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Research Article

The Influence of Leadership Style on Employee Job Satisfaction in Gorontalo Provincial Government-Indonesia

Meimoon Ibrahim*, Ilyas lamuda

Gorontalo University, Indonesia

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*Corresponding author:

E-mail:

meimoonibrahim@yahoo.com

ABSTRACT

This study aims to analyze how the influence of leadership variables on employee job satisfaction in the regional government of Gorontalo Province. The pattern used is explanatory research, namely the pattern of research that seeks to explain the relationship of variables referred to as formulated in the formulation of hypotheses so that the relationship of variables, namely Leadership Style (X1) and Employee Performance (Y2), can be tested with quantitative approaches and hypothesis testing, used Structural Equation Modeling (SEM) method. The study was conducted in a representative sample, with as many as 200 people from 3,997 employee populations. The results showed that Leadership Style positively and significantly affected job satisfaction in the Provincial Government Gorontalo-Indonesia.

Keywords: Leadership, Job satisfaction

Introduction

The success of an organization in achieving goals is determined by leadership. Similarly, with leadership in government organizations, many factors can determine leaders' success in achieving their goals. One of them is leadership style, which is a leader's behavior to influence his followers or followers. Applying leadership styles in local government organizations is more complex because the employees or staff have different educational backgrounds and fields of duty, even psychological conditions. Therefore, leadership in the organization is significant and expected in carrying out its duties. It must be qualified and have competence, as first introduced by (McClelland., 1961.),

namely the fundamental characteristics possessed by someone who has a direct influence on or can predict excellent performance. Because the work of an employee directly affects the community. So, competent leadership is needed because the success of an organization in achieving goals is determined mainly by the quality of leadership of employees or leaders in the organization, in the sense that leadership entities play a significant and dominant role in carrying out all leadership functions. Mahon (Timpe, 1987) states that employees need challenging tasks and a sense that they are part of the activity. These needs can met by managers/leaders through effective delegation.

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Organizations that succeed in their mission have a crucial characteristic distinguishing them from those that do not succeed, namely dynamic and effective leadership. From various aspects, the search for people who have the ability to lead the organization effectively is not only limited to the business world but also looks at various sectors such as government, education, and other forms of organization.

Therefore, the leader's attitude is the main task in the organization, and a leader should have a leadership style that satisfies all employees' needs while achieving the goals and objectives of the organization.

Dubrin In (Sedarmayanti, 2011) states that leadership style is a typical pattern of behavior shown by leaders when dealing with group members. Leadership styles are usually described in terms of autocratic, participatory, task-oriented, and human-oriented. This means that leadership style is behavior and strategy resulting from a combination of philosophies, skills, traits, and attitudes, which are often applied by a leader when trying to influence the performance of his subordinates. The application of leadership styles can reduce employee job satisfaction.

Job satisfaction is a pleasant psychological condition felt by workers/employees in a work environment for their role in the organization. As stated by Tiffin, job satisfaction is the relationship between the attitude of employees towards their work, work situations, and cooperation between leaders and employees.

Job satisfaction is not only caused by a comfortable work environment with high rewards but also caused by a good leadership style because of a comfortable environment high rewards if the leader's treatment of subordinates is not good, then the psychological condition of employees will be not good, so the question of this research is: Does leadership style have a positive and significant effect on employee job satisfaction in the Provincial Government Gorontalo?

This research was inspired by the research (Brahmasari , 2008) entitled *The Influence of Work Motivation, Leadership, and Organizational Culture on Job Satisfaction and its Impact on Performance* (case study at PT. Hi International Wiratama work Indonesia). The

variables studied are employee motivation, leadership, work culture, job satisfaction, and employee performance. With a population of 1,737 people and a sample of 325 people, the analysis tools used are SPSS version 13.0 and organizational culture, transformation leadership, and performance using path analysis tools. The results showed a significant influence on performance between organizational culture and leadership transformation.

(Cabell, 2017) examines whether the interaction of leadership style and organizational structure on job initiative is culture-bound by measuring the effects this interaction had on the job initiative of Chinese employees in Hong Kong and comparing this result with the findings of studies that used a sample of American employees. A systems model conceptually defines the factors of leadership style and organizational structure. However, a factor analytic technique operationally defined the independent leadership style factors as consideration, motivation, structure, and direction. It also described the factors of organizational structure as: supervisor-employee communications linkages, face to face communications, employee dependence, decision-making process, measure of output, and work evaluation. The leadership style factor of consideration showed a positive and significantly high correlation with job initiative in a structure that frequently utilized the supervisor to relay information among employees in the same workgroup and in different work groups.

