

The Influence of Work Motivation, Leadership and Organizational Culture on Job Satisfaction in Industrial Estate in Karawang

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Abstract---There are allegations that job satisfaction in Karawang Regency is influenced by work motivation, leadership, and organizational culture which is considered relatively low. The purpose of this study was to determine and analyze how the influence of work motivation, leadership, and organizational culture partially or simultaneously on employee job satisfaction in industrial area in Karawang. The population in this study amounted to 456 employees in the Industrial Estate in Karawang Regency. The research method used in this research is descriptive survey method and explanatory survey with a sample size of 372 respondents, and the data analysis method used is SEM (Structural Equation Modeling). Based on the results of the study, it was found that work motivation and organizational culture partially had a positive and significant effect on employee job satisfaction, while simultaneously these three variables were proven to have a positive and significant effect on employee job satisfaction. Partial organizational culture is the most dominant variable influencing employee job satisfaction.

Keywords: Work Motivation, Leadership, Organizational Culture, Job Satisfaction

I. INTRODUCTION

The development of the current business environment is considered to be very dynamic, so that it requires an effective, efficient and flexible management system where businesses must easily adapt and accommodate any changes that occur, both those that are happening and those that have occurred in a fast, precise and directed manner as well as cost cheap. With these conditions, the organization as one of the infrastructures in business should no longer be seen as a closed system (closed-system) but the organization is an open system (opened-system) that must be able to respond and accommodate various external changes quickly and efficiently.

The economic crisis that impacted the sluggish business climate resulted in many companies having to make efforts to streamline or other internal consolidation. This is done as an effort to save money to be able to maintain survival (survival) and achieve growth (growth) through effective and efficient performance. The survival and growth of a company is not only determined by the success in managing finances based on the strength of capital or money alone, but also is determined by the success of the company managing the human resources in it.

Human resource management is intended is that the company must be able to unite the perception or perspective between employees and company leaders in order to achieve company goals. Various methods are taken, among others through the formation of a good working mentality with high dedication and loyalty to his work, providing work motivation, guidance, direction and good coordination in working by a leader to his employees. The expected outcome of

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good and appropriate human resource management is the formation of job satisfaction from every employee of the company.

Creating employee job satisfaction is not easy to do because employee job satisfaction can be created if the variables that influence it such as work motivation, leadership and organizational culture / company can be accommodated well and accepted by all employees in an organization / company. Gibson (1996) in Ermayanti (2001: 3) and Brahmasari (2005: 96), suggested that organizational performance depends on individual performance or in other words individual performance will contribute to organizational performance, meaning that the behavior of organizational members both individually and in groups gives strength to the organization's performance because the motivation will affect the organization's performance.

Sujak (1990) in Ermayanti (2001: 3), argues that understanding motivation, both existing in employees and those from the environment will be able to help in improving performance. In this case a manager needs to direct motivation by creating organizational conditions (climate) through the formation of work culture or organizational culture so that employees feel encouraged to work harder so that the performance achieved is also high. Motivation must be well directed according to priorities and can be well received by employees, because motivation cannot be given to every employee with different forms.

One important element in the company's management system besides work motivation for employees is leadership. The results of several studies indicate that leadership is needed to improve the company's competitiveness in a sustainable manner. Leadership is a process by which a person can become a leader (leader) through continuous activities so that he can influence his followers (followers) in order to achieve the goals of the organization or company together.

This study aims to prove and analyze the effects of:

1. The influence of work motivation on employee job satisfaction in teaching staff
2. The influence of leadership on employee job satisfaction in teaching staff
3. The influence of organizational culture on employee job satisfaction in teaching staff
4. The influence of work motivation, leadership and organizational culture simultaneously on employee job satisfaction in teaching staff

II. THEORETICAL REVIEW

Work motivation

Robbin (2002: 55) states that the willingness to meet the target or goals involves the desire, passion and effort and thus, these are the sign of willingness. Radig (1998), Soegiri (2004: 27-28) in Antoni (2006: 24) argues that giving encouragement as a form of motivation, it is important to do to increase employee morale so that it can achieve the desired results by management. Relationship of motivation, morale and optimal results have a linear relationship in the sense of providing good work motivation, employee morale will increase and work performance will be optimal in accordance with established performance standards. The spirit of work as a form of motivation can be seen, among others, from the level of employee attendance and responsibility for work time that has been set.

