

The role of leadership and work motivation on job satisfaction according to the view of PT Indomarco Prismatama Employees

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ABSTRACT

Effective management, thinking about the importance of human resources. Employee job satisfaction is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee job satisfaction and develop a theoretical basis and research model. This study used the associative descriptive quantitative method with a population of 40 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee job satisfaction is influenced by leadership style; the more influential the leader is in making decisions, the more employee job satisfaction increases. The second hypothesis states that work motivation affects employee job satisfaction. The third hypothesis is that employee performance is influenced by leadership style and employee work motivation, which can simultaneously increase employee job satisfaction. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. Introduction

Human resources have a meaningful role in an agency. The existence of human resources and all the components in them makes the basis for the life of an institution. Human resource contribution can be expressed in all abilities and expertise, both driven and connected through mind, energy, creativity, and innovation. Optimal performance results from the extra role of human resources themselves, which are valuable assets that can support sustainability in achieving the vision and mission. In this case, the continuity of the extra role of employees needs to be given training and direction so that they can contribute to the target. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al., 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources an essential factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business

venture requires proper management. The company uses various methods to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain survival (Haryadi et al., 2021; Mulyadi et al., 2023).

In the company, the job satisfaction factor is significant to note. Apart from job satisfaction, the determinant that can improve employee performance is job satisfaction. The higher the job satisfaction employees feel, the higher the employee performance (Haryadi et al., 2021). Job satisfaction is a statement of positive feelings workers express about their work based on the results of evaluating its characteristics (Pudjiastuti & Sijabat, 2022). Everyone has a different level of satisfaction according to the value system that applies to him; in other words, satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction, or dissatisfaction at work (Mansyur et al., 2022). Job satisfaction must be created because it can increase employee morale, dedication, and love for their work and strengthen employee discipline in the workplace (Haryadi & Wahyudi, 2020). Job satisfaction is an attitude (action-cognition), feeling of pleasure (expression-affection), or gap (gab) between what has been obtained and what is expected (Cheng et al., 2022; Wan & Duffy, 2022). Job satisfaction results from the employee's experience with his values, such as what is desired and expected from his job. This view can be simplified as job satisfaction is an individual's attitude and feedback on their work (Farmaki et al., 2022; Li et al., 2022). Job satisfaction results from employees' perception of how much their job can provide such an emotional state (Azima & Mundler, 2022; Luque-Reca et al., 2022).

Job satisfaction is influenced by leadership style. Leadership style in an organization is an essential aspect of improving job satisfaction. This is because employees will undoubtedly like a wise and professional leader. Thus, employees will feel valued by their leaders (Rahmatullah et al., 2022; Setiadi et al., 2023). The process of activity of an organization or an enterprise will inevitably experience obstacles in achieving its goals. One is increasing human resources in companies or organizations (Tania et al., 2021). Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity. (Rosalina & Wati, 2020). Leadership style is a way or technique of a person in carrying out leadership and can also be interpreted as a behavioral norm that a person uses when the person tries to influence the behavior of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020). Research conducted by (Ali & Agustian, 2018) explained in the results of their research that leadership has no effect on employee job satisfaction, they argue to improve leadership style periodically regarding job satisfaction and employee performance. It is expected that leaders can improve leadership styles to employees through oriented styles, participatory styles and caregiver styles.

Apart from leadership factors, one factor that can increase employee job satisfaction is providing work motivation. Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate so that it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all their abilities to complete the job enthusiastically. For employees who are not motivated, their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