In contrast, the correlations between the leadership style factors of direction, structure, and motivation did not differ significantly in an interaction with any of the factors of organizational structure. These results are consistent with the findings of studies which used a sample of American employees. Research by (Yiing and Ahmad, 2009) *The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance Faculty of Business and Accountancy*. With research variables, namely organizational culture, leadership behavior, organizational commitment, inter-organizational commitment, satisfaction, and work performance. The

analytical tool used is Structural Equation Modelling (SEM). The results found that the directive leadership model has a positive effect on job satisfaction and also has a positive impact on organizational performance.

Methodology

The pattern used is explanatory research, which is a research pattern that seeks to explain the relationship of the referred variables as formulated in the formulation of the hypothesis so that the relationship between variables Leadership Style (X) and Job Satisfaction (Y1) can be tested with a quantitative approach. Correlation research means the existence of connections between variables. This variable that has a relationship becomes a survey model designed to discuss things that affect employee performance. In addition to describing conditions by established criteria, survey models can also be used to investigate differences in such symptoms and test hypotheses.

Data analysis is carried out using statistics, both descriptively and inferentially. The Structural Equation Modeling (SEM) method is

used for hypothesis testing. Generalizations are made to the population in the SEM model developed and found based on the discussion of research results in reviewing or looking for causal relationships between independent variables or predictors of leadership style and job satisfaction as an intermediate variable (intervening variable)

The population has a general characteristic of local government employees (State Civil Apparatus = ASN) of Gorontalo Province who were chosen in this study are employees with groups I, II, and III of the Regional Government of Gorontalo Province. On the grounds of population selection that employees of this group are employees who often experience variable treatment-

The sample was drawn based on (Achmad Kuncoro, 2018) in their book citing several expert opinions, namely according to Kelloway and Marsh *et. al.*, the sample size for the structural equation model (SEM) is at least 200 observations. The composition of the population and sample is shown in table 1 below:

Table 1 : Population and Sample Composition

Golongan	Populasi	Sample
I	21	1
II	842	42
III	3.134	157
Sum	3.997	200

Source: Data processed

Research Results and Discussion

Test the validity and reliability of variables:

Table 2. Test the Validity and Reliability of Leadership Style Variables (X1)

Variable	Indicator	Validity		Cophicin Alpha
		Correlation (r)	Probability (p)	
Leadership Style (X1)	X1.1	0.495	0.000	0.744
	X1.2	0.534	0.000	
	X1.3	0.653	0.000	
	X1.4	0.669	0.000	
	X1.5	0.680	0.000	
	X1.6	0.619	0.000	

Source: Primary Data (Processed)

The table shows all question items for the leadership style variable (X1) have a correlation value greater than 0.3. The alpha

coefficient of 0.744 thus means that the question item for the leadership style variable (X1) is valid and reliable for future testing.

Table 3: Test of Validity and Reliability of Variables Job satisfaction (Y1)

Variable	Indicator	Validity		Cophicin Alpha
		Correlation (r)	Probability (p)	
Job satisfaction (Y1)	Y1.1	0.453	0.000	0.735
	Y1.2	0.601	0.000	
	Y1.3	0.671	0.000	
	Y1.4	0.732	0.000	
	Y1.5	0.643	0.000	
	Y1.6	0.441	0.000	

Source: Primary Data (Processed)

The table shows that all question items for the variable Job satisfaction (Y1) have a correlation value greater than 0.3. While the alpha

coefficient of 0.735 thus means that the question item for the variable Job satisfaction (Y1) is valid and reliable for future testing.

Table 4: Evaluation of Goodness of Fit Indices criteria Leadership style (X1)

Goodness of fit index	Cut-off Value	Model Results*	Information
χ^2 - Chi-square	Expected small	15,293 (9= 16,91898)	Not Good
Sign. Probability	≥ 0.05	0.083	Good
CMIN/DF	≤ 2.00	1,699	Good
RMSEA	≥ 0.08	0.080	Good
GFI	≥ 0.90	0.955	Good
AGFI	≥ 0.90	0.896	Not Good
TLI	≥ 0.94	0.863	Not Good
CFI	≥ 0.94	0.918	Not Good

Source: processed data

The evaluation of the proposed model shows that the evaluation of the model against the construct as a whole produces values above critical except for the AGFI, TLI, CFI, and RMSEA values. Still, the score is close to the critical value so that overall it shows that the model is following the data, so further model suitability tests can be carried out.

Variables that get used as an indicator of the leadership style variable (X1), indicated by the value *loading factor* or the lambda coefficient of each indicator presented in Table 22 provided that the magnitude of the factor weight must be greater than 0.40 so that dimensions and indicators whose magnitude of the factor weight must be smaller than 0.40 not included in the model.

Table 5. Evaluation of Goodness of Fit Indices criteria Job Satisfaction (Y1)

Goodness of fit index	Cut-off Value	Model Results*	Information
χ^2 - Chi-square	Expected small	11,005 (9=16,91898)	Good
Sign. Probability	≥ 0.05	0.275	Good
CMIN/DF	≤ 2.00	1,223	Good
RMSEA	$\leq 0,08$	0.045	Good
GFI	≥ 0.90	0.966	Good
AGFI	≥ 0.90	0.922	Good
TLI	≥ 0.95	0,952	Good
CFI	≥ 0.95	0,971	Good

Source: processed data (2017)

Based on the evaluation of the proposed model, it shows that the evaluation of the model against the construct as a whole produces values above critical, which indicates that the model is by the data, so that further model suitability tests can be carried out.