Leadership

DuBrin (2005: 3) argues that the factors that could influencing people to perform certain task or to achieve certain goals such as leadership, through chain and command is important to create a sense of belonging among the subordinates that would create better environment in the workplace. Siagian (2002: 62) argues that leadership is the ability of a person

to influence others (his subordinates) in such a way that other people are willing to do the will of the leader even though personally it might not be liked by him. Nimran (2004: 64) argues that leadership is a process of influencing the behavior of others in order to behave as desired. Robbins (1996: 39) argues that leadership is the ability to influence a group towards the achievement of goals.

Siagian (2002: 66) states that the role of leader or leadership in an organization or company there are three forms, namely the role that is interpersonal, informational, and the role of decision making. The interpersonal role in an organization that is a leader in a company or organization is a symbol of the existence of the organization, a leader is responsible for motivating and giving direction to subordinates, and a leader has a role as a liaison. The role of informational means that a leader in the organization has a role as a giver, receiver and analyzer of information. Whereas the role of the leader in decision making means that the leader has a role as a policy maker to be taken in the form of business strategies that are able to develop innovation, take opportunities or opportunities and negotiate and run a business consistently.

Mintzberg in Luthans (2002) and Sutiadi (2003: 4) suggest that the role of leadership in organizations is as a regulator of vision, motivator, analyzer, and mastery of work. Yasin (2001: 6) argues that the success of organizational development business activities is largely determined by the quality of leadership or managers and the commitment of the top leadership of the organization to the energy investment needed and the personal efforts of the leadership.

Anoraga et al. (1995) in Tika (2006: 64) argues that there are nine leadership roles in an organization that are leaders as planners, leaders as policy makers, leaders as experts, leaders as implementers, leaders as controllers, leaders as gift or punishment givers, leaders as role models and symbols or symbols, the leader as a place to blame all the mistakes, and the leader as a substitute for the role of other members.

Leadership is the process of influencing others towards organizational goals (Bartol, 1991 in Tika, 2006: 63). This leadership variable is operationally measured using 4 (four) indicators adopted from Hersey-Blanchard's situational leadership theory in Robbins (1996: 45) and Wirjana & Supardo (2005: 48), as follows: (1) Telling (ability to inform what members should they do), (2) Selling (the ability to sell / provide ideas to members), (3) Participating (ability to participate with members), and (4) Delegating (ability to delegate to members).

Organization Culture

Like the notion of motivation and leadership, the notion of organizational culture is widely expressed by scientists who are experts in organizational culture, but there is still little understanding about the meaning of the concept of organizational culture or how organizational culture must be observed and measured (Brahmasari, 2004). Furthermore, Brahmasari (2004: 16) argues that this is due to a lack of understanding of the theoretical formulation related to organizational culture, its description, and its possible relationship with performance impact.

Ndraha (2003: 4) in Brahmasari (2004: 12) argues that corporate culture is the application of organizational culture to business entities or companies. These two terms are often used for the same purpose interchangeably. Marcoulides and Heck (1993) in Brahmasari (2004: 16) suggest that organizational culture as a concept can be a means of measuring the appropriateness of organizational goals, strategies and organizational tasks, and the resulting impacts. Without a valid and reliable measure of the critical aspects of organizational culture, statements about the impact of culture on performance will continue to be based on speculation, personal observation and case studies.

Glaser et al. (1987) in Koesmono (2005: 9) argues that organizational culture is often described in the sense of togetherness. Patterns of beliefs, symbols, rituals and myths that develop over time and function as the glue that holds the organization together. Hofstede (1986: 21) in Koesmono (2005: 9) argues that culture can be defined as a series of

interactions of habits that affect a certain group of environments. Tika (2006: 16) states that in the formation of organizational culture there are two important things that must be considered, namely the elements forming organizational culture and the process of forming organizational culture itself.

Meanwhile Robbins (1996) in Tika (2006: 20-21) explains the 3 (three) forces to maintain an organizational culture as follows: (1) The practice of selection, the selection process aims to identify and employ individuals who have knowledge, skills, and the ability to do work successfully in organizations. (2) Top management, top management actions have a big impact on organizational culture. Their words and behavior in implementing norms are very influential on the members of the organization. (3) Socialization, is intended so that new employees can adjust to the culture of the organization. This socialization process includes three stages, namely the arrival phase, the meeting stage, and the metamorphic stage.

