

The Influence of Leadership Style and Work Environment On Job Satisfaction With Motivation As An Intervening Variable In The Delivery Service Food And Agriculture City Of Binjai

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Abstract: The intended management of good human resources is the success of management in synergizing employee perceptions and perspectives with organizational goals. Therefore, employee job satisfaction is needed so that these goals can be achieved optimally. This study aims to determine whether leadership style and work environment affect employee job satisfaction through motivation as an intervening variable at the Department of Food Security and Agriculture, Binjai City. The study was conducted on 91 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis. The results obtained in this study show 1) there is a significant influence between leadership style on motivation, 2) there is an insignificant effect between work environment variables on motivation, 3) there is an insignificant effect between leadership style variables on job satisfaction, 4) there is an insignificant effect significant between work environment variables on job satisfaction, 5) there is a significant influence between motivational variables on job satisfaction, 6) motivational variables cannot affect leadership style variables on job satisfaction, 7) motivational variables can affect work environment variables on job satisfaction.

Keywords: Leadership Style, Work Environment, Motivation, Job Satisfaction.

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1. INTRODUCTION

Good management of human resources (HR) will have a positive impact on overall organizational performance and the organization's efforts to achieve its goals.

Good human resource management in question is management's success in synergizing employee perceptions and perspectives with organizational goals.

According to Wibowo (2014: 413) job satisfaction is a general attitude towards a person's work, which shows the difference between the number of awards the job receives and the amount they believe they should receive. Bangun (2012: 327) states that job satisfaction is a generalization of attitudes toward work.

Various attitudes of a person towards his work reflect pleasant and unpleasant experiences in his work and his expectations of the experience can be said that the job gives satisfaction to the holder. In contrast, dissatisfaction will be obtained if a job is not pleasant to do.

If someone does not have high motivation within himself to do something, then he will do it half-heartedly and not try to give his best.

Proper motivation will encourage an employee to do as much as possible in carrying out his duties because he believes that with the success of the organization achieving its goals and various objectives, the personal interests of an employee will also be maintained, so that in this study motivation is used as a moderating variable that can give effect on leadership style and work environment to achieve employee job satisfaction.

According to Umar (2005: 31) leadership is defined as the process of directing and influencing activities related to the tasks of group members, whereas according to Wijayanto (2012: 165) states leadership (Leadership) is a skill that is needed by every manager to be able to direct employees to perform optimally.

Hasibuan (2009: 169) states that leadership set by a manager in an organization can create harmonious integration and encourage employee passion to achieve maximum goals.

According to him, leadership is the way a leader influences the behavior of subordinates so they want to work together and work productively to achieve organizational goals.

By demonstrating a good leadership style towards his subordinates so that it can affect the level of employee job satisfaction, employee behavior will change according to the changes implemented by the leaders (Sarita and Agustia, 2009).

Another factor that can affect the job satisfaction of employees of the Binjai City Food Security and Agriculture Agency is the work environment.

The physical work environment is the environment where employees work and can influence employees in carrying out their work.

A good physical work environment will provide comfort and work motivation for employees to be able to achieve job satisfaction.

An environmental condition is said to be good or appropriate if an employee can carry out his activities optimally, healthy, safe and comfortable.