A branch called Indomaret was established in 1988 with the idea to facilitate the provision of basic daily necessities to employees. As the company develops its store operations, it is interested in further researching and understanding various shopping needs and consumer behaviors. Several employees are assigned to observe and study people's shopping behavior to achieve this goal. The point is that people choose to shop at modern outlets because of the large selection of quality products, fixed and competitive prices, and a comfortable atmosphere. Knowledge of consumer needs, store business skills, and the transfer of people's shopping behavior to modern stores gave birth to a noble desire to serve the state and nation. This intention was realized by establishing Indomaret with the corporation PT Indomarco PrismaTama, which has a vision "to become a world-class retail network" and the motto "simple and economical. Indomaret initially developed the concept of organizing branches near consumers' homes, covering various basic and daily needs, serving diverse audiences, and having a store area of approximately 200 square meters. Depending on time and market demand, Indomaret continues to add branches in various residential, office, commercial,

tourist, and apartment areas. In this case, it is a learning process of running an extensive retail network that involves complex and diverse experiences. Having the knowledge and skills to run an extensive retail network, the management team's goal is to make Indomaret a national asset. This is inseparable from the fact that all thoughts and operations of the company are led entirely by the sons and daughters of Indonesia. As an asset of the nation, Indomaret wants to share it with the people of Indonesia through a franchise business and be able to compete globally. This later evolved into the company's vision to become a national asset: a globally competitive franchise retail network. Indomaret's franchise business concept is Indonesia's first pioneer in mini markets. The public response is very positive, as evidenced by the increasing number of Indomaret franchisees from time to time. The company's franchise business concept also received Indomaret's recognition from the government as a Leading Franchise Company in 2003'. This kind of award is the first time given to an Indonesian minimarket company, and so far, only Indomaret has received the award. Indomaret is multiplying and has 22—077 stores as of August 2023. Most product deliveries to all stores are carried out through Indomaret's 42 distribution centers, which offer more than 5. 000 products. Currently, Indomaret's presence is further strengthened by the fact of Indogrosec, a subsidiary with the concept of a wholesale center business.

2. Research Method

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Indomarco Prismaatama Serang Branch, totaling 40 respondents. The sample in this study consisted of employees of PT Indomarco Prismaatama Serang Branch, totaling 40 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn into the sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 40 questionnaires were obtained from respondents using Google Forms when the author distributed them from November 3, 2023, to December 6, 2023. The data analysis technique in this study is descriptive analysis using IBM SPSS version 26 computer assistance program, then to determine the influence between variables using inferential analysis with SPSS version 26 assistance program through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including H1: There is a significant influence of leadership style on employee performance, H2: There is a substantial influence of work motivation on employee performance, H3: There is a considerable influence of leadership style and work motivation simultaneously on employee performance.

3. Results And Discussions

Before a hypothesis test can be performed, a validity test must be committed to show the extent to which the measurement instrument or measurement method of something is positively designed. Goal statements measured employee performance, seven reports estimated leadership style, and work motivation was measured by seven survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, Cronbach's alpha also brought the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				0.952
EP_1	0.715	0,312	Valid	
EP_2	0.774	0,312	Valid	
EP_3	0.775	0,312	Valid	
EP_4	0.881	0,312	Valid	
EP_5	0.897	0,312	Valid	
EP_6	0.918	0,312	Valid	

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
EP_7	0.715	0,312	Valid	
Leadership Style				0.784
LS_1	0.449	0,312	Valid	
LS_2	0.502	0,312	Valid	
LS_3	0.368	0,312	Valid	
LS_4	0.335	0,312	Valid	
LS_5	0.795	0,312	Valid	
LS_6	0.696	0,312	Valid	
LS_7	0.554	0,312	Valid	
Work Motivation				0.926
WM_1	0.896	0,312	Valid	
WM_2	0.754	0,312	Valid	
WM_3	0.775	0,312	Valid	
WM_4	0.896	0,312	Valid	
WM_5	0.553	0,312	Valid	
WM_6	0.825	0,312	Valid	
WM_7	0.688	0,312	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.312 , which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point r-validity value is > 0.312 . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.43329083
Most Extreme Differences	Absolute	.116
	Positive	.116
	Negative	-.075
Test Statistic		.116
Asymp. Sig. (2-tailed)		.193 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.193), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 1.3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Leadership_Style	0.906	1.341
	Work_Motivation	0.906	1.341

