intelligence or intelligence of a person greatly determines the level of success in work; a positive attitude, especially to work and fellow members, is a good sign of motivation. Thus, motivation is a psychological condition that encourages a person (individual) to do something the best. According to expectancy theory, this shows the leader's concern by applying fair treatment to members by giving rewards (Vroom & Yetton, 1973). According to this theory, motivation results from an outcome that a person wants to achieve, and the estimate concerned will try to get it. Expectancy theory says that if someone wants something and the expectation to get something is large enough, the person concerned will be very encouraging to get what he wants (Lawler III & Suttle, 1973). Conversely, if the hope of getting what he wants is slim, his motivation to try will be below.

## **CONCLUSIONS**

Simultaneously and partially, leadership style and work motivation affect job satisfaction. Leadership style has the most dominant influence on job satisfaction for members of the Polewali Mandar Police. The results of this study suggest that the leadership style applied to police members at Polres Polres Polewali Mandar is more emphasized on consistent leadership in applying rewards to stimulate member performance and providing punishment for personnel who violate the rules. It would be better if official leadership education or training were given to the leaders in this unit to get closer personally to the members. The designation for the unit and the position of Commander would be suitable if it were returned to the way it was before. Leaders should be willing to mingle with their members both during office hours and outside office hours. As much as possible, the leader takes the time, even if it is to say hello because this allows the relationship to be established in the office and personally. It has an excellent opportunity to increase the work motivation of its members. The need to evaluate the implementation of leadership in motivating members by surveying members' attitudes, their motivation towards their work, which impacts job satisfaction by collaborating with academics and observers in carrying it out. To increase the job

satisfaction of members, the leader should make a selection plan for members with qualifications following the police duties. So that personnel are expected to be competent and appropriate in their functions and can carry out the work for which they are responding correctly. Support for existing facilities and infrastructure should be maintained by taking care in an orderly manner to remain suitable for use when needed, increasing the morale and motivation of members in each task implementation. Even if possible, bring back the former glory of the police force. The research still has limitations, such as a relatively small sample, so it cannot measure leadership style and motivation on job satisfaction. Future research should take into account other variables that may affect job satisfaction.

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