2. LITERATURE REVIEW

No.	Name/Year	Title	Research variable	Research result
1.	Isabella Jasmine and Edalmen (2020)	The Influence of the Work Environment on Job Satisfaction with Motivation as Mediation	Independent : Work Environment (X1) dependent : Job Satisfaction (Y1) Motivation (Y2)	The results of this study indicate that the work environment does influence Job Satisfaction with Motivation as Intervening. Motivation mediates partially Effect of Work Environment on Job Satisfaction.
2.	Dista Amalia Arifah and Candra Romadhon (2015)	The Effect of Organizational Commitment, Professional Commitment and Leadership Style on Job Satisfaction with Motivation as an Intervening Variable	Independent : Organizational Commitment (X1) Professional Commitment (X2) Leadership Style (X3) Dependent : job satisfaction (Y1) Motivation (Y2)	Organizational commitment, Professional commitment, Leadership style and motivation affect job satisfaction, organizational commitment, professional commitment and leadership style influence job satisfaction through motivation.
3.	Maria Theresia Femi Irianti and Setyaningsih Sri Utami (2012)	The Effect of Leadership Style and Work Environment on Job Satisfaction with Motivation as an Intervening Variable	Independent : Leadership Style (X1) Work Environment (X2) dependent : Job Satisfaction (Y1) Motivation (Y2)	Significant leadership style negativity on job satisfaction. The work environment affects job satisfaction. Motivation affects job satisfaction. Motivation moderates the effect of leadership style on job satisfaction. Motivation moderates the influence of the work environment on job satisfaction.
4.	Pegi Plangiten (2013)	The Effect of Leadership Style and Work Environment on Job Satisfaction	Independent : Leadership Style (X1) Work Environment (X2) dependent : Job Satisfaction (Y)	The results of the study show that leadership style and work environment have an effect on job satisfaction.
5.	Rini Astuti and Iverizkinawati (2018)	The Effect of Leadership Style and Work Environment on Job Satisfaction	Independent : Leadership Style (X1) Work Environment (X2) dependent : Job Satisfaction (Y)	The results of this study indicate that there is a positive influence leadership variable on job satisfaction, there is a positive influence work environment variables on job satisfaction variables, an for leadership and work environment have a significant influence on job satisfaction.

2.1 Research sites

The research was conducted at the Department of Food Security and Agriculture, Binjai City, which is located at Jalan Jambi, No. 7, West Rambung, South Binjai District, Binjai City.

2.2 Research Data Analysis Model

2.2.1 Path Analysis

According to Imam Ghozali (2005), states that path analysis is an extension of multiple linear analysis or path analysis is the use of regression analysis to estimate the relationship between variables that has been previously determined based on theory. The magnitude of the influence of an independent variable on the dependent variable is called the path coefficient. The path coefficient is one that has no units, therefore it can be used relatively at the same time to conclude that the greater the path coefficient, the greater the influence exerted by the variable itself. The prerequisites for determining how much influence one variable has on other variables in the path analysis model are as follows:

1. The relationship between variables must be a linear relationship.
2. All residual variables have no correlation with each other.
3. The relationship pattern between variables is recursive.
4. The measuring scale, both for the independent variable and for the dependent variable, is at least an interval.

If these requirements are met, then the path coefficient can be calculated with the work rate as follows:

1. Develop complete path diagrams (drawings) for the relationship between variables. This path diagram reflects the proposed conceptual hypothesis so that the independent and dependent variables are clearly visible.
2. Calculating the magnitude of the influence between an independent variable and the dependent variable. This calculation is based on the substructural relationship between the two independent or dependent variables with a dependent variable.

2.2.2 Direct Influence, Indirect Influence and Total Influence

The direct effect is the effect of an independent variable on the dependent variable without going through another variable which is called the intervening variable while the indirect effect is the influence of an independent variable on the dependent variable through another variable called the intervening variable and the total effect is the sum between direct influence and indirect influence simultaneously (Suci Rahayu, 2013).

1. Direct Influence

The direct effect of the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study are:

- a. The direct effect of leadership style variables on motivation ($X1 \rightarrow Z$).
- b. The direct effect of work environment variables on motivation ($X2 \rightarrow Z$).
- c. The direct effect of the leadership style variable on job satisfaction ($X1 \rightarrow Y$).

d. The direct effect of work environment variables on job satisfaction ($X_2 \rightarrow Y$).

e. The direct effect of motivational variables on job satisfaction ($Z \rightarrow Y$).