Table 6. Loading Factors (λ) measurement of leadership style variables (X1)

Indicator Variables	Loading Factor (λ)	Critical Ratio	Probability (p)	Ket
X1.1	0,290	2,327	0,020	Significant
X1.2	0,343	2,690	0,007	Significant
X1.3	0,580	4,455	0,000	Significant
X1.4	0,615	FIX	0,000	Significant
X1.5	0,625	3,575	0,000	Significant
X1.6	0,520	3,278	0,001	Significant

Table t value at level 5 % with total data 200 = 1.98

Loading factor (λ) the measurement of the leadership style variable (X1) in Table 6 shows the results of the hypothesis test against the measurement model of the leadership style variable (X1) of each dimension and indicator that explains the construct, especially the latent variable (*unobserved variable*) from the coercive force dimension (0.461) consisting of indicators prohibiting subordinates from leaving the office and leaders giving direction, the autocratic style dimension (0.426) composed of the indicators of empathizing with employees and behaving as a catalyst for change, the affiliate style dimension (0.516) composed of the indicators of building

emotional bonds with employees and placing employees as the main thing, the speed force dimension (0.559) consisting of indicators telling employees doing a job as he is doing now and being driven to achieve a goal, the dimension of democratic style (0.687) represented by the indicator of being easy to collaborate with subordinates and leaders responding to bahawan, and the dimension of coach style (0.536) represented by indicators helping employees in identifying their strengths and weaknesses all have a factor weight value greater than 0.40 so that included in subsequent tests.

Table 7. Loading Factors (λ) measurement of job satisfaction variables (Y1)

Indicator Variables	Loading Factor (λ)	Critical Ratio	Probability (p)	Ket
Y1.1	0,331	2,735	0,006	Significant
Y1.2	0,536	3,988	0,000	Significant
Y1.3	0,573	3,923	0,000	Significant
Y1.4	0,699	FIX	0,000	Significant
Y1.5	0,529	4,057	0,000	Significant
Y1.6	0,213	1,819	0,000	Significant

Source: data processing

Loading factor (λ) the measurement of the job satisfaction variable (Y1) in Table 26 shows the results of the hypothesis test against the measurement model of the job satisfaction variable (Y1) from each indicator that explains the construct, especially the latent variable (*unobserved variable*) from love his job (Y1.1=0.331), love of their job (Y1.2=0.536), positive morale (Y1.3=0.573), work discipline (Y1.4=0.699), work

performance (Y1.5=0.529), work productivity (Y1.6=0.213) so all included in the next test. The following table is a hypothesis test by comparing the calculated t value with the table t value, if the calculated t value is greater than the table t then the relationship between the variables is significant and can be analyzed further. At *degree of freedom* (df) = 243 table T values ($\alpha = 5\%$) of 1.98. The test results are presented in the following table:

Table 8: Hypothesis Testing Model Test of The Relationship Between Leadership Style (X1), Job Satisfaction (Y1)

H	Types of Influence	Loading Factor	CR	Prob	Ket
H	job satisfaction (Y1) ← leadership style (X1)	0,292	2,025	0.043	Sig

Information: * Significant at level 5 %, Table t value ($\alpha = 5\%$) = 1.98

Source: processed data 2017

Leadership Style has a positive and significant influence on Job Satisfaction with $P = 0.043 (< 0.05)$ and CR value ($t_{calculate} > t_{table}$ ($2.025 > 1.98$)) and loading factor of 0.292, this coefficient shows that an increase in leadership style will increase job satisfaction.

Conclusion

Leadership Style (autocracy, affiliation, speed, democracy, and trainers) positively and significantly affects employee job satisfaction in the Gorontalo Provincial Government. Using an effective leadership style will encourage someone to take action to achieve the desired goals. The leadership style of the Gorontalo Provincial Government affects its goals plus the variety of relationships experienced by a person; it determines a lot of job satisfaction and search behavior for achieving goals that leaders are required to have an awareness of the distribution of power and authority as a process of regeneration and continuous capacity improvement. Some of the things that are important for a more effective leadership style are Awards, job responsibilities, and incentives

This research focused on the Regional Government of Gorontalo Province, so it is hoped that this research can also be developed in other fields or a broader scope, not only in the Gorontalo Province area, because each region has a different work culture. To reduce bias due to the use of instruments with perception, it can be updated for future research using secondary data support, not only based on questionnaires alone, so it is recommended for further research by examining in more detail the most effective leadership style model be applied to the organization and how effective the performance performed by employees.

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