

## **The Role of Leadership on Job Satisfaction**

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### Abstract

The purpose of this study is to look at the impact of leadership on employee work satisfaction at PT Golden Hill Luwuk Banggai. The sampling method is nonprobability sampling. The analysis employs Partial Least Squares (PLS) based on Structural Equation Modeling (SEM), and data is collected via a Google form questionnaire. Two variables that can be identified are used by researchers. There are three external variables in this study: leadership (X1), compensation (X2), and motivation (X3). There is one endogenous variable in this study, which is Job Satisfaction (Y). Employees at PT. Golden Hill Luwuk Banggai 141. The sample in this study was gathered using a non-probability sampling technique, hence the sample size was 102 after being computed using the Slovin formula. This study shows that leadership has a considerable positive effect on workplace satisfaction, as does work motivation. Significantly improves job satisfaction. The more the work motivation, the greater the job happiness of the PT. The Golden Hill Luwuk Banggai. Similarly, stress has a considerable positive effect on happiness. The stronger the company's protection, the happier the PT employees. The Golden Hill Luwuk Banggai.

Keyword: Leadership, Work Stress, Employee Performance

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## **1. INTRODUCTION**

This mature economic growth in a place can be reflected in the many new retail ventures that have been opened. As in Indonesia, economic growth is quite high. The retail and mall sectors show significant year-on-year developments. The growth of Indonesian retail sales was 5.5% in 2022. The success of PT Golden Hill as the 6th highest consumer-rated retail in Sulawesi in 2022 is not independent of the role of human resources or employees in it. Employees are social creatures that are the primary asset of any organization/company. Employees become planners, executors, and controllers

who always play an active role in realising the goals of the company. Employees have purposes, thoughts, feelings, and desires that can influence their thoughts and attitudes towards their work. This attitude will determine his work achievement, dedication, and love for the work entrusted to him. It can be a positive attitude or a negative attitude. Positive attitudes must be built, while negative attitudes should be eliminated as soon as possible. Given the importance of the role of the employee in an organisation or company, it is important to pay attention to the factors that affect employee satisfaction. Job satisfaction must be created in the best possible way so that employee morale, dedication, and discipline increase. Job satisfaction is an emotional attitude that is pleasant and loves the work.

This attitude is reflected in work ethics, discipline, and work performance. This satisfaction is in work, outside work, and a combination of inside and outside work. Job satisfaction is an interesting issue in the management of an organisation or company because it has a huge impact on employees as well as organizations/companies. For employees, job satisfaction creates a pleasant feeling at work, while for companies, employment satisfaction is beneficial in an effort to increase productivity and improve employee attitudes and behavior. (Yusuf,2023). Leadership is an important aspect of a company because a leader must act as the organiser of his group in order to achieve what has been set. (Moridu, 2023). Leadership can be defined as the way in which a leader influences others and directs a particular party to perform tasks and responsibilities as expected towards a set goal. (Moridu, 2023). A study conducted by Moridu (2022) showed that leadership has a significant and positive impact on employee satisfaction. This study confirms the Moridu study (2023), which proves that leadership has a strong influence and has a significant positive impact on job satisfaction. Leaders must always be able to feel what their employees need so that they are satisfied. The role of leaders can affect morality, job satisfaction, security, the quality of working life, and the level of organisational performance. When a leader is able to apply the right leadership, then employees will feel satisfied, and they will eventually be able to improve their performance and become more productive.

In the world of work, his role in the company's motivation has become a lot more highlighted. Motivation is becoming more and more important as leaders divide the work among their subordinates to be done well and integrated into the company's goals, and employees become promoters of the corporate goals. Syamsudin (2022) says that motivation is the giving of the momentum that creates a person's working enthusiasm so that they are willing to work together, work effectively, and integrate with all efforts to satisfaction. If there is high motivation, it can increase employee satisfaction. If a person desires something, then he will have hope so that he will be

motivated to act towards the achievement of that expectation, and if his expectation is fulfilled, he will feel satisfied. Therefore, the company has an important duty to continue to motivate employees by paying good attention to their interests in order to promote the stability of the organisation so that the employee's job satisfaction is better and things that can cause employee dissatisfaction with their work can be terminated.