2. Indirect Influence

The indirect effect of the independent variable (X), the intervening variable (Z), and the dependent variable (Y) in this study are:

a. Indirect effect between leadership style variables through motivation on job satisfaction ($X_1 \rightarrow Z \rightarrow Y$).

b. Indirect effect between work environment variables through motivation on job satisfaction ($X_2 \rightarrow Z \rightarrow Y$).

3. Total Impact

This can be calculated by adding up the direct and indirect effects.

3. DISCUSSION

3.1 The Influence of Leadership Style on Motivation

The compensation variable has a positive and significant effect on motivation at the Food and Agriculture Security Service of the City of Binjai. The leadership style variable has a regression coefficient value of 0.622 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the job satisfaction value of the employees of the Food Security and Agriculture Office of Binjai City by 0.622 per one unit score.

Based on the results of testing the first hypothesis, it is known that leadership style has a significant influence on the motivation of employees of the Food Security and Agriculture Office of the City of Binjai. This is supported by research conducted by Maria Theresia Femi Irianti and Setyaningsih Sri Utami (2012), which revealed that leadership style influences motivation.

3.2 The Effect of the Work Environment on Motivation

The work environment variable has a positive and significant effect on motivation at the Food and Agriculture Security Service of the City of Binjai. The work environment variable has a regression coefficient value of 0.022 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work environment variable will increase the motivational value of the employees of the Binjai City Food Security and Agriculture Agency by 0.022 per one unit score.

Based on the results of testing the second hypothesis, it is known that the work environment has a significant influence on the motivation of employees of the Binjai City Food and Agriculture Security Service. This is supported by research conducted by Isabella Jasmine and Edalmen (2020), which revealed that the work environment influences motivation.

3.3 The Effect of Leadership Style on Job Satisfaction

The leadership style variable has a positive and insignificant effect on job satisfaction at the Food Security and Agriculture Service of the City of Binjai. The leadership style variable has a regression coefficient value of 0.040 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the leadership style variable will increase the job satisfaction value of employees of the Binjai City Food Security and Agriculture Agency by 0.040 per one unit score.

Based on the results of testing the third hypothesis, it is known that leadership style has a significant influence on job satisfaction of employees of the Food Security and Agriculture Office of the City of

Binjai. In order to increase employee job satisfaction, it is strongly influenced by the ability of a leader to mobilize his subordinates to work together in carrying out their duties effectively and efficiently. An organization will succeed or fail, depending on the leadership style of its superiors. The findings of this study are supported by research conducted by Pegi Plangiten (2013), which states that leadership style has a positive and significant effect on job satisfaction.

3.4 The Effect of the Work Environment on Job Satisfaction

The work environment variable has a positive and insignificant effect on job satisfaction at the Food Security and Agriculture Service of the City of Binjai. The work environment variable has a regression coefficient value of 0.009 and has a unidirectional effect, which means that each addition or increase in the value of one unit score for the work environment variable will increase the work satisfaction value of the Binjai City Food and Agriculture Agency by 0.009 per one unit score. Based on the results of testing the fourth hypothesis, it is known that the work environment has a significant influence on the job satisfaction of employees of the Food Security and Agriculture Office of the City of Binjai. The results of this study are in accordance with research conducted by Rini Astuti and Iverizkinawati (2018) who also stated that the work environment has a positive and significant effect on job satisfaction.

3.5 The Influence of Motivation on Job Satisfaction

The motivational variable has a positive and significant effect on employee job satisfaction at the Food Security and Agriculture Service of the City of Binjai. The motivation variable has a regression coefficient value of 0.600 and has a unidirectional effect, which means that each addition or increase in the value of one unit score of the motivational variable will increase the job satisfaction value of employees of the Binjai City Food Security and Agriculture Agency by 0.600 per one unit score.

Based on the results of testing the fifth hypothesis, it is known that motivation has a significant influence on job satisfaction of employees of the Food Security and Agriculture Office of the City of Binjai. This is in accordance with research conducted by Dista Amalia Arifah and Candra Romadhon (2015), who found that motivation can increase employee job satisfaction.