Furthermore Tika (2006: 21) provides conclusions about the process of forming organizational culture through 4 (four) stages, namely the first stage of interaction between leaders or founders of the organization with groups / individuals in the organization. In the second stage, the interaction gives rise to ideas that are transformed into artifacts, values, and assumptions. The third stage, that artifacts, values, and assumptions will be implemented so as to form an organizational culture. The last stage, in order to maintain the organizational culture of learning (learning) to new members in the organization (Hofstede, 2001).

Work Satisfaction

Werther and Davis (1986) in Prabowo (2003) and Munandar, Sjabadhyni, Wutun (2004: 73) suggest that job satisfaction is a condition of liking or dislike according to the employee's view of his work. Dole and Schroeder (2001) in Koesmono (2005), suggested that employee job satisfaction can be defined as an individual's feelings and reactions to his work environment. Testa (1999) and Locke (1983) in Koesmono (2005) suggest that job satisfaction is an excitement or positive emotional statement that results from work assessment or work experiences. Furthermore Koesmono (2005) argues that job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and is related to the work environment, type of work, compensation, relationships between coworkers, social relations at work and so on. So it can be said that job satisfaction is the fulfillment of several wants and needs through work or work activities.

Robbins (2001: 148) suggests that job satisfaction is as a general attitude of an individual towards his job. Work requires interaction with coworkers and superiors, follows organizational rules and policies, meets performance standards, lives in working conditions that are often less than ideal, and other similar things. This means that an assessment (assessment) of an employee of his satisfaction or dissatisfaction with the work is a total sum of a number of discrete work elements (differentiated and separated from each other).

According to Ramayah (2001) and Janssen (2001) in Koesmono (2005: 28) argues that a manager will be very concerned about aspects of employee job satisfaction, because it has a moral responsibility whether it can provide a satisfying environment to its employees and believe that satisfied employee behavior will make a positive contribution to the organization. Managers feel their efforts and performance are successful if fairness in rewards provides a level of job satisfaction and performance. A balanced work situation will increase feelings in control of work life and result in job satisfaction. So that managers have a responsibility to increase job satisfaction of their subordinates in order to make a positive contribution to the organization.

Employee job satisfaction related to turnover means that high job satisfaction is always associated with low employee turnover, and vice versa if many employees feel dissatisfied, high employee turnover. Job satisfaction is related to absenteeism (attendance) means that employees who are less satisfied tend to have a high absence rate. Job satisfaction with age means that employees who tend to be older will feel more satisfied than employees who are relatively younger,

because it is assumed that older employees are more experienced in adjusting to the work environment and younger employees usually have ideal expectations about the world of work. so that if there is a gap or imbalance between their expectations and the work reality it can cause them to become dissatisfied. Job satisfaction is related to the level of work, meaning that employees who occupy a higher level of work tend to be more satisfied than employees who occupy lower jobs, because employees who have higher levels of work show good work skills and are active in expressing ideas and are creative at work. Job satisfaction is related to the size of the organization of the company where the size of the company can affect the process of communication, coordination, and employee participation so that it can affect employee job satisfaction (Mangkunegara, 2005).

III. Research Hypothesis

Based on the description of the framework and refer to the research paradigm above, the research hypothesis can be described as follows:

H1: There is an influence of work motivation on employee job satisfaction in the Industrial Estate in Karawang Regency.

H2: There is an influence of leadership on employee job satisfaction in the industrial Estate in Karawang Regency.

H3: There is an influence of organizational culture on employee job satisfaction in Industrial Estates in Karawang Regency.

H4: There is an influence of work motivation, leadership and organizational culture, simultaneously on employee job satisfaction in Industrial Estates in Karawang Regency.

IV. Research Method

The research method used is descriptive and verification research (verification and descriptive research). Descriptive research is research that aims to provide an overview of the variables studied, while verification research to determine the relationship between variables through testing hypotheses based on data collected in the field. This type of empirical research is survey research (survey). Survey research is field research conducted on a sample using a questionnaire as an instrument for collecting data (Sekaran, 2003: 121).

The unit of analysis in this study is Employees in the Industrial Estate in Karawang Regency, West Java Province, with the observation unit being the administrative staff in the Industrial Estate. The time horizon in this study is cross-sectional, where research is carried out at one time simultaneously.