Previous research conducted by Ratna Devi, dkk (2022) found that work motivation was strongly linked to job satisfaction. Employment motivation can shape the individual to pursue the objectives of the work carried out and can improve work performance and employee satisfaction. These results are in line with the results of a study conducted by Tandiawan (2021), which found that motivation for work has a significant impact on employee job satisfaction. Compensation is all that an employee obtains in accordance with what the employee gives to his or her company. Compensation covers the financial or non-financial aspects (Honorary, 2022). According to Kushendar (2020), compensation refers to all forms, ranging from rewards to financial services provided by employees as part of the employment relationship. (Tandiawan, 2022).

## **2. LITERATURE REVIEW**

### **1) Leadership**

Leadership is an important aspect of a leader because a leader must act as the organiser of his group in order to achieve what has been set (Moridu, 2022). Leadership can be defined as the way a leader uses to influence others and direct a particular party to perform tasks and responsibilities as expected towards a set goal. ( Moridu, 2022).

### **2) Compensation**

Compensation is all that an employee obtains in accordance with what the employee gives to his or her company. Compensation covers financial or non-financial aspects. According to Kushendar (2021), compensation refers to all forms, ranging from rewards to financial services held by employees as part of the employment relationship.

### **3) Job satisfaction**

Every employee in a company will always strive to work according to the skills they have in order to achieve job satisfaction. Job satisfaction will be more sensible when employees have acquired aspects of their work in accordance with their wishes, such as developing skills, having the opportunity to pursue education, developing a career, working in a comfortable working environment supported by good work facilities, and having leaders who always give impetus to their subordinates (Moridu, 2022). According to Kushendar, job satisfaction is an emotional response to a profession that involves cognitive, affective, and social life responses or actions.

### **Research Hypothesis**

Based on the research framework that has been designed, the researchers put forward several hypotheses, as follows:

H1 : Leadership has a significant influence on employee satisfaction at Golden Hill.

H2 : Leadership compensation has a major influence on employee employment satisfaction at Golden Hill.

### **3. RESEARCH METHOD**

This research uses quantitative methods used to process data related to statistical and numerical programs. This study is a quantitative study aimed at analysing the influence of leadership, motivation, and compensation on job satisfaction among employees of Golden Hill Luwuk Banggai. The research was designed using online survey methods to collect the desired data. In this study, there are three exogenous variables, namely leadership (X1) and compensation (X2), and one endogenic variable, namely job Satisfaction. (Y). The total employee population at Golden Hill is 141. In this study, sampling is done using nonprobability sampling, a technique that does not give equal chances for every member of the population to be selected as a sample.

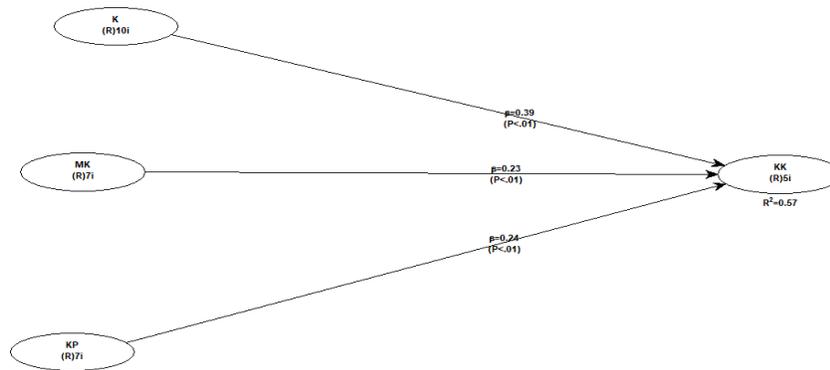
### **4. RESULT AND DISCUSSION**

#### **1) Validity and reliability tests**

Based on the tests carried out, it can be concluded that the entire variable meets the criteria of validity and trustworthiness. This can be demonstrated on the loading factor value of each indicator, where every indicator has a value  $> 0.5$ . Besides, it is also proven from the cronbach alpha value that has a values  $> 0.6$  and composite reliability  $> 0.5$  to qualify AVE values, which are expected to be  $> 0.5$  and greater than the AVE value on other constructions.