3.6 The Influence of Leadership Style on Job Satisfaction through Motivation

Based on the results of the calculation of the sobel test, it is known that the t value is 2,805, so that the t count value is $2,805 > t \text{ table } 2,528$. It can be concluded that the motivational variable is able to mediate the relationship between the influence of leadership style on job satisfaction. And based on path analysis, it is known that the influence of leadership style (X1) on job satisfaction (Y) of Binjai City Food Security and Agriculture Service employees is 4.5%, which consists of a direct influence of 4% and an indirect influence of leadership style (X1) on job satisfaction (Y) through motivation (Z) of 0.5%. The results of this calculation indicate that the direct effect of leadership style (X1) on job satisfaction (Y) is greater than the indirect effect. Thus it can be said that leadership style is effective in increasing job satisfaction, in other words it can be emphasized that leadership style (X1) has an influence if there is an increase in employee job satisfaction in carrying out tasks.

Based on the results of testing the sixth hypothesis, it is known that leadership style through motivation has an influence on job satisfaction of employees of the Food Security and Agriculture Office of the City of Binjai. The results showed that motivation has a role in mediating the effect of leadership style on job satisfaction.

3.7 The Effect of the Work Environment on Job Satisfaction through Motivation

Based on the results of the calculation of the sobel test, it is known that the t value is 3,199, so that the t value is $3,199 > t \text{ table } 2,528$. It can be concluded that the motivational variable is able to mediate the relationship between the influence of the work environment on job satisfaction. And based on path analysis, it is known that the influence of the work environment (X2) on job satisfaction (Y) for employees of the Food Security and Agriculture Office of Binjai City is 2.2%, which consists of a direct effect of 0.9% and an indirect effect of the work environment (X2) on Job Satisfaction (Y) through motivation (Z) of 1.3%. The results of this calculation indicate that the direct effect of the work environment (X2) on job satisfaction (Y) is smaller than the indirect effect. Thus it can be said that the influence of the work environment (X2) will increase Job Satisfaction (Y) more if it is done through motivation (Z).

Based on the results of testing the seventh hypothesis, it is known that the work environment through motivation has an influence on job satisfaction of employees of the Food Security and Agriculture Office of the City of Binjai. The results showed that motivation has a role in mediating the influence of the work environment on job satisfaction.

4. CONCLUSION

- a. Leadership style has a positive and significant effect on motivation at the Food Security and Agriculture Service of the City of Binjai. This means that this condition proves that the right leadership style can increase employee motivation.
- b. The work environment has a positive and insignificant effect on motivation at the Food and Agriculture Security Service of Binjai City. This means that this condition proves that the better the employee's work environment can lead to motivation but not significant.
- c. Leadership style has a positive and insignificant effect on job satisfaction at the Food Security and Agriculture Service of the City of Binjai. This means that this condition proves that the right leadership style can increase job satisfaction but not significantly.
- d. The work environment has a positive and insignificant effect on job satisfaction at the Food Security and Agriculture Service of the City of Binjai. This means that this condition proves that a better work environment can increase employee job satisfaction but not significantly.
- e. Motivation has a positive and significant effect on job satisfaction at the Department of Food Security and Agriculture in Binjai City. This means that this condition proves that the higher the motivation can increase job satisfaction.
- f. The effect of leadership style on job satisfaction of employees of the Binjai City Food Security and Agriculture Agency will be smaller if it is done through motivation. The direct effect of style on employee job satisfaction is greater than the indirect effect of leadership style on job satisfaction. It can be concluded that motivation is not able to mediate the effect of leadership style on job satisfaction.
- g. The influence of the work environment on job satisfaction of employees of the Binjai City Food Security and Agriculture Agency will be greater if it is done through motivation. The direct effect of the work environment on job satisfaction is smaller than the indirect effect of the work

environment on performance. It can be concluded that motivation is able to mediate the influence of the work environment on job satisfaction.

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