To get respondent perception data related to research variables, each indicator is arranged indicators. The operational research variables are as follows:

- 1) Work Motivation (ξ_1) as an independent variable, measured by 7 (seven) indicators.
- 2) Leadership (ξ_2) as an independent variable, measured by 6 (six) indicators
- 3) Organizational Culture (ξ_3) as an independent variable, measured by 7 (seven) indicators.
- 4) Employee Job Satisfaction (η_1) as an independent variable, measured by 8 (eight) indicators

Population and Sampling

The population in this study is the company's employees in the Industrial Estate in Karawang. The large population of 456 employees. The sample size is determined by taking into account the analytical technique used in the hypothesis test,

the structural equation model. In this study there are 4 variables so a minimum sample size of 200 employees is needed. The sample used in this study were 372 respondents.

V. Discussions

Tabel 1. Size of Model Conformity

<i>Goodness of Fit Statistics (GOF)</i>	Expected Size	Estimated Result	Conclusion
<i>Absolute Fit Size</i>			
GFI	GFI > 0,90	0,84	<i>Marginal Fit</i>
RMSEA	RMSEA < 0,08	0,072	<i>Good Fit</i>
<i>Incremental Fit Size</i>			
NNFI	NNFI > 0,90	0,95	<i>Good Fit</i>
NFI	NFI > 0,90	0,94	<i>Good Fit</i>
AGFI	AGFI > 0,90	0,81	<i>Marginal Fit</i>
RFI	RFI > 0,90	0,93	<i>Good Fit</i>
IFI	IFI > 0,90	0,96	<i>Good Fit</i>
CFI	CFI > 0,90	0,96	<i>Good Fit</i>

Source : Processing Result of *LISREL 8.80*, 2019

Based on table 1 above, the six conformity measures obtained have a good fit index model, namely RMSEA, NNFI, NFI, RFI, IFI, and CFI. While the two suitability indexes of the model are below the size of good suitability, but are still within the margins of marginal suitability, namely GFI and AGFI.

So thus fulfilling the requirements of analysis and data analysis can be continued in the next analysis.

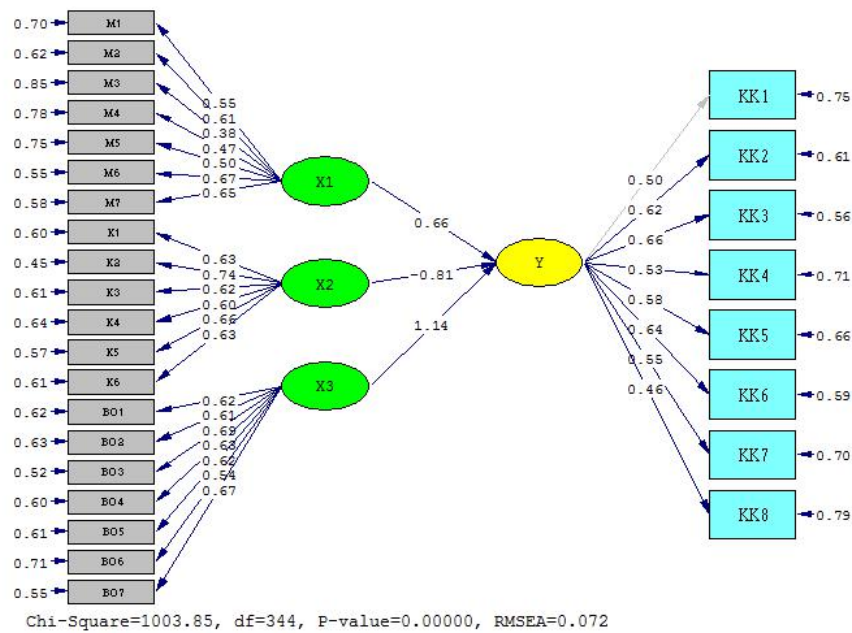


Figure 2. Basic Model SEM (Standardized Model)