#### **a) The test of the hypothesis**

Below are the results of a hypothesis test using the SEM-based Warp PLS 6.0 program:  
 Figure 2 Model Estimate Results



Source: Processed Data (2023)

Based on Figure 2, it shows that the R-Squared value on the variable is 0.55. This means that 55% of Job Satisfaction is influenced by the variables Leadership, Work Motivation, and Compensation, whereas 53% can be affected by other variables beyond the estimates of the researchers. The hypothesis is tested by looking at path coefficients and P-value significance to determine the influence between variables based on the given hypotheses. Here is the result of a model estimate for path coefficients and p-value:

Table 1. Path Coefficient and P-Value

Hypothesis	Information	Coefficient Value $\beta$	P-Value	Test result
H1	K→KK	0.365	<0.001	Accepted
H2	KP→KK	0.235	0.005	Accepted

Source: Data processed (2023)

Information: Leadership (P), Work Motivation (MK), Compensation (KP), Job Satisfaction

Based on the results of the processed data in Table 1, the researcher tested the hypothesis results as follows:

- 1) Hypothesis 1  
 The results of hypothesis test 1 (H1) show that the coefficient value ( $\beta$ ) on the Leadership variable on Job Satisfaction is 0.365 with a P-Values value of  $<0.001 < 0.05$ , so H1 is accepted. This shows that the Leadership variable has a significant effect on Job Satisfaction.
- 2) Hypothesis 2  
 The results of hypothesis test 2 (H2) show that the coefficient value ( $\beta$ ) on the Compensation to Job Satisfaction variable is 0.235 with a P-Values value of  $0.005 < 0.05$ ,

so H2 is accepted. This shows that the Compensation variable has a significant effect on Job Satisfaction.

## DISCOURSE

In this sub-chapter, the discussion explains the related results of data processing along with the analysis that the researchers have already carried out. Here's an explanation of each hypothesis:

**H1:** Based on the results of the study, the first hypothesis of this study is that leadership has a significant influence on job satisfaction. This is supported by the coefficient value on the leadership variable with a value of 0.365 with p-values of <0.001. Leadership is an important aspect of a leader, because a leader must act as the organizer of his group in order to what has been set. (Moridu, 2023). The current research results prove that Leadership has a significant influence on Employee Satisfaction of PT Golden HillLuwuk Banggai. These results indicate that Leadership has a great impact on Employer Satisface of PT. Golden Hill Luwuk banggai means with good and right leadership then job satisfaction also increases. Leaders must be able to feel what employees need so that employees will feel satisfied. The role of a leader can affect morality and job satisfaction.

**H2:** Based on the results of the study, the first hypothesis of this study is that compensation has a significant influence on job satisfaction. This is supported by the coefficient value on the compensation variable with a value of 0.235 with p-values of 0.005. Compensation is all that an employee obtains in accordance with what the employee gives to his/her company. Compensation covers financial or non-financial aspects. Moridu (2023). Current research results prove that Compensation has a significant impact on Employee Satisfaction of PT. Golden Hill Luwuk Banggai.

## 5. CONCLUSION

Based on the data analysed on 102 respondents who met the criteria of the study, both descriptively and statistically with the help of the results using the WarpPLS 6.0 program based on SEM, it is possible to conclude that the results of the research were used to answer the research questions, namely; Leadership has a significant positive impact on Job Satisfaction. The better leadership, it can lead to higher Job satisfaction in the employees of PT. Golden HillLuwuk Banggai. It is expected, Work Motivation has a positive impact significantly on the job satisfaction.

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