a. Dependent Variable: Job Satisfaction

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.241 and a Tolerance value of 0.806. The result of the decision for the multicollinearity test is that if the tolerance value ($0.806 > 0.10$ and $VIF (1.241) < 10$), it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regresregressionr test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized		
	B	Std. Error	Coefficients		
(Constant)	-.661	2.065		-.320	.750
1 Leadership_Style	.182	.082	.196	3.201	0.021
Work_Motivation	.826	.107	.687	8.703	0.000

a. Dependent Variable: Job Satisfaction

The negative constant -0.661 means that if the value of leadership and cooperation motivation is equal to zero, then the level or magnitude of optimization of employee job satisfaction is -0.661. The regression coefficient of the Leadership variable has a positive value of 0.182, which means that if the value of the Leadership variable increases by one hundred %, then employee job satisfaction increases by 0.182 times. The value of the regression coefficient of the work motivation variable is positive by 0.826. This explains that if the value of work motivation increases by one hundred %, then the employee job satisfaction variable increases by 0.826 times. The following are the results of the analysis in hypothesis testing presented in Table 5 below.

Table 5. Hipotesis test

Variable	T-value	P-values	Result
LS → JS	3.201	0.021	Accepted
WM → JS	8.703	0.000	Accepted
LS & WM → JS	149.565	0.000 ^b	Accepted

Source: Results of research data processing 2023

Table 5 shows the first hypothesis statistically: there is a significant influence between leadership style and employee satisfaction; it can be concluded that there is a substantial influence between leadership style and job satisfaction, which has a strong level of relationship, meaning that leadership value increases, employee job satisfaction increases. Leadership is an integral part of management because it is the driving force for optimizing an organization's production factors (humans, capital, machines, and methods) (Nguyen, 2021). Such is the importance of the role of leadership in efforts to achieve organizational goals. Whether an organization can succeed or not is primarily determined by the quality of leadership in an organization. Leadership style or style has a lot to do with the success of a leader in influencing the behavior of his subordinates. The achievement of the goals of each organization is affected by organizational behavior, which reflects the behavior and attitudes of actors in the organization (Haryadi et al., 2021). Leadership is realized through the interaction of the leader with the people led, which occurs in various conditions that affect him, the classification of various styles in interaction or leadership styles, the realization of leadership styles cannot be separated from the influence of ever-changing conditions that are incidental (momentary) different and may also vary so that the application of each leadership style depends on the leader's ability to analyze and utilize conditions Therefore, each leader will be different (Rahmatullah et al., 2022).

The findings in the second hypothesis, the t-test, are based on the assumption that work motivation affects employee job satisfaction. Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

The third finding is that leadership and work motivation have a simultaneous influence together on employee job satisfaction. Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity. (Rosalina & Wati, 2020). Leadership style is a way or technique of a person in carrying out leadership and can also be interpreted as a behavioral norm that a person uses when the person tries to influence the behavior of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020). Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because directly, motivation is a stimulant for employees to work better and can encourage employees to be more active in performing and more passionate; it will fit the company (Ahlstedt

et al., 2023; Collie, 2023). Motivation is one factor that can affect employee performance in the company and an element that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

4. Conclusion

From the results of research and discussion, the author formulates conclusions, among others; the first hypothesis states that employee job satisfaction is influenced by leadership style, meaning that the more appropriate the leader is in making decisions, the more job satisfaction increases. The second hypothesis states that work motivation affects employee job satisfaction, meaning that the higher the work motivation, the higher the job satisfaction. The third hypothesis is that employee job satisfaction is influenced by leadership style and work motivation. Leadership style and work motivation are included in the excellent category because the results of descriptive analysis often show qualified as an indicator analysis of cooperative attitudes in the company used for performance appraisal, and it is necessary to maintain a harmonious relationship between employees have a sense of togetherness between employees is increasing to improve human resources. For future research, it is essential to add research variables such as organizational commitment, work discipline, and organizational citizenship behavior and add research samples from other branches of the city so that they can find the factors that can increase employee job satisfaction. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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