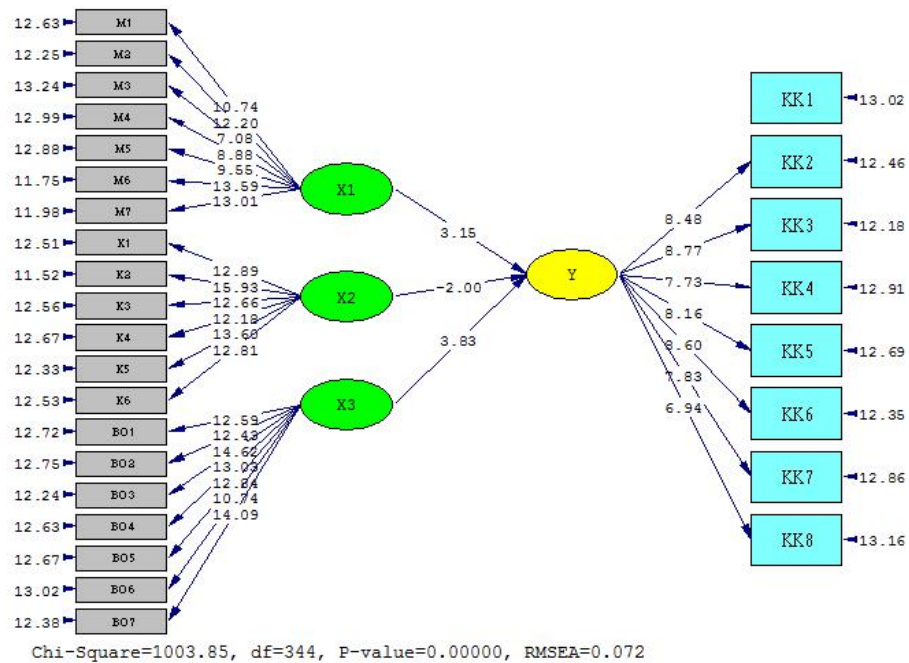


Figure 3. Basic Model SEM (t-Model)

Structural Equations

$$KK = 0.66 * MK + 0.81 * KM + 1.14 * BO, \text{ Errorvar.} = 0.039, R^2 = \mathbf{0.96}$$

(0.21) (0.41) (0.30) (0.064)

3.15 -2.00 3.83 0.61

Covariance Matrix of Latent Variables

	KK	MK	KM	BO
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KK	1.00			
MK	0.86	1.00		
KM	0.82	0.88	1.00	
BO	0.93	0.80	0.92	1.00

Based on Figure 2 and Figure 3 above, all sub variables (dimensions) in the formation of exogenous latent variables Work Motivation (MK), Leadership (KM), and Organizational Culture (BO) as well as endogenous latent variables Employee Job Satisfaction (KK) have validity well, this is indicated by all sub-variables having Standardized Loading Factor (SLF) ≥ 0.5 and the value of $|\geq \text{tk Criteria}| \geq 1.96$ at $\alpha = 0.05$ (Wijanto, 2008). Likewise, both exogenous and endogenous latent variables have good model reliability, it is shown that all variables have construct reliability values greater than 0.70 ($CR \geq 0.70$) and variance extract values greater than 0.50 ($VE \geq 0.50$).

VI. Conclusion

The results showed that if work motivation on the dimensions of physical needs (Psychological Need), Leadership in particular the ability to provide ideas to subordinates (selling) and organizational culture, especially on the dimensions of management support can be synergized in activities on employees, then this will be able to provide a positive influence and significant to employee job satisfaction, especially satisfaction on the compensation dimension. This research also showed the organization could become the learning organization as it stimulate the creativities of the employees in implementing the ideas and the efficiency of the information system would lead to the high level of employees' satisfaction. Hence, the self-esteem of the workers and the commitment of the employees has been found to become better with the usage of the information system which leads to the high level of efficiency.

Thus, it enhanced the level of job satisfaction among the employees and create a sense of belongings among themselves. The good bonding among the employees and the good relationship with the management would resulted the high level of organizational commitment and thus, contribute to the higher performance of the individuals and the company as a whole. The usage of the information system has been proven to benefit the people in the firm as the efficiency level has been increased significantly and thus contribute to the stakeholders such as the public and the shareholders. It promotes better relationship between the companies and the customers and hence resulting in high level of customers' satisfaction.

Based on these findings, managerial implications that can be applied to improve employee job satisfaction through enhancing organizational culture by taking into account the most dominant dimension of management support, so employees must pay attention and improve indicators such as the level of leadership support for employees, the level of leadership concern for employees, the level of leadership confidence in employees, the level of clear assignments, the level of spurring development, the level of developing employee quality, the level of leadership ability in conducive working conditions, the level of decisiveness in making decisions, and the level of ability to govern employees.

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